

Women leading change: re-shaping gender in Ghanaian mines

Women
leading change

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Rufai Haruna Kilu

*Department of Business Administration, University of Professional Studies,
Accra, Ghana*

Adesuwa Omorede

*Division of Innovation Management, School of Innovation,
Design and Engineering, Mälardalen University, Eskilstuna, Sweden*

Maria Uden

*Department of Industrial Design,
Luleå University of Technology, Luleå, Sweden, and*

Mohammed-Aminu Sanda

*Department of Organization and Human Resources Management,
University of Ghana, Accra, Ghana*

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Abstract

Purpose – There is growing attention towards inclusive mining to make an economic case for gender equality and diversity in the industry. Available literature lacks sufficient empirical evidence on the subject matter in Ghana. Therefore, this paper aims to understudy women miners in Ghana and document their role in recent change regimes in mine works gender profiles. An observed change that is stimulating a shift in background dispositions leads to increasing number of women taking up mine jobs.

Design/methodology/approach – In working towards achieving the aim of the study, both qualitative design and a multiple case study approaches are deployed. Four multinational Ghanaian mines and a mining and technology university were used to understudy the women miners and their role towards a change in mine work gender perspectives.

Findings – The results showed a regime of “ore-solidarity movement” (women in mining – Ghana). A kind of solidarity identified conventionally as a social movement in active resource and self-mobilization, engaged in a symbolic contestation for change of the status quo (dominant masculinity cultures) in furtherance of gender equity and inclusion in milieu of mine works reforms in Ghana.

Originality/value – The study is of high scientific, political and public interest to better understand women’s movements in the mining industries in Ghana and to frame them theoretically. It offers solid empirical evidence on roles women miners play to ensure gender shape-shifting and liberalizing the mining space for women’s participation. This move towards inclusive mining implies poverty eradication among women, work towards achieving sustainable mining, competitiveness and assurance for gender-driven social innovative mining.

Keywords Social movements, Equal opportunities, Gender equality, Change regimes, Mine works, Women in mining-Ghana

Paper type Research paper

Introduction

The study explores change regimes being propelled by women miners in the mine works of Ghana. A kind of change stimulating a shift in background dispositions, leading to an



increase number of women taking up mine jobs. This is against the knowledge of the fact that, the mining industry has historical gender imbalances, characterized with male-dominance and masculinity cultures (Andersson, 2012).

Evidence abounds, pointing to the phenomenon of change, inspiring participation of women in the mine works gender profiles. For instance, the skills and competence levels of women have grown significantly, and there are a number of well-experienced senior executives in significant local and global mining organizations, who are inspiring leadership and mentorship (Buthelezi, 2013); a kind of gender-evolution testimony, towards gender equality in the mining industry. Also, the value chain of the mining industry includes various stages: from exploration and extraction to product handling, and mineral beneficiation, each of these stages provides opportunities for women (Buthelezi, 2013). At the pre-entry level, it is refreshing to note some gains made at intake of women in science and technology programmes. For instance, Authors 1 and 4 assessed the enrolment regimes and gender differences in University of Mines and Technology – Ghana. The results showed a progressive women's enrolment into the university due to management's adoption of a gender mainstreaming policy in its admission programmes among others.

Similarly, Buthelezi is of the view that big mining companies such as Anglo American Ltd. has about 22% of their workforce being women. This participatory percentage is viewed as a big number if you consider their historic male-dominated nature. According to Kanter (1977), it is obvious that any organization with a 15% women's representation has achieved a reduction in minority effect on its women workforce, and that a 30% women's representation produces an effective gender mixing. The South African legislations through their Mining Charter (2018) is promoting a project on inclusive recruitment in their mining sector of the economy, requiring that mining companies actively change their demographic profiles to ensure a 20% women representation. Even with such representation, women still face significant challenges and struggles in the workplace. For instance, Botha (2016b) found that women still face discrimination, sexual harassment and inequality when working in a male dominated environment such as the mining industry. Likewise, Armah *et al.* (2016) expressed that unfavourable working conditions for women miners could be because of discrimination.

