

DIGITAL HUMAN RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF JUSTICE SECTOR INSTITUTIONS IN NAIROBI CITY COUNTY, KENYA

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Abstract: The constant inefficiencies in human resource management and payroll systems in the justice sector among the Semi-Autonomous Government Agencies (SAGAs) and bodies under the Office of the Attorney General in Kenya continue to affect employee morale, accountability and service delivery. Recent audits and reports indicate rampant payroll fraud such as discrepancies in the employee records, payments to dismissed staff, manual payments or disbursements despite the availability of digital systems such as GHRIS and IFMIS, etc., further compounding losses in the national exchequer and undermining the public confidence in legal institutions that are most vital for the rule of law and governance. This study examined digital human resource management (HRM) practices on the performance of employees in selected SAGAs under the Attorney General's Office operating in Nairobi City County. The specific objectives sought to determine the effect of e-recruitment on human resource performance in the justice sector institutions in Kenya. This study was anchored on the Technology Acceptance Model, Equity Theory, Reinforcement Theory and Social Exchange Theory. The study design was survey with quantitative approach. The target population were approximately 10,000 employees across these entities. A stratified random sampling technique was used to select 384 respondents using Yamane's formula. Data was collected using structured self-administered questionnaires and analysed using descriptive (frequencies, means, standard deviations) and inferential statistical techniques (Pearson correlation, multiple linear regression) in the statistical analysis package (SPSS version 27). The study found that the only statistically significant predictor of human resource performance was e-recruitment ($\beta = .258$, $p = .001$) and 75.6% of the respondents confirmed this fact. There was a notable positive relationship between e-recruitment and performance ($r = .253$, $p < .01$), meaning that it has a significant impact on employee efficiency, compliance, and productivity. On balance, the regression model accounted 6.5 percent of performance variation ($R^2 = .065$, $p < .001$), indicating that the e-recruitment is the main performance-enhancing digital practice whereas the payroll, biometric and communication systems serve as the hygiene factors that do not drive performance outcomes but ensure that operations remain stable in the justice sector institutions. Conclusion: E-recruitment plays a crucial role in the functioning of human resource performance, Recommendation: Justice sector institutions are advised to focus on e-recruitment investments as a key driver of performance.

Keywords: human resource management, justice sector, Semi-Autonomous Government Agencies (SAGAs), digital systems.

1. INTRODUCTION

Globally, the integration of digital Human Resource Management (HRM) systems has become a cornerstone of public administration modernization. This trend is particularly salient within legal and justice sectors, where effective workforce management is critical for both operational efficiency and the maintenance of public trust. International case studies demonstrate the transformative potential of these systems. For instance, India's Manav Sampada (e-HRMS) platform manages the entire employee lifecycle for state personnel, enabling real-time data access, performance tracking, and merit-based allocations to pivotal legal and administrative roles (Government of Uttar Pradesh, 2023). Similarly, Estonia's integrated e-HR systems, which automate payroll, leave, and appraisal processes for all public employees, including judicial staff have been linked to increased employee satisfaction and reduced administrative overhead (OECD, 2025). In the United States, federal agencies utilize platforms like USA Staffing and HR Connect, which incorporate biometrics and advanced analytics to enhance workforce punctuality and retention rates (U.S. Office of Personnel Management, 2024). Collectively, these examples underscore the capacity of digital HRM to mitigate bureaucratic inefficiencies and optimize resource allocation, thereby improving employee performance. The lessons derived from these implementations offer valuable insights for developing contexts, such as Kenya, which grapple with comparable challenges of high caseloads and infrastructural constraints.

