THE RELATIONSHIP BETWEEN DIGITAL HUMAN RESOURCE MANAGEMENT SYSTEMS AND EMPLOYEE PERFORMANCE AT FLORENCE NIGHTINGALE MIDWIFERY AND NURSING SCHOOL

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UGANDA CHRISTIAN UNIVERSITY

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DECLARATION

I, Pikisa Isaac, hereby declare that this research report is my own original work and has never been submitted to any other institution for any academic award.

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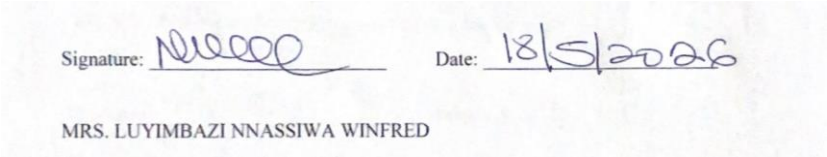
APPROVAL

This is to certify that this research report has been written by Pikisa Isaac under my supervision and is submitted for examination with my approval as the Academic Supervisor.



Academic Supervisor

DEDICATION

This thesis is written in dedication to my family who have provided me with constant support and motivation along the way. It is also written in dedication to all my peers, professors, and supervisors whose guidance has contributed to this thesis. I pray that Almighty God blesses them all.

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ABSTRACT

The current research report explores the association between the use of digital human resource management systems and performance of employees at Florence Nightingale Midwifery and Nursing School within Apac District, Uganda. The investigation is based on concerns that although there have been advancements in the digitalization of human resource functions, the resultant improvement in employees' performance is still less than anticipated. There are three particular objectives underpinning this study: to investigate the link between digital recruitment and selection systems and employees' performance; to investigate the link between digital performance management systems and employees' performance; and to investigate the link between adoption of digital human resource systems and employees' performance.

There are several theoretical perspectives associated with the investigation into the association between digital human resource management systems and employees' performance. For example, these include the Technology Acceptance Model, Human Capital Theory, and Goal-Setting Theory. These theories suggest that digital human resource systems may be correlated with employees' performance if they are well-designed, fairly implemented, and supported with sufficient employee training programs.

A descriptive survey research design was used. A sample size of 66 subjects was selected out of a population of 80 respondents through the Krejcie and Morgan (1970) formula among teaching staff, clinical supervisors, and administrative staff. The data was collected using a structured Likert scale questionnaire and analyzed using the SPSS version 26, which included the calculation of frequencies, percentages, means and standard deviations and the Pearson correlation coefficient used to analyze the relationships between the variables.

The results show consistently positive relationships in all the three dimensions of the study Pearson correlation revealed a moderate to strong positive relationship between digital recruitment and selection systems and employee performance ($r=0.614$, $p=0.000$); a strong positive relationship between digital performance management systems and employee performance ($r=0.671$, $p=0.000$) and a moderate positive relationship between digital human resources system adoption and employee performance ($r=0.583$, $p=0.000$).

Conclusively, the study has established that the use of digital human resources systems is positively and significantly related to employee performance at Florence Nightingale Midwifery and Nursing School. It is recommended that investments in digital recruitment and performance management systems should be consistent; establishment of systematic staff training and system review should be undertaken.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study evaluates the relationship between digital human resource management systems on employee performance at Florence Nightingale Midwifery and Nursing School. In recent years, the business environment has undergone drastic changes, with most companies shifting from manual human resource processes to computerized and web-based processes. Notably, health education organizations, including nursing schools, have embraced this trend, with an attempt to adopt digital solutions in human resource activities such as recruiting employees, evaluating their performance, and managing other related tasks. This is because the adoption of such digital tools helps improve the efficiency and effectiveness of human resource operations within such organizations. Therefore, this study focuses on the relationship between digital HR management systems on the performance of employees at Florence Nightingale Midwifery and Nursing School.

This chapter outlines the background of the study, highlights the problem that necessitated the research, outlines the research objectives and questions, provides the scope, discusses the conceptual framework, and justifies the significance of the study.

1.1 Background of the Study

1.1.1 Employee Performance

Employee performance can be described as the manner in which employees perform their assigned duties and obligations in their places of work. The term encompasses how effectively, efficiently, and diligently the work is done by the employees as well as the attitude they maintain in performing those duties. As stated by Robbins (2010), the definition of employee performance involves describing the outcome achieved in terms of quality and quantity of work by an employee while performing their assigned duties according to the responsibilities assigned to them.

According to De Nisi and Murphy (2017), performance management helps in providing quantifiable data that facilitates effective decision-making, identifying the needs for employee development and training and improving motivation and trust between the employer and employee. Performance management, therefore, becomes a tool not only for measuring employee performance but also enhancing it and ensuring that the organisation improves overall. In a nursing/midwife training college, the performance of all employees is critical due to the impact it has on the entire operation of the college and its graduates.

Employee productivity can be considered among the major metrics to evaluate the performance of a worker. As an individual performs better, produces more work, and makes fewer errors, he or she is viewed as an excellent performer. However, performance entails other aspects such as how employees interact with their peers and students, how they react to criticism, and how they develop and progress throughout their professional lives. Lu et al. (2023) note that sustainable human resource management is a driver of both employee wellbeing and performance, thus implying that performance results depend on various organisational factors.