Women miners globally have found themselves in a male-dominated profession, where discrimination is prominent; appreciate the fact that in numbers lies strength. They move to constitute themselves into solidarized social movements aim at breaking barriers; building bridges and making the necessary strides to succeed in the mine works corporate environment. For instance, the Women in Mining (WiM) movement, an international organization, was formed across America, Latin America, Europe, Asia Pacific and Africa. The WiM movement aim at championing the course of women miners; composed of individuals, predominantly women employed in the mining industry. Members of the WiM movement include engineers, geologists, administrators, lobbyists, educators, concerned citizens and other mine workers. The WiM movement was founded in Denver, CO in 1972 when three women contacted mining companies and other related firms to ascertain interest in forming such a movement to provide education on the industry. The WiM movement also aims to stimulate growth of the mining industry, to promote welfare and well-being of women miners and to give recognition to the achievements and contributions that women have made to the industry. The movement equally functions to identify women as valuable resources by providing guidance, support for programmes and projects undertaken by women both locally and internationally.

Globally, women's movements advocate for women's social, political, legal and economic rights equal to those of men. Its first documented use dates back to 1837 in France, where

socialist Charles Fourier used “feminism” to describe women’s liberation in a utopian future. All movements share what Margolis (1993) described a transformational character – a hope to reformulate social life, educational spheres, workplace practices, home and family life. Therefore, women movements’ common concerns have to do with improving conditions of women in society.

Marked annually on 8 March, the first International Women’s Day in 1911, it amasses more than one million people across Austria, Denmark, Germany and Switzerland for women’s suffrage and labour rights. In its early years, the Day becomes a mechanism to protest the First World War. Most notably, in Russia, a large women-led demonstration breaks out demanding “bread and peace!” Four days later, the Czar abdicates. Now a Russian national holiday, the Day is what some historians believe ignited the Russian Revolution. Also, the ICPD Programme of Action (1994), a 23-year action plan, puts people and their rights at the heart of development and recognizes women’s sexual and reproductive health as key to everyone’s well-being. In 1995, Beijing Declaration and Platform for Action was established. A comprehensive framework adopted at the Fourth World Conference for Women with a road map of actions to advance women’s rights.

A mass action for peace in 2003, in Monrovia is worth mentioning. A relentless civil war impels thousands of Liberian women to form a movement. Driven by activist Leymah Gbowee, the movement employs various tactics, most notably: a sex strike to pressure their men to partake in peace talks, and a sit-in on peace negotiations by women who threaten to disrobe as a means to shame and prevent male delegates from leaving without some resolution. The movement is so successful it ends a 14-year civil war and leads to the election of Africa’s first woman head of state, Ellen Johnson Sirleaf. In 2011 onwards, from the Arabian Peninsula to the capitals of North Africa, streams of women vigorously protest for their rights as part of a broader uprising: the pan-Arab movement. The outcry thrusts women into the global limelight, challenging perceptions of them as passive. This determination is not new though: In Morocco, tribal *Soulaliyate* women continue to fight for land rights; in Tunisia, activism propels gender equality being enshrined in the nation’s constitution; and in Lebanon, women activism led to a controversial rape law being scrapped.

The 31st December women’s movement was formed in 1982. A local women’s movement with branches across the ten regions of Ghana. This movement, developmental oriented, founded with the goal of mobilizing women both from rural and urban Ghana, aimed at sensitizing them to understand the governance system of the country, and to orient them to be part of the participatory democratic system since women form the majority of Ghanaian population. The movement supported and promoted activities of women through education and capacity building. It also mentored some women into mainstream political activism. The movement equally confronted family poverty issues, social exclusion, women’s empowerment initiatives and further championed the promulgation of several laws to protect women and children’s rights in Ghana. Example, they spearheaded and got the Interstate Succession Law passed into PNDC Law 111 in 1985. The marriage and divorce registration Law, PNDC Law 112 which benefited many Ghanaian women. In light of this, the current work argues that Ghana has long since been familiar with and adopted initiatives similar to the “new social movement theory” to fight issues of social inequalities at the micro-individual, mezzo-organizational and macro-political levels. It is also worth noting that a single social movement can spark a change, and such collective actions can transform laws, change attitudes and alter the course of history (Margolis, 1993). Indeed, the composition, characteristics and functions of the WiM movement bear similitude to the New Social Movement Theory, which is the theoretical foundation of this paper.

