



# Human Resource Management Practices in Botswana's Mining Sector: An Action Research Study

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## Abstract

Botswana's mining sector is a significant contributor to the country's economy, employing thousands of workers and generating substantial revenue. However, challenges in human resource management (HRM) have emerged, affecting productivity and employee satisfaction. An action research approach was employed, involving semi-structured interviews with managers from six major mining companies in Botswana. Data were collected over a period of three months, focusing on HRM policies, employee engagement strategies, training programmes, and performance appraisal systems. Interviews revealed that while most companies implemented formal HRM policies, there was significant variability in the application of these policies across different mines. For instance, only 40% of respondents reported using data analytics to inform HR decisions, which is a notable gap compared to industry standards. The study concluded that despite some efforts towards modernizing HR practices, there remains room for improvement, particularly in the integration of technology and data analysis within existing frameworks. Recommendations include leveraging technological advancements such as AI-driven analytics tools to enhance decision-making processes and improving communication channels between management and employees regarding HRM initiatives.

**Keywords:** *African geography, Africanization, participatory action research, organisational development, human resource policy, cross-cultural HRM, ethnographic study*

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