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THE MEDIATING ROLE OF DIGITAL HUMAN RESOURCES IN THE EFFECT OF ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE: AN EXAMPLE ON KENYA *

Dijital İnsan Kaynaklarının Örgütsel Bağlılığın İş Performansı Üzerinde Etkisinde Aracılık Rolü: Kenya Örneği

Ifrah ABDULLAHI SAID [1]
Tuğrul OĞUZHAN [2]
Erol IŞIKÇI [3]

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Bu çalışma, Kenya'daki kuruluşlarda çalışanların örgütsel bağlılık ve iş performansı arasındaki ilişkide dijital insan kaynaklarının aracılık rolünü incelemektedir. Önceki araştırmalar örgütsel bağlılık ve iş performansı arasındaki olumlu ilişkiyi belgelemiş olsa da, dijital insan kaynakları uygulamalarının bu ilişkiyi nasıl etkilediği, özellikle gelişmekte olan ekonomilerde, sınırlı bir şekilde incelenmiştir. Örgütsel bağlılık teorisi ve dijital insan kaynakları yönetimi literatürüne dayanan bu araştırma, bu boşluğu doldurmak için bir aracılık modeli önermektedir.

Veriler, yapılandırılmış bir anket kullanılarak Kenya'daki çeşitli sektörlerdeki çalışanlardan toplanmıştır. Örgütsel bağlılık, dijital insan kaynakları uygulamaları ve iş performansı, geçerliliği kanıtlanmış ölçeklerle değerlendirilmiştir. Hipotezlenen ilişkileri test etmek için regresyon temelli aracılık analizi kullanılmıştır. Sonuçlar, örgütsel bağlılığın iş performansını önemli ölçüde artırdığını göstermektedir. Ancak, dijital insan kaynaklarının bu ilişkiyi olumsuz yönde etkilediği bulunmuştur. Dijital İnsan Kaynakları (İK) uygulamaları verimliliği ve performansı artırmak için tasarlanmış olsa da, bunların uygulanması Kenya bağlamında örgütsel bağlılığın iş performansı üzerindeki olumlu etkisini azaltıyor görünmektedir.

Bu bulgular, dijital insan kaynakları sistemlerinin benimsenmesinin, doğası gereği çalışanların performansını artırmadığını göstermektedir. Altyapı kısıtlamaları, beceri eksiklikleri ve teknolojik değişime direnç ile karakterize edilen ortamlarda, dijitalleşme çalışan bağlılığını ve performansını zayıflatan zorluklar yaratabilir. Bu çalışma, dijital İKY sonuçlarının bağlamsal doğasını vurgulayarak ve gelişmekte olan bir ekonomiden ampirik kanıtlar sunarak literatüre katkıda bulunmaktadır. Pratik çıkarımlar, yöneticiler ve politika yapıcıların sürdürülebilir performans sonuçları elde etmek için dijital İKY

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1 Independent Researcher, email: ifraahniil@gmail.com, ORCID:0009-0000-7107-6430
2 Assoc. Prof. Dr., Ostim Technical University, Faculty of Economics and Administrative Sciences, e-mail: tugrul.oguzhan@ostimteknik.edu.tr, ORCID:0000-0003-0552-6186
3 Dr., Independent Researcher, email: isikcierol@gmail.com, ORCID:0000-0002-7597-3099

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girişimlerini organizasyonel kültür, çalışan yetkinlikleri ve yerel koşullarla uyumlu hale getirmenin önemini vurgulamaktadır.

Anahtar Kelimeler: Dijital Insan Kaynakları, Örgütsel Bağlılık, İş Performansı, Aracılık Etkisi, Kenya

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ABSTRACT

The present study investigates the mediating role of digital human resources in the relationship between organizational commitment and job performance among employees in Kenyan organizations. Although previous research has documented the positive association between organizational commitment and job performance, there has been limited examination of how digital human resource practices influence this relationship, especially in developing economies. Grounded in organizational commitment theory and digital human resource management literature, this research proposes a mediation model to address this gap.

Data were collected from employees across various sectors in Kenya using a structured questionnaire. Organizational commitment, digital human resource practices, and job performance were assessed with validated scales. Regression-based mediation analysis was employed to test the hypothesized relationships. The results indicate that organizational commitment significantly enhances job performance. However, digital human resources were found to negatively mediate this relationship. Although digital HR practices are designed to improve efficiency and performance, their implementation appears to diminish the positive impact of organizational commitment on job performance within the Kenyan context.

These findings indicate that adopting digital human resource systems does not inherently lead to improved employee outcomes. In environments marked by infrastructural constraints, skill deficiencies, and resistance to technological change, digitalization may introduce challenges that undermine employee commitment and performance. This study contributes to the literature by emphasizing the contextual nature of digital HRM outcomes and by offering empirical evidence from a developing economy. The practical implications underscore the importance for managers and policymakers to align digital HR initiatives with organizational culture, employee competencies, and local conditions to achieve sustainable performance outcomes.

Keywords: Digital Human Resources, Organizational Commitment, Job Performance, Mediation Effect, Kenya

1. Introduction

As organizations operate in increasingly knowledge-driven environments, their success largely depends on how effectively they manage, retain, and develop their human resources. The efficiency and effectiveness with which duties and obligations are carried out are identified as employee performance and appear crucial in determining the organization's performance (Armstrong & Taylor, 2020). In modern organizations, Human Resource Management is no longer limited to administrative tasks but has expanded into a strategic function that shapes workforce planning, recruitment, and performance management.