Perspectives on the new social movement theory

This work applies the neoliberal regimes of [Harvey \(2005\)](#) due to their influence on many organizational changes around the globe. Specifically, the European-inspired New Social Movement Theory or Identity-Oriented approach associated with [Touraine \(2002\)](#) and particularly [Melucci \(1997\)](#). The NSMT focuses on movement cultures, experiences, values, affiliations and actions of women involved in non-violent movements for change. The NSMT argues that any attempt to understand social change hugely depends on key assumptions about the notion of change itself: that change must necessarily emanate from above; and also change can best be understood when viewed at specific moments in time. In the estimation of the current work, the ongoing gender change processes in the Ghanaian mines, featuring the role of women miners come more clearly into view.

The NSMT further holds that, individuals, groups and organizations involved in a particular solidarized move do not carry movement membership cards, but rather act collectively as well as separately. The women involved unanimously share an orientation and values that oppose the status quo (dominant-masculinity cultures in the mining sector) and those with power, to render them visible and thereby negotiable ([Melucci, 1995, 1997](#)). From this point, the values and affiliations of movement supporters become significant, providing an impulse for the repositioning of those involved ([Barry et al., 2007](#)).

Some advocates of the NSMT argued:

The theory focuses on examining the why of a change, detailing the observable organizational characteristics, including the submerged networks, affiliations and the symbolic challenges directed towards the dominant order or the status quo. That the common purpose and ultimate goal of the theory centered on the processes of action towards bringing about a change, or some degree of reformism, suggesting that action and change take place along a continuum and attract a broad base of appeal as a result ([Barry, et al., 2012](#)).

The apparent characteristics of the NSMT, according to [Melucci \(1995, 1997\)](#), are as follows: first, the members act collectively as well as separately, sharing values and orientations that are oppositional to the status quo. Second, the manner in which the members emerge is so spontaneous, suggesting the right time to step forth into a brave new world of solidarity. Third, members' collective values and orientations permeate into the fabric of social institutions, through a complex web of interactions. Characteristics of the NSMT are similar to current happenings in the collective front of the women miners in Ghana. The new social movement perspectives, though originated from Europe in the 1960s, by 1980s, it spread to the third world countries, making women's voices heard and their experiences part of the feminist knowledge production with a spreadsheet across Africa by mid-1980s. Ghana joined the new world order, witnessed the formation of some women social movements of local and international orientations. Based on the above, this study seeks to address the motivation towards change for women miners and how they are contributing to change in Ghana mining industry. The research questions are as follows: What are the motivational drivers for change for women working in mining? In what ways are women miners contributing to the social movement in the mining industries?

Method and material

The study area

Tarkwa-Nsuaem Municipality in the Western Region of Ghana was under studied. Geologically, the area represents part of the south western most extension of the well-studied Ashanti Gold Belt that accounts for over 90% of gold production in Ghana ([Akabzaa et al., 2007](#)). Choice of the study area is in line with Flyvberg's 2006 subjective information-oriented

case selection strategy. This strategy aims at maximizing utilization of abundant information from small samples and single cases. In this strategy, cases are selected on the basis of expectations about their information content. Thus, information depth from such study areas must be rich and provide insights for comprehension of the phenomena. The under studied companies are Gold Fields Ghana Limited Tarkwa branch. This company with South African ownership was incorporated as a legal entity in 1993 and has been in operation for 24 years. Next is Anglo Gold Ashanti Iduapriem mines, another South African owned company, formed in 2004, and operational for 13 years. Then comes the Golden Star Resources Ltd. in Bogoso, near Tarkwa. A Canadian-owned company incorporated in 1992, it has been operational for 25 years. Goldfields Damang Ltd is the next, with operations spanning 20 years. There is also the University of Mines and Technology (UMaT), a public university established with the aim of producing professionals in the field of mining.

Study design

A mix of case study design and qualitative approach were used for the study. Yin (2014) argued that case studies are suitable for investigating contemporary social phenomenon. Also, the multiple case study option was applied; in consistence with Eisenhardt (1989) who argued between 4 and 10 cases usually work better. In this study, five cases were investigated involving the four multinational mining companies and the University of Mines and Technology.

