WOMEN MOTIVATION IN MINING SECTOR
by
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Abstract

Under the present mining policy in PNG, many of the women population in the local mining areas are less motivated with limited literacy skills that will enable them to communicate and negotiate effectively to enhance and sustain their living standards. Since motivation is a multi-factorial phenomenon, it is difficult to address all concerned areas. Especially when considering the country's physical geographical features and women's current socioeconomic status. For example, their active participation in many of mining resource development projects within Papua New Guinea are below average in comparison with other developed countries, but women are expected to perform their roles effectively and efficiently. This paper attempts to examine women motivation as an important element in enabling effective participation amongst women in the local mining areas in Papua New Guinea. It furthermore tries to assess the impact and also, whether motivation can really contribute towards women's active participation. Women motivation is indeed an important aspect with a great impact on active participation on spin-offs benefits. Our policy framework suggests that all resource mining projects in Papua New Guinea need to encourage all women in the local resource development project areas to focus on the improvement and sustainability of appropriate community projects to enable disadvantaged women population to participate effectively. One of the alternatives we must look into is to employ women motivation through appropriate programs in all mining resource development centers as training modules for all women in the local mining areas to be active partners in the development process. This is because women motivation is at the heart of development and at the heart of women is the development of nation.

Introduction

This paper examines women motivation as a major element in effective participation; and also, as an important contributing factor towards the effective and efficient performance of women in the local mining areas in Papua New Guinea (PNG). The ultimate aim is to draw and stimulate discussions on some practical issues on women motivation as a major tool towards effective and efficient participation, which empowers women to be proactive participants in the development process. The paper does not claim to provide comprehensive coverage on the impact motivation may have on women’s performance. However instead, attempts to examine certain factors in which women’s roles are influenced by motivational forces resulting either in effective and efficient participation in local mining areas in Papua New Guinea or the opposite.

Women motivation is seen in terms of an integration of external and internal factors. These motivational factors result in women’s performance in accordance with their individual perception of aspects of their situation, such as their roles through active participation in either formal or informal development projects within the local mining areas. In Papua New Guinea, women’s motivation is influenced by key factors at the local, provincial, and national levels. These factors exist at each of these levels of development, which affect women’s performance. Operating within the country’s overall politico-socioeconomic situation, which is highly relevant, the overwhelming impression is that—women are not highly regarded and motivated in PNG. In many mining areas women continue to face problems. For example, some local areas of the OK Tedi mine were among those who ‘...
continually faced with the problem of staking their claims to workers' wages, and not all are equally successful’ [Jorgensen. June 2004:16-17]. On the other hand are expected to produce positive results as much as possible, and do play even broader roles. The purpose of this paper is to examine this situation and assist the policy makers see what is required to turn it around.

This paper, in one way or another, indicates that women motivation is an essential approach in assisting women population in the local mining areas to actively involve in the development process. The government at all levels together with Mining companies must ensure that there are appropriate programs that will enable the silent women population the right to perform the assigned responsibilities effectively and efficiently. We must employ women motivation as a training module policy mechanisms, such as appropriate literacy programs within all the PNG local mining areas (Morobe or Lihir) to equip the disadvantaged women population to become active participants in the resource local mining areas.

Characteristic factors on Women Motivation in Mining Sector

These practical concepts are of relevance to motivation of women in many local mining areas of Papua New Guinea. Each one of them provides various applied factors and usefulness in particular contexts of the policy framework, as well as identifying certain potential problems. Possible problems of various types in operational terms will also be identified.

Motivational forces

Motivational forces refer to the internal and external aspects of women motivation leading women to respond positively or negatively, based on their perceptions. Many definitions are possible in defining motivation, although in practice they are made complex in reference to different applied circumstances. The operational definition, which is being used in this paper, is a basic explanation—i.e. the process of implementing or furnishing incentives, which are used as reward systems. These incentives are devices employed to encourage someone to perform in a positive and effective manner. They are provided with the intention to appraise a person's performance level and perhaps provide some form of reward. A reward complements the incentive, which are awarded to a person in exchange for labour. In other words, incentives are often used to induce high performance levels, which in turn are reinforced by a reward. In women motivation, incentives are categorized into two interacting dimensions, namely internal and external.