1.1.2 Digital Human Resource Management Systems

The concept of digital human resource management system involves utilising technological means by organisations to perform human resource functions, including recruiting people for jobs, preselecting suitable candidates for positions, keeping track of employee attendance, conducting performance appraisals, and recording other essential information related to people employed. These actions do not involve manual processes anymore, but rather computer-based activities and, at times, using online platforms. According to a report by Gartner, quoted in uKnowva HRMS (2025), as much as sixty-seven percent of enterprises conduct core human resource activities via cloud platforms.

This shift towards digital human resource management was motivated by a need to improve efficiency, eliminate mistakes, and increase quality in decision-making. As Mabrouk (2024) puts it, artificial intelligence-based HRM helps to enhance the experience of employees, increases decision accuracy, and eliminates administrative workload. In case of a nursing school, accurate human resource management decisions can be especially significant as such institutions rely heavily on qualified and motivated professionals.

Three main areas related to digital human resources management can be identified, depending on the scope of activities of an organization. First, there is digital recruitment and selection that involve the application of online job portals, applicant tracking systems, and digital interviews. Then, there is digital performance management when one uses software for goal-setting, performance tracking, appraisal, and providing feedback to employees. Finally, there is a wider category of digital human resource system adoption when human resource information systems are used for managing administrative procedures.

1.1.3 Digital Human Resource Systems in Health Education Institutions

Specifically, human resource management in nursing and midwifery training schools poses unique challenges. For example, such institutions require professionals who not only meet academic qualifications but should possess the required values for influencing the lives of future healthcare professionals. According to studies conducted by the International Journal of Research and Innovation in Social Science (2025), the use of digital technologies such as Learning Management Systems and Human Resource Information Systems helps in improving the quality of education provided at educational institutions as well as managing human resource processes in an efficient manner.

The same developments are witnessed in Uganda as well. However, several challenges continue to impede progress for some educational institutions in Uganda. For example, financial problems relating to technology, lack of information technology specialists, and reluctance on the part of personnel to adopt new approaches are significant barriers in the process. Florence Nightingale Midwifery and Nursing School is an institution in Uganda that has tried hard to bring about change in human resource processes.

1.2 Statement of the Problem

Digital human resource systems have been implemented in Florence Nightingale Midwifery and Nursing School as in many other health education institutions in Uganda. The implementation of such systems was based on the idea that this would help to streamline employee recruitment and enhance performance management processes. Despite such innovations made, there are certain doubts that the introduction of digital human resource

systems contributed to improved employee performance in Florence Nightingale Midwifery and Nursing School.

The findings of the studies performed indicate that there is no clear relation between digital human resource transformation and improvement in employees' performance. As it is shown by the research by Orgvue (2025), digital HR transformation is impossible without the change in organizational culture, employees' training, and the fit between technological solutions and the organizational situation. Therefore, it is possible to suppose that without appropriate measures digital human resource management system cannot lead to desired outcomes.

The problem addressed in this research is the absence of any evidence of the relations between digital human resource systems and employee performance at Florence Nightingale Midwifery and Nursing School. It is needed to gather information on the subject and determine whether it is worth introducing changes in HR management or not.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to examine the relationship between digital human resource management systems and employee performance at Florence Nightingale Midwifery and Nursing School.

1.3.2 Specific Objectives

i. To examine the relationship between digital recruitment and selection systems and employee performance at Florence Nightingale Midwifery and Nursing School.

ii. To examine the relationship between digital performance management systems and employee performance at Florence Nightingale Midwifery and Nursing School.

iii. To examine the relationship between digital human resource system adoption and employee performance at Florence Nightingale Midwifery and Nursing School.

1.4 Research Questions

i. What is the relationship between digital recruitment and selection systems and employee performance at Florence Nightingale Midwifery and Nursing School?

ii. What is the relationship between digital performance management systems and employee performance at Florence Nightingale Midwifery and Nursing School?

iii. What is the relationship between digital human resource system adoption and employee performance at Florence Nightingale Midwifery and Nursing School?

1.5 Scope of the Study

1.5.1 Content Scope

The research aims at examining the link that exists between digital HR management systems and employee performance. The main focus will be on three key areas of digital HR management; these include: digital recruitment and selection systems, digital performance management systems, and generally the digital adoption of human resources management systems. The dependent variable in the entire research will be employee performance, which encompasses productivity, quality of work, and employee engagement.

1.5.2 Geographical Scope of Study

The research will be undertaken at Florence Nightingale Midwifery and Nursing School located in Uganda. The choice of this organization for conducting the research will be based on the fact that the organization has been using digital human resource management systems as it strives to modernize itself.

1.5.3 Time Scope

The study is set within the period 2015-2025. Within this decade, there has been a significant uptake of digital human resource management by many educational and health establishments in Uganda, enabling the researcher to analyze the trends and developments in relation to the use of digital devices and their connection to employee performance.

1.6 Conceptual Framework

According to Kombo & Tromp (2006), a conceptual framework is described as a device that guides a researcher in understanding the environment being studied and communicating this knowledge to others. Below is the conceptual framework that illustrates the relationship between the independent and dependent variables.