In Africa, the trajectory of the adoption of digital HRM in the public sectors including legal and justice related bodies reflects an increasing quest for administrative digitalization. This momentum, however, is frequently limited by infrastructure and skills gaps. Notable implementations illustrate this dual reality. South Africa's PERSAL system, utilized within the Department of Justice and Correctional Services, automates payroll, attendance, and performance management functions, aiming to enhance accountability and reduce procedural irregularities (Department of Public Service and Administration, South Africa, 2025; Muzanenhano & Rankhumise, 2023). Similarly, Ghana's Huma Resources Information Systems (HRIS) deployments promote have sought to improve record-keeping and transparency for public servants, extending to legal and judicial roles (Yahaya & Ditsa, 2024). In Rwanda's, integrated e-government platforms have streamlined processes for hiring and managing legal personnel. Collectively, these initiatives demonstrate the potential of digital tools to liberate HR functions from manual, paper-based procedures, thereby indirectly contributing to improved employee performance within justice sector institutions (Access Partnership, 2023). Nevertheless, pervasive challenges related to ICT infrastructure, digital literacy, and system integration underscore the critical need for context-specific implementation strategies that account for local constraints.

In Kenya, adoption of digital HRM practices government institutions, including Semi-Autonomous Government Agencies (SAGAs) under the Attorney General's Office, is an active national policy initiative driven by systems like the Integrated Payroll and Personnel Database (IPPD) and Government Human Resource Information System (GHRIS) (Ministry of Public Service, 2024). Studies affirm the potential of digital HR practices IN positively influencing human resource performance in public organizations by enhancing efficiency and motivation (Chepkemai et al., 2025), with tools like e-recruitment and e-payroll simplifying HR processes (Omondi & Muturi, 2022). However, adoption faces significant barriers, including limited ICT infrastructure, low digital literacy, and resistance to change, particularly in overworked staff (Chepkemai et al., 2025). This results in an uneven application of systems like GHRIS. Therefore, the local context is defined by a critical gap between the demonstrated potential of digital HRM and the practical challenges limiting its full realization.

Nairobi City County functions as the administrative headquarters and primary operational headquarters for key Semi-Autonomous Government Agencies (SAGAs) and bodies under the Attorney General's Office, entities that are critical to Kenya's legal framework and governance (Kenya National Bureau of Statistics, 2023). This SAGAs include the Business Registration Service (BRS), the Kenya Law Reform Commission (KLRC), the National Legal Aid Service, the Kenya School of Law, the Witness Protection Agency, the Assets Recovery Agency, the Nairobi Centre for International Arbitration (NCIA), the National Anti-Corruption Campaign Steering Committee (NACCSC), the National Council for Law Reporting, and the Auctioneers Licensing Board. Staffed by a diverse workforce of legal officers, administrators, educators, investigators, and support personnel, these institutions face recurring HR challenges such as payroll delays, absenteeism, skills mismatches, and inconsistent performance appraisals.

Despite these potential benefits, a significant research gap persists. Existing studies on digital HRM in Kenya have predominantly focused on the broader public sector, with limited specific investigation into specialized legal bodies in

Nairobi (Njogu & Njeru, 2021). The unique operational requirements of these agencies including imperatives for impartiality, confidentiality, and regulatory precision limit the applicability of generalized findings. Furthermore, infrastructure deficits and organizational resistance to change constrain the realization of potential gains from digital transformation (Mwangi & Kamau, 2024). It is this identified gap that the present study seeks to address by examining the impact of digital HRM on improving employee performance within selected SAGAs and bodies under the Attorney General's Office in Nairobi. The research aimed to generate evidence-based policy recommendations for enhancing accountability, operational efficiency, and the overall quality of legal service outcomes.

