

DIGITAL HUMAN RESOURCE PRACTICES AND PERFORMANCE MANAGEMENT OF LICENSED RADIO MEDIA STATIONS IN KENYA

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Abstract: According to the Communications Authority of Kenya, several radio stations in the country have been facing challenges related to human resource and regulatory compliance. Investigations conducted by the Authority revealed multiple non-compliance violations. Digital human resource in today's world plays an important role in the organization and other business operations by the means of creating momentum and internal capability to address some of the challengers in every organization. Digital human resource management plays a prominent function when compared to conventional human resource management due to the demand of the organization. However, digital human resources management utility is still not being fully recognized by management thus preventing the system from being used to its fullest potential. The purpose of this study was to establish the influence of digital human resource practices on the performance management of selected radio stations in Kenya. The study specifically looked at the influence of digital human resource planning and digital recruitment on the performance management of selected radio stations in Kenya. The study adopted resource-based theory and human capital theory. A descriptive survey research design method was adopted. The population of the study comprised 222 directors from the selected radio stations. The study used a census survey. A pilot study was conducted to test for validity and reliability of the research instruments. Content validity was used as a validity test while reliability was tested using Cronbach's alpha coefficient. Descriptive statistics including mean and standard deviation were used while inferential statistics that is a multiple regression model and product-moment correlation was used to make inferences about the population using data drawn from the population. The study findings revealed that digital human resource (DHR) practices significantly enhance performance management in licensed radio media stations in Kenya. Specifically, digital HR planning and recruitment, were found to significantly contribute to improved organizational performance management. The study recommends that radio stations in Kenya should fully integrate digital HR practices into their organizational strategies to enhance performance management. This includes investing in advanced digital tools and platforms for HR planning and recruitment process. By leveraging digital technologies, organizations can create a more agile, responsive, and high-performing workforce that can effectively navigate the dynamic and competitive media industry.

Keywords: *Digital Human Resource Practices, Digital Human Resource Planning, Digital Recruitment, Performance Management*

1.0 INTRODUCTION

The Recently, information technology has played a major role in both the workplace and our daily lives (Iqbal, Ahmad, & Allen, 2019). It is also essential for fostering organizational development and success (Alibekova *et al.*, 2019). Due to globalization and technology, the national economy is become increasingly sophisticated and unpredictable (Iqbal *et al.*, 2019). To gain a competitive advantage, businesses in this position need to be more innovative than their competitors (Njoku *et al.*, 2020). The greatest strategy to maintain the market in the face of the rapid changes in global competition may be to properly integrate HRM practices with information technology (IT) (Haerani *et al.*, 2020). IT has helped HR workers deliver better services while also lightening administrative burdens (Paschen *et al.*, 2019). The employment of technology in HRM aspects is referred to as "electronic human resource management (DHRM)". Information technology is now essential for carrying out HRM duties, which boosts worker productivity (Razmi-Farooji *et al.*, 2019). Digital HRM methods assist HR professionals in gauging employee and company performance, as well as assisting managers in making strategic decisions (Bondarouk, 2011).

Digitalization pervades everything that can be digitized (Halid *et al.*, 2020). Not only changes how people communicate and interact as humans but in turn also transforms how organizations operate (Larkin, 2017). To know more about digital human resources one should first understand the exact meaning of it. Susnjar *et al.*, (2016) defined DHRM as a practice that is highly used for recruiting, selecting, socializing, training, and developing the career opportunity for the participants as well as for the organization to take the right employee to work in the organization. The development of information technology has played a key role in the evolution of Digital Human Resource Management (DHRM). Maditheti (2017) in this business world, all technologies are re-appearing in a new form in order to attract and gain more recruitment of employees in the organization.

Tripathi and Kushwaha (2017) strongly recommended that organizations to bring forward digitization in the HRM practices as it has become very significant these days. Shah *et al.*, (2017) stated that digitization of HRM processes enable to remove routine tasks, reduce risk of human error, and empower experts to solve issues, and enabling them to use their knowledge and skills more effectively in solving business problems. Therefore, based on previous research it shows that execution of digital HRM is important for an organization to improve performance management and maintain relevance in the digital era.

