



## **Digitalization of Human Resource Management Practices and Employee Productivity in the Judiciary of Kenya**

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# Digitalization of Human Resource Management Practices and Employee Productivity in the Judiciary of Kenya

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## Abstract

Employee productivity in Kenya's Judiciary remains critically low, with only 35.4% of public sector man-hours utilized productively and the institution operating at 68% of approved establishment despite recruiting 957 employees in 2024. The absence of comprehensive digital HRM systems prevents effective workforce coordination, transparent performance monitoring, systematic skill development, and equitable compensation administration, creating the digital HRM gap perpetuating low productivity. This study examined the effect of digitalization of human resource management practices on employee productivity in the Judiciary of Kenya, with organizational culture as moderating variable. The study adopted literature review to examine the relationship between digitalization of human resource management practices and employee productivity. Empirical studies were systematically identified, analyzed and synthesized to establish current knowledge and identify research gaps. The review focused on studies while incorporating theories where necessary. Inclusion criteria required peer-reviewed empirical studies examining at least one digital HRM dimension and performance-related outcomes. The study was anchored on technology acceptance model, supported by person-environment fit theory, theory of planned behavior, goal-setting theory, equity theory, organizational culture theory and job demands-resources theory. Literature review findings revealed that e-performance appraisal systems enhance productivity when designed with fairness and transparency, though inadequate infrastructure undermines effectiveness. E-recruitment improves hiring efficiency but requires eliminating political interference. E-training enhances productivity through indirect pathways when featuring quality content, though poorly designed programs show negligible effects. E-compensation improves productivity through enhanced transparency and fairness perceptions. Organizational culture consistently emerged as critical moderating factor, with supportive cultures amplifying positive effects while resistant cultures attenuate benefits. The study concludes that achieving productivity improvements requires not only sophisticated e-HRM systems but also comprehensive cultural transformation through readiness building, innovation promotion, and leadership commitment. The study recommends that Kenya's Judiciary implement integrated digital HRM strategies supported by infrastructure investment, capacity building, change management initiatives, and cultivation of innovation-oriented organizational culture to realize productivity gains essential for delivering efficient and accessible justice services.

**Keywords:** Digitalization, human resource management practices, employee productivity Judiciary of Kenya

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## **1.0 Background of the Study**

The digitalization of HRM practices represents a global shift in how organizations manage human capital through integration of digital technologies, data-driven systems and automated platforms that enhance efficiency, transparency, and strategic workforce alignment. Across both private and public sectors, institutions are moving away from manual, paper-based, and fragmented HR procedures toward interconnected digital ecosystems that support workforce planning, communication, performance monitoring, and organizational learning (Bindra, Bhattacharya & Bhattacharya, 2025). This transformation is driven by needs for real-time information, cost efficiency, and improved decision-making, with empirical evidence linking digital HRM environments to better employee outcomes and stronger organizational performance (Younis, Hejase & Ibrahim, 2025). Globally, digital HRM is associated with improved accountability and standardization, which are especially critical in large, complex organizations where coordination and transparency determine overall effectiveness.

Globally, employee productivity has emerged as a critical concern as organizations across all sectors face declining workplace efficiency, skill mismatches, and process inefficiencies that constrain organizational performance and service delivery capacity. Studies indicate that many organizations struggle with suboptimal utilization of human resources, with significant portions of working hours lost to inefficient processes, inadequate coordination systems, and weak performance management frameworks. International labor statistics reveal widening productivity gaps between advanced and developing economies, with technological infrastructure, management practices, and workforce capabilities determining productivity differentials. In developed nations, organizations achieving high productivity levels consistently demonstrate strong investment in digital technologies, systematic performance monitoring, continuous employee development, and transparent reward systems that collectively optimize workforce effectiveness and organizational outcomes.

Regionally across developing economies, public sector productivity challenges are particularly acute, with institutions struggling with legacy systems, bureaucratic rigidity, limited technological infrastructure, and significant skill gaps that prevent optimal human resource utilization. African public institutions face persistent productivity deficits characterized by slow service delivery, high administrative costs, weak accountability mechanisms, and limited citizen satisfaction with government services. Regional studies document that public sector employees in many African countries utilize only 30-40% of working hours productively, with remainder lost to inefficient processes, inadequate supervision, poor coordination, and weak motivation systems. These productivity challenges directly translate into compromised service delivery, delayed decision-making, accumulated backlogs, and diminished public trust in government institutions, highlighting urgent needs for transformative interventions addressing systemic inefficiencies through modern management approaches including digital HRM systems.