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Human Resource Management practices are organized into three main stages as hiring, ongoing employment, and post-employment. These encompass recruitment, training, appraisal, compensation, job design, participation, empowerment, and career advancement. Armstrong (2009) states that HRM involves managing all aspects of employees within the company through a strategic approach to workforce acquisition, development, motivation, and retention. This alignment ensures human capital supports organizational goals. HRM plays a critical role in improving performance by implementing policies that enhance engagement, productivity, job satisfaction, and by shaping employee capabilities, motivation, and behaviors. Research suggests that technological development and organizational transformation increasingly rely on innovative and coordinated HRM practices, especially in rapidly restructuring, globally connected technological environments (McLoughlin & Harris, 1998; James, 2002). Furthermore, employee development in the long term is strengthened by strategic HRM interventions that focus on performance orientation, technological creativity, and managerial skill development (Osman-Gani, 1999; Wang, 2003).

Ongoing digital innovation has led to substantial changes in how human resource management functions are designed and implemented worldwide. Organizations are immediately adopting Digital Human Resource (DHR) techniques to improve HR operations, promote employee engagement, and improve overall organizational performance (Bondarouk & Brewster, 2016). DHR involves the use of digital technologies, such as Human Resource Information Systems (HRIS), cloud platforms, data analytics, and mobile applications, to improve the effectiveness of HR operations, including recruiting, performance management, training, and interactions with workers (Marler & Parry, 2016).

Organizational commitment refers to the degree to which employees emotionally identify with their organization and sustain a sense of attachment over time (Allen & Meyer, 1990). Committed employees are more productive, engaged, and in alignment with the organization's objectives. However, without sufficient support systems, such as digital platforms for feedback, recognition, and growth, the effect of commitment on performance might be limited (Stone et al., 2015).

Advancements in technology have introduced substantial changes to human resource management processes. The implementation of digital technologies, which are frequently referred to as Digital Human Resources (DHR) or e-HRM, facilitates the automation, real-time data processing, enhanced communication, and decision-making of HR processes, including workforce planning, recruitment, onboarding, performance appraisal, and employee development (Marler & Fisher, 2013; Strohmeier & Parry, 2014). These tools provide more accurate workforce analytics, enhance applicant experience during recruitment, and expedite

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administrative HR activities, freeing up HR professionals to concentrate on strategic roles (Stone et al., 2015).

Additionally, digital recruitment systems, including applicant-tracking systems (ATS), AI-driven screening tools, and online recruitment sites, have transformed talent acquisition by enhancing candidate-job competition, efficiency, and accomplishment (Eckhardt et al., 2014).

In Kenya, the transition toward digital HR practices are gaining steam, but at a slower rate than in richer nations. Many organizations, particularly those in the public sector and small- and medium-sized enterprises (SMEs), continue to rely on conventional, manual HR processes (Kagumba, 2018). This delay in digital transformation may impede their ability to recruit, retain, and inspire a dedicated, high-performing workforce. As Kenya strives to become a middle-income economy under its *Vision 2030* plan, effective HR measures, including digitalization, are critical for improving organizational performance and national production (Republic of Kenya, 2007). DHR technologies make operations much more efficient by reducing human work, improving data accuracy, and speeding up HR service delivery (Marler & Fisher, 2013). DHR techniques might help Kenyan companies adapt more quickly to market changes, better utilize talent, and boost employee satisfaction and efficiency.

2. Human Resource Management and Digitalization

Nowadays, many researchers have focused on the essential concerns of high-performance technology jobs and have developed new tech-HRM methods. HRM may promote technological progress to achieve high performance, whereas new technology enables human resources to focus on value-added operations that enhance technology and organizational strategy (Shrivastava & Shaw, 2003).

In addition to its growing importance, HRM is a strategic approach to managing work within organizations to improve performance and achieve a competitive advantage. It has evolved from an organizational to a strategic role, affecting decision-making and planning. A comprehensive approach that blends technology innovation and HRM should be implemented to address challenges from global technology innovation, digital society, and customer service development. Future research will focus on human resource development models that integrate culture, organizational change, and advanced technology (Wang, 2005). Additionally, human resource management practices include organizational activities for managing and deploying human capital to support organizational goals (Wright & Boswell, 2002).

Effective recruitment and selection significantly impact organizational performance. Hiring individuals with the right skills and predicting future capabilities is essential.

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Performance development depends on efficient HR strategies that help sustain a motivated workforce (Dahie & Mohamed, 2017).

While collaborative workplace environments are frequently used in organizations, investigating collaborator characteristics, team leadership, and productive collaboration has become increasingly critical (Cohen & Bailey, 1997). The socialization and orientation of newly hired workers have also been the focus of recent controversy. According to Klein and Weaver (2000), workers who attended a new-hire orientation were considerably more socialized about the organization's background, objectives, principles, and people, based on a quasi-experimental study. Attending the orientation increased subsequent emotional commitment to the organization, but the relationship was entirely shaped by the organization's socialization.

2.1. Organizational Commitment and Job Performance

Organizational commitment influences how employees engage with and adopt organizational innovations, including digital human resources management (DHRM) practices. Employees with high organizational commitment -characterized by strong emotional attachment, perceived obligation, and awareness of costs associated with leaving- are more likely to embrace organizational changes and innovations (Meyer & Allen, 1991). This commitment-driven receptivity extends to the adoption and effective utilization of digital HR technologies.

Empirical investigations into organizational commitment have primarily validated a single anticipated outcome, namely, the existence of a negative relationship between employees' level of organizational commitment and their likelihood of voluntary departure from the organization. This inverse association has been consistently supported across multiple studies (Porter et al., 1976; Angle & Perry, 1981; Werbel & Gould, 1984), while other theoretical expectations surrounding organizational commitment have received comparatively limited empirical confirmation. Likewise, the connection between work performance and organizational commitment is generally accepted as positively correlated. Organizations have historically ensured employee loyalty by guaranteeing job security.