Ruel *et al.*, (2009) elaborate that DHRM is a system of demonstrating organizational strategies, HR practices, organizational strategies and policies with the support of and the use of selected internet channels. Electronic Human Resources Management is helped by information technologies in assisting organizations to recruit, deploy, and develop the human capital. In addition, Kulkami (2012) states that Electronic Human Resources Management is a web-based technique taking advantages of the new technology to do online Strategic Human Resources Management activities. Most prominent proponents of SHRM consider DHRM as a method for an organization to implement HR practices, policies and strategies by the use web-based technology.

The digital transformation in human resources teams means using data to guide and improve all the typical functions inside this area: media and development, hiring, benefits management, payroll and performance management. By using digital tools and frameworks to improve its own operations, HR were able to maximize the employee experience, reduce the time spent on non-value-added tasks, and, as a consequence, free-up time to strategize and deliver valuable insights to business units. On the other hand, the human resources department plays an important role in leading and supporting the organization towards digital transformation by creating a digital mindset and developing relevant skills (Aruwa, 2016).

Despite several organizations reporting some maturity in the most basic digital skills such as self-service tools or workflows, few are those that master advanced skills, such as process automation, real-time monitoring or analytics. In addition to these gaps in technical skills, there are two common mistakes in managing this transformation process in human resources: One of the main goals of digital transformation is to support the elimination of waste, so that all employees use an increasing share of their time on value-added tasks. In this process, not considering the impact on people can result in frustration and can lead to the failure of this journey. Therefore, it is essential to change the organization's culture to become more transparent while fostering a mindset of speaking with data. The new digital tools required human resources teams to become more interactive, proactive and customer-oriented. Not changing HR's mission may well mean the failure of the digital journey not only in this team, but also across the whole organization (Njoku *et al.*, 2020).

1.2 Statement of the Problem

Digital human resource management plays a prominent function when compared to conventional human resource management due to the demand of the organization. The HR department must welcome digital transformation in HR and must also upgrade the policy of HR according to the need for digital transformation. In order to achieve in the competitive market structure organization must expand the trading globally. Digital human resource in today's world plays an important role in the organization and other business operations by the means of creating momentum and internal capability.

According to the Communications Authority of Kenya (CAK) Report (2024), several radio and television broadcasters in the country committed multiple non-compliance violations, many of which reflect underlying human resource challenges within the industry. These violations included the airing of sexually explicit content during periods meant for general or children's programming, suggesting gaps in staff training, editorial oversight, and professional competence. Some broadcasters also aired competitions without disclosing participation costs, indicating weaknesses in ethical compliance and inadequate staff capacity to interpret and implement regulatory guidelines.

Moreover, digital human resources management faces many challenges and difficulties in organizations to give the best quality of work for the organization. It is difficult for Human Resource Management to adapt to a digital transformation and deal with complexity while shifting the work process and its progress to a digital platform. DHRM utility is still not being fully recognized by management thus preventing the system from being used to its fullest potential.

In order to address to the issue of Digital human resource management practices and performance management, several research have been conducted both locally and in international. Opiyo and Abok (2015) indicated that e-training, e-recruitment, and e-performance appraisal had a positive and significant effect on the performance management of commercial banks in Kenya. Chapano, Mey and Werner (2022) studied adoption of digital strategies across the human resource value chain. Zhou and Cen (2023) examined the design and application research of a digital human resource management platform based on ChatGPT. Manoharan *et al.*, (2023) examined digital governance: an assessment of performance and best practices. Gamache *et al.*, (2019) investigated development of a digital performance assessment model for Quebec manufacturing SMEs.