At Kenya's national level, public sector productivity challenges manifest acutely across Ministries, Departments, and Agencies, with empirical evidence indicating that only 35.4% of man-hours are utilized productively and overall productivity levels ranging between 45% and 65%, suggesting systemic inefficiencies undermining service delivery effectiveness (Nganga, Kamau & Weru, 2025; Musebe, Obino & Ayako, 2025). These productivity deficits reflect broader human resource

management challenges including inadequate performance monitoring systems, limited employee motivation mechanisms, insufficient skill development opportunities, weak technological integration, and poor coordination across dispersed work locations. Kenya's public sector faces criticism for slow service delivery, accumulated work backlogs, procedural delays, and suboptimal responsiveness to citizen needs, with productivity constraints identified as fundamental barriers to achieving national development objectives and delivering quality public services efficiently.

Within this national context, Kenya's Judiciary represents a critical institutional setting where employee productivity challenges directly impede constitutional mandates for efficient and accessible justice delivery. The Judiciary operates with workforce of 7,077 employees representing only 68% of approved establishment, creating significant human resource capacity gaps that compound operational pressures (Moses, 2024). Despite recruiting 957 employees in 2024, the institution continues experiencing persistent case backlogs, with millions of cases pending across court levels and average case resolution times extending over several years. Judicial productivity challenges manifest through prolonged case processing periods, delayed judgment delivery, accumulated filing backlogs, inefficient document management, poor inter-departmental coordination, and limited public satisfaction with justice services. These productivity deficits undermine public trust, delay justice delivery, increase costs for litigants, and compromise the Judiciary's constitutional responsibilities.

The Judiciary's productivity crisis links directly to continued reliance on traditional, manual human resource management systems that fail to leverage digital technologies capable of enhancing workforce coordination, performance monitoring, skill development, and employee motivation. Current HR processes remain largely paper-based, fragmented, and inefficient, with recruitment taking extended periods, performance appraisals conducted irregularly without systematic feedback, training opportunities limited and poorly coordinated, and compensation administration prone to delays and errors. This digital HRM gap prevents the institution from optimizing employee output despite workforce expansion efforts. Staff deployed across 47 counties operate with limited technological support, inadequate performance feedback, insufficient skill development opportunities, and weak coordination mechanisms, resulting in suboptimal productivity levels that perpetuate service delivery challenges and undermine institutional effectiveness.

The rationale for the current study emerges from this convergence of acute productivity challenges in Kenya's Judiciary and the untapped potential of comprehensive digitalization of HRM practices to address these deficiencies systematically. The study examines how e-performance appraisal systems, e-recruitment and selection, e-training, and e-compensation management collectively influence employee productivity, recognizing that digital transformation requires integrated approaches rather than isolated technological interventions. By investigating organizational culture as moderating factor, the research acknowledges that successful digitalization requires not only technological solutions but also cultural alignment supporting innovation and change acceptance. Enhanced understanding of these dynamics is expected to inform strategic decisions regarding technology investments, capacity development programs, change management approaches, and implementation strategies that strengthen workforce productivity, improve service delivery performance, reduce case backlogs, and support Kenya's constitutional mandate to deliver accessible, efficient, and responsive judicial services to all citizens.

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## **1.1 Problem Statement**

The Judiciary of Kenya faces critically low employee productivity levels that severely impede operational efficiency and timely justice delivery. Evidence indicates that only 35.4% of public sector man-hours are utilized productively, with overall productivity in government institutions ranging between 45% and 65% (Nganga, Kamau & Weru, 2025; Musebe, Obino & Ayako, 2025). Within the Judiciary, these challenges manifest through persistent case backlogs, prolonged processing times, service delivery delays, and suboptimal workforce utilization despite ongoing recruitment efforts. The institution continues relying on traditional, manual human resource management systems lacking digital integration. Conceptually, digital HRM practices influence productivity through transparent performance feedback, quality-focused hiring, scalable skill development, and equitable compensation administration.

However, critical methodological gaps exist in current literature. Previous Kenyan Judiciary studies examined isolated digital transformation aspects without investigating collective effects of integrated digital HRM practices using rigorous quantitative designs (Mulwa, 2023; Mbabu & Kamaara, 2025). Existing research predominantly employs cross-sectional designs constraining causal inference, relies on small single-organization samples limiting generalizability, and utilizes inadequate moderation testing approaches failing to systematically examine how organizational culture conditions digital HRM effectiveness using hierarchical regression procedures. Furthermore, no comprehensive empirical study has simultaneously examined all four digital HRM dimensions within Kenya's Judiciary using mixed-methods approaches combining quantitative hypothesis testing with qualitative exploration of implementation dynamics. This methodological gap leaves judicial administrators without evidence-based guidance for implementing coherent digital HRM strategies designed to interact with cultural contexts to drive tangible productivity gains across diverse court levels and geographical locations.

## **1.2 Research Objectives**

- i. To investigate the effect of e-recruitment and selection on employee productivity in the Judiciary of Kenya.
- ii. To examine the effect of e-training on employee productivity in the Judiciary of Kenya.
- iii. To determine the effect of e-performance appraisal systems on employee productivity in the Judiciary of Kenya.
- iv. To establish the effect of e-compensation management on employee productivity in the Judiciary of Kenya.
- v. To assess the moderating effect of organizational culture on the relationship between digitalization of human resource management practices and employee productivity in the Judiciary of Kenya.