In response to competitive pressures, many organizations have downsized, restructured, or realigned. These steps aim to increase efficiency, but often create precarious work conditions and erode trust between employers and employees. To understand organizations, one must recognize the equal importance of people and the system, as well as the interdependence between employee well-being and organizational success.

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According to Meyer and Allen (2004), employees who possess normative commitment feel obligated to remain with the organization. Within the normative dimension, employees remain in their positions because it is either their initial right to do so or because it is expected of them. It is found that organizational commitment increases when employees feel identified with the organization and when the organization acknowledges them as members. Commitment and productivity of both individuals and organizations will be enhanced by recognition as a component of the organizational success narrative.

However, it is important to note that these relationships may not operate uniformly across all organizational contexts. In developing economies such as Kenya, where digital infrastructure is limited and employees may have varying levels of digital literacy, the expected positive association between organizational commitment and performance outcomes may be disrupted by contextual factors. This study acknowledges this possibility and empirically examines whether digital human resources moderate or mediate this relationship in ways that diverge from findings reported in more technologically advanced settings.

2.2. Organizational Commitment and Human Resources Management

The psychological attachment an employee has towards their organization, known as organizational commitment (Meyer & Allen, 1991), is a critical factor in shaping workforce behavior and outcomes. HRM, through practices such as recruitment, training, performance evaluation, and employee relations, has been found to play an important role in shaping employees' levels of organizational commitment (Armstrong & Taylor, 2020). Research suggests that committed employees demonstrate greater willingness to adapt to new systems and processes (Wright & Boswell, 2002).

When organizations introduce digital HRM practices, such as e-recruitment, online training platforms, digital performance management systems, and self-service HR portals, employees with higher organizational commitment are more likely to view these innovations as beneficial rather than threatening. Their emotional attachment to the organization motivates them to invest effort in learning and effectively using these digital tools (Strohmeier & Parry, 2014).

Organizational values and candidate values align through effective recruitment strategies that promote long-term commitment (Breaugh, 2013). Employees who get ongoing support for their professional development feel more valued and loyal to the company (Jehanzeb & Bashir, 2013). Competitive, performance-based pay is positively associated with emotional engagement (Allen & Shanock, 2013). Pfeffer (1998) argues that giving employees the ability to make decisions enhances their sense of ownership and strengthens their dedication.

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Besides, affective commitment, in particular, plays a crucial role in technology adoption within organizations. Employees who feel emotionally connected to their organization are more likely to align their behaviors with organizational goals, including the successful implementation of digital HR initiatives (Van De Voorde & Beijer, 2015). This alignment facilitates smoother digital transformation processes and enhances the effectiveness of DHRM practices in achieving their intended outcomes.

A wide range of empirical studies demonstrates a positive association between human resource management practices and employees' organizational commitment. For instance, it is found that workers' perceptions of HRM methods were strongly linked to higher levels of emotional engagement across a range of organizations. Likewise, Alfes et al. (2013) emphasized that employees who perceived HR practices as supportive were more likely to exhibit greater levels of discretionary behavior and commitment. Kamoche, Nyambegera, and Mulinge (2004) observed that HRM practices prioritizing employee welfare and development resulted in greater organizational commitment, particularly in dynamic organizational environments within this Kenyan context.

On the other hand, although the relationship is positively associated, it is not always uncomplicated which means that the relationship between organizational commitment and DHRM adoption may be complex and context-dependent. In developing economies like Kenya, where digital infrastructure may be limited and employees may have varying levels of digital literacy, high organizational commitment alone may not guarantee successful DHRM adoption.

Building on this observation, the present study anticipates that the relationship between organizational commitment and digital human resource adoption may in fact be negative in the Kenyan context. Rather than viewing this as a contradiction of existing theory, we argue that it reflects the contextual boundaries of that theory and identifying these boundaries constitutes a meaningful empirical contribution.

2.3. Digital Human Resources Management and Job Performance

Human resource practices were frequently described with terms that indicated their goals. The most commonly employed versions are high-performance, high-commitment, and high-engagement HR. The phrases' optimum HR' or 'high-performance workplace systems' (HPWS) have dominated the literature, indicating a focus on practices expected to improve performance. However, one of Walton's early notable studies (1985) emphasized the requirement to transition from a control-based to a commitment-based approach, focusing on the importance of a distinctive set of HR processes (Van De Voorde & Beijer, 2015).

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Several empirical studies indicate that the influence of HRM practices on job performance operates, in part, through employee motivation (Bawa, 2017; Al-Jedaia & Mehrez, 2020). These studies suggest that HRM practices can enhance employees' motivation, which in turn positively influences their job performance. Consequently, employee motivation has been conceptualized as a mediating variable in the relationship between digital HRM practices and employees' job performance.

HRM practices have undergone a transformation from administrative functions to strategic enablers of organizational success (Boxall & Purcell, 2016). Strategic HRM fosters a culture that promotes employee dedication and performance by aligning HR procedures with organizational objectives (Wright & McMahan, 2011). With the advancement of digitalization, many HRM practices are now implemented through technology-enabled platforms and internet-based systems to support core HR functions (Halid et al., 2020). According to the authors, digital HRM refers to the application of technology to support and enhance various HR processes.

These processes are aligned with a range of HRM approaches, including market-based, compliance-based, commitment-based, collaborative-based, sustainable, and high-performance practices (Al-Hawary & Al-Abbadi, 2018; Diaz-Carrion et al., 2018; Davidescu et al., 2020). Accordingly, examining the mediating role of employee motivation in the relationship between digital HRM practices and job performance constitutes a crucial initial step toward understanding how digital HRM influences both employee motivation and work outcomes.