Although some studies above were carried out on Digital human resource management practices and the relationship with performance management, the areas and scope of focus were different from the radio organizations in Kenya. Moreover, some of the studies have not specific objectives to establish the association of key aspects of HRM practices and performance management. Therefore, the current study seeks to bridge the existing gap by establishing the effect of digital human resource management affects the performance management of licensed radio media stations in Kenya.

1.3 Research Objectives

The general research objective was to establish the effects of digital human resource management on performance management of licensed radio media stations in Kenya.

1.3.1 Specific objectives

- i. To determine the influence of digital HR planning on performance management of licensed radio media stations in Kenya.
- ii. To examine the influence of digital recruitment on performance management of licensed radio media stations in Kenya.

1.4 Research Hypotheses

H₀₁: There is no significant influence of digital HR planning on performance management of licensed radio media stations in Kenya.

H₀₂: There is no significant influence of digital recruitment affect performance management of licensed radio media stations in Kenya.

2.0 THEORETICAL REVIEW

The resource-based view theory (RBV) attempts to address the question, of why certain companies perform much better than others. This theory explores the connections between the firm's internal characteristics and processes, and the effects of its success (Chrisman, Chua & Litz, 2004). According to Bailey (As cited in Amit and Shoemaker, 1993; Barney and Wright, 1998), RBV reflects a paradigm shift, in strategic HR management philosophy by focusing on the internal resources of the enterprise, rather than, evaluating success in the external context. From the cited scholars, strategic HR Management assists in understanding how resource-based advocates within the HR are scarce, important, organizational-specific, difficult to imitate, or in other words essential strategic assets.

As alluded to by Bailey (As cited in Amit & Shoemaker, 1993; and Wernerfelt, 1984) who are the key proponents of firm's RBV claimed that RBV has variety and exploitation of the company's resources. The resources claim includes human capital, the technology in use, and the organizational practices, which gives the company its uniqueness and source of sustainable competitive advantage. This theory were chosen for this study to guide the research, because Radio Africa Limited, Kenya is a large organization, with a focus on the people as a resource, therefore, fulfilling the basis for DHRM.

Becker (1994) championed the Human Capital Theory (HCT). The theory suggests that when organizations training employees to acquire the prerequisite competences, this helps to raise their productivity which in turn

translates into greater economic returns such as higher incomes and increased lifetime earnings Becker (1994). Mincer (1974) posits that an employee's formal education or training determines their earning power and helps them develop certain skills to help enhance their productivity levels and growth.

Higher levels of educational attainment and skills provide an economic value because a knowledgeable workforce can lead to improved productivity and higher wages across the board (Hanushek & Wosmann, 2010). The human capital theory used in this study to help show how Radio Africa Limited can improve performance management by equipping employees with requisite knowledge, skills and competences. When applied to digital human resource practices in performance management of media organizations, the theory highlights the following key aspects:

Digital human resource practices in media organizations should prioritize skill development and training programs to enhance employees' digital competencies. This includes providing training on digital tools, platforms, data analytics, content creation, social media management, and other relevant skills.

Human Capital Theory emphasizes the importance of regular performance evaluation and feedback in driving employee development and organizational performance. In the context of media organizations, digital performance evaluation tools and techniques can be employed to measure and assess digital performance metrics, such as content engagement, audience reach, conversion rates, and other relevant indicators. Timely feedback and performance discussions enable employees to understand their strengths and areas for improvement, leading to enhanced performance management outcomes. By applying Human Capital Theory to digital human resource practices, media organizations can effectively manage and leverage their human resources to enhance performance management in the digital era. Emphasizing skill development, recruitment, talent management, performance evaluation, career development, and performance incentives can lead to improved performance outcomes and sustainable competitive advantage in the media industry.

