

MIDLANDS STATE UNIVERSITY



FACULTY OF SOCIAL SCIENCES

HUMAN RESOURCE MANAGEMENT DEPARTMENT

**THE EXPERIENCES OF WOMEN WORKERS IN MINING: A CASE STUDY OF HWANGE
COLLIERY COMPANY LIMITED**

BY

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ABSTRACT

The purpose of the study was to explore the positive and negative experiences of women in mining at HCCL. The objectives of the study included investigating women miners' access to mobility and power structures, fairness in task assignment, exploring women miners' insights on the handling of disciplinary and performance issues, the execution of the gender mainstreaming role by HR and the challenges women face from stereotypical behavior and exclusion. Some of the positive experiences included women being able to compete equally with men in task execution because of technology and enactment of policies such as the equal opportunity policy that have helped women attain a certain degree of mobility and power structures within the mining hierarchy. The research also discovered male hostility may be rife in mining but there is a new breed of men who are accommodative and appreciative of women miners. Gradual changes are taking form for women in mining but they still have a long way to go before equality is achieved. Their rarity and scarcity leaves them vulnerable to unwanted sexual attention and male hostility through sexist language and exclusion. The research was based on an exploratory qualitative research design. To gather data the researcher used questionnaires and interviews. A combined thirty-six (36) participants responded to the questionnaires and interviews. The research was qualitative and the researcher used the thematic approach for data analysis. The major finding from the research was that the absence of women in executive positions negatively affects the power balances between women and male miners. This is because gender relations are related to power relations thus men in top management positions will pursue strategies that are influenced by their gender. The researcher noticed that women do not have difficulty in raising into junior management positions yet they experience the glass ceiling effect when it comes to attaining top management positions. The researcher recommended that intensive implementation and management of the STEM initiative so as to increase representation of women in mining by increasing their enrolment in science and technology related fields.

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TABLE OF CONTENTS

ABSTRACT	<i>i</i>
RELEASE FORM	<i>ii</i>
APPROVAL FORM	<i>iii</i>
LIST OF TABLES	<i>vi</i>
DEDICATIONS	<i>vii</i>
ACKNOWLEDGEMENTS	<i>viii</i>
DEFINITION OF KEY TERMS	<i>ix</i>
LIST OF ABBREVIATIONS AND ACRONYMS	<i>x</i>
INTRODUCTION	<i>1</i>
BACKGROUND OF STUDY	<i>1</i>
PROBLEM STATEMENT	<i>10</i>
RESEARCH OBJECTIVES	<i>11</i>
JUSTIFICATION OF THE STUDY	<i>12</i>
CONCEPTUAL FRAMEWORK	<i>13</i>
RESEARCH METHODS	<i>15</i>
Research Approach	<i>15</i>
Research Design	<i>15</i>
Sampling Procedure	<i>16</i>
Sample Frame	<i>16</i>
Sample Size	<i>16</i>
Sources of Data	<i>17</i>
Primary data	<i>18</i>
Secondary data	<i>18</i>
Research Instruments	<i>18</i>
Questionnaire	<i>18</i>
Personal interviews	<i>19</i>
Ethical Considerations	<i>19</i>
Limitationsto Research	<i>19</i>
Delimitations	<i>20</i>
DATA PRESENTATION	<i>21</i>
DATA ANALYSIS	<i>37</i>
RECOMMENDATIONS	<i>47</i>

CONCLUSION..... 48

REFERENCE LIST 49

APPENDICES..... 53

Cover Letter 53

Questionnaire Cover Page 54

Questioner guide for non-managerial employees 55

Interview guide for managerial employees 57

Letter of Approval 59

LIST OF TABLES

Table 1: Target sample size and actual sample size	17
Table 2: Age of Research Participants	21
Table 3: Education Level of Research Participants	22
Table 4: Tenure of Research Participants	24
Table 5: Respondents views on how performance and disciplinary issues are handled.....	29

DEDICATIONS

This research is dedicated to my parents Mr and Mrs Nhawu, siblings and friends who have been the anchors that have kept me grounded and resilient throughout my four years at MSU. Without their love, support and patience I would not have made it this far.

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DEFINITION OF KEY TERMS

Token employees – as defined by Kanter (1977:382) are women and men who are a numerical minority in a given occupation. In the context of this study they are the female employees in male dominated fields that are a representation of their category but are not key players in organisational sustenance.

Affirmative action – as defined by Schaefer (2006:503) refers to positive efforts to recruit subordinate group members for jobs, promotions and educational opportunities.

Institutional sexism or discrimination – is defined by Schaefer (2006:504) as the denial of opportunities and rights to individuals and groups that results from normal operations of a society.

LIST OF ABBREVIATIONS AND ACRONYMS

HCCL- Hwange Colliery Company Limited

HRM- Human Resource Management

STEM- Science Technology Engineering and Mathematics

ILO- International Labour Organisation

INTRODUCTION

Zimbabwean women continue to aspire for professions in the male dominated mining industry. Yet according to Gier and Mercier (2006) stereotypical labels have undermined their resilience and their ability to adapt to the mining environment. The research aimed at understanding the experiences of women in mining in terms of their trials, tribulations and success stories in access to employment and aspects such as job assignment, career mobility, power structures, promotion and leadership. This research examines the unique challenges and success stories that women mine workers at Hwange Colliery Company endure, as they challenge the status quo by trading their dainty suits for overalls in technical professions such as engineering or survey. HCCL is the largest coal mine in Zimbabwe with a staff compliment of 1657 employees. The mining giant is located in the Hwange District. It explores, mines, processes and markets coal, coke and associated by-products. In collecting data the researcher used questionnaires and interviews to gather information from the women miners at HCCL.

BACKGROUND OF STUDY

Introduction

For a long time Zimbabwean mining professions such as geology, survey and metallurgy had always been a man's world. According to Gier and Mercier (2006) male dominance in mining indicates elements that are structural and historic. That is segregation of women miners was adopted from structures such as societal views and enforced through organisational structures such as legislation. For instance according to Moyo (2011) colonial era women were openly prohibited from engaging in jobs such as mining which were outside the domestic sphere. This means that in colonial times women could not equally participate for mining jobs with men. Hence historical disadvantages endured by colonial era women could be the reason why women are still a minority in mining.

The way women are viewed and treated at the workplace has changed over the years, from discrimination of women in the colonial era to tolerance of women in the present day. After independence, the Zimbabwean government crafted policies and laws such as the Affirmative gender policy of (1992), low entry points for women and girls in universities, implementation of the ILO Convention on Discrimination in Employment and Occupation, 1958 (Convention No.

111) amongst others to emancipate women from the vices of a patriarchal society. Enactment of such gender sensitive legislation has helped address some of the structural factors that hindered women in mining. Present day Zimbabwean women have made better strides in entering the mining industry. For instance, according to Zimbabwe School of Mines Prospectus Report (2014) since 1994 a total of 747 women have enrolled at the institutions. The number may still be low but it proves that women moved from being non-existent in the Zimbabwean mining industry to being a part of it.

Affirmative Action and its impact on women in mining

Women miners the world over have gone through quite a number of trials and tribulations for them to be in existence in the mining world. As argued by Dunn (1997) although it has produced limited results Affirmative action has legitimised women's opportunities for rising. Affirmative action initiatives in Zimbabwe have helped improve the status of women miners. According to Chant and Mellwaine (1998) cited in Matodzi (2003) in the 1980's Zimbabwean women miners occupied less skilled jobs. In present day Zimbabwe women are found in skilled professions such as engineering and survey. This can be attributed to affirmative action policies such as low entry points for women in institutions such as Zimbabwe School of Mines.

Yet despite the aggressive affirmative action initiatives, women working within historically male predominated professions and environments still endure challenges of full integration and acceptance from a cultural, structural, and macroeconomic level. The argument behind lack of full integration and acceptance for women in mining is borrowed from Manhema's (2012) assertion that mining legislations are not informed by principles of gender equality. She further argued that mining laws create the illusion that since there are equality laws then gender equality exists. For instance laws such as the Mining (Health and Sanitation) Regulation SI 185 of 1995 which is responsible for the health needs of mining employees fails to mandate the need for pads and sanitary disposable bins for women miners. Yet it assumes that all the needs of male and female employees are equally represented. More so in 1980 the government ratified the ILO Underground Work for Women Convention 1935 (No. 45), which in its Article 3 (d) prohibits women who work in underground mines from engaging in manual work underground. This convention discriminates against women working underground work, which goes against the non-discrimination laws in Zimbabwe. Clearly affirmative action is aiding women to enter the mining

professions but their unique needs are still yet to attain full integration and recognition. For instance, Moyo and Hwenga (2010) cited in Moyo (2011) noted that Zimplats preferred to employ more male workers than female workers. Thus despite the affirmative action exercise some Zimbabwean mines still prefer to employ men over women.

Power imbalances in mining

The mining world is characterised by an imbalance of power among male and female workers. The imbalances are reinforced by tradition, structure and legislation. According to Gaventa (1987) cited in Gier and Mercier (2006) in Sweden male and female mine workers endured different power relations with employers. The power relations were traditionally and structurally determined and resulted from staff policies implemented by management. For instance according to the Swedish collective nationwide agreements of 1933 cited in Gier and Mercier (2006) a mine worker was classified as an individual who could carry out every sort of mining work. Thus women could not be regarded as a mine workers because they could not perform all mining work, since they were prohibited from working underground. Zimbabwean women miners experience the same imbalance of power due to statutes and legislation. Zimbabwean mining law does not openly discriminate against female mine workers, however the law fails to adequately foster gender equality. For instance the Zimbabwean government garners for equality in mines yet it ratified the ILO Underground Work for Women Convention, 1935 (No. 45) whose Article (2) clearly states that women will not be allowed to work underground. Thus women cannot be classified as ideal mining workers in Zimbabwe because they cannot perform every sort of mining work.

Women the world over have been disadvantaged by statutes and laws imposed by their governments either in a bid to protect or exclude them from the mining world. According to Gier and Mercier (2006) the low representation of women in Bolivian mines was influenced by laws implemented since the 1950's that prohibited women from working in mines due to social and work-related reasons. Thus institutional discrimination in Bolivia of women miners created power imbalances between men and women miners. In the Zimbabwean set up institutional sexism according to Moyo (2011) was created by the initial exclusion of women miners in the colonial era. Previous exclusion of women miners enforced a legacy of institutional sexism. That

is mines are viewed as male domains because of the initial exclusion of women. This created power imbalances among the Zimbabwean women and male miners.