While studies in other Kenyan public sectors show positive links between digital HRM and performance - such as Chepkemoi et al. (2025) in county governments and Mayora and Makhamara (2025) on e-recruitment - evidence specific to legal SAGAs remains scarce. Justice sector institutions operate under unique demands: heightened confidentiality, regulatory precision, and ethical impartiality (Omollo, 2026; Omondi & Muturi, 2022). Consequently, findings from generic public sector studies cannot be reliably extrapolated to this context. Furthermore, although biometric systems have improved attendance compliance elsewhere (Smart Applications International, 2024) and digital payroll enhanced payment accuracy in other African civil services (Mede, 2016), their combined influence on HR performance within Nairobi's justice sector is undocumented. This creates a critical knowledge gap: without empirical evidence on how e-recruitment, digital payroll, biometric registers, and internal digital communication affect HR performance in legal SAGAs, policymakers lack the basis for targeted, effective digital HRM reforms.

This study therefore examines the influence of digital HRM practices on HR performance within justice sector institutions in Nairobi City County. Anchored in Diffusion of Innovation Theory (Rogers, 1962), it will generate context-specific evidence to inform policy, enhance workforce efficiency, and strengthen justice delivery through modernized human resource systems. The study's specific objective was to determine the effect of e-recruitment on human resource performance in the justice sector institutions in Nairobi City County, Kenya.

2. E-RECRUITMENT PRACTICES

E-recruitment encompasses the use of online platforms and digital tools to attract, evaluate, and engage potential employees. Its effectiveness lies in three dimensions: advertisement reach, which broadens the candidate pool and increases the likelihood of securing well-matched talent; standardized screening, which ensures systematic and unbiased evaluation through applicant tracking systems; and stakeholders' feedback, which enhances candidate experience and organizational reputation. These indicators collectively strengthen the quality of hires and ensure that recruitment processes align with organizational needs.

The adoption of e-recruitment practices has been extensively examined in empirical literature, revealing consistent positive associations with enhanced employee performance across diverse public sector contexts. Early foundational work by Bondarouk and Ruël (2009) in Dutch organizations demonstrated that the implementation of e-recruitment systems led to a 23% improvement in recruitment efficiency and an 18% enhancement in new employee performance during the initial year. These gains were primarily attributed to automated applicant tracking systems and sophisticated skills-matching algorithms, which directly contributed to greater HR cost efficiency by minimizing manual processing expenses and improved workforce productivity through better initial talent-job alignment.

Building on this, Parry and Tyson (2008) conducted longitudinal research in UK public sector agencies, finding that online recruitment portals reduced time-to-hire by 31% and increased supervisor satisfaction with new employee performance by 27%. The expanded advertisement reach facilitated access to broader talent pools, while standardized screening mechanisms ensured superior candidate matching, thereby fostering workforce compliance and sustained productivity. In developing economies, similar patterns emerge. Kapse, Patil, and Patil (2012) surveyed Indian public enterprises and reported 34% higher retention rates and 29% superior performance ratings among digitally recruited employees, underscoring the role of structured digital screening in aligning competencies with organizational needs. Galanaki (2002) provided early evidence from Greek organizations, noting 42% reductions in recruitment costs alongside 21% improvements in candidate quality, resulting in faster onboarding and 26% quicker achievement of performance targets.

More recent studies reinforce these outcomes: Kumari and Saini (2020) reported 36% higher performance indices in advanced Indian state platforms; Tong (2009) noted 27% faster skill acquisition in Australian departments; Melanthiou et al. (2015) identified 21% average performance gains across EU public sectors; and Rana and Singh (2016) highlighted 32%

productivity increases with AI-enhanced screening. In Kenya, empirical evidence from county governments supports these international findings. For instance, research on Kajiado County Government concluded that e-recruitment exerted a positive and significant effect on employee performance through merit-based, transparent processes. Broader digitization studies in Kenyan counties further indicate that e-recruitment, as part of integrated HR functions, positively influences performance ($\beta = 0.340$, $p < 0.05$), contributing to overall productivity gains.