2.1 Empirical Review

2.1.1 Digital Human Resource Planning Practices and Performance Management

Chapano, Mey and Werner (2022) studied adoption of digital strategies across the human resource value chain. The purpose of this study is to determine the extent to which South African organizations have adopted digital HRM strategies across the human resource (HR) value chain and the extent to which these digital strategies are perceived to contribute to the achievement of business objectives. A quantitative research design using a cross-sectional survey was used. Data were collected by means of a survey with a questionnaire from 312 HRM professionals and line managers in the automotive industry in the Eastern Cape Province of South Africa. Purposive and snowball sampling was used, and data were analyzed using exploratory factor analysis (EFA), descriptive, paired-sample tests, Pearson correlations and regression analysis. The findings of this study indicate that Digital HRM Strategies have been moderately adopted across the HR value chain. The perceived contribution of these digital strategies towards attainment of business objectives was high. Constraints such as lack of digital skills by HRM practitioners, which hinder the adoption of digital HRM strategies across the HR value chain, should be addressed.

Zhou and Cen (2023) examined the design and application research of a digital human resource management platform based on ChatGPT. The study findings indicate that the digital human resource management platform based on ChatGPT demonstrates significant advantages in personalized employee experiences, decision-making efficiency, and work productivity, holding greater potential and value compared to conventional human

resource management platforms. Nevertheless, successful application of the platform necessitates further exploration and refinement to address data privacy and security concerns, provide appropriate training and support, and continuously improve and innovate platform functionalities and performance. The research contributes to the evolution and innovation of human resource management theory, offering more intelligent and personalized human resource management solutions, and delivering high-quality human resource services for organizations.

Nazimi et al., (2021) did a study on explaining the human resource performance management model with the digital age approach. According to the meta-positivist philosophical presupposition, the present research method is applied in terms of purpose because its purpose is to develop an applied knowledge in the field of human resource management. All senior, middle and operational managers of Tehran Municipality were considered as the community and among them, 210 people were selected as a statistical sample based on simple random sampling method. A closed and researcher-made questionnaire consisting of 16 items was used as the main tool for data collection. SPSS and LISREL software were used for descriptive and inferential analysis. Finally, the research results led to the explanation of the human resource performance management model in Tehran Municipality according to the requirements of the digital city, including five dimensions and sixteen components, and the hypothetical relationships of the model in a large community were tested and confirmed

2.1.2 Digital Recruitment and Performance Management

Gilch and Sieweke (2021) focused on recruiting digital talent: The strategic role of recruitment in organizations' digital transformation. Based on 26 interviews with recruiters in 22 organizations, this study examines the interplay between recruitment and digital transformation beyond the use of digital technology in recruitment, focusing on more strategic aspects. The study examines recruitment's role in organizations' digital transformation. We found that the recruitment of digital talent as a new target group triggers change within the company, and does so in three ways: First, recruiters have realized the necessity to adapt their measures and processes to the new target group. Second, recruiters have developed a new self-understanding. Third, recruiters have recognized the need to support the organization's digital transformation by taking on a bridging function. Our study makes two contributions: First, we identified two new roles for recruitment during digital transformation: It acts as a 'sensory organ' that enhances the organization's absorptive capacity; and it takes on the role of a 'mediator' between external and internal groups. Second, this study builds on the human resources (HR) literature by analyzing the strategic implications that digital transformation imposes on recruitment, highlighting recruitment's part in renewing an organization's human resource base, which is crucial for its digital transformation.

Samtani (2022) studied the advantages of using prescriptive analytics in recruitment and performance management processes by HR professionals based in Ireland. This research paper demonstrates how prescriptive analytics may aid HR pioneers specifically in Ireland in analysing the patterns and processes for recruitment adequacy and performance management, considered to be imposed under holistic concepts of HR service's impact on the working culture. It also shows how prescriptive analytics may be used to address some of the most pressing HR issues associated with the profound recruitment and performance management challenges. This research has utilized an application of qualitative semi-structured interviews that is valid in the current research as it is based on analyzing the effectiveness of prescriptive analytics in HR. In-depth semi-structured interviews based on personal experiences can be used to examine the efficacy of prescriptive analytics. Since the current study is exploratory in character, semi-structured interviews with ten HR experts are employed. The results of the interviews revealed that most of the interview participants showed a great

interest in HR Analytics. This is due to the great significance of HR Analytics in human resource management activities. Most of the HR-based participants in the project revealed that the use of prescriptive analytics is not itself challenging as it includes the past records of the employees and their performance, the criticality lies with the presence of sorted and defined data. The study's findings suggest that businesses should use the organizational data produced by HR analytics and factor it into their decision-making.