Impacts of societal institutions on occupational segregation

Society through its institutions subconsciously or consciously creates room for occupational segregation. Schools, churches, the family and media, portray men as the stronger figure that is better suited for leadership and labour taxing jobs. For instance Zimbabwean texts books such as the Ndebele book by Mnkandla (1970) entitled “iLifa Labobaba” which means “The Inheritance from the fathers”, uses sexist language. More so the Book 7 Living Together Social Studies Book by Haig (2008) portrays doctors, lawyers and engineers as men, while women are portrayed as nurses and teachers. According to Zvauya (2014) at Zimbabwe School of Mines six (6) female students out of thirty-two (32) are studying Survey and none is studying Mining Engineering. Thus agents of socialisation from the family to the school create career aspirations for women that lead them to settle for career choices that are less strategic and informal. The pink and blue word in the family and the books used at school mold women for administrative and culinary jobs. This in turn has resulted in the underrepresentation of Zimbabwean women miners.

The systems within society are key in understanding how structural barriers such as gender discrimination in employment and the type of socialisation and schooling that women receive, have channeled them away from studying science and mathematics related subjects. According to Wajcman (2007) sex stereotyping in schools has exposed, particularly the processes by which girls and boys are channeled into different subjects in secondary and tertiary education, and the link between education and the segregated labour market. Wajcman (2007) further argued that the under-representation of women in science education, laboratories and scientific publications, is linked to the construction and character of femininity encouraged by our culture. Thus the ideologies held within the agents of socialisation have perpetuated sex segregation in jobs.

The socialisation of individuals affects the structures and systems within the workplace. According to Gier and Mercier (2006) separate spheres of production and reproduction within the Swedish society created division of work in Swedish mines. The specific order in the Swedish mines made men the norm, in work, organisation and the public arena. Women on the other hand were made subservient to men and their reproduction work supported men in their

work, through cleaning and cooking for the men. Zimbabwean mines have a similar set up, for instance according to Moyo (2011) most Zimbabwean engineers and technical personnel are men and the women populate the peripheral occupations such as cleaning and secretarial work that supports the work done by engineers. The doctrine of separate spheres that is socially constructed within the Zimbabwean community has created the anomaly in mining and cemented the differences between men and women and thus created the masculinisation process of mining.

Culture and socialised values have disadvantaged women in mining. According to Gier and Mercier (2006) in other parts of the world, the exclusion of women in mining often comes from traditional beliefs. Eakin (2004) cited in Geir and Mercier (2006) for instance in Brazil it is unlucky for feminine skirts to appear underground. When the empress of Brazil visited the mine in 1881 it collapsed a few years later and it was blamed on her visit. Cultural myths and beliefs have had the similar impacts on the experiences of mining women in Zimbabwe. Butaumocho (2016) in her interview with women miners from Pickstone Mine in Chegutu discovered that while mining is seen as demanding and less amenable to women, it was cultural factors that were actually hindering women from working in mines. She argued that an older miner said back in their days it was taboo for menstruating women to go underground. Thus the culture upheld in Zimbabwe, that mining is a masculine domain has had negative impacts on the appreciation of women miners.

Gender resocialisation of female employees

For women to fit in what has been labeled as a men's job they may end up resocialising and adopting male tendencies. According to Kimmel (2004) women must fit themselves into a male mold if they want to rise to power. The women trade old behaviors of delicacy and daintiness for sturdiness and robustness because the field they are in requires one to be masculine. According to Gier and Mercier (2006) women mine workers at Inco mine in America endured the resocialisation process. They had to reinvent themselves and adopt a masculine work culture so as to be treated the same as male miners. Hence women in male dominated professions go through a phase of resocialising the conception of who they are.

Women in male dominated professions begin to shift between male tendencies at work and female tendencies when they are at home. Wajcman (2007) argues that as with science, the very language of technology and its symbolism is masculine, therefore to enter and succeed in the

mining professions where heavy technology is used, women have to learn the language of the man's world and forsake their femininity. When women resocialise and adopt male tendencies they risk being caught in a web of two contrasting identities unlike their male counterparts who maintain the same gender identity whether at work or home. The change in their behavior may lead to them being accepted within their circle of workmates but it may lead to ridicule and ostracism within the community they live in because society has its own conception on how an ideal woman behaves and conducts herself. For instance Gier and Mercier (2006) noted that female miners in Chikuhō Japan are described by the Japanese community as lacking in feminine dignity. They argued that this is because they will be dirty and covered in coal like the men. Thus resocialisation by women miners may lead to them being viewed as deviants in society.

Female discrimination in the workplace is still a ripe issue, the challenge of resocialisation may take another view where women are not ridiculed by society alone but by their male colleagues. For instance according to Kanter (1977) Inco women miners that adopted male tendencies were labelled unfeminine iron maidens. Thus women are faced with the challenge of resocialisation to fit within a boys club environment where airing out feelings is labelled as reasoning akin to a woman and yet when they resocialise and assume characteristics suitable to the male environment they risk being labeled as strident and unfeminine.

Women entering male dominated professions end up trading their feminine quality for the masculine quality yet it is the institutions that require to be changed instead. Wajcman (2007) argued that women exchange major aspects of their gender identity for a masculine version without prescribing a similar de-gendering process for men. Initiatives such as training and gender mainstreaming workshops may be key in helping de-gender the male work force. According to Gier and Mercier (2006) de-gendering of male miners was implemented at Inco mine, management cautioned men to readjust their behavior when women joined their work crews. For both genders to co-exist in the mining world there is need to de-gender both groups so that they accommodate each other.

There are women that have been able to overcome the challenges and barriers of resocialisation. Thus understanding their coping strategies may help to transform the mining climate to accommodate the interests, talents, and needs of women, thereby attracting more women to the profession. According to Davidson and Cooper (1992) women adopt the mascot role. The

women will stay in the sidelines, by accepting their submissive role the women are able to avoid being treated as intruders.

Some women use an appreciation and display of their feminine advantage as a coping strategy when faced by discrimination. Davidson and Cooper (1992) described this as adopting the deviant label role, where women reject the stereotypical role assigned to them. Despite the stereotyping and sexist language the women are comfortable in their own skin. By appreciating their femaleness the women are able to defend and highlight the feminine advantage they have over men.

Institutional Sexism

Women in male dominated professions also endure what is called institutional sexism. Institutional sexism or discrimination as defined by Schaefer (2006) is the denial of opportunities and rights to individuals and groups that result from normal operations of a society. The definition by Schaefer (2006) highlights that, institutional sexism is unconscious stereotype rules embedded into the cultures of people and structures of organisations. Unwittingly organisations and society create systems and structures that perpetuate stereotype thinking.

Women and Leadership

Women in mining experience challenges in penetrating the leadership hierarchy in mines. Burke and Nelson (2002) argued that although managerial and professional women are at least well educated and trained like their male counterparts they are not entering the ranks of senior management at comparable rates. This is happening in Zimbabwean mines, according to Moyo (2011) women are grossly under-represented in the top management and decision-making structures of mining companies such as Zimplats and Mimosa. The under representation of women in top positions of the mining hierarchy may be attributed to patriarchal values and the differences in management styles adopted by men and women.

In patriarchal societies, patriarchy has a way of being embedded in all facets of life including the workplace. Gier and Mercier (2006) noted that because of the Japanese Meiji Civil Code (1898) patriarchy at home greatly affected women's lives in mining in Hokkaido mines. The code stated that women were by right placed in subordinate positions in society with limited rights. Zimbabwean mines have similar patriarchal connotations to the Japanese mines. Tuyizere (2007)

asserts that Zimbabwean households are culturally divided by gender and the Shona-Ndebele societies are strongly male dominated. This cascades into the workplace where men are viewed as the leaders and the women are the followers. As such women mine workers in Zimbabwe, may find it difficult to enter into the inner circle of management in male dominated fields because they are in a profession that is deemed wrong for them, blended with the notion that women are supposed to be submissive tokens. Kimmel (2004) argued that while realities of home and the workplace have changed our ideas about them have lagged behind. Women may be entering mining professions but the patriarchal notion is still embedded in society that mining is still a men's world and leadership is a male domain. Thus women miners end up performing emotion work instead of being key players.

The differences in management styles associated with men and women may make it difficult for women to penetrate the inner circle of mine management. Failure by women to attain seats in top management positions could be attributed to the participatory management style adopted by most women, whereas most men favour militaristic management styles. According to Ragins, Townsend and Mattis (1998) by adopting a feminine managerial style women open themselves to the risk of being perceived as ineffective, and alternatively adopting a masculine style results in criticism for not being feminine enough. Women who are fortunate enough to find themselves in leadership and managerial positions may be ridiculed by their colleagues and subordinates if they adopt compassionate, participatory leadership styles. This could be because the male miners may believe that a robust and heavy machinery mining profession needs a leader who has leadership traits that are autocratic and firm. Yet when they adopt the masculine military leadership women miners risk being viewed as unfeminine women. Thus whatever management style they adopt because they are token employees leaves them vulnerable to criticism.

Utter gender discrimination is difficult to exercise, but far more refined mechanisms are used to justify gender discrimination in mining jobs. Powell (1999) argued that women are gaining the necessary experience and paying their dues but they still encounter a glass ceiling. According to Davidson and Cooper (1992) the term glass ceiling refers to an invisible barrier that prevents women from moving up the corporate ladder. Thus the mining world has created invisible obstacles and artificial barriers stiffened by stereotypical thinking that set standards for women. The glass ceiling effect explains why women are able to enter the male dominated professions

but can only rise so far within that domain. There are a number of reasons that cause the glass ceiling effect such as the cultural values, institutional values and biological make-up of women. For instance a women may take time off to bear and rear children, thus taking time off their career may lead to them being overlooked for advancement and skills development. Women will devote more time to raising children than man, because of this organisations set standards for women for less strategic roles within the company's structure because they may not always be available. Thus failure by women miners to shatter the glass ceiling has led to their segregation into middle management and non-managerial positions.

Biology versus Reality

There have been arguments that women are not biologically equipped for labour taxing fields such as mining. Murdock (1949) cited in Haralambos and Holborn (2008) asserted that biological differences among men and women were an abstract of the sexual division of labour within the society. He further argues that men with their superior physical strength can better undertake the more strenuous tasks, such as mining. According to Gier and Mercier (2006) the belief that the biological make up of women rendered them incapable of performing physical mining work was upheld by some male miners at Inco mine. In this technological era this argument does not hold water because labour taxing extraction tasks are done by machinery such as the continuous miner at HCCL. Thus segregating women from mining jobs because of their biological make-up is not justified because nowadays it is the mental ability to control the machinery than brute strength that is needed. Thus it can be argued that segregation in this era is now not based on biological make-up but on imprinted belief that women are best suited for care-related jobs. Thus stereotyping basing on biological make up, in this technological era is no longer justified because most of the strenuous work is done by machinery.