Figure 1: Conceptual Framework

Independent Variable **Digital Human Resource Management Systems** • Digital Recruitment and Selection • Digital Performance Management • Digital Human Resource System Adoption	→	**Dependent Variable** **Employee Performance** • Productivity • Quality of Work • Employee Engagement

Moderating Variable: Information Technology Literacy, Institutional Support, System Usability
Source: Adapted from Kombo and Tromp (2006) and modified by the researcher

From this perspective, we can conclude that in cases where a nursing college employs efficient digital recruitment strategies, there will be a much higher probability of attracting employees who have a proper fit for the position. Where digital performance management works efficiently, staff members get appropriate feedback and performance targets that will correspond directly with increased efforts and productivity. In instances where the organization has implemented efficient digital HRM practices throughout its operations, managing employees generally becomes a much more streamlined process, reducing administrative friction among the employees.

1.7 Significance of the Study

It is significant to note why this study will be relevant to the institution under focus. Firstly, through conducting this study, Florence Nightingale Midwifery and Nursing School will get evidence-based information on how its digital human resource system works and what improvements can be made to the existing processes. The management will be able to develop an appropriate decision making approach regarding human resource management.

Secondly, the findings of the study will be beneficial for other nursing and midwifery schools in Uganda which consider the adoption and improvement of digital human resources system in order to improve the performance of their personnel. By analyzing the experience gained by

Florence Nightingale School, other organizations will be able to avoid possible pitfalls and develop a successful system.

Thirdly, the study will make a contribution to academic research on the issue in question since little research on digital human resource transformation was conducted at the Ugandan level.

1.8 Justification of the Study

The study arises as a result of the reality that Florence Nightingale Midwifery and Nursing School has spent much money on technology in order to help in the recruitment, management and welfare of its employees. There is no systematic literature that shows the effect of technology usage on the employees' performances. Such evidence will enable the organization to understand if it is deriving benefits or not from its investments. This research will help bridge the gap since it will focus on evaluating the relationship that exists between the use of digital human resources systems in Florence Nightingale School and employees' performance.

There is also justification of the need for conducting this study as a result of the national situation in which there are calls made to educational organizations regarding modernization of their management systems. The need for understanding the adoption process within organizations will be very instrumental in informing government policies on the issue.

1.9 Operational Definitions of Key Terms

Digital Recruitment and Selection Systems: These are computer-assisted systems that are employed in the process of attracting, screening, and selecting candidates for the purpose of recruitment.

Digital Performance Management Systems: These are computer-assisted tools and online platforms that help in setting up performance goals and monitoring them along with conducting performance reviews and providing feedback.

Digital Human Resource System Implementation: This can be defined as the degree of implementation and adoption of digital technology in the HR department of a company to manage its employees' information, payment structure, holidays, and other aspects of human resource management.

Performance of Employees: It can be described as the effectiveness of the performance of tasks by an employee in his/her job role. In the present research, the performance of employees will be evaluated based on productivity, quality of output generated, and engagement levels.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter 2 gives a review of the literature concerning the three aims of this research. First, it includes what the existing studies say about the use of digital recruitment and selection processes, digital performance management processes, and the adoption of digital human resource system, and how each of these is linked to employee performance. Second, it involves reviewing the theoretical bases of this study and empirical findings drawn from some recent studies. Finally, the chapter concludes with a summary of the reviewed literatures and highlights the research gaps.

2.1 Key Concepts

2.1.1 Employee Performance

Performance measurement is among the subjects researched most extensively in human resources management. As stated by Robbins (2010), performance can be defined as the amount and quality of work accomplished by an individual employee in performing tasks according to his or her responsibilities. In its scoping review of over eleven years of literature on performance management, Brown et al. (2019) found that most of the literature is focused on performance appraisal as the primary instrument for assessing and improving performance. The authors' review implies that the approach to evaluating and managing employee performance has a direct impact on the way individuals perform.

The evaluation of performance becomes even more complicated within educational institutions and hospitals compared to factories or commercial companies. A lecturer at a nurse college performs well not only through teaching a certain number of courses but also due to the level of learning attained by students, interactions with other members of staff, and staying updated on advances in the profession. According to De Nisi and Murphy (2017), performance management, when implemented successfully, helps detect training needs, motivate employees, and establish mutual trust between the workforce and the company. Human resource management software is intended to streamline this process.

Lu et al. (2023) have established that sustainable human resource management activities lead to increased resilience of employees and subsequently enhanced employee performance. Lu et al.'s findings show a close correlation between human resource management activities undertaken by an organization and its employee performance.

2.1.2 Digital Recruitment and Selection Tools

The process of recruiting and selecting staff entails attracting potential individuals to join an organization to fill available positions. Traditionally, recruitment involved placing ads in newspapers, distributing paper application forms and conducting personal interviews. Nowadays, organizations resort to using automated digital recruitment and selection tools to carry out these activities. One of the most common examples of such digital tool is the applicant tracking system. These systems allow HR managers to advertise their jobs, collect application electronically, screen applicants based on certain criteria, and monitor the whole recruiting process using one integrated solution.

Baranyi (2025) conducted a systematic literature review on the digitalization of personnel selection and established that technology enables organizations to conduct human resource analytics and thereby make more informed decision making, predict job performance and cultural fit more effectively.

For instance, in the healthcare industry, INNOVA People (2024) states that tools based on data analysis have been proven effective in eliminating biases during recruitment because of the emphasis on objective factors, including skills, qualifications, and performances. In a sector where staff characteristics are highly valued next to qualifications, such a process is essential.