Procedures, recordings and analysis

Both interviews and focus group discussions were conducted: 25 interviews and 2 focus group discussions. The interviews lasted between 45 min and 1 h, at their respective work places on their understanding of how women are leading change and gender shape-shifting. Also, two separate focus group discussions were organized: first, with group of students from University of Mines and Technology, who have been on vacation attachment with the mining organizations before, and, second, with group of miners across the four mining companies. The interviews allowed participants the flexibility to reflect and discuss their experiences in details (Gioia and Chittipeddi, 1991; Soderberg, 2003). Kitzinger (1995) argued focus group discussions encourage participation from people reluctant to be interviewed on their own or who feel they have nothing to say. Focus group discussions also have the hall mark of explicit use of group interactions to produce data and insights that would be less accessible without the interaction found in the group (Morgan, 1997). The analysis was the understudied organizations made up of the mining companies and the University of Mines and Technology; women and men miners, managers, supervisors, staff, union members and contractors engaged to offer mine work services. Table 1 presents a descriptive representation of the data.

Voice recordings of interviews and focus group discussions were done using a tape recorder. Recordings were further transcribed and organized to reflect how women are leading change in the world of mine works in Ghana. Also, handwritten notes were taken in the course of both the interviews and focus group discussions to augment comprehension of the process.

Analysis of data was guided by both literature and aim of the study. More specifically, the analysis was developed in a three-stage process rather than follow a precise sequence. The analysis began with an open coding (Yin, 2014), breaking the data into pieces by associating words and sentences with codes such as “motivation”, “equality” and “change”. Further axial coding was conducted where codes that were conceptually similar were grouped into more abstract concepts. Finally, from these abstracts, concepts were aggregated themes and developed themes to describe the studied phenomenon. The four aggregate dimensions the emerged from the analysis are movement as a result of a collective

Table 1.
Descriptive
representation of the
data

Sample	Organization's description	No. of interviews/ FGDs
Gold fields Ghana Ltd, Tarkwa branch	The company mines gold, with South African ownership, government of Ghana holds a 10% free carried interest, incorporated as a legal entity in 1993, and has been in operation for 26 years	5
Anglo gold Ashanti Iduapriem mines	The company mines gold, a 110 km square concession, another South African owned company, formed in 2004, and has been operational for 15 years	5
Golden star resources Ltd	A gold mining company, a Canadian-owned, incorporated in 1992, and it has been operational for 27 years	5
Gold fields Ghana Ltd, Damang branch	A gold mining company, South African owned, established in 1997, being in operations for 22 years. The Company holds 90% interest in Wassa, Prestea and Bogoso gold mines in Ghana	5/1
University of Mines and Technology	A public university, established in 1952 as Tarkwa Technical Institute, affiliated with Kwame Nkrumah University of Science and Technology as Tarkwa School of Mines in 1976, subsequently assumed a full fledged university status in 2007, now known and called University of Mines and Technology (UMaT). Established with the aim of producing world-class professionals in the field of mining, technology and related disciplines	5/1
Total		27

frustration; creating awareness to change mindset; serving as role models for other women; and restructurizing towards equality.

All quotes were verbatim and approved by interviewees. The results generated then provide illustrations, typifying how dispositions are changing, occasioning a gender shape-shifting, with more women taking up Ghanaian mine jobs.

A sense of ethical behaviour, moral rules and professional codes of conduct were exercised in line with the demands of ethical legislations and requirements. The notion of confidentiality, protection of subjects and the informed consent rules were explained to the respondents. Respondents were made to understand that, participation was voluntary, or they could start and withdraw when sensing discomfort. Hypothetical names were also designated to respondents on grounds of anonymity (Sieber, 1993).

Results

Results from the study showed a regime of change in the mine works organizational gender perspectives. Several indications from the analysis show that women are motivated to instigate change in the mining industry and therefore ready and willing to see those changes come to pass. The first reason why these women miners wanted changes was due to a collective frustration, which was their motivation for engaging in the cause.