Internal forces

Internal forces are desires within women that drive them to participate. These internal forces create in them the various forces such as the desire to participate, the desire to meet local mining project needs and so on. These forces are crucial in terms of enabling women to have a vision for their project, set goals and work towards achieving these goals. In the case of PNG, it is essential that women possess these internal motivational forces, as there are some situations where there is insufficient support in significant areas. This means that women, in one way or another, are not given clear directions by which to identify personal goals and objectives and endeavour to achieve the best possible results in their performance. However, in order for women to utilize desires, external factors must also be
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Empowerment needs to be seen within the context of conscientisation' (See Jeffreys in Jeffreys 2000:7)

External forces

External factors are outside sources that capture women's attention to participate effectively and efficiently. This applies to training, employment conditions, project benefits workshops, seminars, and promotion incentives and so on that capture women's attention to perform in one way or another. These forces are normally executed by the management of both within the immediate mining environment and outside, which includes the overall Department of Mining or the respective Provincial Administration and Local Level Governments, as well as Mining Companies within the Papua New Guinea. These factors can motivate or capture women's attention in various ways to perform or deliver their services to their recipients.

Both of these forces, that is internal and external drives, lead individual woman to perform optimistically or pessimistically in accordance with their individual perceptions. Whichever way, motivational forces play a significant part in the women's performance, and so the mining department together with mining companies and local communities in PNG have to promote women motivation through empowering with appropriate knowledge and skill as active partners.

Women motivation

Women motivation is the product of a combination of external and internal motivational forces—that is to say; a woman brings to participation a personalized set of values, a particular personality and the experience of life to be partners in the development process.[cf Hardy et al 1988] All these have a bearing on how a woman responds to the decisions to betterment for future generation in the development process. What we acknowledge is the importance of these internal factors, which to a very large extent must be taken as given—that is, there is only minimal emphasis on all levels to change them. On the other hand, the external forces, which impinge on women's motivation, are the outcome of mining policy, so that they are open to modification or even complete change. Therefore, this paper will concentrate on external motivational forces, on the grounds that an understanding of these makes it possible for us to identify changes which should result in a significant improvement in women's motivation. These motivational forces, in operational terms in our context, are composed of external sources such as management of mining projects, community perception of participation and both formal and informal training (Jeffreys 2000:8-13).

The management of mining is very important because women are participants of the whole system. In order for the overall system to be effective and efficient, its employees or participants need to be motivated in certain areas. The relevant motivational sources are related to the manner in which women understand the mining system, including aspects such as the rules and regulations, which influence their performance. This refers to particular rules that are used as guidelines that enable women to understand and appreciate performance. This means women need to study and know the manner in which they are supposed to carry out their duties within themselves, as well as in their relationship to others, especially in terms of sharing knowledge, skills, interests, goals and so on. However, this may not be the case in all situations as there are times when some women have conflicting values [Herzberg,1966]. These women might have values that contradict particular rules or regulations, which can therefore hinder their performances. But still, for one reason or
another, mining management plays a very important part in terms of women motivation. It enables a better understanding in and creates the confidence that motivates them to perform effectively.

Policy Framework for Women Motivation

The community's perception of participation—affects also the status of women within a community. This can be viewed in terms of employment or participation conditions, such as higher wages, better accommodation, health care and many other aspects of work or participation that can create a sense of job security in women. Women must be well informed of certain benefits that are available for them. This particular dimension is important in the society's expectations.

This, in addition, can develop in them a sense of belonging, which will, for one reason or another, create feelings of belonging within the local mining areas. It consequently can lead them further by creating a sense of commitment and a desire to meet community or individual needs. It is, however, important to clarify here that not all women will develop a positive sense of belonging and commitment towards active participation and empowering each other to achieve their ultimate ends. It is crucial to state that status of participation is very important in terms of developing in women a positive approach towards performance that will further motivate their performances. It is important too that they develop more positively within themselves.