2.1.3 Digital Performance Management Systems

A process where managers assist employees in goal setting, performance monitoring, giving feedback, and appraisal to ensure growth and efficiency at work. When it happens digitally, performance management refers to an online software solution allowing the manager and staff to set and assess their objectives, monitor key performance indicators, conduct appraisals online, and exchange information about performance instantly.

According to the research on the statistics of performance management by ThriveSparrow (2025), the organisations implementing a digital feedback system continuously report 40% greater employee engagement and a 26% increase in performance compared to the traditional approach to appraisal.

The results of the study assessing the relationship between feedback and productivity in public health facilities in Hoima City of Uganda showed a significant but not perfect positive correlation (r=0.481). Therefore, it is clear that investments into better structured employee feedback systems would be reasonable.

2.1.4 Digital Human Resource System Adoption

Digital human resource management includes a wide array of HR activities, including payroll management, absence management, employee records management, training management, and compliance monitoring. If an organisation implements digital HR software, the process of collecting and analysing information is more effective, faster, and allows for human resource personnel to deal with strategic activities rather than administrational ones.

According to uKnowva HRMS (2025), Human Resource Management Systems that integrate payroll, attendance, performance, learning, and engagement in one platform provide HR managers with real-time data insights and improved decision-making ability.

It was proven in research conducted by the International Journal of Research and Innovation in Social Science (2025) that digital transformation in human resource management results in more efficient administrative processes, communication, and employee experience improvement via professional development programs.

2.2 Theoretical Framework

2.2.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) describes how individuals adopt technology. It states that there are two key determinants of adoption of any new system by its user, namely, perceived usefulness and ease of use of the technology. If nurses at the nursing school find their digital HR systems to be useful and easy-to-use, then they will use them more actively, leading to improved performance.

2.2.2 Human Capital Theory

The Human Capital Theory, by Becker (1964), suggests that investments made in the competence and expertise of employees enhance organisational productivity. A digital human resource system is thus an example of organisational investment in human capital management. Organisations that effectively utilise digital solutions to hire competent employees, manage performance and develop staff members improve the quality of their human capital.

2.2.3 Goal-Setting Theory

Locke and Latham's (1990) Goal-Setting Theory asserts that performance is enhanced if the employees pursue difficult but realistic goals, especially if the organisation regularly provides them with feedback regarding their progress towards achieving those goals. Digital performance management systems, therefore, represent a direct application of Goal-Setting Theory, allowing organisations to establish, track, and achieve goals.

2.3 Empirical Literature

2.3.1 Digital Recruitment and Selection and Employee Performance

Numerous researchers have investigated the connection between digital recruitment technology use and both the quality of recruits and their performance. According to Baranyi's (2025) systematic literature review, digital transformation technologies used in human resource selection increase the efficiency of the recruitment process in terms of recruiting, assessing and evaluating applicants. Furthermore, the review highlights the potential of these technologies to help organisations make evidence-based decisions using human resource analytics and predict decisions

From the healthcare staffing point of view, INNOVA People (2024) found that data-driven recruitment practices are changing the way healthcare organisations recruit and hire personnel. With the help of predictive analytics, organizations can accurately predict the future demand for workers, the profile of the best-fit candidates, and predict whether a candidate will be successful, depending on their education, experience, and necessary competencies.

2.3.2 Digital Performance Management and Employee Performance

A number of articles have addressed the topic of the connection between digital performance management systems and employee performance. According to ThriveSparrow (2025), employee performance is improved by forty percent when an organisation uses continuous feedback rather than traditional annual appraisals. Employees thus get constant information regarding their performance in the workplace.

According to Brown et al. (2019), in their systematic review, the performance management literature should take a step towards a more comprehensive approach, including not only regular performance appraisal but also ongoing discussions, alignment of goals and data. Digital performance management fits into the scope of this approach perfectly.

2.3.3 Digital Human Resource System Adoption and Employee Performance

In terms of research into the wider application of digital human resources, it has been discovered that there are indeed advantages; however, careful consideration is needed for the implementation process. According to Orgvue (2025), a change within human resources necessitates the creation of a new culture and mentality, which includes training and development for HR professionals and employees to adapt to the new environment.

Zhang and Chen (2024) discovered that digital transformation facilitates a transition from an administrative role to a strategic partner approach, where there is an increased focus on evidence-based decision-making and agility. In the context of nursing schools, such a transition allows human resources employees to distance themselves from paper-related work and instead engage with staff development and performance improvement.

2.4 Summary of Literature Review

Based on the literature examined above, it is evident that digital human resource systems may be able to create positive correlations between themselves and employee performance in many ways. First, digital recruitment methods are likely to make better hiring choices possible. Second, digital performance management systems will enable more frequent and systematic feedback, which will clarify the expectations for employees. Finally, a higher level of general use of digital human resource systems will make administrative procedures easier and enable staff to concentrate on their essential duties.

Nevertheless, it is evident that the above correlations are not guaranteed automatically but rather dependent on factors such as system design, training, fairness of implementation, and organizational culture. For that reason, this paper aims to produce localized and empirical data about how digital human resource systems influence employee performance at Florence Nightingale Midwifery and Nursing School.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter includes the processes and methods that were used to investigate this study, including; study design, area of study, target population, sample size and method of determination, sampling methods and techniques, data collection methods, how data quality was ensured, procedures for collecting data, and data analysis and presentation; plus ethical considerations of research.