DHR practices have increasingly been recognized as a strategic tool for enhancing employee job performance. By automating routine HR tasks, enabling real-time performance tracking, and facilitating continuous feedback mechanisms, digital HR systems are designed to improve both individual and organizational productivity (Marler & Parry, 2016). E-HRM platforms, in particular, have been shown to streamline performance appraisal processes, reduce administrative burden, and provide employees with greater access to development resources, all of which are expected to positively influence job performance outcomes (Strohmeier & Parry, 2014).

However, the relationship between digital HR practices and job performance is not straightforward, particularly in developing economy contexts. In environments characterized by limited digital infrastructure, insufficient training, and low levels of technological readiness, the implementation of digital HR systems may fail to deliver the anticipated performance gains (Davidescu et al., 2020). Studies conducted in Sub-Saharan African contexts have highlighted that employees' resistance to technology, combined with inadequate system support, can undermine the effectiveness of digital HR initiatives and negatively affect performance

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outcomes (Kagumba, 2018; Kiprop & Mutuku, 2024). This contextual complexity forms the theoretical basis for the present study's investigation of the DHR–performance relationship within the Kenyan organizational setting.

3. Conceptual Framework

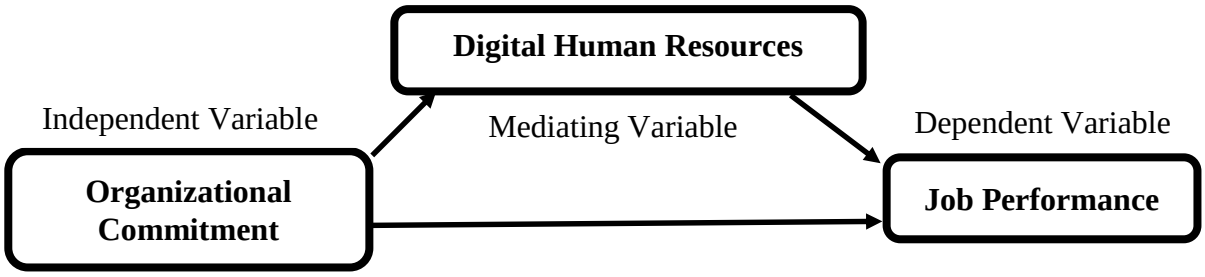
This study integrates organizational commitment theory with the emerging literature on digital human resources management to examine how employee commitment influences job performance through the mediating role of digital HR practices. The framework contends that organizational commitment improves job performance, and that digital HR practices mediate the relationship by promoting improved cooperation, communication, and support. The presence of effective DHR systems enhances the impact of commitment on the outcomes of performance activities.

Independent Variable (IV): Organizational Commitment

Mediating Variable (MV): Digital Human Resources

Dependent Variable (DV): Job Performance

Figure 1: Research Model



This research investigates how DHR influences the relationship between organizational commitment and job performance within Kenyan organizations. The conceptual framework suggests that organizational commitment acts as an independent variable, job performance as a dependent variable, and digital human resources as a mediating factor as depicted in Figure 2:

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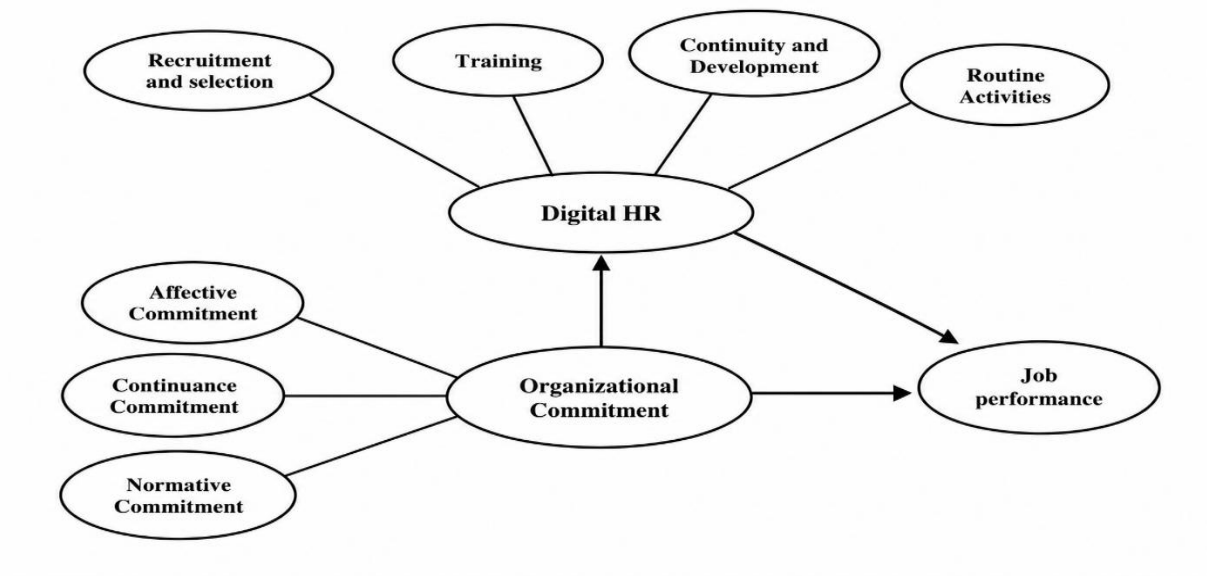
Figure 2: The mediating effect among the variables



Source: Abdullahi Said, 2025: 20.

This study examines the way digital human resources (DHR) mediate the relationship between organizational commitment and job performance in Kenyan organizations. The conceptual framework posits that organizational commitment serves as the independent variable, job performance as the dependent variable, and digital human resources as the mediator. In order to understand the relationship between variables, the following hypotheses will be tested:

H1: Organizational commitment has a significant positive effect on job performance.