Furthermore, the final source of motivation is called formal and informal training programs—i.e. developing women's capabilities. This source is crucial because the roles that women fulfill would involve the ability to participate and to be motivated to develop these abilities. It also concerns individual women's ability to display effective performance by applying the appropriate skills and knowledge they gain through experiences, such as training received and ongoing support through their participation. To further clarify the issue, it is better to say here that initial women training sets the foundations for their entire participation in the community. It initiates in the women the skills they need to pursue in their work performance or commitments. This will develop in the women a sense of competence, which could allow them to perform effectively and efficiently, and consequently to develop in themselves a
sense of achievement. In other words, women will feel that they have achieved something worthwhile.

**Types of Women Participants**

Women motivation, in terms of different personalities, contributes to determining the types of women within and outside the mining environment. Although we argued before that the emphasis, in terms of women’s motivation, should be on external forces because they can be influenced by mining policy, nonetheless internal factors do mean that mining sectors are going to be faced with different types of women participants, an outcome mainly of several distinct personality types each of which responds differently to the performance situation.

We have identified, on the basis of different personalities, six types of women participants. It will be important for organisations dealing in the mining structures to appreciate these differences and to accommodate relevant policy framework within its particular context.

A **tribalistic** woman participant is one who views herself as a member of a tribe operating under the rules of the tribe. Women enjoy working in a situation where the core management (supervisors and heads of departments) spells out what to do and how to do it. She is motivated by an approach in the working environment, which encourages her to perform the roles or responsibilities in particular ways. Such an approach by core management is more 'bureaucratic' (Hasenfeld, 1983: 14-8); it has to be fairly detailed in dealing with such women, making sure that they feel comfortable and accepted. In motivation, the above approach is linked with the perception of motivational forces - for example, a supervisor setting objectives for the women participants. Obviously, this type of woman would be very dependent on the core management for decision-making and is likely to be less innovative than others. More than that, there will be less opposition and the core management is liable to misuse funds or properties, as has been the case in many Third World countries.

**Eco-centric** women participants are seen to be self-centred and having a careless attitude towards others. They are motivated primarily by the wages they earn. Such women work only to earn their living, possessing little commitment, and they will not be motivated in the absence of the core management, regardless of the activity. These women need closer, consistent and authoritarian supervision by core management in order to perform well. This situation is more oriented towards the traditional theory approaches, in particular scientific management (Cayer, 1980: 121; Hasenfeld, ibid: 14-8), whose focus is on economic rewards. Certainly, such participants lack commitment, which may lead to ineffective performance. In motivation, such women participants are identified as lacking self-actualisation in terms of helping others to achieve high results. This type of participants’ performance is then dependent on economic rewards.

**Conformist** participants are those who work hard to gain rewards. They believe in being industrious as long as rewards are forthcoming. With such women, the core management must be sure that rules and regulations are consistently observed. These women are motivated only by rewards for their career, and are suspicious when core management fails to comply conventionally with the rules or promises in that matter. In HSO, such theoretical approaches have adopted some elements of bureaucratic and scientific management, as well as of the human relations approach, to ensure the effectiveness and efficiency of women (Hasenfeld, ibid; Jones, et al., 1994).
Alternatively, such a personality will create high expectations and, when they are not met, women of this type will become frustrated. Indeed, their frustration may lead to poor performance. At the same time, the women will undermine the management's authority. In motivation, this approach is linked with the perceptions of personal needs and perception of women's cognitive orientations—i.e., dealing with economic rewards and understanding of the managerial behaviour in terms of work performance.