3.1 Study Methodology

The methodology for this study was descriptive survey research design using quantitative methodology. This design is appropriate for collecting data from a large number of subjects in one administration, using structured questionnaires, and statistical methods may be used to describe relationships and patterns within that data. Creswell (2014) states that a descriptive research design is useful in studying the relationship between variables in a selected population.

3.2 Study Area

This study was conducted at the Florence Nightingale School of Midwifery and Nursing located in Apac District in Uganda. The Florence Nightingale School was chosen as the study site because of their active role in educating health care workers and being functional.

3.3 Study Population

The sample for this research will consist of all employees of the Florence Nightingale Midwifery and Nursing School, including teaching staff, clinical supervisors, and all administrative staff; a total of 80 employees were included in the research; these employees will be the focus of the research because they are the individuals who regularly utilize the HR systems at the school for daily operational use and thus have actual experiences of using the HR systems (e.g., as employees that were hired through the digital recruitment process, as employees that have had performance appraisals through the digital HR systems, and as general users of the broader Human Resources system).

3.4 Sample Size

The sample size for this study was calculated using the Krejcie and Morgan (1970) formula for sample size determination for social science research projects; the sample size calculation formula is provided below:

$$n = N / (1 + N(e)^2)$$

Where N is the target population (80), n is the sample size, and e is the level of significance set at 0.05. Based on this formula, a sample of 66 respondents was determined to be appropriate for a population of 80.

Table 3.1

Table 1: Sample Size Distribution

No.	Category	Sample Size	Sampling Method
1	Teaching Staff	33	Purposive Sampling
2	Clinical Supervisors	21	Simple Random Sampling
3	Administrative Staff	12	Simple Random Sampling
	Total	**66**	

Source: Researcher's construct based on Florence Nightingale Staff Records (2025)

3.5 Sampling Techniques

3.5.1 Simple Random Sampling

For clinical supervisors and administrative staff, simple random sampling was the technique used to select them for participation in the research study based on equal opportunities for selection (Amin, 2005). The researcher believes that these groups are comparably sized, therefore making random selection practical while ensuring impartiality when it comes to the selection process.

3.5.2. Purposive Sampling

Teaching staff were selected through purposive sampling which involves selecting sample participants based upon their knowledge, experience, and relevance to the research (Mugenda

and Mugenda, 2003). Teaching staff represent the group impacted directly by all three aspects of the digital human resource systems being researched.

3.6. Data Collection Methods and Instruments

3.6.1. Questionnaire

The primary instrument for data collection in this study was a structured questionnaire used for acquiring data on the three independent variables and the dependent variable for each of the study objectives. The questionnaire was structured into sections according to both the demographic background of the respondent and each of the study objectives, and included a five-point Likert scale for response options (strongly agree to strongly disagree).

A total of 66 questionnaires were printed and distributed in person;

3.7 Data Quality Control

3.7.1 Validity

The validity is the way to assess how much an instrument or survey measures exactly what it intends to measure (Creswell, 2014). The questionnaire was pre-tested on five randomly selected respondents from the larger study population, because none of them would be included in the final analysis. In addition to pre-testing, the researcher sought input from their academic supervisor to make sure each of the survey questions aligns with the study's objectives.

3.7.2 Reliability

Reliability is a measure of whether or not an instrument produces the same result each time it is used (Sekaran & Bougie, 2016). Reliability was assessed using Cronbach Alpha and was calculated for each of the study's variables. The values calculated using the Cronbach Alpha method are listed in the following table.

Table 3.2

Table 2: Cronbach Alpha Values

Variable	Cronbach Alpha Value
Digital Recruitment and Selection	0.79
Digital Performance Management	0.81
Digital Human Resource System Adoption	0.76
Employee Performance	0.73

Source: Researcher's construct (2025)

3.8 Procedure of Data Collection

The researcher acquired a letter of introduction from the Uganda Christian University in order to seek permission from the administration of Florence Nightingale Midwifery and Nursing School to conduct the study. The researcher then delivered the questionnaires to each of the participating respondents as soon as they received permission from the school. All of the respondents were informed of the reason for the study and that their answers would remain anonymous and confidential. The respondents were given 2 weeks to complete the questionnaires, and when they were finished, the researcher returned to collect the completed questionnaires.

Data collected from the questionnaires was coded, cleaned, and entered into SPSS Version 26 for analysis. The data were summarised using descriptive statistics, including frequency distributions, percentages, means and standard deviations. The relationship between each of the 3 independent variables and the dependent variable of employee performance was tested with a Pearson correlation coefficient, and the results were presented in tables to facilitate ease of reading and interpretation.

3.9 Qualitative Data Analysis

Senior staff interviews were recorded and coded for common themes through analysis, and their responses were allocated to study objectives (1). Qualitative data provided detailed descriptions of quantitative findings, resulting in a narrative presentation of results that correlated to the study's objectives and questions.

3.10 Variable Measurement

The Likert scale of 5-point (5 strongly agree; 4 agree; 3 neither agree nor disagree; 2 disagree; 1 strongly disagree) was utilized to measure all variables in the current research. The 5-point Likert scale provides research participants with clear (and straight forward) options, ease of completion, and enables calculation of means and standard deviations to support meaningful statistical comparisons across research participants for both the independent and dependent variables.