## **1.3 Research Questions**

- i. What is the effect of e-recruitment and selection on employee productivity in the Judiciary of Kenya?
- ii. What is the effect of e-training on employee productivity in the Judiciary of Kenya?
- iii. What is the effect of e-performance appraisal systems on employee productivity in the Judiciary of Kenya?
- iv. What is the effect of e-compensation management on employee productivity in the Judiciary of Kenya?

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- v. What is the moderating effect of organizational culture on the relationship between digitalization of human resource management practices and employee productivity in the Judiciary of Kenya?

### 1.4 Conceptual Framework

A conceptual framework is a diagrammatic representation showing relationships between variables (Sweller, 2023). Figure 1 presents the conceptual framework, showing the diagrammatic presentation of the independent variables, the moderating variable, and the dependent variable.

#### Independent Variables

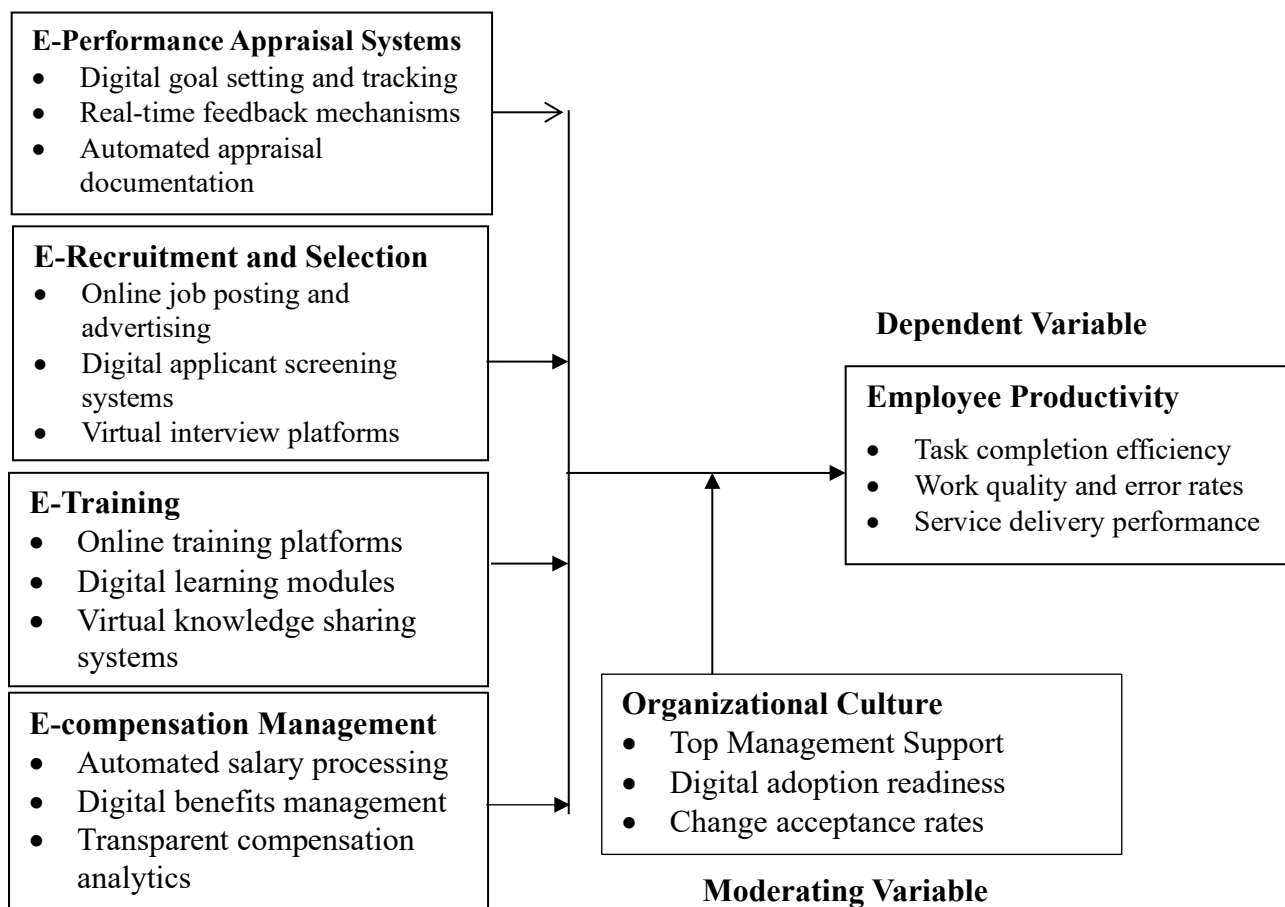


Figure 1: Conceptual Framework

## 2.0 Literature Review

The literature review is presented in sections.