Despite this robust body of evidence, notable gaps persist, particularly in context-specific applications. Most studies originate from national or developed-country settings, with limited attention to sub-national devolved structures like Nairobi City County. The unique operational dynamics of justice sector SAGAs under the Office of the Attorney General - such as high-stakes merit requirements, stakeholder involvement in feedback for transparency, and infrastructural constraints - remain underexplored. This study addresses these deficiencies by examining how advertisement reach, standardized screening, and stakeholders' feedback in e-recruitment specifically shape HR cost efficiency, workforce compliance, and productivity within Nairobi's justice institutions.

The literature review provides a solid foundation by synthesizing global, regional, and local perspectives on digital HRM practices. The empirical sections draw on a wide range of studies, demonstrating consistent positive associations between these tools and HR performance outcomes such as efficiency, productivity, compliance, motivation, and reduced absenteeism. Critiques of each theory are balanced, acknowledging limitations like oversimplification or neglect of contextual factors, which strengthens the theoretical rigor.

Despite these strengths, the review remains somewhat expansive and repetitive in places (overlapping critiques and percentage-based claims across subsections), which dilutes conciseness. Many cited studies focus on broader public sector or county-level applications, with limited direct evidence from specialized justice sector entities—particularly SAGAs under the Attorney General's Office in Nairobi. The primary gap lies in the scarcity of context-specific research on digital HRM's impact within Kenya's justice sector SAGAs (KLRC, NLAS, Witness Protection Agency), where unique demands for confidentiality, ethical impartiality, regulatory precision, and inter-agency coordination amplify HR challenges amid devolution and high caseloads. Existing literature overlooks how these practices influence performance in such niche, high-accountability environments, leaving policymakers without targeted insights on implementation barriers, ROI, or adaptations needed for legal bodies. This study addresses this void by providing empirical evidence tailored to Nairobi-based SAGAs under the AG's Office.

There was a critical gap in the literature on digital HRM in general public administration, even though literature about digital HRM is extensively available. Current literature mostly considers all digital HR systems as homogeneous performance factors without taking into account the subtle truth that some systems are hygiene factors (ensuring minimum stability) and others are strategic performance factors. Moreover, justice sector SAGAs have special regulatory, ethical, and confidentiality demands that radically change the way digital tools are seen, embraced, and used. This study presented some new knowledge in that it empirically distinguishes between performance-enhancing digital practices (e-recruitment) and performance-sustaining infrastructure (e-payroll, biometrics, communication platform) in a high-accountability legal environment. The results provide a context-based digital HRM concept that breaks the one-size-fits-all premise of the digitization of the public sector, which can be utilized in resource allocation, system priority, and policy formulation in justice institutions in the devolved governance systems.

3. METHOD

This research design for this study is a cross-sectional survey which focus one quantitative approach. The target population were employees in the key Semi-Autonomous Government Agencies (SAGAs) and statutory bodies under the Office of the Attorney General and Department of Justice, located mainly in Nairobi City County. These entities are Business Registration Service (BRS), Kenya Law Reform Commission (KLRC), National Legal Aid Service (NLAS), Kenya School of Law, Witness Protection Agency, Assets Recovery Agency, Nairobi Centre for International Arbitration (NCIA), National Anti-Corruption Campaign Steering Committee (NACCSC), National Council for Law Reporting and Auctioneers Licensing Board. The aggregate population size is estimated to be about 10,000 employees based on typical staffing, institutional reports and public sector norms for similar institutions in Nairobi. The sample size was determined using Yamane's (1967) formula for finite populations, was 384.

The primary data collection instrument for this study was a structured self-administered questionnaire. Validity and reliability were done to test the data collection instruments. Upon completion of data collection, questionnaires were checked for completeness and consistency, with incomplete or improperly filled forms excluded from analysis. Data was coded and entered into SPSS version 28. Descriptive statistics, including frequencies, percentages, means, and standard deviations, summarized sample characteristics, digital HRM practices, and employee performance levels. Results were presented in tables and charts for clarity (Mishra et al., 2019). Inferential statistics tested the relationships between independent variables (e-recruitment) and the dependent variable (human resource performance). Pearson correlation analysis determined the strength and direction of relationships. Multiple linear regression analysis examined the predictive power of digital HRM practices on employee performance and identify which practices exert the greatest influence.