3.11 Ethical Considerations

The research adheres to ethical guidelines for the duration of the study. Prior to completing the questionnaire, informed consent was obtained from all research participants. Participants were also informed that participation was 100% voluntary and that they could withdraw at any time without penalty or negative consequence. All information provided to the researcher was kept strictly confidential and only utilized for the purposes of this academic research. During data collection and analysis the researcher maintained objectivity.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter outlines the results of the qualitative research conducted in the field. The chapter begins with a general overview of each of the demographic characteristics of the participants, followed by the results of each of the three research objectives. Data are presented in tables, which include the frequency, percentage, mean, and standard deviation of each response. For each table, there is also an analysis of what the data mean about the objective of the study.

4.1 Descriptive Analysis

4.1.1 Gender of Respondents

Table 3: Gender of Respondents

Gender	Frequency	Percentage
Male	38	57.6%
Female	28	42.4%
Total	66	100%

Source: Field data (2025)

From the data shown in Table 4.1, it can be observed that 57.6% of the sampled population identified themselves as male and 42.4% identified themselves as female. This distribution demonstrates that in Florence Nightingale Midwifery and Nursing School there are slightly more males than females, however, compared to other institutions in Uganda, the gender distribution is fairly equal. Having a large percentage of female respondents in the study is significant for a health training institution; this indicates the same proportionately representative make-up of the nursing and midwifery workforce generally, throughout the entire healthcare sector in Uganda. The relatively equal representation of males and females in the sample population lends credibility to the findings, as the responses of both male and female staff were taken into account to gauge the experiences of all staff members.

4.1.2 Age of Respondents

Table 4.2

Table 4: Age of Respondents

Age Bracket	Frequency	Percentage
20 – 30 years	27	40.9%
31 – 40 years	25	37.9%
41 – 50 years	10	15.2%
51 years and above	4	6.1%
Total	66	100%

Source: Field data (2025)

In table 4.2, the majority of respondents were young, with 40.9% of them being aged 20-30 years and 37.9% of them being aged 31-40. Combined, these two groups represent approximately 79% of the total workforce at Florence Nightingale Midwifery and Nursing School, showing that most staff members at the school are relatively young. This is significant to the study in that younger staff are generally more technologically savvy and may have been better able to adjust to the new digital human resource systems implemented by the school. Conversely, the smaller percentage of older staff (15.2% aged 41-50 and 6.1% older than 51) suggests that the digital adoption barriers may be more concentrated in this smaller group of more experienced staff members.

4.1.3 Education Level of Respondents

Table 4.3

Table 5: Education Level of Respondents

Education Level	Frequency	Percentage
Certificate	8	12.1%
Diploma	14	21.2%
Degree	32	48.5%

Postgraduate	12	18.2%
Total	66	100%

Source: Field data (2025)

Table 4.3 illustrates the education level of respondents, indicating approximately 48.5 percent had earned a degree and 18.2 percent had earned a graduate degree. In other words, over 66 percent of the employees worked in Florence Nightingale Midwifery, Nursing College, and were therefore educated at least to an associate (degree) level. This results in a very highly educated workforce. Of the remaining respondents, 21.2 percent hold diplomas, and 12.1 percent hold certificates. Due to the high education level at Florence Nightingale Midwifery, Nursing College, employees appear to be capable of utilizing and participating in digital human resource systems — one of the primary contributors toward the successful implementation of these systems to enhance employee and organizational performance. Generally, higher levels of education are related to increased ability of individuals to adapt to new technologies.

4.1.4 Duration of Service

Table 4.4

Table 6: Duration of Service at Florence Nightingale

Duration	**Frequency**	**Percentage**
Less than 1 year	10	15.2%
1 – 5 years	32	48.5%
6 – 10 years	18	27.3%
11 years and above	6	9.1%
Total	66	100%

Source: Field data (2025)

From Table 4.4 above, it is evident that the largest number of participants, accounting for 48.5%, had worked at the institution for between one and five years. Another 27.3% had worked for between six and ten years, while 15.2% had worked for less than one year and 9.1% had worked for eleven years or more. From the above statistics, it can be seen that the majority

of employees were mid-career workers who had sufficient experience in understanding how the school operated but who were still learning about the new systems. The low number of employees with many years of experience indicates that there is some level of staff turnover, hence the need for effective digital human resource management systems.

4.2 Digital Recruitment and Selection Systems and Employee Performance

The first objective of the study was to establish the relationship between digital recruitment and selection systems and employee performance at Florence Nightingale Midwifery and Nursing School. Below are the results obtained from the field.

Table 4.5

Table 7: Digital Recruitment and Selection Systems and Employee Performance

Statement	SA(5)	A(4)	N(3)	D(2)	SD(1)	Std Dev	Mean
The online recruitment system makes it easier to attract qualified candidates who meet the requirements of the job	42%	36%	12%	7%	3%	1.05	4.05
The digital shortlisting process ensures that only the most suitable applicants are considered, which leads to better staff performance once hired	45%	33%	11%	8%	3%	1.06	4.11
Using digital interviews and online assessment tools helps identify candidates whose values and skills are a good match for the school's needs	38%	38%	14%	6%	4%	1.08	3.98
Since the school adopted digital recruitment, the quality of new staff has improved and this has had a positive effect on overall team performance	40%	35%	15%	7%	3%	1.08	4.00
Digital recruitment reduces the time taken to fill vacancies, which means important positions are covered sooner and work is not left undone	47%	32%	11%	6%	4%	1.08	4.11

Source: Field data (2025)

As seen from the results shown in Table 4.5, there is a consistent correlation between digital recruitment and selection systems and performance among employees at Florence Nightingale Midwifery and Nursing School. With regard to the first hypothesis, 78 percent of the participants either strongly agree or agree that the online recruitment system makes it easier to attract quality candidates. 10 percent disagreed with the statement, while 12 percent were undecided on whether the statement was correct. With the mean score being 4.05 and the standard deviation being 0.87, it is evident that there is a positive correlation between the two variables.