### 2.1 Theoretical Review

The study was anchored on the Technology Acceptance Model (TAM) and further supported by person-environment fit theory, the theory of planned behavior, goal-setting theory, equity theory, organizational culture theory and the job demands resources theory. Collectively, these theories provided a comprehensive explanatory foundation for understanding how digitalization of human

resource management (hrm) practices influences employee productivity within kenya's judiciary and how organizational culture moderates this relationship.

### **2.1.1 Person-Environment (P-E) Fit Theory**

The theory was developed by Kristof-Brown, Zimmerman, Johnson and Copper (2005). The theory assumes that individuals seek environments compatible with their attributes, with greater congruence producing positive outcomes including performance and retention. Drawing on Schneider's (1987) Attraction-Selection-Attrition framework and Chatman's (1989) value congruence work, the theory synthesizes person-job, person-organization, person-group, and person-supervisor fit. Critics including Sekiguchi and Huber (2011) argue its emphasis on fit risks justifying homogeneity, potentially stifling diversity and innovation. The theory was relevant to this study as it provided the foundational logic for e-recruitment and selection. Digital platforms utilize structured competency databases and cultural value indicators to match candidates to organizational requirements with greater objectivity and scale, translating congruence principles into measurable indicators such as perceived accuracy of skill matching, transparency of online job previews, and post-hire value alignment measures.

### **2.1.2 Theory of Planned Behavior**

The theory was developed by Ajzen (1991). The theory states that actual behavior is predicted by behavioral intention, shaped by attitude toward the behavior, subjective norms, and perceived behavioral control. Assuming individuals are rational actors systematically processing available information, the theory has been criticized by Sniehotta, Pesseau and Araújo-Soares (2014) for overemphasizing conscious deliberation while neglecting habit, emotion, and unconscious biases. In this study, the theory was relevant to inform e-training. Well-designed digital learning platforms improve employee attitudes by demonstrating procedural utility, shape subjective norms through leadership endorsements and peer collaboration forums, and most critically enhance perceived behavioral control through on-demand, simulation-based learning that builds self-efficacy, collectively strengthening employees' intention to apply newly acquired skills and thereby improving work quality, efficiency, and adaptability.

### **2.1.3 Goal-Setting Theory**

The proponents of the theory were Locke and Latham (1990). The theory proposes that specific, challenging, accepted goals coupled with feedback are powerful drivers of task performance, with conscious goals directing attention and effort toward performance outcomes. Extensively validated through meta-analytic research, the theory has nonetheless faced critique from Ordóñez, Schweitzer, Galinsky and Bazerman (2009), whose "Goals Gone Wild" thesis argued that over-prescribed specific goals can encourage unethical behavior, erode intrinsic motivation, and neglect non-goal performance areas in complex jobs. In this study, Goal-Setting Theory aligns directly with e-performance appraisal systems, which operationalize its principles by facilitating SMART objective-setting, enabling continuous digital feedback loops, and tracking progress transparently, with theoretical concepts translating into measurable indicators including perceived digital goal clarity, feedback frequency and quality, and employee goal commitment levels.

#### **2.1.4 Equity Theory**

Developed by Adams (1965), the theory asserts that employees are motivated by fairness, continuously comparing their input-outcome ratios against relevant others, with perceived inequity generating psychological tension motivating corrective behaviors such as effort withdrawal or reward-seeking. The theory assumes individuals have access to social comparison information and are sensitive to distributive justice, though Carrell and Dittrich (1978) highlight its individualistic focus and the challenge of identifying an employee's chosen comparison referent. In this study, the theory underpinned e-compensation management, as automated, transparent digital compensation systems minimize errors and biases in reward distribution, strengthen the perceived link between performance inputs and reward outcomes, and foster distributive and procedural justice climates that reduce counterproductive behaviors and redirect employee cognitive resources toward productive task performance.

#### **2.1.5 Organizational Culture Theory**

The theory was developed by Schein (1985). The theory explains how shared values, beliefs and behavioral norms shape organizational functioning across three levels: surface-level artifacts, mid-level espoused values, and deep-level basic assumptions that fundamentally guide member behavior. The theory posits that culture shapes technology acceptance through innovation orientation, change readiness, and top management support, with cultural misalignment generating passive resistance regardless of technical superiority (Hofstede, 1991). Martin (2002) and Meyerson and Martin (1987) note conceptual ambiguity and the coexistence of multiple subcultures creating fragmented rather than unified cultural environments. In this study, the theory informed the moderating variable of organizational culture by explaining why identical e-HRM systems produce different productivity outcomes across judicial contexts, with supportive cultures amplifying digital HRM benefits while resistant cultures characterized by technological skepticism and weak leadership commitment nullify expected performance improvements.