H2: Organizational commitment has a significant positive effect on the adoption and effectiveness of digital human resources.

H3: Digital human resources have a significant effect on job performance.

H4: Digital human resources mediate the relationship between organizational commitment and job performance.

The examination of the variables in the study is critical for understanding how the interaction between employee psychology, developments in human resource technology, and overall productivity affects one another.

This explanation looks at three substantial study variables, such as:

Organizational Commitment is the psychological, emotional attachment, and loyalty that an employee experiences towards their organization. It's a key factor that affects recruitment and retention, motivation, and behavior, showing good organizational responsibility.

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Digital Human Resource is the use of digital tools in HRM to make it more efficient, successful, and good for employees.

Job performance refers to an employee's execution of their given activities and responsibilities, as well as their contribution to the organization's goals.

Thus, by examining these distinct and interrelated variables, a significant understanding can be obtained of how different forms of organizational commitment which influenced by the adoption of digital HR practices and how these factors collectively affect various facets of job performance.

4. Research Methodology

The section presents the research design, target population, sampling technique, sampling size, data collection methods, research instruments, measurement scale, and data analysis procedures.

4.1. Research Design

The study used a quantitative research design to collect data that could be measured and to examine how key variables were connected. The design was determined to examine relationships and investigate how digital human resources affect organizational commitment and job performance, ensuring that the results are objective, reliable, and easy to replicate.

4.2. Target Population

The target population consisted of a diverse range of HR personnel, managers, supervisors, and general employees from organizations in Kenya that have adopted digital HR systems. This population was selected based on its relevance to the study's objectives, particularly the exploration of how organizational commitment and digital HR practices influence job performance. The selection ensures data is drawn from individuals with experience in digital HR environments.

The target population consisted of employees working in organizations in Kenya that have adopted digital HR systems. Due to the absence of a clearly defined sampling frame and the large and dispersed nature of this population, it was considered effectively infinite.

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4.3. Sampling Technique and Sample Size

The probability sampling method, stratified random sampling, was used to ensure representation among various divisions and levels within an organization, enabling inferential statistics and analytical mediation. The sample size determined by employing Cochran's formula for sample size calculation was 384, and the previous target sample size was extended to 420 respondents to account for non-response, incomplete data, and withdrawals. Statistical validity and reliability of the finding are guaranteed by this modification.

4.4. Data Collection Methods

Data were collected using structured questionnaires administered via Google Forms, enabling wide distribution, ease of access, and efficient data management. The questionnaires were designed to measure three main variables:

1. Organizational Commitment (independent variable)

2. Digital Human Resources (mediator)

3. Job Performance (dependent variable)

The Likert-scale items were used to capture attitudes and perceptions for each variable. The questionnaire was pilot-tested for reliability and validity before full-scale distribution. The demographics section gathers background information about the respondents to help describe the sample and facilitate subgroup analysis, including age, gender, level of education, years of experience, and job position. The organizational commitment section measures the independent variable using established dimensions from Meyer & Allen (2004). The digital human resources section captures the mediating variable using established methods from Mihova & Ivanova (2020). Job performance is measured by the scale developed and modified by Singh, Verbeke, and Rhoads (1996).

The study employed a quantitative research design to gather data for evaluation and to investigate the relationships among critical variables. The design was utilized to research affections and how digital human resources affect commitment and performance, provided that the results are desired, reliable, and simple to model. This research employs an explanatory, cross-sectional design. The goal is to test the proposed relationships among the variables statistically.

All items in questionnaire was be measured using a 5- point Likert scale should be commitment (*strongly disagree, disagree, undecided, agree and strongly agree*), digital human resource (*fully digitized, largely digitized, there are elements of digitization, the initial degree*

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of digization and not digitized) and job performance (*poor, unsatisfactory, satisfactory, very satisfactory and outstanding*) of constructs was adapted from previously validated instruments to ensure reliability and validity.

4.5. Data Analysis

The collected data were analyzed using JAMOVI, a user-friendly statistical software package ideal for quantitative research. Descriptive statistics, correlation analysis, and regression analysis are performed in the statistical analysis. This approach provided empirical evidence on whether and how digital HR mediates the link between organizational commitment and performance.

5. Findings

5.1. Reliability and Validity Analysis

Before proceeding to hypothesis testing, the reliability and validity of the measurement scales were assessed. Internal consistency reliability was evaluated using Cronbach's alpha coefficient. The results indicated that the overall Cronbach's alpha value was 0.748, exceeding the commonly accepted threshold of 0.70, thus demonstrating acceptable reliability. Besides, item-level reliability analysis showed that the "Cronbach's alpha if item deleted" values ranged between 0.734 and 0.754, indicating that all items contributed meaningfully to the scale and no item required removal. In addition, item-level reliability statistics demonstrated that all items contributed meaningfully to the overall scale, as the "Cronbach's alpha if item deleted" values did not show any substantial improvement upon removal of individual items.

Regarding validity, the constructs used in this study were adapted from previously validated and widely used measurement scales in the literature (Singh et al., 1996; Meyer & Allen, 2004; Mihova & Ivanova, 2020). Therefore, content and construct validity were ensured through the use of established instruments.

Although confirmatory factor analysis (CFA) is recommended for further validation, this study relied on previously validated scales and internal consistency measures, which are considered acceptable in similar empirical studies. Furthermore, normality tests were conducted using the Shapiro–Wilk test. The results revealed that all variables deviated from normal distribution ($p<.01$), which justified the use of non-parametric correlation analysis in subsequent steps.