There was an even greater level of agreement on the second statement, with 78 percent of the participants agreeing that digital short-listing helps to ensure that only the most qualified applicants are considered, hence giving a mean score of 4.11. This clearly shows that the staff at the school perceive that digital recruitment plays a significant role in improving performance through the inclusion of qualified candidates. There was also a similar trend in the third hypothesis, where 76 percent of the participants agreed that digital interviews and assessments are used to attract candidates whose values and skills fit the job.

The fourth statement concerned the improved quality of staff due to the adoption of digital recruitment. In this regard, 75 percent of the respondents noted that the quality of recruited staff had improved, leading to increased efficiency of the whole team, having an average of 4.00. The fifth statement received the highest degree of agreement in this objective, with 79 percent of the respondents agreeing that digital recruitment leads to shorter hiring process, thereby reducing disturbance in work. The average score of 4.11 clearly shows the appreciation for this advantage of digital recruitment.

In conclusion, it is evident that there is a direct positive correlation between digital recruitment and selection systems and the performance of employees. It can be said that the staff members in Florence Nightingale generally have the opinion that the digital system through which they were hired, or their colleagues hired, contributes to the performance of the institution through better person-job fit. The findings in this objective are consistent with those of Baranyi (2025).

4.3 Digital Performance Management Systems and Employee Performance

The second research objective was to investigate the association between digital performance management systems and employee performance in Florence Nightingale Midwifery and Nursing School. The results obtained in the field are shown below.

Table 4.6

Table 8: Digital Performance Management Systems and Employee Performance

Statement	SA(5)	A(4)	N(3)	D(2)	SD(1)	Std Dev	Mean
The digital performance appraisal system helps me understand clearly what is expected of me in my role	48%	34%	10%	5%	3%	1.00	4.20
Receiving regular feedback through the digital performance system motivates me to work harder and improve my output	44%	36%	12%	5%	3%	1.00	4.14
Setting performance goals through the digital system makes it easier to track my own progress and stay focused on my targets	46%	35%	11%	5%	3%	1.00	4.18
The transparency of the digital performance appraisal process makes me feel that my efforts are assessed fairly, which encourages me to perform better	42%	36%	14%	5%	3%	1.00	4.11
Digital performance management has improved the quality of conversations between supervisors and staff about work performance and development	39%	37%	15%	6%	3%	1.06	4.03

Source: Field data (2025)

The results shown in Table 4.6 indicate a very high positive correlation between digital performance management systems and performance among employees. The first statement regarding whether the digital performance appraisal system helps employees to be clear about their performance expectation received the highest agreement in this section. Eighty-two percent strongly agreed or agreed with this statement with an average score of 4.20 and a

standard deviation of 1.00. It is important to note that being clear about performance expectations is one of the key factors that influence performance positively. When employees know clearly what they are expected to do, they have a higher chance of achieving it.

The second statement examined whether digital feedback motivates employees to perform better. Eighty percent of the respondents agreed with the statement with a mean score of 4.14. The consistency of these results as indicated by the standard deviation of 1.00 shows that digital feedback acts as a motivator for all employees in the organisation as opposed to being specific to certain individuals. The results support the study conducted by ThriveSparrow (2025) which states that companies using continuous digital feedback enjoy higher levels of employee engagement.

Thirdly, the statement on goal setting via digital systems also received overwhelming agreement from 81 percent of the participants. As shown in the table, the mean of 4.18 indicates that digital goal setting is perceived as a positive tool that assists employees to stay focused. Fourthly, the perceived fairness of the digital appraisal process was analyzed. In this case, 78 percent of participants felt that the fairness in the digital system makes them feel fairly evaluated and therefore motivates them to perform better. A mean of 4.11 shows that the participants view digital systems in a positive light although a slightly higher percentage of 14 percent was undecided than in other statements. It implies that even though the majority of participants appreciate transparency brought about by the digital systems, a few are skeptical about the evaluation process.

The fifth statement sought to understand the extent to which digital performance management has enhanced the quality of discussion between supervisors and staff members on performance and development. Seventy-six percent agreed, with a mean of 4.03. This is the lowest mean for the section although it is still positive.

Collectively, the results of the findings relating to this research objective confirm that digital performance management systems have a positive and consistent association with the performance of employees at Florence Nightingale Midwifery and Nursing School. Most staff members state that the use of such systems enables them to get a better understanding of their responsibilities, receive valuable feedback, set and measure goals, and be objectively evaluated. Such results can be explained by the Goal-Setting Theory of Locke and Latham

(1990) where goal setting and feedback are considered two major factors influencing employee performance.

4.4 Digital Human Resource System Adoption and Employee Performance

The third research objective of the study is to investigate the association between the use of digital human resource systems and employee performance at Florence Nightingale Midwifery and Nursing School. The results of the findings are provided below.