Women were sidelined from certain mining jobs because it was assumed that their biology could not handle toxins and harmful chemicals. In present day Zimbabwe this has been changed mechanisms such as the Mining (Management and Safety) Regulations SI. 109 of 1990 that facilitates employment and protection of women from gases and toxins that might harm them. Women are able to apply for professions in toxic areas and the necessary protection is availed to them.

Conclusion

Although Zimbabwean women have made noticeable strides in terms of accessing vital resources useful for social mobility they are still socially disadvantaged as compared to men. The underrepresentation of women working technical jobs in mines makes them token employees. Despite these drawbacks some women have managed to succeed and it is evidence that given the right support structures women can perform equally as men. The researcher believes that there is still hope that women will one day attain equal status as their male counterparts because in the past women did not always dominate the clerical work it was first a male preserve.

PROBLEM STATEMENT

There is need to understand the experiences of women mine workers who are a minority in a profession deemed suited for men. According to the Labour Survey (2014) women in mining and quarrying make up 10,8% of the total labour force. There is a huge gap between the number male and female employees. For instance according to the HCCL Labour Statistics Report of (2016) the technical departments in the Underground, Metallurgical and Opencast mines have a combined total of forty-one (41) female employees compared to the one thousand and two (1002) male employees. The few women that are brave enough to break into male predominated territories, find themselves in a predicament of the few among the very many. This in turn may result in them becoming token employees. Zimbabwean women in mining risk being viewed as token employees instead of strategic business partners in mining environments. According to Kanter (1977) token employees are not viewed as individuals but they may endure negative experiences of being judged as a representation of their group. She further argued that women tokens because of their contrast from the dominant male group may endure stereotypical behaviours and attitudes. Thus they will be overrepresented in low status jobs and underrepresented in high status jobs because of stereotypical thinking that they are inferior to the dominant group. More so Kanter (1977) highlighted that token employees may experience heightened visibility and assimilation. Women miners experience heightened visibility because of their rarity thus they tend to be micro-managed and reprimanded more than the average male miner. Thus women miners may endure experiences that the average male miner does not experience.

This historical background of mining laws in Zimbabwe when it was still a colony of Britain strengthened gender inequality. Only men worked in the mines while their wives remained back home and took care of the families. Thus to date the mining sector has remained a male dominated sector. Madhuku (2001) argues that while most Zimbabwean laws do not expressly discriminate against women, women continue to suffer disadvantages concerning access to employment due to prejudices of certain legislation. For instance the ILO Underground Work for Women Convention, 1935 (No. 45) discriminates against women working underground based on prejudices that women are not fit for underground work. More so the Zimbabwean mining laws have ignored that women and men have different needs. For instance women in mining are governed by the Mining Health and Sanitation SI 182 of 1995 yet it does not encompass female needs such as women specific PPE, sanitary pads and pads disposal systems. Thus there is need to study the experiences of women miners at HCCL so as to validate the assertion by Madhuku's (2001), that law has failed to fully integrate the gender equality aspect.

The research will also explore the reasons behind the underrepresentation of women in the mining hierarchy. According to Gier and Mercier (2006) the conditions for the few mining women in Kiruna Mine in Sweden were especially difficult as they were expected to perform chores that had to do with reproduction. Similarly Zimbabwean women miners may be segregated from the management hierarchy and populated in emotion work such as secretarial and cleaning work that is linked to reproduction work. The Labour Survey Report (2014) found that women managers constitute 27.6% and the remaining 72.4% are males. Moyo (2011) argued that Zimbabwean women are grossly under-represented in the governance and decision-making structures of mining companies such as Zimplats and Mimosa. Thus the researcher seeks to find how women are faring at HCCL.

RESEARCH OBJECTIVES

1. To investigate if women have been able to access mobility (opportunities to access career advancement) and power structures (opportunities and resources for arising within the mining management hierarchy) equally like their male colleagues.
2. To understand if women in engineering, metallurgy and survey departments are assigned challenging tasks like their male colleagues.

3. To explore the insights of women miners on how performance and disciplinary related issues are handled in the technical departments.
4. To understand if the Human Resource department is carrying out the role of gender mainstreaming through provision of training and career development policies that promote equal opportunities.
5. To discover the success strategies that are used by women to remain motivated.
6. To explore the challenges of stereotyping and exclusion faced by women in mining.
7. To identify strategies that will help improve women's participation and representation in mining jobs.

JUSTIFICATION OF THE STUDY

Understanding these experiences and success strategies of women miners will aid the HR department of the Company under study and those similar to it, to create structures, policies and practices that are sensitive to the special needs of female miners. The organisation under study and those similar to it will benefit from the exploration of the female experiences and they will draft strategies that will help attract and retain female employees. The success stories of women leaders will help encourage others to follow suit and the grey areas that are contributing to the low female mine worker numbers will be addressed through the recommendations that this research will provide. More so the success stories will endorse women miner's contribution in the sector, as there is need to recognise what they are currently doing, and to provide the necessary support.

Engaging women in mining industries is still a new concept there is little literature published about the experiences of Zimbabwean women in the mining sector. According to Moyo (2011) there is limited amount of documented information on the extent of women's involvement in the mining sector. This research seeks to contribute to the enlightenment of the society, organisations, women in the mining sectors and women who may desire to be employed in the mining sector that it is possible and realistic for women to be geologists and engineers in a mining set up.

The Zimbabwean government is in the process of redrafting the school curriculum and introducing the Science Technology Engineering and Mathematics (STEM) initiative. The aim of the STEM initiative is to attract Zimbabwean students to enroll for science related subjects. Thus findings of this study might help the government attract women into enrolling for science subjects. The study will provide stories of role models for aspiring engineers, surveyors and metallurgists that have managed to hold their fort and have success stories in science related fields.

CONCEPTUAL FRAMEWORK

The research is based on the gender discrimination theory known as tokenism that was postulated by Kanter (1977). The tokenism theory addresses the experiences that women endure for being minorities in male dominated professions. The theory also addresses why women are sidelined from the inner circle of management in male dominated fields. It is also there to highlight how culture, organisational structures and attitudes embedded within mining organizations affect the behavior of men towards women within those organisations.

Using Inco mine women as her study, Kanter (1977) examined the experiences of women who were underrepresented in their organisations. The theory of tokenism that resulted from her study suggested that individuals whose social group is understated in certain environments will endure experiences such as heightened visibility, contrast, and assimilation. The theory stresses the significance of organisational structure and context in accounting the experiences and underrepresentation of women in powerful organisational positions.

As a result of their underrepresented in mining professions, women endure heightened visibility as compared to their male colleagues who are the dominant group. Heightened visibility exposes token employees to excessive pressures to execute their work to higher standards of quality and volume than men. Women because of the heightened visibility will also behave in an expected stereotypical way. Therefore according to Kanter (1993) female token employees with weaker performances than those of male employees are disciplined more often, readily and harsher. Thus because the women in male dominated professions are highly visible their failures are

highlighted and exaggerated than those of men. More so, the token employees are perceived as symbolising their minority group rather than as individuals. Their work failures as token employees, are seen as features innate to their minority group.

Contrast or polarisation and exaggeration of differences is also experienced by token employees. According to Kanter (1977) the existence of a token exhibiting a different set of characteristics surges the self-consciousness of the numerically dominant group and the consciousness of observers about what defines the dominants as a class. Clearly because men were the first to penetrate the mining industry thus making them dominants the mining environment is viewed on using them as the control group, thus instead of combining the masculine and feminine aspect the feminine aspect is subdued because it belongs to the token group. This notion is justified by Kanter (1977) where she argues that the dominant group becomes aware of their similarities and their differences from the token. She further argues that in a bid to preserve their similarity the dominant group tries to keep the token slightly outside. Thus the femaleness per se, of women in male dominated fields overshadows their efforts as individuals and results in them being treated as intruding aliens.

In consequence to the practice of tokenism, people from minority groups are assimilated or excluded. According to Kanter (1993) some token employees contest the perceptions concerning their token status, and assimilate dominant group characteristics. Hence, in occupations and professions predominantly practiced by men, women join in misogynist male tendencies. They intentionally mask their token character by conforming to the majority group's perceptions. The assimilation concept may be used to explain why some women succeed and shatter the glass ceiling in the male dominated profession. Conversely, a token employee who does not mask her personality might readily and closely conform to the given minority-group stereotype and participate in being the butt of jokes about being different from the majority group. Thus the concept of exclusion may be used to explain why some women fail to have success stories in male dominated professions.

Women in the male dominated workplace have their individual identity and personal uniqueness disrespected by the dominant group. The dominant group applies stereotype roles as a means of social control in the workplace. Disparities perceived between the majority group and the token group are exaggerated in order to assert the token workers at the margins of the organisational

hierarchy. Despite the oversight of the stereotype roles, token employees tend to adapt and adopt the imposed social role. This is because they assume it is a workplace identity that is acceptable and psychologically accessible.

RESEARCH METHODS

The research methods section gives a clear and detailed description on how the research was carried out. The research methods section outlines on how data was collected and analysed. Key elements covered in this section are research design, the sampling process, the research instruments, and data collection procedures and data analysis procedures.

Research Approach

The research approach used in this study was the qualitative approach. According to Creswell (2009) qualitative analysis is necessary in interpreting or giving voice to the experiences of the research participants. The researcher used qualitative research to explore the attitudes, opinions and behaviours of women miners at HCCL. This was done through the use of interviews and questionnaires.

Research Design

This research is based on an exploratory case study research design, which according to Creswell (2009) is a method that is used when exploring a human experience that occurs among a group, through interviewing participants. Exploratory research was used to find the essence of meaning of each individual participant's experience. In relation to this study, the phenomenon being explored was the experience of being an African woman in the male dominated profession such as engineering, survey, geology or metallurgy. Exploratory research aided the researcher in describing social constructions that lead to the experiences women are subject to in male dominated professions.

Sampling Procedure

Sampling is defined by Kothari (2004) as the selection of some part of an aggregate on the basis of which a conclusion about the aggregate is made. In simpler terms sampling is the process of selecting research participants that will represent the total population of the research. In order to come up with an appropriate research sample that would fully answer the research questions, the research participants were sampled using purposive sampling. The purposive non-probability sampling technique ensured that the researcher identified and selected individuals that were related to the study.

Sample Frame

The sample frame is the total population from which the sample size is drawn from. HCCL has a total skills force of approximately forty-one (41) female employees in the technical side, which includes both permanent and contract workers.

Sample Size

Women are underrepresented at HCCL such that the researcher managed to find twenty-eight (28) respondents from the technical departments and eight (8) from the HR department. Out of the thirty-six (36) twenty-four are permanent employees and twelve (12) are contract employees.

Both managerial and non-managerial employees were used so as to attain experiences in all hierarchical positions. A blend of both categories of employees helped the researcher to understand the experiences involved in the overall profession from the shop-floor worker to the managerial employee. This also helped the researcher to understand the strategies used by others to rise to managerial positions and the barriers that have impeded others from rising.