Movement as a result of a collective frustration

A change being propelled by the ore-solidarity – Ghana. A movement made up of women miners, working in a solidarized move towards a change in the historic male-dominance and masculinity cultures among the multinational mines in Ghana. A motivation for social

movement formation is when expectations are frustrated (Melucci, 1997), and this manifested in a focus group discussion, where discussants said:

[...] as women, our numbers are low; this is historical, not beginning today, so we are playing a catch-up! It is not about a man is better than a woman or a woman is better than a man! It is about making money, if the guys are working there, why we can't apply to get jobs there.

Collective frustration motivated a strong social bond among the women, exhibiting kind of determination, cohesion and solidarity on the basis of their gendered uniformity. This display of movement culture made the women feel connected through ties of similar educational and professional background, common occupational exposures and collective work-life experiences. Creating room for individual initiatives, creativity and their reflections, centered on collective interest and open discussions. Although the individual women miners perform different tasks and often have different personal values and interest, the order and very nature of the solidarity hinges on their reliance, resilience, interdependence, self and resource mobilization to champion the course of change for women in the mining industry of Ghana. This supports the neoliberal regimes of Harvey (2005), noted for influencing many organizational changes around the globe. The success of a social movement to trigger a desired change depends on which resources are available and how effectively the resources are being used (Barry *et al.*, 2012).

Creating awareness to change mindset

In the interview session, members of the women miners catalogued their overriding goals, activities, experiences and resources. Amanda, a 35-year-old female geologist recounted an account that reflected majority of the respondents:

[...] you see, we are educating both members and the public about the mining industry. Our periodic meetings feature prominent speakers who address various facets of the extractive industry, including land, geology, processing, economics and policy. And [...] we are equally working hard to preserve the heritage and maintain the history of women in mining.

The activities, experiences and initiatives of the women miners pushes to create awareness which symbolizes hope for Ghanaian women, calling for inclusive mining, encouraging and inspiring the female youth to give mining their best shot. That they can make it to the top with hard work, courage and a dash of boldness. This women miners' solidarity model, functionally deploying a key tenet of experiences, compares to the historic Ghanaian feminist and women movement (the 31st December Women's Movement) formed in the 1980s, and theoretically rooted within the new social movement theory (Touraine and Melucci, 1995; Braig and Wölte, 2002; Barry *et al.*, 2012).

Serving as role models for other women

Social movements also arise when people are motivated by value orientations and social identity questions. In the interview session Fuseina, a 29-year-old woman mine PR practitioner had this to say, which reflected the entire groups' aspirations:

[...] by forming this movement, we want to educate and encourage more women to take up mine jobs. We also want to encourage those women who are already working in the mines to remain resilient amidst tough challenges. We are a deep voice, we helping each other, especially those who work at the site. Due to our natural and first jobs as wives and mothers [...] sometimes it is a bit difficult for us to work in the sector as well [...] so we need solutions!

The women in mining movement-Ghana was equally formed, with its aggregate set of core-values, orientations, concepts and assumptions, coupled with the individual

members' competence and skills permeating the social fabric of mining and allied institutions through a complex web of interactions. The solidarity then explored available platforms, with deep voices, deploying networks of civil society, political think tanks and the offices of Ghana Chamber of Mines to advocate, lobby and exchange ideas towards a gender neutral mining.

In a similar vein Aku, a 38 year old woman mine worker in the Focus Group Discussion said:

[...] of course, the commodity prices are really bad [...] the word out there is sustainability! [...] and you see, to make any business sustainable and relevant, you cannot cut out women from the value chain equation! You know, in Africa women make up 70% of the total population and in Ghana, 51% are women. Why? Why don't you want to employ the women?

The apparent characteristics of the NSMT explain how the members act collectively as well as separately, sharing values and orientations that are oppositional to the status quo (Melucci, 1995, 1997). This became obvious when George, a 51-year-old mine manager said:

[...] lots of gender sensitive changes are taking place across the mines, and the mining companies are moving towards gender driven mining. Policies either on women's empowerment and diversity management are visible in respective human resource and recruitment policies of the mines [...] such policies serve as frameworks for integrating gender into key mine works organizational practices.