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5.2. Descriptive Insights by Demographics

Analysis of demographic subgroups revealed meaningful variations in perceptions and outcomes related to DHR, job performance, and organizational commitment. Female respondents (33.8% of the sample) reported slightly lower Digital HR scores than males but showed marginally higher job performance and organizational commitment than their male counterparts.

Table 1: Descriptives of Digital HR, Job Performance, and Employee Commitment Group by Gender

	Gender	Digital HR	Job Performance	Organizational Commitment
Number	female	142	142	142
	male	278	278	278
Mean	female	3.23	3.06	2.70
	male	3.49	2.94	2.74
Standard Deviation	female	0.748	0.960	0.685
	male	0.826	1.08	0.708

5.3. Descriptive Statistics of the Continuous Variables

The full sample included 420 respondents with complete data on all key variables: Digital HR, job performance, and organizational commitment. Means and standard deviations indicated moderate levels across the variables: Digital HR, job performance, and organizational commitment. Normality tests (Shapiro-Wilk) were significant, indicating non-normal distributions, which informed the choice of nonparametric correlations in subsequent analyses.

Table 2: Descriptive Statistics For Digital HR, Job Performance, And Organizational Commitment

	Digital HR	Job Performance	Organizational commitment
N	420	420	420
Mean	3.40	2.98	2.73
Median	3.33	3.17	2.67
Standard Deviation	0.809	1.04	0.699
Shapiro-Wilk W	0.971	0.961	0.946
Shapiro-Wilk p	< .001	< .001	< .001

The descriptive statistics reveal that Digital HR had the highest mean score (M = 3.40, SD = 0.809), suggesting that respondents perceived a moderate-to-high level of digital human resource practices within their organizations. Job Performance followed with a mean of 2.98 (SD = 1.04), indicating moderate performance levels across the sample. Organizational commitment recorded the lowest mean (M = 2.73, SD = 0.699), reflecting relatively modest levels of employee attachment and loyalty within the Kenyan organizational context.

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The results also indicate the p-values were less than 0.01, indicating non-normal distributions, which informed the choice of nonparametric correlations in subsequent analyses.

The median values further support these observations. Notably, job performance displays a higher median (3.17) than mean (2.98), indicating a slight negative skew in its distribution. Similarly, the standard deviation of Job Performance (SD = 1.04) was the highest among the three variables, pointing to greater variability in performance perceptions across respondents. Given that the Shapiro-Wilk test confirmed significant deviations from normality for all variables ($p < .001$), Spearman's rho was adopted as the appropriate nonparametric correlation method for subsequent analyses.

5.4. Correlation Analysis

Table 3 below presents a Spearman's rho correlation matrix examining the relationships between digital human resources (Digital HR), job performance, and organization commitment. Spearman's rho was used due to the ordinal nature of the data or non-normal distribution assumptions.

The results of the correlation analysis are presented in Table 3.

Table 3: Test of Correlations

		1	2	3
1. Digital HR	Spearman's rho	—		
	df	—		
	p-value	—		
2. Job Performance	Spearman's rho	-0.52	—	
	df	418	—	
	p-value	< .001	—	
3. Organizational Commitment	Spearman's rho	-0.262	0.332	—
	df	418	418	—
	p-value	< .001	< .001	—

Note. df = degrees of freedom. p-values below .001 are reported as < .001

A moderate, negative correlation was found between digital human resources and job performance ($r = -0.518$, $p < .01$), indicating that higher levels of DHR practices are associated with lower levels of job performance.

In addition, a weak, negative correlation was observed between digital human resources and organizational commitment ($r = -0.170$, $p < .01$), suggesting that increased use of digital HR is slightly associated with reduced organizational commitment.

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On the other hand, a moderate, positive correlation was identified between organizational commitment and job performance (r=0.332, p<.01), indicating that higher levels of commitment are associated with better job performance. This result supports existing literature suggesting that more committed employees tend to perform better at work.

Overall, these statistically significant correlations provide valuable insights into the interplay between digital HR practices, employee attitudes, and performance outcomes.

5.5. Mediation Effects

The mediation analysis results indicate that the indirect effect of organizational commitment on job performance through digital human resources is statistically significant (β = 0.153, SE = 0.054, p = .005).

The results of path estimates for mediation effects are presented in Table 4:

Table 4: Mediation effects and Path Estimates

A. Mediation Effects

Effect	Estimate	SE	95% Confidence Interval		Z	p	% Mediation
			Lower	Upper			
Indirect	0.153	0.0543	0.0607	0.281	2.82	0.005	30.9
Direct	0.343	0.0912	0.154	0.516	3.76	< .001	69.1
Total	0.496	0.0839	0.3294	0.658	5.91	< .001	100

B. Path Estimates

Path	Estimate	SE	95% Confidence Interval		Z	p
			Lower	Upper		
Organizational Commitment → Digital HR	-0.237	0.0747	-0.382	-0.0896	-3.08	0.002
Digital HR → Job Performance	-0.666	0.0579	-0.784	-0.5606	-11.5	< .001
Organizational Commitment → Job Performance	0.343	0.0912	0.154	0.5156	3.76	< .001

Note: Confidence intervals are reported at the 95% level.

The direct effect of organizational commitment on job performance is also statistically significant (β = 0.343, SE = 0.091, p < .001).

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The total effect was found to be $\beta = 0.496$ ($p < .001$), indicating that digital human resources partially mediate the relationship between organizational commitment and job performance.

Approximately 30.9% of the total effect is explained by the indirect pathway, confirming partial mediation.