Table one below depicts the variance and percentage of actual sample size against the targeted sample size

Table 1: Target sample size and actual sample size

Category	Target Sample Size	Actual Sample Size
Geologists (Managerial)	4	1
Artisans (Managerial)	4	1
Surveyors (Managerial)	4	3
Metallurgist (Managerial)	3	1
Engineers (Managerial)	4	0
HR Officers (Managerial)	4	4
Metallurgy Samplers (Non-Managerial)	5	5
Operators (Non-Managerial)	3	2
Apprentices (Non-Managerial)	12	12
Dump-truck Drivers (Non-Managerial)	3	3
HR Assistants (Non-Managerial)	4	4
TOTAL SAMPLE SIZE	50	36

The actual sample size that participated in the research was 72% of the targeted sample size. A percentage of 72% is a number that is still able to give a valid and reliable account of the experiences of women miners. From the technical side management response rate was six (6) thus making their percentage response rate thirty-one percent (31%) of the targeted participants. Twenty-two (22) of the non-managerial employees from the technical side participated in the research compared to the targeted research participants of twenty-three their percentage response rate was ninety-six percent (96%). The HR department's managerial and non-managerial response rates managed to meet hundred percent (100%) of the targeted research participants.

Sources of Data

This research was based on two sources of data that is primary and secondary data.

Primary data

Primary sources of data are firsthand information that is collected purposely for that study. According to Kothari (2004) the primary data is collected from original sources. Therefore primary data is free from being out dated and manipulation by various users as is with secondary data. The researcher used questionnaires and interviews to gather primary data from women miners at HCCL.

Secondary data

When using secondary sources of data information is obtained from others sources such as books, case studies, government and company publications, internal databases and reports. The researcher approached the Labour Control department at HCCL for the statistical documents on women in Metallurgy, Opencast and Underground departments. The researcher also used information from the internet and books so as to attain material and guidelines from the works of other scholars who studied fields related to the experiences of women in mining.

Research Instruments

Research instruments are defined by Babbie and Mouton (2001), as the tools used for collecting information and data needed to find solutions to the problem under investigation.

Questionnaire

The researcher used structured questionnaires to obtain data from non-managerial respondents in the metallurgy, underground, opencast and human resource departments at HCCL. According to Kothari (2004) a questionnaire is, an instrument that consists of a series of questions and statements to which individuals are asked to respond. The same set of questions were used so as to maintain uniformity and flow of information.

Considering that this was an unfunded academic research questionnaires were the best option. This is because they are an inexpensive way of gathering data from a potentially large number of respondents. Also the respondents had adequate time to give well thought answers.

Personal interviews

The researcher also used face to face interviews to collect data from the managerial research participants from the metallurgy, underground, opencast and human resource departments. Kothari (2004) defines a personal interview as involving presentation of oral-verbal stimuli and reply in terms of oral-verbal responses.

Interviews aided the researcher to probe deeper into a response given by an interviewee and also benefit on observing the non-verbal communication. The researcher wrote down the participants responses. The interviews were made with time intervals of at least 30-45 minutes so as to avoid impeding on HCCL productive time.

Ethical Considerations

- The researcher sought permission to research from HCCL before the research commenced.
- The researcher adhered to the parameters, rules and regulations stipulated by HCCL.
- Research findings were not falsified or doctored: they reflect the exact research findings.
- The researcher did not use coercion and bribery to attain information
- The researcher aimed to contribute to the good of society, thus she did not disclose information that will lead to societal ill-will.
- The researcher maintained anonymity of research participants.
- The names of the research participants have been changed to protect their identities.

Limitations to Research

- Of the forty-one (41) women performing technical jobs in the mine the researcher managed to conduct research on thirty-six (36). The other five (5) did not participate in the study because they were either away or held up in meetings.

Delimitations

- The study was limited to women mine workers from HCCL's technical departments such as engineering, survey, metallurgy, opencast and underground mines, even those that were interviewed from the HR department were females.

DATA PRESENTATION

Using primary and secondary sources of data the researcher was able to explore the experiences both positive and negative endured by women in mining. Thus this section serves to present the data obtained from the primary and secondary sources of data. The data is presented below through narration, tables and percentages.

Demographic Characteristics of Research Participants

Age

The research participants' ages ranged from 18-56 years. The 18-25 age group had five (5) participants, while there were twenty (20) participants in the 26-35 age group. The 36-45 age group had eight (8) while the 46-55 had three (3) participants. The table below illustrates the age range in the managerial and non-managerial categories:

Table 2: Age of Research Participants

AGE	MANAGERIAL	%	NON-MANAGERIAL	%	TOTAL	TOTAL %
18-25	0	0	5	19	5	14
25-35	8	80	12	46	20	56
36-45	2	20	6	23	8	22
46-55	0	0	3	12	3	8
GRAND TOTAL	10	100	26	100	36	

The table above highlights that women between the ages of 26-35 were the majority age group for the participants having recorded fifty-six percent (56%) which is more than half the sample size. The second highest age group with twenty-two percent (22%) was the 36-45. Fourteen percent (14%) of the participants fell in the 18-25 age range. The 46-55 age groups had eight percent (8%).

The older generation age groups ranging from 36-56+ recorded the combined lowest number of respondents of eleven (11) compared to the twenty-five (25) combined response rate in the 18-35 age group. The average women in that age group would have attained employable age in 1994, when laws and societal perceptions were worse in segregating women in mining compared to present day. Limbikani one of the participants highlighted that:

“Women in that age group did not have the present affirmative action laws and equal opportunity policies that provided support structures for women to enter into mining occupations.”

Education Level of Participants

As their highest qualification, four (4) participants had Masters Degrees, six (6) had Undergraduate Degrees and nine (9) had diplomas. Five participants (5) had Trade certificates, seven (7) had Advanced Level and the remaining five (5) had Ordinary levels. The table depicted below illustrates the percentage distribution of the education levels of the research participants:

Table 3: Education Level of Research Participants

AGE	MANAGERIAL	%	NON-MANAGERIAL	%	TOTAL	TOTAL %
Masters Degrees	4	40	0	0	4	11
Undergraduate Degrees	6	60	0	0	6	17

Diploma	0	0	9	35	9	25
Trade Certificate	0	0	5	19	5	14
A' Level	0	0	7	27	7	19
O' Level	0	0	5	19	5	14
GRAND TOTAL	10	100	26	100	36	

From the table above twenty-five percent (25%) of the research participants had diplomas. Nineteen percent (19%) of the participants had A'level certificates (most of them were apprentices who were studying towards their trade certificates sponsored by HCCL). Participants with trade certificates and O'level certificates both made 14% of the research participants' pool. Twenty-eight percent (28%) had degrees.

The level of education of the women miners under study showed that most of the women were bettering themselves academically. Some of the women highlighted that they were recruited with undergraduate degrees and through the career development programme at HCCL they attained Masters degrees. Mwashita said:

“I hold a Masters degree in Business Administration. It was through HCCL’s equal opportunity to career development programme that funded my Undergraduate and Masters degree that I was able to advance from an apprentice to senior surveyor.”

Tenure of Participants

Twelve (12) participants ranged in the 0-5 year’s category of experience. Eight (8) had 6-10 years of service, eleven (11) had 11-15 years of experience and the remaining five (5) had 20 years and above of service. The diagram below the percentage rate of the respondents’ years of service:

Table 4: Tenure of Research Participants

YEARS	MANAGERIAL	%	NON-MANAGERIAL	%	TOTAL	TOTAL %
0-5	1	10	11	42	12	33
6-10	6	60	2	8	8	22
11-15	3	30	8	31	11	30
20+	0	0	5	19	5	14
GRAND TOTAL	10	100	26	100	36	

The majority of participants with 0-5 years’ experience were thirty-three percent (33%), consisting of one managerial employee and eleven non-managerial employees. The second highest category of years of service ranged from 11-15 years with thirty-one percent (31%) of the research participants. Three (3) were managerial employees and eight (8) were non-managerial employees. Participants with 6-10 years of service comprised twenty-two percent (22%) of the respondent pool. Six (6) were non-managerial employees and two (2) were non-

managerial employees. The lowest category was the 20+ years of service which recorded fourteen percent (14%) of the total respondents consisting of five (5) non-managerial employees.

Twenty-four (24) out of the thirty-six (36) participants had working experience over six years, thus most of the women had been with the organisation for a long time. Some had been in service for more than 11 years yet they still occupied non-managerial positions.

Task assignment and Task execution

The non-managerial employees were asked about their perceptions on task assignment using questionnaires and the managerial employees were asked about task execution using interview questions. Fourteen (14) non-managerial employees who made up fifty-four (54%) of the non-managerial research participants agreed that task assignment issues are handled fairly among men and women. The remaining twelve (12) who made up forty-six percent (46%) of the non-managerial employees argued that at times task assignment was not handled fairly among male and female miners.

Participants highlighted that task assignment was not handled fairly because of gender stereotypes that sub-consciously or consciously impede the supervisor's decision. Twalumba (surveyor) when asked about her experiences as a female employee in a male dominated profession highlighted that:

“At times the supervisor sidelines me out of kindness assuming that I might not be able to execute the tasks. Yet to me it seems uncalled for because I chose mining knowing the difficulty of the tasks involved in it. Thus I feel violated and undermined when supervisors use their stereotypical notions that I am fragile and side-line me from labour taxing jobs.”

The research revealed that in as much as supervisors raise the gender banner in task assignment there are some that are able to differentiate between work and traditionally defined gender roles. Lumo (artisan) highlighted her experiences with her supervisor when she was an apprentice, she said

“My supervisor did not raise the gender banner in task assignment because he believed that each individual should be equally given room to exercise his/her capabilities.”

Three out of ten (3/10) managerial employees concurred that women were equally capable of handling labour taxing tasks like their male colleagues. Three out of the ten (3/10) managerial employees disagreed. The remaining four out of the 10 managerial employees (4/10) were from the HR department thus this question did not apply to them.

Women are believed to be biologically disadvantaged when it comes to executing labour taxing tasks such as digging, drilling and heavy lifting. The majority of the women miners interviewed highlighted that that use of technology has changed the biology barrier that segregated women from mining. Lwazi (surveyor) said that:

“HCCL is a highly mechanized organisation as such it is my mental capacity that comes into play when executing labour taxing tasks thus I can easily complete the same tasks at the same or better rate than my male colleagues.”

Monga (metallurgist)said:

“I am good at my job and I am able to compete at the same scale with my male colleagues and this intimidates some of the men.”

Some women highlighted that technology may have brought about a new era of task execution but there are times that brute strength and stamina are needed. Mwinga (surveyor) said:

“In my line of work there are times when we walk for hours surveying collieries at times I find it hard to keep up with my male colleagues especially if it’s my menstrual period week.”