Manipulative women are those who view themselves as being responsible. They feel personally responsible for their success. These women like to have open organizations and assume responsibilities for themselves, so that they can engage in a variety of activities by which they can control. In delegating such responsibilities, the core management is motivating such women to perform and to find satisfaction in the associated recognition of their abilities, together with the status that their salary packages and positions can convey. Such an approach is bureaucratic, but more feminist so that women can use their positions and responsibilities for their personal interest. For example, if the supervisor is not observant, participants may use resource centre property for their personal gain (Jones, ibid: 65-8). In motivation, however, it is linked with women's capabilities, which can be employed to manipulate management strategies to suit their self-interests.

Socio-centric women are those who are more social and have concern for others. They want meaningful work that benefits all participants within the general work environment. These women advocate friendship and a sense of accomplishment, which comes from working as a team of colleagues towards achieving a common goal. The core management in that situation needs to create a conducive and congenial working environment, because this will motivate these women to be more effective and efficient in their assigned responsibilities. This type of woman personality involves every participant, but also the most dominant and influential (Hasenfeld, ibid; Jones, ibid). For example, in motivation this is in line with cognitive orientation, whereby more advantaged women, such as the highly educated, take advantage of passive participants.

Existential women are those who like to work independently. They come under the label of the existential value system focus on goals, but want to perform their duties independently. Core management who accept such a degree of freedom appreciates their accomplishments. This motivates women to be more creative in enacting their tasks, deliberately and with commitment. At the same time, some women may employ such freedom to gain affirmative reinforcement from the core management. This may eventually lead to them being not fully committed to their assigned duties; furthermore, they are liable to manipulate and exploit other staff members or systems for their own benefit. Clearly, women of the existential personality type apply a number of theoretical approaches and motivational perceptions within organizations, and, in this sense, it is the integration of the above-mentioned approaches that has the great impact on the overall women's performance.

These different personalities underscore the need for different theoretical and motivational perceptions of organizations in such as mining institutions. The core management should be observant and, concurrently utilize appropriate and sustainable value systems within one of the many typologies that are conducive to women's effectiveness and efficiency in participating in local mining projects.

**Effective participation**
Effective participation has different dimensions that contribute towards its outcome. It results from, in this circumstance, the Department of Mining’s or any agency’s adequate handling of the external motivational forces as they can have a great impact on women motivation. In addition, however, the organization in that matter needs to recognize and accommodate the different types of women. It occurs when women can handle effectively the three most crucial dimensions of their participation roles. These are: (a) the ability to participate or enable others to develop to the best of their potential; (b) the ability to ensure that the participating system operates smoothly so as to provide a suitable environment within which participation can occur, and, (c) to maximise the supportive functions of families and countries in relation to their young peoples’ education and development.

Women’s ability is the knowledge, content and skills that women possess and which have an impact on individual woman’s participation style. It is an essential aspect because it gives the women the ability to apply knowledge and skills in the most appropriate manner. This means that women must know what is right. At the same time, if they are motivated, they would be aware of how they should react to certain situations in a more positive and appropriate manner. They can also identify community needs and look for avenues to meet those needs. On the other hand, under skilled women participants can hinder the process of effective participation. That is, through their innocence or ignorance, for example, they may not know how to tackle or handle communities with attitude problems. To further prevent such problems, immediate supervisors must be observant at all times in order to manage participants so that they are more realistic in their approach.

The next crucial factor that can contribute towards effective participation is the appropriate environment, which refers to the suitability of the environment of the local mining community, the mining company and department of mining as a whole. This means that women must understand and be able to ensure that aspects of leadership, relationships to each other, and so on within the participation system operate constantly and satisfactorily. Furthermore, they can sometimes act within the jurisdiction of the administration. At the same time, they can become more dependent on management assessment or rely heavily on the management to issue orders or directions. The issue in this regard will have to fall back on women motivation, simply because women’s efficiency and effectiveness is dependent entirely on the various motivational sources as mentioned before in order to be aware and perform their task accordingly.