#### **2.1.6 Job Demands-Resources Theory**

The theory, developed by Demerouti, Bakker, Nachreiner and Schaufeli (2001), categorizes job characteristics into demands requiring sustained effort and resources that help achieve goals, reduce demands, and stimulate personal growth, positing those adequate resources buffer demand effects while fostering work engagement, motivation and productivity. Taris and Schaufeli (2016) raised concerns regarding conceptual breadth and definitional ambiguity, while Halbesleben (2010) noted insufficient specification of resource-productivity mechanisms. In this study, the theory informed the dependent variable, employee productivity. The theory justifies employee productivity as the dependent variable by establishing that e-performance appraisal, e-recruitment, e-training, and e-compensation systems function collectively as organizational resources that reduce role ambiguity, ensure quality staffing, build competencies, and sustain motivation, enabling judicial staff to meet escalating job demands and achieve task completion efficiency, work quality, and service delivery performance outcomes.

## **2.2 Empirical Review**

The empirical review was done in sections.

### **2.2.1 E-Performance Appraisal Systems and Employee Productivity**

Lyu, Su, Qi and Xiao (2023) conducted a quantitative survey of 404 Chinese high-tech enterprise employees, finding that appraisal justice positively influences work engagement, organizational identification, and job performance through partial mediation. Micacchi, Vide, Giacomelli and Barbieri (2023) used a mixed design across 11 Italian public sector organizations with 1,483 respondents, establishing that rater-ratee feedback sessions and calibration mechanisms enhance fairness perceptions and work engagement. Both studies confirm appraisal fairness drives performance but share a common gap in not directly measuring digital appraisal productivity outcomes or addressing non-Western public sector contexts like Kenya's Judiciary. Wekesa (2020) examined 200 Kibabii University employees, establishing that transparent appraisal processes foster positive psychological contracts sustaining productivity, though the university setting limits judicial applicability. Tumija and Bukit (2023) used qualitative methods with only 7 participants, while Wawointana, Kandou, Ngantung, Supit and Rawung (2024) documented how poor connectivity and power outages forced employees back to manual systems, collectively revealing infrastructure prerequisites determine e-appraisal effectiveness. Michael-Ofre and Opusunju (2021) analyzed 122 Presidential Amnesty Programme employees confirming goal-setting and feedback mechanisms enhance performance. Misonge and Obuba (2024) studied 100 IEBC staff finding weak supervision undermines system effectiveness. Ondimu, Gitari and Mugaa (2024) sampled 89 NCWSC employees confirming e-appraisal improves workflow efficiency. Ntsiful, Popesko and Kwarteng (2020) demonstrated through systematic review that perceived usefulness drives adoption intentions. The persistent gap remains the absence of longitudinal productivity measurement within judicial institutions.

### **2.2.2 E-Recruitment and Selection and Employee Productivity**

Gouda, Patro and Mishra (2024) collected data from 250 B-school students in Odisha, finding e-recruitment improves operational efficiency and candidate quality, though the student population limits organizational applicability. Al Mashrafi (2020) surveyed 285 respondents in Oman's Primary Courts using multiple linear regression, establishing that digital HRM infrastructure significantly enhances task efficiency and accountability in judicial environments, providing rare judicial sector evidence though geographically limited to Oman's distinct legal tradition. Kipkoech (2022) sampled 228 Judicial Service Commission of Kenya employees confirming recruitment and selection dimensions significantly impact employee performance, yet focused exclusively on traditional HR planning without examining digital platforms. Nana, Badamasi and Iwuozor (2024) analyzed 319 Access Bank employees finding e-recruitment positively affects productivity and organizational commitment, while Ronkoine, Nzioki and Kiama (2024) sampled 313 Kajiado County Government employees confirming statistically significant e-recruitment effects through TAM. Mayora and Makhamara (2025) studied 70 Homa Bay County support group employees confirming positive e-recruitment impacts, though the small sample limits generalizability. Kyebyala and Rutenge (2024) examined 77 Tanzania Judicial Service Commission employees confirming e-HRM contributes to organizational performance. Nguti and Mose (2021) sampled 158 HELB employees establishing digital recruitment promotes procedural fairness. Mphaphuli

(2022) identified political interference and bureaucratic delays as critical barriers in South African municipal recruitment. Political interference, infrastructure deficits, and contextual differences between judicial and non-judicial settings constitute the primary unresolved gaps across these studies.

### **2.2.3 E-Training and Employee Productivity**

Ismail, Hazwani, Kee and Yussof (2022) found e-training shows negligible direct performance impact when programs lack structural design and content relevance in manufacturing contexts. Dewi, Qamari, Wahyuningsih and Shaikh (2023) collected data from 106 Indonesian banking employees, establishing that work environment exerts stronger performance effects than poorly designed e-training programs. Janna, Wolor and Suhud (2021) purposively sampled 270 Indonesian state enterprise employees, critically finding that e-training has no direct productivity effect, operating only through indirect pathways including resilience and career development, directly challenging assumptions that digital learning platforms automatically generate performance gains. Farouk (2022) established that e-training content quality and trainer competence significantly predict job performance, while Alzaabi, Ghani and Siam (2021) surveyed 690 Dubai Police Force employees finding e-learning enhances organizational performance through capacity building mediation. Agomu and Lifsa (2024) used census sampling of 40 HR managers confirming significant e-training and service quality associations. Iseu (2023) sampled 200 University of Nairobi employees establishing training design significantly affects performance, though without examining digital modalities. Osewe and Gindicha (2021) used 2,684 Kenyan judicial officers confirming strong training-satisfaction correlations. Munjogu and Kiiru (2024) sampled 159 Laikipia County employees confirming training design positively impacts performance. The dominant gap remains the absence of direct e-training productivity measurement within Kenya's Judiciary using digital-specific instruments.