Some of the women interviewed highlighted that preconceived ideas about their inadequacy affected their performance. The use of prejudice language such as “women are weaker than men” or “women are the lesser sex” have negative psychological impacts on the female miners performance. Lundi (geologist) said:

“Gendered prejudices about women being inferior to men, sometimes hinder me as a woman from pursuing tasks with equal ferocity as men because I lose my esteem and feel inadequate.”

Access to mobility and power structures

The researchers’ first objective was to investigate if the women miners at HCCL are able to access mobility and power structures equally as their male counterparts. Sixteen (16) participants who make up forty-four percent (44%) of the research participants concurred that HCCL through

its HR department has carved structures and policies that support women miners' access to mobility and power structures. Eight (8) of the participants were managerial employees and nine (9) were non-managerial employees. The remaining fifty-six percent (56%) believed that the mobility and power structures at HCCL were not favorable for women. Twenty-eight percent (28%) of the managerial research participants believed that HCCL had effectively enacted support structures that supported access to mobility and power for women miners. Seven percent (7%) of the managerial employees believed that HCCL had failed to enact support structures for mobility and power access that supported women miners. Thirty one percent (31%) of the non-managerial research participants' believed HCCL had in place structures that supported women miners' access to mobility and power. The remaining thirty four percent (34%) of non-managerial employees believed that HCCL had failed to effectively enact support systems that encourage access to power and mobility structures for women miners.

The research revealed that the participants found the mobility and power structures at HCCL unfavourable because women endure glass ceiling effects in attaining top management positions. Twalumba (surveyor) said:

“The HR department and the management of HCCL are not doing enough to empower us as women miners. Women are underrepresented in top or executive management, this has left the need for female sensitive mobility and power structures in the hands of men.”

Mwinga (surveyor) had the same line of thought she said:

“Without women in powerful leadership positions to encourage implementation and management of policies that support the work life balance of women, the female miners fail to access power structures equally as their male counterparts.”

As women miners their scarcity and femaleness per se seems to deter their advancement. Lundi (geologist) highlighted that

“HCCL has the mind set for equality, yet it is not put in practice. It is quite challenging for a woman to be recommended by a male supervisor into a managerial position in a work set up dominated by men and one that views management as created for males.”

Participants who thought that HCCL had flawed support structures in terms of access to mobility and power highlighted that their dual role as mothers and miners resulted in them being sidelined for promotion and career development opportunities. Monga (metallurgist) said:

“Work systems and culture at HCCL are based on the traditional beliefs that the ideal worker is not burdened by family commitments that interfere with working hours or job commitment. At times promotion and appraisals are based on the number of hours one has worked.”

Some of the participants argued the patriarchal thinking that women were subservient to their husbands deterred them from advancing within the Company’s management structures. Mwinga (surveyor) highlighted that:

“It is the woman’s dependability on her husband for approval to travel and change locations that makes her an unlikely candidate for strategic positions.”

Lwazi (surveyor) highlighted that:

“There is need to change the patriarchal centered culture at HCCL to ensure that the women empowering policies are in-line with a culture that values both women and men equally.”

Not all participants thought that the structures at HCCL disadvantaged them. Lumo (artisan) said that:

“The equal opportunity policy has improved the status of mining women. I was selected over other male candidates for training and development and for the managerial position that I am in now. In my experience HR policies have helped create structures that favour competence over gender in promoting and advancing its employees.”

Handling of performance and disciplinary Issues

The issue of disciplinary and performance issues was directed to the non-managerial employees. Twenty (20) of the twenty-six (26) non-managerial employees concurred that disciplinary and performance related issues are handled fairly and equally. The table depicted below illustrates the respondents’ response views on the way disciplinary and performance issues are handled at HCCL:

Table 5: Respondents views on how performance and disciplinary issues are handled

	Number	Percentage
Non-Managerial Employees who thought disciplinary and performance issues were handled fairly	20	77
Non-Managerial Employees who thought disciplinary and performance issues were not handled fairly	6	23
GRAND TOTAL	26	100

Seventy-seven percent (77%) thought the disciplinary and performance related issues were handled fairly. Six non-managerial employees thought disciplinary issues were not handled fairly. Thus twenty-three (23%) of the non-managerial employees thought disciplinary and performance related issues were not handled fairly.

The views of the participants were collected using structured questionnaires thus the participants had to highlight if they thought they were reprimanded more often and had their mistakes exaggerated than those of their male colleagues. The women that thought the system was flawed in handling performance and disciplinary issues come from workstations with lower female numbers such as dump-truck driving and operators.

The role of HR in gender mainstreaming

Using both questionnaires and interview questions the researcher sought to explore the views of the participants concerning, the structures put into place by HCCL to foster gender mainstreaming. Twenty six (26) of the research participants who made up seventy-two percent (72%) of the research pool highlighted the HR department had enacted policies and practices that support women empowerment. Nine (9) of the twenty-six were managerial employees and the

remaining seventeen (17) were non-managerial employees. Thus twenty five (25%) percent were managerial employees and forty-seven (47%) were non-managerial employees.

The remaining ten (10) research participant's believed that the HR department was not effectively playing its gender mainstreaming role. One (1) was a managerial employee and the remaining nine (9) were non managerial employees. Thus twenty-eight (28%) of the research participants thought the HR department was not doing enough to promote a gender sensitive environment. Twenty-five (25%) percent were non-managerial employees and the remaining three percent (3%) were managerial employees.

The interview questions helped reveal some of the policies adopted by HCCL to empower women employees and enlighten the male colleagues on treating women as their equals. Lunde (HR Officer) commented that:

“HCCL through its HR department has designed and adopted diversity and equality programs such as equal opportunity policies and the swap system to address gender imbalances and improve the flexibility of women miners.”

The interview questions revealed that the HR department has in place systems to help women attain flexibility and work life balance. The research revealed that HCCL has in place the Swap System so as to improve the flexibility of women, such that they can exchange their working hours with other colleagues when their have family commitments. HCCL also has in place a system were married couples have the same standby and night shift schedules so as to ensure that the family is able to spend time together at home. Dumo (HR Officer) highlighted that:

“The swap system introduced has helped women to attain flexible working hours. When one has family commitments one is flexible enough to swap their shift with a willing colleague.”

The systems that worked for others did not achieve similar effects for others. Monga (metallurgist) highlighted that:

“The problem with the swap system is that it is dependent on the availability of a willing swapper thus at times you may fail to get the hours you want because there is no-one willing to swap.”

On the flexibility issue Lumo (artisan) said that:

“Married couples who are both employed by HCCL are given similar night and standby shifts so that they are at home the same time.”

Some participants said the HR department has crafted disciplinary policies that deal with workers that ill-treat fellow colleagues on the basis of their gender. Lundi (geologist) said:

“It was because of the sexual harassment policy that I was able to caution a male colleague from pestering me with unwanted sexual attention. The existence of policies such as the sexual harassment policy has helped ease the sexual hostility from men.”

The women also highlighted that protective clothing and uniforms have been changed to accommodate women. Malanga (HR Officer) highlighted that:

“Pregnant women are given the comfortable two-piece overall instead of the jumpsuit overalls.”

There are women who thought that the HR department had failed them in adequately enacting and managing gender sensitive policies. They argued that the department simply states the intent of the organisation but fails to put them into practice. Twalumba (surveyor) said:

“The HR department assumes that by simply stating the Company’s intentions about women in policies it has achieved equality. Follow through monitoring and control mechanisms are needed for equality to become a reality.”

Mwinga (surveyor) said:

“The HR department has sound policies on paper but they lack strong follow through implementation and management.”

This could be because the HCCL is facing financial strains in managing and controlling the policies. Another reason could be the absence of top management commitment and support because the policies do not greatly affect their gender.

The women argued that HR should implement exercises that promote gender sensitivity to curb the them against us culture between men and women. Transformative gender programmes that deal with gender issues are vital for gender mainstreaming to be a success in the mining world. Transformative gender programmes could be implemented through the Training Department through courses such as Diversity Management courses and courses centering on the work behavior of women and men. Monga (metallurgist) said:

“The HR department should include gender related programs in their training calendar and induction training programmes so that men appreciate the existence of women miners.”

Participants said that HCCL has put in place structures and policies that support and recognise part and not all of the women's aspirations. Lwazi (surveyor) said that:

“Women can only rise into the lowest ranks of management before they meet barriers that bar them from the top management positions. Support structures such as succession management through acting positions are there in middle management but in top management and executive management, the structures are pro-men.”

What female workers think about male perceptions on women miners

The interview questions conducted on managerial employees helped the researcher deduce the perceptions that male colleagues have about women miners. The perceptions fell under four themes exclusion, sexual harassment, acceptance of women miners and stereotypical thinking. The women also highlighted that despite there being hostile male colleagues, there are some men that are accepting of women miners and view them as more than just women but equal members of their work-station.

All the research participants highlighted that at some point they had experienced stereotypical behavior such as exclusion because of their femaleness, culturally aligned prejudice, sexist language and sexual harassment.

Sexual Harassment

Twenty-two percent (22%) of the research participants had experienced sexual harassment. Women who had experienced unwanted sexual attention attributed this to the rarity and scarcity of females. Lwazi (surveyor) said:

“Because of our rarity we experience unwanted sexual attention. Our low numbers make us to become desirable, when women pass there are many comments and whistling. As a woman this makes me feel violated.”

Lundi (artisan) also said:

“At times male colleagues make bets on which one among them will date a certain female colleague. Such behaviour makes me feel less of a worker and more of a sex object”

Lwazi (surveyor) also said:

“At times when one denies the sexual advances made by the male colleagues they label them a lesbian. One man told my co-worker that maybe she was denying his advances because she was a lesbian because no straight woman would be a dump-truck driver.”

Stereotypical Behaviour

Fifty-six percent (56%) of the participants highlighted that they had experienced culturally aligned stereotypical behavior from colleagues and supervisors. Monga (metallurgist) said:

“At one time as a young apprentice, the males in my work station wanted me to handle the housekeeping duties for our workshop because it was a womanly duty. I in-turn told them times have changed there was nothing womanly about me working in a coal mine, thus duties would be done in-line with our job descriptions and not gender description.”

Twalumba (surveyor) said:

“All jobs involve being judged. As a woman in a technical job I face the additional burden of being judged for being a woman. I have worked three times harder than the average male to prove that I am a capable mine worker before I am a woman.”

Women are viewed as sex symbols thus at times it is assumed that they use their sexuality instead of competence to advance. Some participants highlighted that, some male colleagues assume that a woman advances into a managerial position through having sexual relations with management and not competence. Mwinga (surveyor) said:

“When a man is friends with the boss it is viewed as normal. Yet when a woman becomes friends with the boss, colleagues begin to assume that the two are having an affair with the boss.”