These findings indicate that higher levels of organizational commitment are associated with improved job performance within Kenyan organizations, consistent with prior research in the human resource management literature (Armstrong & Taylor, 2020). The positive relationship ($r = 0.332$, $\beta = 0.496$, $p < .001$) confirms that committed employees drive better outcomes, supporting theories of affective, continuance, and normative commitment (Meyer & Allen, 2004). Unexpectedly, digital human resources negatively influenced commitment ($\beta = -0.170$, $p < .001$) and performance ($r = -0.518$, $p < .001$), partially mediating their relationship (indirect effect = 0.154, $p = .005$), thereby reducing performance. The one-way ANOVA revealed that job position significantly impacts these dynamics, with human resource personnel and managers reporting higher commitment and performance than general employees and supervisors.

These findings underscore the complex role of digital human resources in Kenyan organizations, necessitating careful implementation to effectively support organizational commitment and performance as explained below:

5.5.1. The Effect of Commitment on Job Performance

The study found a significant positive relationship between organizational commitment and job performance, confirming that committed employees in Kenyan organizations contribute to enhanced performance outcomes. This aligns with prior research, which shows that affective, continuance, and normative commitment drive productivity and efficiency (Meyer & Allen, 2004). Committed employees are likely to strive for better results in support of the organization's overall objectives. The findings support Dheera and Krishnan (2020), who noted that commitment fosters task dedication, and Fesharaki and Sehhat (2017), who linked commitment to improved work outcomes. In this case, when human resources help employees build commitment, job performance is likely to improve. Essentially, this highlights that commitment remains crucial for an organization's success, even as new digital human resource systems emerge. It suggests that investing more effort in employee engagement will sustain the positive impact of digital technologies on the performance of Kenyan organizations.

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5.5.2. The Influence of Commitment on the Adoption and Effectiveness of Digital Human Resources

Contrary to expectations, organizational commitment negatively predicted digital human resources adoption, suggesting that highly committed employees may be more resistant to or view digital human resource systems negatively. This unexpected finding could stem from discomfort with technology, fear of job displacement, or inadequate training. People devoted to their employer might feel that using digital platforms could disrupt existing methods or partnerships within the company. In Kenya, such resistance could be significant, given the low level of training in both technology and the web.

The result opposes the idea that commitments always lead to the adoption of technology. It points instead to a greater need for effective integration strategies that align digital human resources with employee values. Firms must address these perceptions so that employees are willing to utilize digital tools. This highlights that setting up digital human resources in developing countries is challenging, as workers' views on technology may differ significantly from those in more technologically advanced places.

5.5.3. The Effect of Digital Human Resources on Job Performance

Digital human resources negatively affected job performance, contradicting studies that highlight the efficiency benefits of digital systems (Marler & Parry, 2016). This suggests that Kenyan organizations are not realizing the performance gains they anticipated from their digital human resource systems. Challenges such as limited technical expertise, inadequate infrastructure, or poor system design, as identified by Davidescu et al. (2020), likely contribute to this outcome. Employees sometimes struggle with using digital tools or feel they are not suited for their jobs, which impacts their performance. In such contexts, even well-intentioned digital HR initiatives may create additional administrative burden, reduce face-to-face interactions valued by employees, or generate frustration when systems are poorly designed or inadequately supported. The Kenyan context presents specific implementation challenges consistent with Vision 2030's digital transformation agenda (Republic of Kenya, 2007), where adoption capacity varies widely across organizations and sectors.

However, compared to global studies, digital human resources do not lead to faster or better operations. Kenya may face more problems than practical gains when using digital systems, which can lead to negative attitudes towards them. Addressing these issues will enable organizations to enhance the effectiveness of their digital human resources. This emphasizes that using specific strategies is crucial, as digital tools can either support or hinder individuals' job performance in Kenya.

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5.5.4. The Mediating Role of Digital Human Resources

Digital human resources partially mediated the relationship between organizational commitment and job performance, but negatively, indicating that digital systems may reduce the positive effect of commitment on performance. This indicates that digital human resource systems in Kenyan companies are not well-aligned with employees' needs. Commitment directly leads to better performance; however, digital human resources can sometimes make tasks, such as user interface design or training, more complex, thereby weakening performance. The part of the mediation effect related to digital systems indicates that they significantly and negatively influence company outcomes. This result differs from expectations that digital HR would improve the link between commitment and performance. Instead, it highlights challenges in system adoption, possibly due to limited digital literacy or inadequate infrastructure, as noted by (Parry & Strohmeier, 2014). To achieve good results, organizations must continually enhance their use of technology in recruiting, training, and supporting their employees. To address this, companies should update their digital tools according to how employees want to use them.

6. Conclusion & Discussion

This study highlights the significant role digital human resources play in managing people in developing countries, particularly in Kenya. Accordingly, the study also illuminates the complex and context-dependent role that digital human resources play in shaping people management outcomes in developing economies, with particular reference to the Kenyan organizational environment. While global research assumes digital systems universally enhance performance (Marler & Parry, 2016), this study challenges that notion by showing adverse effects on commitment and performance. This indicates that the digital human resource adoption process relies heavily on the specific context.

The present findings extend organizational commitment theory (Meyer & Allen, 2004) by demonstrating that in contexts marked by infrastructural deficiencies and digital skill constraints, the introduction of digital HR systems may disrupt rather than reinforce the commitment–performance relationship. The use of digital human resources, in part, helps explain the impact of technology on employees in developing regions. These findings imply that human resource management theories need to account for technological, cultural, and infrastructural conditions specific to emerging economies. This theoretical contribution is particularly relevant in light of the growing body of literature on technology adoption in Sub-Saharan Africa, which consistently identifies the gap between technology design assumptions and local contextual realities as a primary driver of implementation failure (Kiprop & Mutuku,

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2024; Poshai & Intauno, 2024). Addressing the negative performance effects of digital HR requires a multi-pronged organizational strategy that prioritizes staff training, structured change management, and infrastructure readiness as foundational prerequisites for successful digital HR implementation. Training in various aspects can enhance people's understanding of technology, particularly when technical knowledge is insufficient (Kagumba, 2018). Investment in continuous, role-specific digital skills training is essential to bridge the competency gaps that currently undermine system utilization (Kanake & Nyakego, 2016; Wakabi & Matovu, 2024).