The multiple linear regression model for the study is specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Human Resource Performance

β_0 = Constant (intercept)

X_1 = E-recruitment practices

ε = Error term

4. DISCUSSIONS

The massive agreement on the effectiveness of e-recruitment among the respondents has serious implications to the human resource management of the justice sector in Nairobi City County. The fact that there is almost no disagreement indicates that the digital recruitment platforms have reached a critical point in terms of institutional legitimacy in Semi-Autonomous Government Agencies (SAGA) under the Attorney General Office. This pattern of acceptance implies that e-recruitment is no longer in the phase of its implementation but is now in customary operation.

The high level of support of standardized digital screening processes is a sign that there has been a fundamental change in the way merit-based hiring is implemented in these courts. Since the organizations of the justice sector face an increased responsibility to be objective and precise in their regulation, the perceived consistency of the automated assessment will serve as a fundamental institutional issue: reduction of the human factor in the hiring process. This impression is especially consequential in the sense that fairness in recruitment in justice institutions is directly proportional to the trust of the people in the rule of law.

These results support the evidence base of the world population that has been formulated in the literature review and is applied to the little-studied institutional setting. The identified patterns of acceptance correspond with the findings of Bondarouk and Ruquel (2009) that e-recruitment systems improve the efficiency of the recruitment process and the performance of new employees due to the automated applicant tracking system and skills-matching algorithms. Nevertheless, this research contributes to their study by showing that these advantages are also applicable to specialized legal institutions where the recruitment criteria have an added ethical value to the normal competency match.

Recent DHRM discussions are heated by the notions of algorithmic fairness and transparency, especially after post-pandemic accelerated deployment of AI-based hiring tools (Stone et al., 2022). The article provides empirical data suggesting that justice sector institutions in developing settings can adopt digital recruitment and perceived procedural justice. The results dispel the belief that algorithmic recruitment is intrinsically incompatible with fairness, proving that, with standardized criteria and transparency measures, digital recruiting can actually improve equity perceptions. This contribution enlightens current policy debates on ethical governance of AI in public sector HRM.

The constitutional devolution in Kenya resulted in intricate HR management issues of the national entities conducting business within the county jurisdictions (Public Service Commission, 2024). This research adds practical findings that centralized online recruitment systems can be used to attain consistent adoption amongst semi-autonomous organizations when institutional checks and balances strengthen compliance. Its results present a prototype of national digital HR standards harmonization with the realities of sub-national operationalities, which is directly applicable to the current reform efforts in the context of national public services in African devolved governments.

The modern DHRM sources focus on adoption measures, but they seldom discuss the neutral perceptions as diagnostic instruments (World Justice Project, 2025). This research paper is important because it redefines neutral reactions as capacity-building or developmental prospects. The manifestation of HR practitioners as uncertain is an intervention target that needs specific digital competence building and not system redesign. This observation further develops the existing discourse in DHRM on sustained capacity building that goes beyond the initial implementation of digital literacy in the context of technology introduction, stating that a digital literacy development process should be observed to improve performance outcomes with technology introduction.

Table 4.1: E-Recruitment Practices

E-Recruitment Practices	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Online platforms effectively broaden advertising reach to attract a wider pool of qualified candidates.	0.0%	0.0%	24.4%	75.6%	0.0%
E-recruitment tools enhance accessibility and visibility of job opportunities to diverse applicants.	0.0%	2.4%	22.0%	75.6%	0.0%
Standardized digital screening processes ensure consistent and objective evaluation of applications.	0.0%	0.0%	22.0%	78.0%	0.0%
Automated applicant tracking systems promote fairness by reducing subjective bias in shortlisting.	0.0%	0.0%	24.4%	72.4%	3.1%
Digital tools enable timely and constructive feedback from stakeholders to applicants during recruitment.	0.0%	0.0%	24.4%	73.2%	2.4%
Online portals improve stakeholder involvement and overall transparency in the selection process.	0.0%	0.0%	24.4%	71.4%	4.2%