Baykal (2020) examined digital era and new methods for employee recruitment. The ever-increasing digitalization in today's business processes and incredibly fast-growing markets have created a more competitive business environment. And, this more competitive business environment has led companies to be more demanding regarding the employee qualifications as well as the quality of tasks carried out by these employees. Moreover, this change process has rendered the traditional human resources management methods inadequate, further digitizing the field of human resources. In this study, the authors examine the handling of recruitment functions within human resources management and the digitization process. Furthermore, they discuss both the basic dynamics of the e-recruitment processes, the tools of e-recruitment, as well as its advantages and disadvantages.

2.2 Conceptual Framework

The conceptual framework for the current study was made up of independent and dependent variables. The independent variables were the varied digital human resource practices namely; digital human resource planning practices and digital recruitment. The dependent variable were performance management. The conceptual framework is presented in the Figure 1.0.

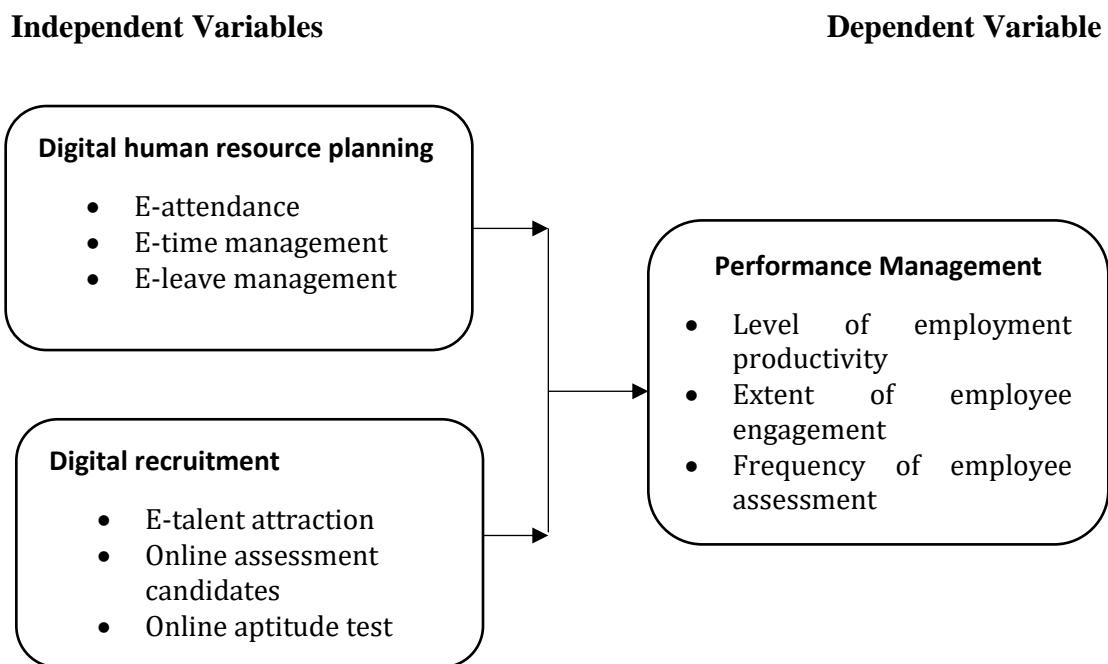


Figure 1.0 Conceptual Framework

3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design. Descriptive research seeks to obtain information that describes existing phenomena by asking individuals about their perceptions, attitudes, behaviours, or values (Mugenda & Mugenda, 2003). A descriptive study design was deemed the best design for the objectives of the study.