Lwazi (surveyor) said:

“At one time, when I was promoted over a male colleague, the men in my work station questioned the grounds of my promotion. They assumed I was having an affair with my boss. Yet the grounds of promotion of the men who were promoted the same time with me were not questioned.”

Stereotypical thinking hinders equality to become a reality among men and women. Twalumba (surveyor) highlighted that:

“Recruitment of women into mining jobs does not mean they achieve equal work status because stereotypes persist in the minds of men that women were not created to function as peers with men. Until that patriarchal thinking among men changes, women in mining will always be at a disadvantage”

Exclusion

Sexist language has a way of breeding a them vs us atmosphere. Thirteen percent (13%) of the women highlighted that at times they experienced hostility from their male colleagues when they used sexist language. Monga (metallurgist) highlighted that:

“Men have a tendency to say to me, who thought a woman could do a man’s job with such prowess. Or it’s her menstrual cycle that’s why she is throwing a tantrum.”

Lwazi (surveyor) said:

“I find it demeaning that men usually refer to their machinery and equipment as she or my lady. I believe men should be sensitive enough to change this because such language makes us feel as if we are no different from the machinery that are under the control of men.”

Lundi (geologist) highlighted that:

“The absence of women in the top managerial positions such as Head of department and Mine Superintendent results in a woman feeling excluded because there is no one in top management to represent our needs in a practical way. The men in the top management positions have not experienced mining life through the eyes of a woman miner”

Men who are accepting of women miners

Nine percent (9%) of the research participants highlighted that despite existence of male colleagues that are hostile there are some that are comfortable and supportive of women in mining. Lumo (artisan) said:

“The younger men that have grown up in a society where women are empowered, are appreciative and supportive of the female colleagues. In my own experience it is usually the older men that grew up in patriarchal societies and may have entered HCCL during the males only era that are hostile. To them women are a violation of the masculine norms of HCCL.”

Progress is being made in mines the stereotypical thinking attitudes of some men about women are changing. Lwazi (surveyor) highlighted that:

“The men in my workstation have highlighted that I am a better manager than most men.

Mwachilanga (HR Officer) said:

“I have heard men defending women and saying that an ideal and competent worker is defined by their competence and not their gender or sex”

Coping strategies adopted by women miners

Twenty percent (20%) of the participants highlighted that male perceptions change when a woman proves her competence. The researcher interviewed Lumo (artisan) who highlighted that:

“I experienced hostility from my subordinates yet they had no trouble taking orders from my male assistant who had lower job status and qualifications than me. I had to work three times harder than the average male manager to assert my grounds as a leader. When I proved my expertise my teams’ hostility changed to respect.”

Thus according to Lumo being assertive, bold and working hard to prove your worth helps shed the stereotypical label accorded women miners.

Eighty percent (80%) of the women attributed adopting a masculine attitude for work as having helped them survive in the mining world. Lundi (geologist) said:

“When at work I am strong, determined and ready to get dirty. Some may term it as adopting masculine traits or behaving unlady like. To me it’s the role that is in-line with my occupation. I do not change who I am but I blend my feminine traits with the masculine traits.”

In the interviews all women highlighted that masculine and militaristic styles of management are viewed appropriate for the mining world. They highlighted in that women are capable of adopting this managerial style and in some situations feminine management styles are more appropriate. Twalumba (surveyor) highlighted:

“The notion that management has to be militaristic is unfounded. In my own experience blending both compassionate and militaristic management styles depending on the situation at hand has helped shape me into a manager that is respected by her

subordinates. When a task needs to be completed I am all take charge and militaristic and when my subordinates are having personal problems I am there to lend a compassionate ear.”

Why some women miners fail to attain success

The question on why some women fail to attain success in mining was directed to the managerial research participants. Twenty-five percent (25%) of the participants argued that the type of family support system that one has, contributes to the success of a women in a male dominated profession. Lwazi (surveyor) that:

“Some women miners fail and at times leave their jobs because they do not have spousal support. Some husbands do not like having their wives work night shifts and have to be on standby duty in the company of other men. Thus work and family pressure will put stress on the women and hinder their success.”

Seventy-five percent (75%) highlighted that in as much as the success of women is dependent on their male colleagues views they also have a degree of influence on their success or failures. Mwachilanga (HR Officer) said:

“Unsuccessful women at times are their own worst enemies because they conform to stereotypical thinking and views that deter them from their true capabilities. Men will be men and they can only change their inferiority views about you when you prove them wrong.”

Monga (Metallurgist) said:

“Mining is not an easy job it is even harder when you listen to discouraging words from men.”

DATA ANALYSIS

Method of Analysis

The researcher used the Thematic Method of data analysis to analyse data. Thematic coding analysis is described by Robson (2011) as a realistic or constructionist approach to data analysis. The first phase in thematic data analysis according to Robson (2011), involves the researcher familiarising themselves with the data. The researcher did this through repeated reading of data, searching for meanings and patterns. The next phase was to generate initial codes. Coding according to Robson (2011) involves organising data into meaningful categories. The third phase was theming. The theming process according to Robson (2011) involves sorting the different codes into potential themes and then putting the coded data into the relevant theme. After theming the researcher constructed thematic networks. According to Robson (2011) thematic data analysis involves fitting the themes into one or more networks. The last stage was to integrate and interpret the data. In the last stage the researcher explored across and within themes to try and interpret the data.

The major themes for the research were, access to power and mobility structures, role of gender mainstreaming by HR, fairness in task assignment, fairness in handling performance and disciplinary issues, male perceptions on women miners, reasons behind the failure of other women and the coping strategies of successful women.

Access to power and mobility structures

The world over women were once legally excluded from working in mines. The exclusion of women created the dominance of men in mining. According to the Labour Survey Report (2014) the Zimbabwean mining and quarrying industry is male dominated, with females constituting a mere 10,8% of the total workforce. The organisational life and structures in mines are greatly affected by the dominant male's perceptions. Women are the minority or token worker thus the scales rarely tip in their favour. According to Nicolson (1996) organisations have provided structures that afford women with opportunities to development but patriarchal structures hinder women's progress. She further argued that women are expected to be seen and definitely not heard thus they are stagnated to junior management. The similar situation is occurring to women miners at HCCL where the majority of them are in junior management positions and they are not represented in head of department or executive positions. When women are seen as part of the

HCCL workforce the Company gains the image of equal opportunity employer but women are not heard because they are segregated into junior management positions, which are less strategic. Gregory (2013) argued that the glass ceiling may have been cracked but it has not been shattered. Women at HCCL have cracked the glass ceiling by entering professions previously closed to them and through attaining junior managerial positions. Yet they are failing to fully shatter the glass ceiling and attain representation in top managerial positions.

Sexuality and gender definitions have demarcated the mining world. The patriarchal and stereotypical thinking embedded within the employees at HCCL has a way of affecting the structures that are put into place to accommodate women miners. According to Nicolson (1996) gender relations are power relations. Structures for women empowerment at HCCL are present through policies such as the Equal Opportunity policy and the sexual harassment policies but patriarchal views and stereotypical thinking embedded in the structures hinder women from progressing. Patriarchal ideologies about women fosters discrimination of women miners and affects their ability to equally access power and mobility structures. According to Warren (2009) cited in Catalyst (2015) top management is dominated by men who define the pace and tone for promotion and development opportunities. For instance women at HCCL can rise into junior managerial positions that are less strategic before they incur the glass ceiling. This is because of the gender relations that create power structures that subconsciously classify women as not suited for strategic and top management positions. For instance according to the Labour Statistics Report of (2015) only five women and been promoted into managerial positions compared to the twenty males. Promotion of women miners is largely dependent on men who are most likely influenced by masculine and patriarchal ideologies.

The femaleness per se of the woman miner has a categorising effect on her efforts and capabilities. According to Kanter (1977) female tokens are judged basing on their femininity and not their capabilities. For instance women are classified as an unideal worker because of their biological needs such as child birth which are assumed to interfere with their work more than it does with men. Thus the dual role of women as highlighted by the women miners at HCCL tends to hinder their access to mobility and power structures. According to the Country Analysis Report of (2010) Zimbabweans perceive women as ineffective workers because of their multiple roles. Thus because power relations are affected by gender relations dual role of the women

miner affects their recognition for career advancement. According to the International Resource Journal (2016) though female representation in technical fields is improving women in mining executive roles are still underrepresented. HCCL has never had a woman miner attain a top management position. Berger and Luckman (1985) cited in Nicolson (1996) noted that life is determined by a reality constructed by men. The top management that is dominated by men, influences the mining structures and way of life at HCCL. This affects the acknowledgement of women needs. Gender relations are central to the processes and systems within the organisation. According to Kanter (1977) the dominant group will seek to preserve its dominance by excluding the tokens. Thus men in top management positions will pursue policies driven by their gender needs. According to PWC Report (2015) lack of senior management's commitment to diversity leads to women failing to rise into top management positions. Thus women's needs at HCCL are marginalised because men in top management positions do not have an empirical understanding of women needs. Thus they neglect or half-heartedly pursue policies related to women because they are not directly affected by them. According to Brittan (1989) cited in Nicolson (1996) organizational interests are gender determined by those with power. Without a female in atop managerial position, women's needs may fail to be integrated into the power structures because the structures are male determined.

The availability of women in management structures highlights that to some extent women are able to access power and mobility support structures. The fact that HCCL is willing to invest in its women miners serves to prove that it values and acknowledges the potential that is in the female employees. What is startling though, is that women face the glass ceiling and get stagnated to junior level positions. The mining sector has the lowest number of female executives and top management worldwide. For instance from the research participants pool five managerial participants have spent over six years in junior management positions. According to the PWC Report (2015) mining has the least number of women in leadership positions among worldwide industries. The report further states that Companies with women in executive positions have performed better than those with men only. Cole interviewed in the International Resource Journal (2016) argued that some of the top women such as the CEO of Anglo American Kim Harris CEO of Midland Minerals are changing the way mining is done. These women were able to break through the glass ceiling in mining and prove that women are equally

capable of managing mines. This proves that when the femininity is ignored there is potential for women to advance and perform in similar heights as men.

Male perceptions on women miners

The majority of women attributed the boys club mentality and unconscious bias against women as contributing to their unpleasant experiences. According to the PWC Report (2015) the presence of traditional attitudes makes the mining sector more resistant than other industries in moving past the boy's club mentality. According to Marshall (2014) women in Colorado mines experienced hostility. Women at HCCL highlighted that they experienced hostility that was embedded in traditional beliefs that women and men could not function as equals. According to the PWC Report (2015) female profiles can be different than the male norm, hence can be viewed as too different and not fitting the culture. This is because there are still men that find it hard to believe that women are able to equally compete in male dominated fields. Thus stereotypical barriers hinder the male colleagues from seeing the individual contribution of a competent women. To them there has to be a reason other than competence for a woman raising within male dominated professions.