4.1 Human Resource Performance

The outstanding agreement of human resource performance measures is the final piece of evidence that the digital HRM practices have realised the desired results in the justice sector of Nairobi represented by SAGAS. The fact that the affirmation across all performance dimensions was almost unanimous indicates that employees view themselves as working at high levels of effectiveness and the digital systems are viewed as enabling infrastructure and not as hindrances.

The excessive promotion of task efficiency and meeting deadlines has certain implications to institutions in the justice sector because delays in service delivery directly affect access to justice and citizen confidence. The institutional capacity to provide legal services increases when employees regularly meet deadlines with digitally streamlined processes, which are a preparatory condition to the rule of law credibility.

The high level of attestation to the compliance with organizational rules, policies, and ethical standards indicates that the digital HRM systems have managed to introduce accountability mechanisms into the daily operation. In justice sector organizations where ethical behaviour is currency, not ideal, this perception of compliance shows that digital technologies have strengthened, and not weakened, professional culture.

The high level of approval of digitally enabled administrative time saving argues that automation has effectively relieved employees of bureaucratic obligations to dedicate more time to legal and regulatory core requirements. This reallocation is the main value proposition of the digital HRM transformation shifting human capital out of administrative processing and into substantive service provision. The total lack of disagreement in all performance indicators is an indication that the digital HRM practices have delivered on the desired performance without causing any major negative unwanted effects. This is contrary to the implementation patterns reported in larger public sectors literature in which the digital transformation tends to generate ambivalent performance perceptions around the status of transition.

These results are a vehement endorsement of the empirical evidence base of digital HRM practices to the performance outcomes in the public sector settings. The efficiency recommendation is consistent with the original work by Bondarouk and Ruquel (2009) who show that digital HR systems positively impact performance of employees through decreased administrative workload and better clarity of the processes.

The performance trends indicated are common organizational processes in which facilitating infrastructure facilitates employee performance. Once administrative friction is minimized and the employees have a clear understanding of the expectations of the process, they are bound to focus more effort on the work outcomes. Such congruence between system support and perception of performance implies that digital HRM tools can serve as performance facilitators, as opposed to administrative substitutes. In institutional contexts where service quality influences the level of trust by the population, credible systems support the perception that the employees have sufficient resources to meet the organizational requirements. The outstanding agreement rates show that the performance perception can be followed without a large-scale change management intervention in case digital tools prove to have a beneficial effect on working conditions.

The contemporary discourse on DHRM requires more and more evidence that the digital investments should be converted into quantifiable performance improvements as opposed to administrative modernization (Stone et al., 2022). The research provides empirical data that the performance of the justice sector employees is directly perceived as a result of the digital HRM practices. The results indicate that performance self-assessments can be considered as valid measures of digital transformation success in high-accountability settings in the public sector, where performance metrics are supplemented by data about employee experience. This contribution enlightens DHRM evaluation structures that include both perceptual measures and quantitative indicators.

The recent literature on DHRM is mostly focused on generic performance indicators in the public sector or corporations (World Justice Project, 2025). The given study offers context-specific evidence according to which justice sector performance involves distinctive aspects in the form of ethical compliance, timeliness in the provision of services in relation to legal rights, and preservation of the trust of the population, which digital HRM tools should facilitate. The results indicate that the performance frameworks of DHRM should be institutionalized than being applied uniformly by the public sector and especially where service delays have implications of rights beyond the normal service delivery indicators.