### **2.2.4 E-Compensation Management and Employee Productivity**

Nurshabrina and Adrianti (2020) used SEM-PLS with PT. Pertamina employees confirming e-compensation positively affects cost efficiency, while Epebinu, Adepoju and Ajayi (2023) sampled 332 Nigerian brewery employees establishing e-compensation significantly enhances payroll accuracy and organizational performance. Patel (2022) sampled 89 Smart Crop Kenya employees finding non-financial incentives including recognition and career development exert particularly strong productivity impacts. Omisakin (2024) used convenience sampling of only 30 respondents finding monetary rewards and peer appreciation as top performance motivators, though the sample size severely limits conclusions. Rawat and Sudarshan (2024) surveyed 401 Nepalese banking employees finding e-compensation exerts the strongest influence among six e-HRM dimensions on job satisfaction. Sai Krishna, Muralee Krishna, Kishore and Sarojini (2022) confirmed both financial and non-financial compensation components significantly impact productivity and retention. Kipkoech and Njoroge (2022) applied equity theory within Kenya's Judicial Service Commission, finding fair performance-linked compensation significantly improves motivation and job performance, providing the most contextually relevant evidence. Mwingirwa, Maina, Wamitu and Kariuki (2024) applying Social Exchange Theory in Kenyan horticultural firms confirmed compensation systems positively influence engagement. The critical gap remains limited examination of digital compensation systems specifically within judicial institutions using productivity as the primary outcome variable.

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### **2.2.5 Organizational Culture, Digitalization of HRM Practices and Employee Productivity**

Kumala (2024) used SEM-PLS with 100 Indonesian MSME employees confirming organizational culture moderates' digital transformation and HRM relationships on performance. Al Dulaimi and Turki (2024) analyzed 310 Iraqi banking employees using AMOS and SPSS, finding supportive cultures amplify digital HR productivity benefits while resistant cultures neutralize gains. Jorge Ulises and Pablo José (2024) sampled 330 Peruvian banking employees finding organizational culture moderates HRM-productivity relationships particularly where adaptability and knowledge-sharing norms prevail, though digitalization showed no significant effect in performance appraisal domains. Salem, Al-Dubai and Bardai (2024) surveyed 321 Jordanian telecommunications employees establishing organizational culture partially moderates HRM practice impacts on knowledge economy development. Halidu, Muhammad, Muazu and Bashir (2022) sampled 304 Nigerian revenue service employees finding culture reinforces motivation-performance relationships but does not significantly moderate competence-performance links. Ngugi, Mbaraka and Mwangi (2024) studied Kenyan Tier One Banks confirming organizational culture significantly moderates knowledge sharing and commitment relationships. Luvuga, Samita and Nalugala (2024) purposively selected 124 Milimani Law Courts staff confirming ICT-based cultures improve governance while departmental silos hinder digital transformation, providing direct Kenyan judicial context evidence. Ogola (2025) surveyed 66 Migori County Government employees finding top management support alone insufficient without technical capacity. These studies confirm culture's critical moderating role while revealing insufficient research integrating all four digital HRM dimensions with productivity measurement within Kenya's Judiciary.

### **3.0 Research Methodology**

The study adopted literature review to examine the relationship between digitalization of human resource management practices and employee productivity. Empirical studies were systematically identified, analyzed and synthesized to establish current knowledge and identify research gaps. The review focused on studies while incorporating theories where necessary. Inclusion criteria required peer-reviewed empirical studies examining at least one digital HRM dimension and performance-related outcomes. Data were extracted based on study design, variables, findings, and limitations. Thematic content analysis organized findings according to the study objectives and enabled critical comparison across contexts, with emphasis on gaps within judicial institutions.

### **4.0 Findings**

The study found that e-performance appraisal systems positively influence employee productivity when properly designed and implemented with fairness, transparency, and user-friendliness. Digital performance systems enhance productivity through transparent goal-setting clarifying expectations, real-time feedback enabling continuous improvement and automated documentation reducing administrative burdens while improving accuracy, as demonstrated by Lyu, Su, Qi and Xiao (2023) and Micacchi, Vide, Giacomelli and Barbieri (2023). Evidence from public sector contexts indicates that perceived fairness, multi-perspective feedback, and management-by-objectives approaches significantly enhance employee performance in judicial contexts, confirmed by Michael-Ofre and Opusunju (2021) and Misonge and Obuba (2024). However, Tumija and Bukit (2023) and Wawointana, Kandou, Ngantung, Supit and Rawung (2024) revealed that inadequate infrastructure, poor training, and weak supervision nullify these benefits, forcing

reversion to manual systems. Successful implementation therefore requires perceived justice, reliable infrastructure, continuous training, and alignment with individual work goals to translate digital evaluation capabilities into measurable productivity improvements.