Supportive functions concern functions such as family services that are in operation within the mining society in relation to their young peoples’ education and development. These functions are important as they contribute towards the development of young people in terms of creating programs like juvenile delinquent rehabilitation, youth employment, distant education and the like. To obtain the best possible results from these services, women need to be informed and educated regarding particular roles and functions. This will, in one way or another, furnish women participants with the opportunities that are outside the immediate mining environment. At the same time, this can enhance the understanding of the women. For one reason or another, some of the women can take advantage of supportive functions in terms of granting unnecessary referrals without proper assessment. Therefore, they must also be informed explicitly on certain limits under which they are expected to be operating.

To achieve effective performance, this model suggests that we need to encourage mining operations to focus on the improvement of management under the three identified major
sources of women’s motivation. If that is manageable, as well as appropriate to women, it will certainly motivate women to be effective in their performance. In this way, the women will feel more responsible in applying their knowledge and skills in whatever activities they may be involved in.
Key Policy Initiatives and Ways to Improve Them

There are certain key policy initiatives through which there can be an improvement in women participant motivation in Papua New Guinea. The policy initiatives are selected from previous sections of this paper but are also those seen to be of importance to PNG. Women participant motivation is a major element in mining management in that it contributes to effective and efficient women participant performance. It is an important factor related, in this PNG context, to the combination of several types of factors. These four suggested factors that affect women motivation are important and they are: Basic Literacy Skills, Women’s Training, Management, and Socio-economic Status.

Before proceeding further, it must be clearly understood that there are insufficient data available at this point in time to show the extent and impact that lack of women motivation has on women participant productivity in Papua New Guinea. This is a serious limitation, leaving one to rely upon other available data, and personal experience and observation, to show the existing situation, and consequently do research and policy recommendations.

Basic Literacy Skills

Basic Literacy Skills are of paramount significance. In order for local women participants to participate effectively and efficiently, they need to be functionally literate. This means these women need to be taught basic literacy skills in order for them to understand what happens in their daily lives. Overall low literacy rates already had a negative effect on people within all walks of life in PNG and therefore local mining areas are no exception. As Koyama highlighted, illiterate share holders are cheated by their so called leaders who are literate [Koyama, 2004]. Since PNG is one of those countries with a very low literacy rate of 40.4% for overall rural dwellers and rural women’s literacy rate is at 36% [PNG HUMAN DEVELOPMENT REPORT, 1998], before any development projects are put in place, the local women’s literacy skills ought to be checked out. And if in the process discovered that the concern population has a low literacy rate or are illiterate, literacy programs need to be put in place to ensure that the women are taught the required skills before further projects eventuate.

Women’s Training

Training of women is an important factor contributing towards the effective and efficient performance of women participants. There are qualities, such as appropriate knowledge and participating techniques that women participants need to possess to be able to perform effectively. As mentioned earlier in this paper, the provision of these qualities can be seen in two parts, namely initial training and on-going staff development.

Initial women participant training is crucial as it is the time when basic skills are developed. For example, skills such as understanding culture and society, identifying and understanding other local organizations and their roles on mining. This situation needs to be rectified. Initial women participant training should be aimed at imparting skills that will enable women to understand their roles both within and outside the mining environment. Women should be given the skills to assess and appreciate the different relevant aspects of societies. However, this does not imply that every aspect of society needs to be taught; however, it does mean that the overall skills to explain relevant features of society need to be acquired.

Similarly, women’s ability to identify and understand other local organizations and their roles in mining is important. Women must be aware of organizations such as child welfare
agencies, youth rehabilitation centres and so on. This will assist them to help themselves and others who may need their assistance.
**Management**

Better still, external management, which in the Papua New Guinea context would include the national, provincial and local level mining authorities, should put in place policies that would enable the creating of incentives such as proper in-service training, and monitoring and evaluating procedures as part of the implementation process.

Policies on in-service training should be made to cater for regular in-service sessions within the internal mining environment. These sessions should focus on specific skills in accordance with individual mining community’s needs. However, in order to ensure effectiveness and efficiency in the running of the in-service sessions, there should also be procedures for monitoring and evaluating the progress. For instance, an overall term report should be done by the supervisor, deputy supervisor or any senior woman who may be appointed by the mining management, and present to the management.