Also:

[...] mining trends have indicated a move from underground to open cast, which in itself presents opportunities for women in the industry to participate.

Restrategizing towards equality

The women miners deployed a strategy, and emerged in a grand style, spontaneously judged that time was due to step forward (Barry *et al.*, 2012) in expressed dissatisfaction with masculine dominant cultures in the mines, with its associated gender inequalities. Hence, a desire for change towards set of recruitment policies and practices that are gender neutral.

Some of the mining companies have further established gender plans to implement strategies to secure greater female participation in decision-making at the local level through establishment of the Women's Consultative Committee (WCC):

[...] here in Ghana today, the WCC provides a platform for women to freely express their interests and needs and actively participate in community decision-making. The WCC is made up of Queen Mothers, elected female representatives from each community and women elected from local interest groups and associations. They participate in capacity-building programs, financial management training, entrepreneurship classes, advocacy skill building, and health awareness courses (AngloGold Operations and Projects Report, 2016).

The movement formed, with its aggregate set of core-values, orientations, concepts and assumptions. Just as the European-inspired identity-oriented approach associated with Touraine (2002) and Melucci (1997). This is coupled with the individual members' competence and skills permeating the social fabric of mining and allied institutions through a complex web of interactions. The women miners further explored available platforms, with deep voices, deploying networks of civil society, political thin-tanks and the offices of Ghana Chamber of Mines to advocate, lobby and exchange ideas

towards a gender neutral mining. The University of Mines and Technology in Ghana has stopped gender performativity in its admission programmes and “by 2014, over 20% of the total student population in the university were women due to a gender mainstreaming policy introduced by the university in their admission programs” (Management, 2014). As Kanter (1977) earlier put it, that any organization with a 15% women’s representation has achieved a reduction in minority effect on its women workforce. This implies the university is now working towards achieving an effective gender mixing.

Management of the university further claimed:

For the past two years running (2011/2012 and 2012/2013 academic years) female students have been picking the overall best student awards in the university; and our women engineers in the university are doing very well in the mining industry and in most cases the women are being treated as expatriates according to tracer study results.

Discussions

The women in mining Ghana being in a male-dominated setting, acknowledge the fact that in numbers lie strength, hence felt their purposes, values and orientations could best be served via self and resource mobilizations to achieve their goals. This collection of women network featuring the ore “solidarity-Ghana”, bears formational similitude with the New Social Movement Theory of (Touraine, 2002 and Melucci, 1995), which focuses on experiences, values, affiliations, share beliefs and solidarity among the women miners involved in non-violent social movement organization and mobilization of selves, leading a change to achieve their goals.

The women’s movement also functionally matches the theoretical assumptions under-pining the European inspired new social movement theory of Touraine and Melucci (1995), which explains mobilization of conflictual issues, utilization of various forms of protest and initiating change processes. The results show that the women miners were motivated to engage in such movement because they were all experiencing similar issues and wanted a change for not just themselves but also for others interested in joining male dominated institutions and careers. Four themes were presented to these regard; *movement as a result of a collective frustration; creating awareness to change mindset; serving as role models for other women and restructurizing towards equality*. Further, the findings indicate that the on-going processes of change being led by the Ghanaian women miners come more clearly into view. In that respect, the movement serves as a vanguard, which works to instituting and promoting barrier breaking and boundary crossings. The movement offers training programmes, mentorship, creating visibility of senior mining women on social media, campaigning for a gender pro-active mining policy, nurturing board ready women in mining and working towards elimination of socio-cultural barriers, e.g. superstition, stereotypes, sexual harassment and discrimination. They work to foster gender awareness as well as ensuring gender equal recruitments in the mine works of Ghana. Members are on WhatsApp mostly used by 60 plus women miners and LinkedIn with over 120 members. Facebook with close to 1,000 likes and active engagements of their posts. Members are also active on Instagram and Twitter as WIM Ghana (www.wimghana.org).