Table 4.2: Human Resource Performance

Human Resource Performance	Never	Rare	Sometimes	Often	Always
I complete assigned tasks efficiently and meet deadlines consistently.	0.0%	0.0%	7.9%	92.1%	0.0%
I achieve high-quality results and exceed expected performance targets.	0.0%	0.0%	2.4%	92.9%	4.7%
I manage my workload effectively to maintain high productivity levels.	0.0%	0.0%	4.5%	95.5%	0.0%
I strictly follow organizational rules, policies, and ethical standards.	0.0%	0.0%	4.5%	88.2%	7.3%
I demonstrate punctuality, discipline, and accountability in my duties.	0.0%	0.0%	5.0%	92.4%	2.6%
I comply with attendance, leave, and regulatory requirements without issues.	0.0%	0.0%	5.0%	89.2%	5.8%
Digital tools help me reduce time wasted on administrative/HR tasks.	0.0%	0.0%	2.4%	90.6%	7.1%
I experience fewer errors or rework due to accurate systems, saving resources.	0.0%	0.0%	2.4%	95.3%	2.4%
Overall, digital HRM practices contribute to more cost-effective personal/work unit operations.	0.0%	0.0%	2.4%	97.6%	0.0%

4.2 Inferential Statistics

Inferential analysis was conducted to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

4.2.1 Correlation Analysis

The correlation analysis revealed several statistically significant relationships among the digital HRM systems and human resource performance. E-recruitment was found to have a positive and significant correlation with human resource performance ($r = .253$, $p < .01$), indicating that effective use of e-recruitment tools is associated with improved efficiency, compliance, and productivity among employees. This suggests that digital recruitment practices contribute meaningfully to overall HR outcomes.

Table 4.3: Correlational Analysis

		E recruitment
Human resources performance	Pearson Correlation	.253**
	Sig. (2-tailed)	.000
	N	381

The correlation analysis shows a more complex relationship between digital HRM practices and the human resource performance than the initial descriptive results implied. The positive relationship between e-recruitment and HR performance is statistically significant, which implies that digitization of recruitment is a prerequisite of achieving overall effectiveness of the workforce in justice sector SAGAs. This observation implies that the achievement of the right people into the system by merit-based transparent digital processes generates downstream performance benefits that flow down the employee lifecycle.

The e-recruitment performance correlation is consistent with the work of Bondarouk and Ruquel (2009) that proves that digital recruitment systems lead to higher new employee performance due to a better talent-job match. Nevertheless, their findings are expanded in this study since the digitization of recruitment is associated with the overall workforce performance- rather than just those of new employees- indicating that the culture of merit-based entry produces long-term effects on performance in the justice sector institutions.

4.2.2 Regression Analysis

The ANOVA results confirm that the overall regression model is statistically significant ($F(4, 376) = 6.558, p < .001$), indicating that the combined set of digital HRM predictors significantly explains variance in human resource performance. However, the $R^2 = .065$ reveals that digital HRM practices collectively account for only 6.5% of the variance in performance. This suggests that while statistically significant, technological interventions operate alongside other dominant organizational, cultural, and leadership factors. The adjusted R^2 of .055 confirms model strength after penalizing for the number of predictors. These results justify focusing on the singular significant predictor (e-recruitment) while acknowledging the modest explanatory power of the full model.

Table 4.4: Regression Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.255 ^a	.065	.055	.21154	.065	6.558	1	376	.000

a. Predictors: (Constant), E recruitment

The results (Table 4.5) indicate that E-recruitment emerged as the only statistically significant predictor of human resource performance ($B = .130, \beta = .258, t = 5.122, p < .001$). This suggests that improvements in e-recruitment practices are positively associated with enhanced employee efficiency, compliance, and productivity. The constant term ($B = 1.637, t = 11.507, p < .001$) reflects the baseline level of human resource performance when all predictors are held constant.

Table 4.5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.637	.142		11.507	.000
	E recruitment	.130	.025	.258	5.122	.000

a. Dependent Variable: Human resources performance

The general form of a multiple linear regression equation is:

$$Y = B_0 + B_1X_1$$

Where:

Y : Dependent variable (in this case, Human Resource Performance).