These recommendations could then be used by the respective authorities, at the provincial, national and local level within the PNG mining system, to improve certain weaknesses. These might ensure effectiveness and efficiency in the overall in-service training of women within PNG mining sector. Close monitoring and evaluation of women could also present a real picture on the value of the work they do.

**Socio-economic Status**

This brings us to the last factor of socio-economic status. Status is significant in women motivation because it leads a woman to act in a certain manner. It is influenced by both external and internal expectations that form individuals’ perceptions of women’s role and status. These expectations sometimes give a low impression of women, especially in terms of aspects such as salary. There are also insufficient rewards on the part of women that seem to create a lack of motivation in them. This problem needs to be corrected. In the situation of PNG, the general public, and especially other groups, need to be educated to see women as competent participants. This should be done by changing their conditions, job description and the like. This would greatly increase motivation and influence women to perform effectively and efficiently.

Basic literacy skills, women's training, management and women's socio-economic status are four of the many factors in management that contribute to motivation in project participation, with consequences for the productivity of women. Women cannot be effective if their motivation is inappropriate or inadequate, and their effectiveness is a major factor in determining the future of Papua New Guinea’s women within the local mining communities, the overall management of the mining, and thus the future of PNG as a whole.

**Conclusions**

Women motivation is an important aspect in terms of improving productivity level. Since motivation is one of the hands-on approaches to management, it involves various perceptions and approaches that contribute towards women’s effectiveness and efficiency in accordance with the types of roles they carry out.

Women perform various associated roles that are influenced by both internal and external factors. Internal factors are those within the immediate mining environment that include aspects such as women’s socio-economic status (SES). External ones can be seen in the
form of expectations. Factors in both groups influence the manner in which women perform.

However, it has been identified that women need motivation in various forms in order to perform their roles in a more productive manner. They need to understand their personal needs, satisfy them, and then gradually develop further understanding on how their general mining community and work environment operate. This means that women must understand their goals and objectives (Cf: Hardy, et al., [ed] 1988:338) within a specific working environment, which in turn will enable them to develop their overall participation in an appropriate and realistic manner. Furthermore, the above-mentioned areas are also influenced by women’s perception of how they are viewed by management. For example, the way in which school leadership handles or responds to them will influence their performance.

Women motivation in Papua New Guinea has been examined in the context of local, national and provincial influences. Women’s performances are affected by factors such as basic literacy skills, women’s training, management and socio-economic status. These factors in most cases discourage women from performing at their best possible level. Hence, certain measures need to be taken to improve women’s’ motivation levels if Papua New Guinea is to compete and participate actively in the international arena. That means that women motivation should be addressed and seen by the government as an important tool of management, which in turn will increase women’s participant effectiveness. That is why women’s effectiveness is very important as women are at the heart of education, and at the heart of women is motivation. So motivation is the key factor in the overall operation of development that is crucial to Papua New Guinea as a developing nation.

Therefore, it is important that women motivation be given a priority in its ‘hands on approaches’ to human service development. This means that the Department of Mining through its appropriate institutions should thoroughly research into appropriate key policy initiatives that will enable us to come up with appropriate and realistic training modules for both, the pre-service, in-service programs, which in turn will improve the effectiveness and efficiency of women’s performance in Papua New Guinea.

**Implications for Future Research**

Women motivation is an important issue that can have a significant impact on women’s performance in Papua New Guinea. As presented earlier, there are areas that need further research in order to identify specific problems so that appropriate solutions can be made available. There are, however, many areas but the following could be used as a starting point::

- The identification of illiterate women population in local mining areas and appropriate literacy programs to cater for their needs,
- The incorporation of appropriate additional skills during in-service sessions to enable women to perform effectively and efficiently; and,
- The identification of issues relating to women’s’ status within the community.

Women motivation plays a significant role in contributing towards the achievement of effective and efficient participation. Therefore, in order to achieve best, possible results, a further applied research need to be thoroughly carried out.
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