The targeted population of this study was 303 radio stations licensed by the communication authority of Kenya (CAK) (2024). This organizations from the unit of observation for this study. This organization was targeted because it is one organization that is embracing this new way of doing human resource management (DHRM).

The study used a stratified Sampling Technique. Stratified Sampling is the sampling of individuals from strata's in a population. Stratified sampling was used to collect in data from the sample (Kothari, 2004). A single director was selected from each of the sampled radio stations.

The study adopted Yamane (1967) simplified formula to calculate sample size where (n) is the sample size, (N) is the population size and (e) is the level of precision at 95% confidence level. A total of 172 radio stations will constitute the sample for the study. n was computed as follows:

$$n = \frac{N}{1 + N(e)^2}$$

N = Target population, (303)

e = the level of precision, 5%

$$n = \frac{303}{1 + 303(0.05)^2}$$

n=172

Table 1: Sample Distribution

Category (Strata)	Radio stations	Proportionate stratified sample size	Sample size
Commercial Radio stations directors	212	(212/303)*172	120
Community Radio stations directors	78	(78/303)*172	44
Public Radio stations directors	13	(13/303)*172	8
Total	303		172

Questionnaire was the main tool for data collection. The study used structured questionnaires which were administered using the drop-and-pick method to a target sample of 172 digital human resource executives in all the target corporations. Data collected were checked for accuracy, cleaned and coded to facilitate analysis. The data were analyzed using descriptive statistics including frequencies, percent, mean, standard deviation and inferential statistics. Regression analyses were used to association between the independent variables and dependent variable. The data were analyzed with the aid of SPSS Version 23.0 of SPSS.

A pilot study was conducted to test the validity and reliability of the research instruments. According to Kothari (2004), a pilot study should involve at least 10% of the population size. The pilot study was carried out in selected thirty radio media stations comprising of 30 media stations which were also excluded from the final study.

The study measured the internal consistency type of reliability. The study used Cronbach's coefficient alpha to determine the reliability coefficient of the questionnaire. Sekaran (2006) observes that the closer the reliability coefficient gets to 1.0, the better, and further that in general, reliabilities less than 0.60 are considered to be poor, those in the range of 0.70 acceptable, and those over 0.80 good. In this study, a standard reliability coefficient of 0.70 was used. The pilot results indicated that the reliability of the performance management of selected radio stations was 0.744 using Cronbach's alpha test of reliability; the reliability of the digital HR planning was 0.823; the reliability of the digital recruitment was 0.860; the reliability of the digital training initiatives was 0.896 and that the reliability of the digital performance evaluation was 0.788. The study results revealed that all the variables gave an alpha test value of greater than 0.70, therefore all the items were regarded as reliable and hence valid for data analysis.

4.0 RESULTS AND DISCUSSION

4.1 Response Rate

The targeted sample of this study was 172 employees working at thirty radio stations that will be excluded in the final thesis. The study sampled 172 respondents and managed to collect data from 122 respondents. This represented a 71 percent response rate. Table 2 presents the results on the response rate of the respondents. The results show that out of 71% questioners 29% were recovered. These results show that 100 percent of the questionnaires were returned for the study.

Table 2: Response rate

Response rate	Frequency	Percentage
Recovered	122	71
Not recovered	50	29
Total	172	100

4.2 Descriptive statistics

Table 3: Digital Human Resource Planning

Digital human resource planning	Mean	Standard deviation
Digital HR planning utilizes workforce analytics to collect and analysed data related to employee demographics, skills, performance, and engagement	3.8678	1.14704
With digital HR planning, organizations to proactively address talent gaps and plan recruitment, training, and development initiatives	4.0000	1.12546
Digital HR planning identifies skill shortages and develops targeted training and development programs to bridge those gaps	3.6694	1.13570