Demeaning sexist language is sometimes used by male colleagues and supervisors. Tuyizere (2007) argued that all relations are affected by sexuality. Thus when women and men work together sexual identities and differences in roles affect the roles that an individual is expected to perform. McCulloch (2003) argued that the language in the mining world represents the robust male than the dainty women. Kanter (1977) noted that token women may experience isolation and alienation. Thus the use of sexist language belittles and in a way isolates the female employees because they are constantly reminded that they are in a domain that is deemed inappropriate for them. This creates a feeling of inadequacy and alienation, an experience that the dominant male group rarely experiences. According to Cooper and Davidson (1992) women in token statuses endure strains and pressures that are not experienced by the dominant male group. In their bid to counter stereotypical thinking women endure performance pressures that men do not endure. Some women in the study highlighted that they felt the need to work harder than the average male manager. Stereotypical thinking and behaviours such as sexist language exert pressure on the female miner that the male miner does not experience.

The research participants gave mixed accounts on how male colleagues treat and perceive their presence in the mine. They highlighted that the majority of the males view them as an anomaly yet there are some men that respect and view them as colleagues and not inferior women. Manaso interviewed in the International Resource Journal (2016) said in her time as a woman miner she has discovered that perceptions about women working in South African mines have changed. A similar situation is taking place at HCCL. The existence of men who are accommodative of female mine workers gives hope that eventually the mining world will become a gender biased free zone. The role of the HR department and the state has helped create men who are gender sensitive and willing to judge women based on their capabilities and not as categorised by their stereotypical label. Thus extensive and better implementation of these policies will create an even better gender sensitive environment.

Task Assignment and Task Execution

Women miners at HCCL are not always sidelined in task assignment. Sometimes this fairness is based on technology and at times it is based on the supervisor's perceptions about women. Technology has changed the face of task execution. Mechanised companies have moved from the need of physical strain to mental capabilities to control machinery. Chant and McIlwaine (1998) cited in Matodzi (2003) argued that in the 1980's Zimbabwean women were marginalised in mining jobs because it was believed that they lacked the physical strength required for executing mining tasks. According to Gier and Mercier (2006) technology has eradicated the need for brute strength in mining. Women at HCCL attributed the coming in of technology as one of the reasons behind men and women getting equal tasks. According to the International Resource Journal (2016) mining has traditionally been classified as a male domain because it is labour intensive. It further states that, times are changing mining now relies on technology thus it is the mental side of the human aspect that is most needed. The technological era has helped ease the biological stereotype banner on task assignment for mining women.

Women who experience unequal task assignments experience what Kanter (1977) described as isolation or exclusion. According to Matodzi (2003) Zimbabwean women miners experience male attitudes that demoralise them. Thus being denied the same tasks as fellow colleagues' leaves the woman miner feeling undermined and excluded from the boy's club. According to the Country Analysis Report (2010) Zimbabwean society assumes that the women's role is defined

by traditional gender roles such as household chores. Unfair task assignment is usually based on the notion that hard and dirty work is not a women's forte. At HCCL the supervisors unconsciously or consciously delegate unequal tasks between women and men because they perceive that men and women have different biological and gender traits. Whether it is done out of kindness or through stereotypical segregation the unequal task assignments are taken as a violation and exclusion tactic by some women.

Unfair task assignment may be based on unfounded stereotypical notions about women. According to Bates (2012) in 1842 in Britain the unfounded views about women in mining ignited the campaign to bar women from participating in underground mines. She argues that mining was deemed as immoral and inappropriate for women because of rumors that topless women worked alongside naked men. The topless women were viewed as immoral yet the naked men were seen as normal and moral. She further argued that the men were contradicted by women and the evidence on ground. The rumors were spread by men who opposed female miners and hoped their doctored account of women immorality would be used to hasten a change in the law. Similarly in the Zimbabwean context men have stereotypical and exaggerated beliefs about women in mining. At HCCL there are men who believe that women get promoted by having affairs with male bosses. Men are intimidated to be surpassed by women in a forte that they deem is male ordained. Stereotypical thinking about HCCL women miners has affected their tax execution. Kanter (1977) argued that as tokens women will be represented as a category and not individuals. For instance only one woman was found topless in the British mines in 1842 yet all female miners were portrayed as working topless. This is similar in the Zimbabwean context the failures and behaviours of some women are treated as the conforming trait for all other women in her category.

Gender Mainstreaming by the Human Resource Department

The HR departments are the pivotal department for creating and maintaining a gender sensitive culture. HCCL has enacted equal employment policies and practices such as the equal opportunity policy and the sexual harassment policy so as to encourage gender mainstreaming. The women understudy highlighted that gender mainstreaming policies are enacted and managed by top management men who have not empirically experienced being women in mining. According to Cassell and Welsh (1991) cited in Nicolson (1996) organisational cultures are

generally enacted by men and have male interest at heart. Thus they argued that the policies have failed to attain gender equality because they are constructed and managed from a male view point. The main bone of contention among the women miners at HCCL was that the policies are sound on paper yet practice is weak in implementation, because they are not constructed from a woman's perspective. The researcher agrees with the research participants because the HR department at HCCL has not embarked on gender analysis so as to better understand the women miners' current situation, needs or constraint. Thus without gender analysis policies will be blindly implemented. Mihychuk interviewed in the International Resource Journal (2016) highlighted that within the Australian and Canadian mining industry there tends to be assumptions that systems are equal and that women have attained equality. Similarly within the Zimbabwean context, some mining organisations assume that by employing women into male dominated professions or enacting equality policies to them equality has been achieved.

Gender mainstreaming activities are not viewed as essential, because they benefit the token employee who has no female representative in top management. According to Gier and Mercier (2006) mining is the most masculine of all industries, where women benefit the least. Considering that the dominant group in control of the power structures and is not greatly affected by the absence of these policies the management and implementation of the policies is usually not effectively executed. According to the PWC (2015) report the most significant barrier to the inclusion of more women in the mining industry appears to be corporate culture. Cultural change will only become a reality through commitment from top management. The mining culture is male dominated thus for gender mainstreaming to be a reality the HR department and HCCL has to start by de-gendering the culture.

The under representation of women in mining can not only be blamed on mining institutions, other institutions in society have a role to play. According to Blickenstaff (2005) the world over women are under-represented in STEM majors and careers. The situation is no different in Zimbabwe, according to the Zimstats (2014) 28.2% is the number of girls pursuing science and technology. Thus gender mainstreaming is not only the role of mining organisations the state has to intervene and encourage the adoption of STEM subjects by girls. Charamba (2016) argues that in Zimbabwe there is a gender gap in STEM courses, where girls a fewer than boys. This could be because women are discouraged from pursuing STEM careers or subjects by the institutions

in society such as the family, school (curriculum content, negative stereotypical experiences with science and mathematics teachers) and media. In-turn women steer away from STEM careers because they are not qualified for them. This creates the leaky pipe analogy which reflects the state in which lack of support structures to pursue STEM related careers results in women dropping STEM related subjects and careers. Blickenstaff (2005) argued that girls and boys within the family context begin learning about how to be a woman or man the moment they are born. He further argues that teachers often re-enforce this by initiating class competitions of boys vs girls. The notion that boys and girls are on opposite sides in-turn affects the children's ideas of gender appropriate career aspirations. Kanter (1977) argued that as numbers improve the token status weans. Thus when more girls are encouraged to pursue STEM subjects the representation of women in mining and science related fields will improve.

Handling of performance and disciplinary Issues

Most of the women thought that performance and disciplinary related issues were handled fairly. Women from workstations such as dump-truck driving and operators with fewer women highlighted that performance issues were not handled fairly and that they were reprimanded more often than men. According to Kanter (1977) because of their token status women are usually reprimanded more readily and often than men in performance related issues. An exaggerated scale influenced by stereotypical thinking is used to assess the efforts of the women tokens. The fact that women from the work stations with more women experienced less scrutiny and heightened visibility proved Kanter's (1977) assumption that when women are represented more their token status improves.

Coping strategies adopted by women miners

The impact of stereotypical behavior differs with each individual woman. Where some fail to succeed because of their gender others find coping strategies and attain success stories. According to Kanter (1977) the token employee is judged based on the categorised label of tokens and not as an individual employee. For instance Okhakhume (2008) argues that male subordinates have negative perceptions towards women in leadership. Thus it is up to the women in managerial positions to diffuse these notions by proving their competency. The women at HCCL highlighted that success required making an extra effort and that the process for success is harder for a woman. Hancock (2014) argues that women need to show their male colleagues that

they are not tokens and that they have been selected for their job on merit. Thus women miners should be willing to work many times harder than the average male because before they began working their competency had already been predetermined by stereotypical thinking.

Some women highlighted that the existence of males in their workstations that saw beyond the facade that women are inferior helped them succeed. According to Nicolson (1996) some women argue that their careers are free from gender bias as their colleagues perceive them as persons rather than as feminine. According to Gier and Mercier (2006) isolation and discrimination impedes on the success of a worker. Thus the existence of male colleagues that are gender sensitive helps the women cope because they are treated equally.

The researcher discovered that masculine or militaristic styles are associated with the mining world. She however discovered that it is not the best and only style that can be used. Williams (2012) argued that there are some work place situations that require a feminine type of leadership. The researcher discovered that the women may adopt militaristic management styles when executing tasks and feminine associated management styles such as compassionate management when their subordinates require emotional support. According to Ragins, Townsend and Mattis (1998) by adopting a feminine managerial style women open themselves to the risk of being perceived as ineffective, and alternatively adopting a masculine style results in criticism for not being feminine enough. The research however revealed a different phenomenon. Depending on the situation women are respected for the managerial style they adopt.

Why other women fail

The women under study gave accounts on why some women fail. The common reason behind the failure of some women was attributed to women believing the societal stereotypes associated with being a woman. Kanter (1977) argued that some tokens assimilate and adapt to the stereotypical roles set by men. Women miners fail because they undervalue themselves because the professional environment they operate in incorporates gender roles. According to Warren (2009) cited in Catalyst (2015) women miners are vulnerable to male stereotypes that make it difficult for them to excel. Thus they fail because they deny themselves the opportunity to prove whether the labels and categories about them are true. According to Horney (1967) cited in Nicolson (1996) females have adapted themselves to the views and demands of men. When women conform to the sex typed behaviours of incompetent and inferiority they fail to attain

success. According to Hancock (2014) women enter mining on the wrong foot not deliberately but because of their gender. Thus women need to develop a thick skin and resilience because they are judged before they are part of the mining world. Without this a women will fail to change the stereotypical label associated with her. The research has shown that if women are willing to be ambitious and equally willing to make personal sacrifices to advance their careers, they will attain success. The problem is just that women have to work more than the average male to attain the same success and recognition.