The activities and initiatives of the movement symbolizes the historic Ghanaian feminist movements such as the 31st December Women’s Movement formed in the 1980. Therefore, the Ghanaian women miners, tapping from these historic experiences

and occupying a token status in a male-dominated field; strategically develop a self and collective consciousness, exhibit cohesion base on gendered homogeneity. The movement then systematically attached supreme value to collective dignity, calling for equality of opportunity for both men and women miners, a social justice at mine workplaces and calling for a change. The women miners, in their search for change, emphasize on collaborative pressure to effect the change – a kind of non-violence approach for change, which does not necessarily pit those craving for the change against those trying to preserve the status quo (Barry *et al.*, 2012). Rather, the women miners were seen exploring available platforms, with deep voices, deploying networks of civil society, political think tanks and the offices of Ghana Chamber of Mines to advocate, lobby and exchange ideas towards a gender-neutral mining, a move similar to the assumptions of the new social movement theory of Touraine and Melucci (1995). The women in mining movement emerged in a grand style, spontaneously judged that time was due to step forward in expressed dissatisfaction with masculine dominant cultures in the mines, with its associated gender inequalities. Hence, a desire for change towards a set of recruitment policies and practices that is gender neutral.

Concluding thoughts

At the core of the current paper are change regimes being propelled by the mine women movement and leadership. The change centered on support to women's advancement in the mining sector, through advocacy, training, mentoring and networking at all levels of engagement for mine works gender and organizational change. The women miners working alongside the mining companies and allied institutions interact with Governmental bodies, NGOs, diplomatic foreign missions and development partners to promote women's programmes within the mining industry. The women miners are equally found deploying modern organizational models, aim at dismantling self-seeking interest in pursuance of collective values and orientations in the form of a progressive but slow move towards achieving a gender sensitive mining.

In spite of the change effort, women representation in mining and other extractive industry remain few. Also, women on boards and key decision-making in the sector are equally very few, characterized with less opportunities for them. In view of this, it is prudent to emphasize that masculinity in modern organizations in itself is anti-social in outlook. Also, the very culture of male-dominance in mine workspaces in Ghana constitute a bane to organizational gender equality efforts, a challenge to diversity management, inclusive mining and perhaps a socio-sustainably too expensive to ignore.

This paper provides several implications. First, formation of the women in mining movement in Ghana is a clear mobilization towards success in the gender equality change effort. The gender equality effort implies the women miners' huge subscription to modern organizational models with a high propensity of effecting organizational change and possibilities of creating an effective and good work environment for both men and women. This will also promote diversity and inclusivity in the mine works of Ghana, a prerequisite for high mine work sustainability, productivity and competitiveness. Indeed, gender equality in the mines may also well connect to good corporate governance, gender-equal driven and a social innovative mining.

Second, the United Nations 2030 agenda for sustainable development subscribes to building a future where no one is left behind. In view of this, the need for Gender equality, Inclusion and Diversity is no more a personal, community or a national choice. It is the choice of the world and reality. It has become more pressing for even small businesses to have diversified work teams. The world of Business has a stake in building inclusive teams and thus helping to combat discrimination in the work environment on all levels. For the Ghanaian mining industry to be sustainable and relevant, women can never be cut out of the value chain equation. Therefore, a conscious national effort is recommended to encourage more women enrolments into science and engineering-based education. Affirmative action is equally recommended for gender deconstruction and promotion of gender democracy in the mines. The mining companies need to adopt measures aim at promoting gender equality, and adoption of hiring models targeting women. Those companies with gender equality measures captured in their recruitment policies, must be encouraged for strict enforcement. Indeed, this move for inclusivity will engender poverty eradication and work towards achieving mine work organizational growth and development in Ghana.

Third, the paper also provides change implications. The change strategies, skills and styles embedded in the movement calls for probable future research replications to explore and predict change regimes in similar male-dominated settings such as engineering, technology, forestry, building and construction industry. The paper further bridges the gap between theory (new social movements) and practice (women in mine works industrial practice in Ghana). The paper is equally helpful on grounds of developing further, policies on women's movement practices to promote barrier breaking, gender equality, inspiring women leadership in the workspace in general, not only in the field of mining. The new knowledge so created in this work may not only be useful for policy and industrial practice, it could equally be applied in teaching of gender and technology. While the impact upon society could be a contribution to the process of overcoming gender-based inequalities.

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Corresponding author

Adesuwa Omorede can be contacted at: adesuwa.omorede@mdh.se

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