Digital HR planning helps ensure a smooth transition and continuity in key roles within the organization	3.9669	1.19676
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Table 3, presents the results on the attributes of digital human resource planning. The study sought to examine the respondent's level of agreement or disagreement on the various measures of digital human resource planning. Table 4, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly disagree and strongly agree=5). The means were; Digital HR planning utilizes workforce analytics to collect and analyse data related to employee demographics, skills, performance, and engagement mean 3.8678 standard deviation 1.14704, With digital HR planning, organizations to proactively address talent gaps and plan recruitment, training, and development initiatives mean 4.0000 , standard deviation 1.12546, Digital HR planning identifies skill shortages and develops targeted training and development programs to bridge those gaps mean 3.6694, standard deviation 1.13570 and Digital HR planning helps ensure a smooth transition and continuity in key roles within the organization mean 3.9669, standard deviation 1.19676. All the statistics indicate that the respondents agree that all the dimensions considered have significant effect.

Table 4: Digital Recruitment

Digital recruitment	Mean	Standard deviation
Organizations use various online platforms, job boards, and company websites to advertise job vacancies and reach a wider audience of potential candidates	3.7025	1.63628
Social media platforms like LinkedIn, Facebook, and Twitter are utilized to promote job openings, engage with candidates, and build an employer brand	3.5455	1.53840
Applicant Tracking Systems (ATS) software is used to collect, store, and manage candidate information	4.2314	.80374
Candidates can apply for positions through online application forms or submission portals, eliminating the need for physical paperwork	4.3636	.79582

Table 4, presents the results on the attributes of digital Recruitment. The study sought to examine the respondent's level of agreement or disagreement on the various measures of Digital recruitment. Table 4.9, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly disagree and strongly agree=5). The means were; Organizations use various online platforms, job boards, and company websites to advertise job vacancies and reach a wider audience of potential candidates mean 3.7025 standard deviation 1.63628. Social media platforms like LinkedIn, Facebook, and Twitter are utilized to promote job openings, engage with candidates, and build an employer brand mean 3.5455 with a standard deviation 1.53840. Applicant Tracking Systems (ATS) software is used to collect, store, and manage candidate information mean 4.2314, standard deviation 0.80374 and Candidates can apply for positions through online application forms or submission portals, eliminating the need for physical paperwork mean 4.3636 with a standard deviation of 0.79582. All the statistics indicate that the respondents agree that all the dimensions considered have significant effect.

Table 5: Performance Management

Performance management	Mean	Standard deviation
Level of employee productivity shows good performance management of selected radio stations	4.0496	1.19618
Extent of employee engagement is the main determinant of performance management of selected radio stations	4.4959	0.72023
Frequency of employee assessment indicates good performance management of selected radio stations	4.1322	1.02422
There has been constant productivity of each employee due to the effort of management welfare enhancement	4.2231	1.02865

Table 5, presents the results on the attributes of Performance Management. The study sought to examine the respondent's level of agreement or disagreement on the various measures of Performance management. Table 4.6, presents the relevant results which show that on a scale of 1 to 5 (where 1= strongly disagree and strongly agree=5). The means were; Level of employee productivity shows good performance management of selected radio stations mean 4.0496 with a standard deviation 1.19618. Extent of employee engagement is the main determinant of performance management of selected radio stations with a mean of 4.4959 with a standard deviation 0.72023. Frequency of employee assessment indicates good performance management of selected radio stations with a mean of 4.1322 with a standard deviation 1.02422 and There has been constant productivity of each employee due to the effort of management welfare enhancement with a mean of 4.2231 with a standard deviation 1.02865. All the statistics indicate that the respondents agree that all the dimensions considered have significant effect.

4.3 Inferential Analysis

4.3.1 Correlation Analysis

Table 6: Correlation Analysis

	Performance management	Digital HR planning	Digital recruitment
Performance management	1.000000	-----	
Digital HR planning	0.567003*	1.000000	
p-value	0.0000	-----	
Digital recruitment	0.536817*	0.422674	1.000000
p-value	0.0016	0.0000	-----

From table 6, it can be observed that the correlation between the independent variables and the dependent variable was high and positive at 0.567003* and 0.536817* for Digital HR planning and Digital recruitment respectively. The implication was that the high correlation between digital human resource practices and performance management of licensed radio media stations in Kenya. The interpretation was that there was a high positive relationship between the independent variables and the dependent variable. This relationship between the independent variable was low below 0.5. This implies that the issue of collinearity was address.