The lack of family support was highlighted as one reason behind the failure of women in mining. Kihn (2014) argued gradual changes are being experienced in the mining industry yet there are still barriers that hinder women's full integration. She further argued that women miners face the dual role of raising children, in an industry that often involves travelling, moving to remote areas, long and irregular working hours. According to the International Resource Journal (2016) the dual role problem arises irrespective of the worker's gender. It further argues that more women than men assume the role of primary caregiver thus this problem more heightened to them. Thus a woman needs flexibility to balance her role as the primary care giver with the mine worker role. Flexibility may not be a reality if the husband and family are not supporting her in balancing the work and family demands. According to Hancock (2014) mining involves working long hours in remote areas. Society assumes that it is normal for men to work late and odd hours. Yet it is unacceptable for women as the primary care giver to work odd hours such as night shift. According to Cooper and Davidson (1992) women may lower the work standards when they feel they cannot delegate to their husband. Hancock (2014) noted that those that succeed in mining have a strong support system. According to the PWC Report (2014) maintaining a good work life balance is particularly difficult without the right support structures. Thus without family support structures women in mining with their demanding night duty and standby tasks may fail to attain success. As compared to men who are not burdened by care related duties at home.

RECOMMENDATIONS

To the government

- Women in the mining industry represent 10.8% of the total workforce and most of them are involved in culinary and administrative work. This is linked to the educational qualifications that women pursue. The researcher recommends that the Zimbabwean government implement its STEM initiative not just at secondary level but at the grass roots of primary level education. Primary level education represents the foundation of every child thus the STEM initiative should be introduced there.
- Women in mining would benefit from the Government instituting gender quotas in mining employment to increase the status of women empowerment in the sector. The South Africa government implemented a mandatory quota to all mines where their female labour force has to be no less than 10%. Implementing such a system in the Zimbabwean labour force would help improve the low representation of women in mining. Men dominate the strategic decision making bodies such as Head of department positions and executive positions. Quotas that garner for the inclusion of women in such positions will improve gender equality.

To HCCL

- Gender sensitivity enhancing training programmes, awareness programmes, workshops and seminars should be implemented so as to create an amiable working environment for male and female employees. HCCL has introductory programmes for new employees and gender programmes are not part of them. Thus engendering its current and new employees would help ease the stereotypical thinking and hostility and create a new gender sensitive culture.
- The women under study highlighted that the HCCL has sound women empowering policies yet they have had minimal effects because they are not implemented effectively. Thus there is need for better management and control of the gender mainstreaming initiatives.

CONCLUSION

Present day women miners are better represented however legacy issues owing to the exclusion of women in the past persist. Their femaleness per se has been put into question by their male colleagues. Women are still a rarity in the mining world thus they endure heighten visibility that has given rise to hostile behaviours by men. These behaviours include unwanted sexual attention and stereotypical labels of inferiority. The policies that have been enacted to encourage women empowerment and overcome these hostilities have been hindered in their effectiveness by the patriarchal culture embedded in the minds, structures and systems of the organisation. There have been women that have managed to succeed despite the hostile environment. Yet it has come at a price where women have to work harder than men to receive the same recognition and respect as men. Women have been aided by policies and laws such as the ILO Convention on Discrimination in Employment and Occupation, 1958 (Convention No. 111) and equal opportunity policies to career development to survive and raise in the mining industry, others have family support system. In as much as most men subscribe to stereotypical mindsets, it does not mean that every man shares the same ideology. There is a new breed of gender sensitive men that sees the worker in the women and not the stereotypical label. The mindset of such men has been changed by the competency of the women around them and the gender mainstreaming activities implemented by their company and government. Gradual changes and positive experiences are taking form for women in mining but they still have a long way to go before equality is achieved. This is because inequality regimes are embedded in the grassroots of the family, school before it cascades into the workplace. Thus initiatives such as STEM when implemented at primary level education with the girl child in mind will result in more women enrolling for science related field and women miners' representation will improve.

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APPENDICES

Cover Letter

Midlands State University

P.Bag 9055

Gweru

23 February 2016

Dear Respondent

REF: REQUEST FOR RESPONSE TO QUESTIONNAIRE

The researcher, Nhawu. Ndi. Ngonidzashe Registration Number R126003R is an undergraduate student pursuing a Bachelor of Social Sciences Human Resource Management Honours Degree programme with the Midlands State University in Zimbabwe. The researcher is collecting data on the research topic entitled “The experiences of women workers in mining: A case study of Hwange Colliery Company Limited”.

You are being requested to contribute to the study by answering the questions on the questionnaire. This is in partial fulfilment of the above stated degree programme. Your responses will be used for academic purpose only and therefore treated with confidentiality.

Show your responses by ticking or writing on the spaces provided. Feel free to answer all questions fully with honesty.

Thank you in advance for your cooperation.

Yours sincerely

Nhawu. Ndi. Ngonidzashe

Questionnaire Cover Page



Midlands State University
Established 2000

Our Hands, Our Minds, Our Destiny

HCCL EMPLOYEE QUESTIONNAIRE

My name is Nhawu. Ndi. Ngonidzashe, a final year student at Midlands State University pursuing a Bachelor's of Science Honors Degree in Human Resource Management. I am conducting a study on the topic: "The experiences of women workers in mining: A case study of Hwange Colliery Company Limited". I am kindly asking for your input in the questionnaires for the aforementioned topic. The basis of this research is to understand the unique experiences and success stories women in mining have, so as to come up with recommendations that will help in the accommodation of women in the mining sector.

Your contribution is greatly appreciated and will go a long way towards the success of this research. You are assured of privacy and confidentiality to the information you are going to provide.

Questioner guide for non-managerial employees

MIDLANDS STATE UNIVERSITY

FACULTY OF SOCIAL SCIENCES

BSC Human Resources Management Research

Researcher: Nhawu Ndi Ngonidzashe (0775 802 950)

Supervisor: Doctor Hungwe (0773 747 886)

The experiences of women workers in mining: A case study of Hwange Colliery Company Limited.

The purpose of this questionnaire is to gather information from female mine workers about their experiences and challenges. The study seeks to understand the various factors that affect female participation and their representation so as to come up with strategies and recommendations that will assist accommodation of women mine workers. There is no right or wrong answer to any question. Please do not skip any questions. Thank you.

SECTION A- BIOGRAPHIC DATA

Please fill in the following biographical information below ticking on the correct answer;

1. Age

1	18-25years	
2	26-35years	
3	36-45years	
4	46-55years	
5	56+ years	

2. Education

1	Below O' level	
2	O' Level	
3	A' Level	
3	Trade Certificate	
4	Diploma	
5	Degree	

3. Tenure

1	0-5 years	
2	6-10 years	
3	11-15 years	
4	20 years & above	

SECTION B

Please use the scale below to indicate your opinions about your agreement with each statement by ticking in the boxes provided below:

Career development					
	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
My company provides equal opportunity for career development opportunities					
Career advancement opportunities are handled fairly amongst females and males					
I have been able to rise within the organisation because of the career advancement opportunities I have received					
Power Structures					
The Company's structures facilitate for equal opportunities between men and women in accessing power					
As a female employee the power structures have helped me attain a leadership position					
Job Assignment					
I feel challenged by my work					
I have sufficient influence over the quality of my work					
My job makes sufficient use of my skills and abilities					
My work gives me a feeling of personal accomplishment and contribution					
I am given equal opportunity to challenging work like my male colleagues					
Role of Human Resource					
	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
The Human Resource Department has drafted HR policies and procedures that support women empowerment and affirmative action					
Has the HR department been influential in ensuring that women					

are considered equal to their male counterparts					
Disciplinary Issues					
I am reprimanded more often than men for mistakes done on the job.					
I believe my failures are exaggerated than those of male workers.					

Interview guide for managerial employees

Interview Questions

As a woman in a male dominated profession what are some of the challenges you face?

Do you find it difficult to keep up with your male counterparts in physically taxing tasks?

Are the HCCL organisational structures, structured in a way that facilitates for women to attain power within the organisation?

What do you think is the reason behind other women making it in technical professions while others have failed to have the same success stories?

Have you ever experienced male hostility (exclusion, unwanted sexual attention or being demeaned)?

If yes what strategies have you adopted to cope with that?

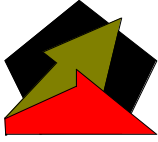
What management style defines a model leader in the mining environment?

What is it about HCCL that deters women from entering the inner circle of management?

What steps has the HR Department implemented to improve female representation both in technical professions and management?

What are some of the steps that HCCL could implement to improve female representation?

Letter of Approval



HWANGE COLLIERY COMPANY LIMITED

P.O Box 123
Hwange
Zimbabwe

Tel: 263 81 23101/7
Fax: 263 81 21118

11 April 2016

Ms Ngonidzashe N Nhau
Midlands State University
P Bag 9055
Gweru

Dear Madam

RE: PERMISSION TO CARRY OUT RESEARCH AT THE MINE

We refer to your letter dated 23 March 2016.

We advise that your application to carry out research on “The experience of women in mining: a case study of Hwange Colliery Company Limited”, has been approved. It is however, a condition that the research should be carried out professionally and that the results of the research will be discreet and not published without the authority of the Managing Director of the Hwange Colliery Company Limited. We will also require to be furnished with a copy of the research results for our records.

Please contact the undersigned to advise on your commencement date. We wish you all the success in your research project.

Yours faithfully

M.W. NDLOVU
TRAINING & DEVELOPMENT SUPERINTENDENT

Directors: F. Mutamangira (Chairman), S.T. Makore (Managing Director) N.S. Chibanguza,
J. Chininga, I.C. Haruperi, J Muskwe, V. Vera.

Confirmation Letter



HWANGE COLLIERY COMPANY LIMITED

P.O Box 123
Hwange
Zimbabwe

Tel: 263 81 23101/7
Fax: 263 81 21118

15 April 2016

TO WHOM IT MAY CONCERN
Midlands State University
P Bag 9055
Gweru

Dear Sir/ Madam

RE: CONFIRMATION OF STUDENT RESEARCH CARRIED OUT AT THE MINE

This letter serves to confirm that Ngonidzashe. N. Nhau carried out research at the mine for her topic "The experience of women in mining: a case study of Hwange Colliery Company Limited".

We trust that the results of the research will be discreet and not published without the authority of the Managing Director of the Hwange Colliery Company Limited.

Yours faithfully

M.W. NDLOVU
TRAINING & DEVELOPMENT SUPERINTENDENT

Directors: F. Mutamangira (Chairman), S.T. Makore (Managing Director) N.S. Chibanguza,
J. Chininga, I.C. Haruperi, J Muskwe, V. Vera.