Communicating digital HR tools and changes to employees can help systems support what employees consider necessary. Policymakers need to enhance access to technology and computer skills education, as noted by Parry and Strohmeier (2014), to facilitate the more effective use of digital workers. Human resource experts should develop tools that employees can easily use, such as simple e-recruitment platforms, to cater to the diverse needs of different workers. The study highlights that as human resources workers increasingly use digital tools, tailored approaches should be developed for each job position. Role-related education and system development can help every staff member effectively utilize digital resources, thereby promoting organizational success as digital trends continue to grow in Kenya.

In this regard, while the prevailing body of international research tends to assume that digital HR systems universally enhance organizational performance (Marler & Parry, 2016), the present study challenges this assumption by providing empirical evidence of adverse effects on both organizational commitment and job performance within the Kenyan context. The use of digital human resources, in part, helps explain the impact of technology on employees in developing regions. These findings imply that human resource management theories need to account for technological, cultural, and infrastructural conditions specific to emerging economies. The job position findings add nuance, showing role-specific digital human resource effects, urging theories to consider job categories in technology adoption models. This perspective can guide research in diverse organizational contexts.

Focusing on staff training and organizational change management will significantly reduce resistance to digital HR tools and increase employee engagement and productivity. Training in various aspects can enhance people's understanding of technology, particularly when technical knowledge is insufficient (Kagumba, 2018). Communicating DHR tools and changes to employees can help systems support what employees consider necessary. Policymakers need to enhance access to technology and computer skills education, as noted by Parry & Strohmeier, (2014) to facilitate the more effective use of digital workers. Human resource experts should develop tools that employees can easily use, such as simple e-recruitment platforms, to cater to the diverse needs of different workers. The study highlights

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that as human resources workers increasingly use digital tools, tailored approaches should be developed for each job position. Role-related education and system development can help every staff member effectively utilize digital resources. They can be used to maximize the utilization of digital human resources to support employees and enhance their work, thereby promoting organizational success as digital trends continue to grow in Kenya.

Practical implications: Managers should invest in employee training, user-friendly digital human resource systems, and guidance on change to tackle negative opinions and support improvements in staff commitment and performance. The negative impact of digital human resources suggests that current systems may be complex or poorly implemented, as noted by Davidescu et al. (2020). Well-structured training may help improve digital skills and reduce resistance, particularly among dedicated employees. Making the interface simple and focused on employee needs can help everyone use digital tools more easily. Ensuring employees understand the benefits of digital human resources helps align it with the company's goals. Policymakers should address infrastructure and skill gaps by investing in access to technology and education, as highlighted by (Parry & Strohmeier, 2014). Making these efforts helps digital human resources work for organizations rather than against them. Strategies should also vary by job position; as human resource personnel engage more with digital systems than general employees. By using well-designed e-recruitment systems or performance management software, managers can work more efficiently and encourage their teams. Programs designed for employees with less experience can address their skill gaps and increase their confidence in digital tools while role-specific training and system design can ensure digital human resources enhance outcomes across all categories.

Implications for Employees: The effectiveness of human resource management tools increases when they are user-friendly and perceived by employees as beneficial to their work. The study's findings indicate that digital systems currently mitigate the positive impact of commitment on performance, possibly due to usability issues or insufficient training (Kagumba, 2018). If tools are well-adapted to employees' work, they feel supported and not stressed. By using well-designed e-recruitment systems or performance management software, managers can work more efficiently and encourage their teams. Telling your employees about the ways digital HR can support their careers or streamline their tasks often makes digital HR more popular. Programs designed for employees with less experience can address their skill gaps and increase their confidence in digital tools. Variations in job positions suggest that human resources personnel benefit more from digital tools than general employees. Role-specific interfaces and training can empower all employees, enhancing commitment and performance across diverse roles. Addressing these issues will enable organizations to enhance the effectiveness of their

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digital human resources and ensure that digital tools support individuals' job performance in Kenya.

Limitations: Since this is a cross-sectional study, we cannot infer that variables directly influence one another. Tracking individuals over a long period may help reveal the relationship between digital tools, worker commitment, and job performance. Respondents to questionnaires may sometimes provide answers that are not entirely accurate regarding their opinions on digital human resources or their job performance, a phenomenon known as response bias. Using productivity records could improve the outcomes of future similar studies. The research was conducted with Kenyan companies that utilize digital HR systems; therefore, its results may not apply to companies lacking such systems or in other regions with different cultures and technologies. Emphasizing the center in this way can show how things operate differently in traditional situations and advanced countries. The focus on job positions may miss nuances within roles, such as varying responsibilities among general employees. Future studies should explore these distinctions to ensure broader applicability across Kenya's diverse organizational landscape.

Future Research: Future studies can investigate why digital human resources can reduce employee engagement and job success in Kenyan organizations by examining factors such as the ease of use of the system and employees' level of understanding. Examining these reasons may help identify ways to encourage greater adoption. Studies should also examine cultural or organizational factors influencing digital human resource implementation, as resistance may stem from local work practices or attitudes toward technology. Studies should be conducted over time to determine if the benefits of digital human resources can be enhanced by utilizing them more effectively or adopting more effective methods. It may indicate whether the difficulty caused by transitions is temporary and employees recover as the systems become natural for them. Research should also examine how job positions influence digital human resource impacts, exploring why human resource personnel engage more than general employees. This can inform role-specific strategies for effective technology adoption in Kenya**.**

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