In addition, the study established that e-recruitment and selection practices exert positive effects on employee productivity by improving hiring efficiency, expanding talent pools, enhancing candidate quality, and promoting transparency in selection processes. Gouda, Patro and Mishra (2024) and Nana, Badamasi and Iwuzor (2024) confirmed that digital recruitment platforms reduce timelines, minimize selection biases, and enable data-driven hiring decisions resulting in superior workforce composition. Al Mashrafi (2020) and Ronkoine, Nzioki and Kiama (2024) demonstrated within judicial and government contexts that e-recruitment strengthens transparency, accountability, and merit-based selection, directly improving performance through better person-job fit. However, Kyebiyala and Rutenge (2024) and Mphaphuli (2022) revealed that political interference, inadequate ICT infrastructure, and weak governance completely undermine effectiveness in African public sector organizations. Kipkoech (2022) and Nguti and Mose (2021) confirmed within Kenyan contexts that systematic recruitment practices enhance employee performance and service quality when technological, institutional, and governance barriers are comprehensively addressed.

Besides, the study found that e-training presents mixed but predominantly positive effects on employee productivity, with effectiveness contingent upon program design quality, content relevance, and integration with broader human capital development frameworks. Alzaabi, Ghani and Siam (2021) and Farouk (2022) demonstrated that well-structured e-training programs significantly enhance performance through improved competencies, knowledge sharing, and adaptive capabilities when strategically aligned with organizational objectives. Critically, Janna, Wolor and Suhud (2021) and Dewi, Qamari, Wahyuningsih and Shaikh (2023) established that e-training influences productivity primarily through indirect pathways including resilience and career development rather than direct skill application, challenging assumptions that digital learning platforms automatically generate performance gains. Osewe and Gindicha (2021) confirmed within Kenya's Judiciary strong correlations between training relevance and institutional productivity, while Ismail, Hazwani, Kee and Yussof (2022) established that poorly designed programs produce negligible effects. E-training successfully enhances productivity when programs feature high-quality content, interactive delivery, and clear linkages to organizational performance goals.

Likewise, the study found that e-compensation management systems significantly and positively influence employee productivity through enhanced transparency, accuracy, fairness perceptions, and motivational outcomes fostering trust, satisfaction, and organizational commitment. Nurshabrina and Adrianti (2020) and Rawat and Sudarshan (2024) confirmed that digital compensation systems improve performance through timely salary processing, transparent pay structures, and accessible self-service portals strengthening employee engagement. Epebinu, Adepoju and Ajayi (2023) and Abd El, Abo-Taleb, Abdelmoezz and Omar (2024) established that both financial and non-financial compensation elements delivered digitally show particularly strong motivational effects on retention and performance outcomes. Patel (2022) found non-financial incentives exert stronger productivity impacts while Sai Krishna, Muralee Krishna, Kishore and Sarojini (2022) confirmed comprehensive compensation strategies generate strongest

impacts through extrinsic and intrinsic mechanisms. Kipkoech and Njoroge (2022) provided direct Kenyan judicial evidence confirming fair, transparent, performance-linked compensation significantly improves employee motivation, commitment, and job performance when aligned with organizational goals.

The study found that organizational culture significantly moderates the relationship between digitalization of HRM practices and employee productivity, with supportive cultures amplifying positive digital HRM effects while resistant cultures neutralize expected productivity benefits regardless of system sophistication. Kumala (2024) confirmed organizational culture moderates digital transformation and HRM relationships on performance, while Al Dulaimi and Turki (2024) established that supportive cultures amplify digital HR productivity benefits whereas resistant cultures neutralize gains entirely. Jorge Ulises and Pablo José (2024) found culture moderates HRM-productivity relationships where adaptability and knowledge-sharing norms prevail, and Salem, Al-Dubai and Bardai (2024) confirmed culture partially moderates HRM practice impacts on knowledge economy development. Luvuga, Samita and Nalugala (2024) provided critical Kenyan judicial evidence confirming departmental silos and weak knowledge-sharing motivation hinder digital transformation despite partial ICT adoption. Ogola (2025) established that top management support alone proves insufficient without technical capacity, while Halidu, Muhammad, Muazu and Bashir (2022) confirmed culture reinforces motivation-performance relationships, collectively justifying comprehensive cultural transformation as prerequisite for digital HRM success.