4.3.2 Regression Analysis

Table 7: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.822	0.731	0.669	0.30208

Table 7, presents the Fitting Statistics results for the study variables from the results it was observed that the explanatory power of the study variables was R Square 0.731 and Adjusted R-Square 0.669 respectively. The interpretation was that all the variables are statistically significant. Thus all the were relevant and were retained for regression level.

Table 8: Analysis of variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.645	2	3.911	7.785	.000 ^b
Residual	58.280	120	.502		
Total	73.926	120			

Table 8, presents the ANOVA results for the study variables from the results it was observed that the ANOVA value was 7.785. The interpretation was that all the variables; are statistically significant since the associated p =value was found to be 0.000. Thus all the were relevant and were retained for regression level.

Table 9: Regression Results

Variable	Coefficient	Std. Error	t-Statistic	P-values
Digital HR Planning	0.253761	0.061234	4.144128	0.0001
Digital Recruitment	0.314451	0.114457	2.747339	0.0072
Constant	0.011606	0.036733	0.315947	0.0528

From table 9, the regression coefficient of digital HR planning was found to be 0.253761. This value shows that holding other variables in the model constant, an increase in mobile banking by one unit causes the performance management of licensed radio media stations in Kenya to increase by 0.253761 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between digital HR planning and performance management of licensed radio media stations in Kenya. The associated p = value was 0.0001 for the 4.144128 t-statistic which show statistically significance of the digital HR planning variable. The variable was thus found to be influential variable on performance management of licensed radio media stations in Kenya.

The regression coefficient of digital recruitment was found to be 0.314451. This value shows that holding other variables in the model constant, an increase in digital recruitment by one unit causes the performance management of licensed radio media stations in Kenya to increase by 0.314451 units. The value of the coefficient is also positive. The positive effect shows that there is a positive relationship between digital recruitment and performance management of licensed radio media stations in Kenya. The associated p = value was 0.0072 for the 2.747339 t-statistic which show statistically significance of the digital recruitment variable.

The variable was thus found to be influential variable on performance management of licensed radio media stations in Kenya.

5.0 CONCLUSION

The study concluded that digital HR planning and digital recruitment has influence on performance management of licensed radio media stations in Kenya. The study found that the directors were aware of significant of digital HR Planning. This study also concluded that Digital HR Planning and digital recruitment was an influential variable. From the regression coefficient of the two variables was found that an increase in the performance management of licensed radio media stations in Kenya. The value of the coefficients was also positive. The positive effect shows that there is a positive relationship between digital HR planning, digital training and performance management of licensed radio media stations in Kenya. Based on the finding the study concluded that digital HR planning and digital training have significant effect on performance management of selected radio stations in Kenya. Therefore, the Null hypothesis (Ho) Digital HR planning has no significant effect on performance management of selected radio stations in Kenya was rejected. The Null hypothesis (Ho) Digital recruitment has no significant effect on performance management of selected radio stations in Kenya was also rejected.

6.0 RECOMMENDATIONS

The study revealed that both Digital HR Planning and Digital Recruitment are critical determinants of performance management in licensed radio media stations in Kenya. To maximize these benefits, radio stations should adopt strategies that strengthen the use of digital HR tools in workforce planning, recruitment, and overall talent management. Managers should ensure that adequate organizational structures, skills, and technological systems are in place to support effective digital HR implementation. Strengthening these capabilities will enhance efficiency, improve staff quality, and promote better alignment between human resource practices and organizational goals. Key industry stakeholders should also invest in and encourage wider adoption of digital HR solutions to ensure sustainable operational performance, business competitiveness, and improved service delivery to audiences and advertisers. Further researchers should focus on identifying more non digital practices that affect the rate of performance management in the same and other industries.

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