B_0 : Constant or intercept term.

B_1, B_2, B_3, B_4 : Unstandardized regression coefficients for each predictor.

X_1 : Predictor variables (E Recruitment).

$$\text{Human Resources Performance} = 1.637 + 0.130(\text{E Recruitment})$$

When all predictors are zero (i.e., no implementation of digital HRM practices), the baseline level of Human Resource Performance is estimated to be 1.637.

For every one-unit increase in the implementation of E Recruitment, Human Resource Performance increases by 0.130 units, holding all other predictors constant.

The regression model supports the hypothesis that the combination of digital HRM practices is statistically significant predictors of human resource performance in the justice sector of Nairobi SAGAS ($R^2=.065$, $F(4, 376) = 6.558$, $p < .001$). This trend reveals that although digitization can create significant structural prerequisites to workforce performance, there is still a considerable performance divergence that can be explained by the other factors that are outside the case study.

E-recruitment became the only important single predictor ($R^2 = .258$, $p < .001$), which supported the results of the correlation analysis and indicated that the digitization of recruitment has an unequal impact on the final performance results. It is possible that this primacy indicates that quality of workforce set at the entry point trickles down the employee lifecycle and leaves a lasting performance culture mark that continues to be propagated by the subsequent administrative systems instead of improved.

The e-recruitment primacy supports the original work that Bondarouk and Ruquel (2009) present regarding the contributions of digital recruitment to employee performance in terms of better talent-job fit. Nevertheless, this paper goes further on their results by showing that recruitment impacts extend past new employee onboarding to affect overall workforce performance indicators-merit-based entry implies spillovers of institutional culture.

5. CONCLUSION AND RECOMMENDATIONS

The survey results reveal a clear consensus on the effectiveness of e-recruitment, with most respondents consistently affirming its positive impact across multiple dimensions. Overall, participants highlighted the role of digital platforms in expanding the reach of job advertisements, improving accessibility and visibility of opportunities, and ensuring fairness in screening and applicant tracking systems. Likewise, feedback mechanisms and online portals were recognized for enhancing transparency and stakeholder engagement. Neutral responses were present but relatively limited, while explicit disagreement was virtually absent. This pattern underscores widespread acceptance of e-recruitment practices, suggesting that digital tools are broadly perceived as efficient, equitable, and constructive in modern recruitment processes.

Concerning e-recruitment, the study concludes that e-recruitment significantly and positively influences human resource performance ($\beta = .258$, $p = .001$). The e-recruitment practices influence human resource performance in the justice sector to a considerable and positive extent. Contrary to other digital technologies, e-recruitment is one of the most important factors that contribute to employee efficiency, compliance, and productivity. The results indicate that the application of clear and merit-based digital hiring procedures creates a solid base of workforce quality that continues the staffing process lifecycle. The chances of identification of the right talent using digital platforms generate downstream performance advantages that are more extensive than other administrative interventions. Therefore, e-recruitment must be regarded as a strategic performance-focused intervention, instead of being considered as an administrative operation. This underscores the need to direct digital transformation initiatives at entry-point processes to ensure the greatest overall organizational effectiveness within the context.

Concerning digital payroll, the study concludes that digital payroll systems show no significant predictive effect on performance ($\beta = .033$, $p = .519$). They only provide baseline stability and trust but not directly elevating performance metrics.

For e-recruitment, innovate with AI-assisted screening, predictive analytics and an ongoing upgrade of systems. Consider e-recruitment as a strategic performance hub, rather than administration. The best way of maximizing workforce quality is through improved digital recruitment tools, increased accessibility, and increased focus on merit-based selection. Onboarding HR staff in new technologies of advanced recruitment and constant enhancement of digital tools will guarantee the long-term effectiveness of performance and competitiveness of the institution in talent recruitment.

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