## **5.0 Conclusions**

The study concludes that digitalization of HRM practices positively influences employee productivity when implementation prerequisites are adequately addressed. E-performance appraisal systems enhance productivity through transparent goal-setting, real-time feedback, and automated documentation, but only when supported by reliable infrastructure, perceived fairness, and sustained managerial oversight, as evidence reveals that inadequate connectivity and power supply force reversion to manual systems nullifying technological investments. E-recruitment improves hiring efficiency, expands talent pools, and promotes merit-based selection, yet political interference, weak governance structures, and inadequate ICT skills completely neutralize these benefits in African public sector contexts, confirming that governance reforms and anti-corruption frameworks must precede technological interventions to ensure digital recruitment platforms genuinely enhance rather than merely digitize existing institutional practices.

In addition, the study concludes further that e-training enhances productivity primarily through indirect pathways including resilience, career development, and motivation rather than direct skill application, with poorly designed programs producing negligible productivity effects, making rigorous needs assessment and contextually relevant content design essential prerequisites for meaningful performance improvements. E-compensation management consistently demonstrates positive productivity effects across diverse contexts through enhanced transparency, automated salary processing, and performance-linked rewards that strengthen equity perceptions and organizational commitment, with evidence from Kenya's judicial context confirming that fair, transparent, and performance-linked compensation significantly improves motivation and job performance. Both dimensions confirm that technological sophistication alone proves insufficient

without deliberate program design, adequate infrastructure investment, and strategic alignment between digital systems and organizational performance objectives.

Moreover, the study concludes ultimately that organizational culture functions as the critical boundary condition determining whether digital HRM investments successfully translate into productivity gains, with supportive cultures characterized by digital adoption readiness, innovation orientation, and strong top management support amplifying positive effects while resistant cultures marked by technological skepticism and change resistance nullify expected improvements regardless of system sophistication. Evidence from Kenya's judicial context demonstrates that departmental silos, weak knowledge-sharing motivation, and partial ICT adoption limit institutional effectiveness despite technological investments, revealing that cultural misalignment constitutes the primary reason digital HRM initiatives fail delivering anticipated productivity gains. . Achieving sustainable productivity improvements in Kenya's Judiciary therefore requires not only integrated digital HRM systems but comprehensive cultural transformation through readiness building, change management initiatives, innovation promotion, and visible leadership commitment that collectively create environments where digitalization realizes its full potential for delivering efficient and accessible justice services.

## **6.0 Recommendations**

The study recommends that Kenya's Judiciary should prioritize integrated digital HRM infrastructure investment as a foundational strategy for enhancing employee productivity across all court levels. The Judicial Service Commission should establish reliable internet connectivity, stable power supply, and user-friendly digital interfaces before deploying e-performance appraisal, e-recruitment, e-training, and e-compensation systems to prevent costly implementation failures. HR administrators should conduct comprehensive needs assessments identifying genuine skill deficiencies and competency gaps before deploying e-training programs, ensuring content relevance and contextual alignment with judicial work demands. The Judiciary should implement transparent, automated compensation systems that clearly link individual performance inputs to reward outcomes, eliminating delays and errors that erode employee trust and motivation. Additionally, the Judicial Service Commission should establish robust anti-corruption frameworks, transparent audit trails, and independent oversight mechanisms protecting e-recruitment integrity from political interference and ensuring merit-based selection genuinely drives workforce composition improvements.

Besides, the study recommends that judicial leadership should champion comprehensive capacity building programs equipping employees at all levels with digital literacy skills necessary for effective e-HRM system utilization. Senior judicial officers should visibly model digital adoption behaviors, demonstrating institutional commitment to technological transformation and legitimizing innovation among subordinate staff. HR departments should design phased implementation strategies introducing digital systems progressively across court levels, allowing adequate adaptation periods and providing continuous technical support minimizing resistance and frustration. The Judiciary should establish dedicated ICT support units within each court level ensuring prompt technical assistance, regular system maintenance, and consistent user training that sustains long-term digital HRM effectiveness. Performance management frameworks should integrate digital goal-setting, continuous feedback mechanisms, and transparent evaluation criteria

that employees perceive as fair, participatory, and directly aligned with actual judicial work responsibilities.

In addition, the study recommends that Kenya's Judiciary should deliberately cultivate organizational cultures embracing digital transformation through targeted change management initiatives addressing resistance sources at departmental and individual levels. Top management should consistently communicate digitalization benefits, celebrate innovation adoption successes, and reward employees demonstrating exemplary engagement with digital HRM systems to progressively shift cultural orientations toward technology acceptance. The Judiciary should establish cross-departmental knowledge-sharing platforms dismantling institutional silos that currently limit collaboration and hinder digital transformation effectiveness across geographically dispersed court stations. Policymakers should develop judicial-specific digital HRM implementation frameworks acknowledging unique constitutional independence requirements, legal professionalism cultures, and procedural rigor demands differentiating judicial institutions from general public sector organizations. Future research should employ longitudinal mixed-methods designs examining how integrated digital HRM practices synergistically influence productivity across Kenya's 47 counties, generating robust evidence guiding sustainable judicial transformation strategies.

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