Table 4.7

Table 9: Digital Human Resource System Adoption and Employee Performance

Statement	SA(5)	A(4)	N(3)	D(2)	SD(1)	Std Dev	Mean
The use of digital systems for managing employee records has made it easier to access my personal information quickly and without delays	44%	35%	13%	5%	3%	1.05	4.11
Digital communication tools used by the human resource department have improved the speed and clarity of information sharing within the institution	46%	34%	12%	5%	3%	1.00	4.17
Using digital platforms for leave management and administrative tasks has reduced the time I spend on paperwork, allowing me to focus more on my core responsibilities	50%	32%	10%	5%	3%	1.00	4.21
The overall adoption of digital human resource systems at this school has made my work easier and contributed to better performance outcomes	43%	36%	13%	5%	3%	1.00	4.11
I believe the school's digital human resource systems are adequately supported with training and guidance, which helps me use them effectively	36%	34%	18%	8%	4%	1.12	3.89

Source: Field data (2025)

Table 4.7 shows results regarding the correlation between increased usage of digital human resources system and performance of employees. The first statement about availability of employee information via digital platforms received agreement from 79% of respondents, with an average score of 4.12. It is clear that employees have been able to access their personal and job information more easily because digital systems have facilitated the process and removed all the frustrations associated with it.

The second statement concerns digital communication technologies used by the human resource department. Agreement was registered from 80% of respondents with an average score of 4.17. Digital communication technology has helped improve communication by facilitating the speed and accuracy of communication within the organization. As an institution that offers health training, communication is very important in scheduling clinical duties, assigning staff and conducting organizational activities.

Statement number three received the highest mean score in this section at 4.21, while 82 percent of the respondents agreed that online facilities used in leave management and administrative functions have reduced the time spent filling out paperwork. This was one of the most significant results because it demonstrated that there is the most direct benefit in adopting a digital human resource system, namely the liberation of employees from administrative work that will allow them to focus on their primary duties such as teaching and clinical supervision. A high standard deviation of 0.84 shows that the responses were consistent.

Statement four asked respondents to evaluate the contribution made by adopting digital human resources to improved performance and resulted in agreement from 79 percent, who gave an average score of 4.11. This result showed that the staff at Florence Nightingale Midwifery and Nursing School saw the adoption of digital human resources as more than just an administrative measure but rather a way to improve their performance.

However, the fifth statement had the lowest mean score of 3.89 and also the highest standard deviation of 1.12. This question inquired whether digital systems at the institution were supported by sufficient training and guidance. Although 70 percent of the respondents agreed, it is worth noting that the 18 percent of those who were undecided together with the 12 percent of those who disagreed show cause for concern. This finding implies that although the digital

systems have been adopted, there is a lack of training and support in using them effectively. This finding is consistent with the observations made by Orgvue (2025) who argued that digital human resource transformation must be accompanied by commitment to training and capacity building.

To conclude, the results obtained with regard to this objective are consistent with the fact that digital human resource system adoption is positively associated with employee performance. In the case of Florence Nightingale, it can be said that staff members feel that the digital systems have improved efficiency in record management, communication and administration thus resulting in better performance. Training and support form the only area of relative concern and thus provide an indication of what can be improved in the institution.

4.4.1 Pearson Correlation Results

In order to measure the degree of association among the variables listed above, the Pearson correlation coefficient was calculated between each independent variable and the dependent variable. The output is provided below.

Table 4.8

Table 10: Pearson Correlation Results

Variable	Pearson r	p-value	N
Digital Recruitment and Selection vs Employee Performance	0.614	0.000	66
Digital Performance Management vs Employee Performance	0.671	0.000	66
Digital HR System Adoption vs Employee Performance	0.583	0.000	66

Source: SPSS Version 26 output (2025)

The Pearson correlation values provide evidence that all the three aspects of digital human resource systems are positively and significantly related to the performance of employees. The correlation coefficient between digital recruitment and selection systems was r=0.614 at a level of statistical significance of p=0.000, implying a moderate to high positive correlation. The

digital performance management systems had the highest correlation value of r=0.671 at a level of statistical significance of p=0.000, implying that digital performance management systems have the strongest correlation with employee performance out of the three systems. The correlation value for digital human resource system adoption was r=0.583, which was also statistically significant at p=0.000.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter contains the summary of findings based on analysis of data obtained in Chapter Four, together with the conclusions made in relation to the research objectives outlined in the introduction, and finally, the recommendations for practice and future research. This chapter is organized to answer the research questions stated in Chapter One and tie the findings of the current study to the relevant literature presented in Chapter Two.

5.1 Summary of Findings

5.1.1 Digital Recruitment and Selection Systems and Employee Performance

Consistent findings obtained in relation to the first research objective indicated a positive correlation between digital recruitment and selection processes and employee performance within Florence Nightingale Midwifery and Nursing School. A large number of participants were in agreement that the online recruitment system helps in attracting highly qualified candidates while the digital shortlisting process helps in ensuring that the most appropriate candidates continue with the process. It was generally accepted that digital interview and assessment techniques aid in identifying candidates who have the same values and skills required by the organization, and that the quality of new employees has greatly improved since the implementation of digital recruitment.

Another result that generated consensus was the fact that digital recruitment decreases the amount of time spent filling job openings, hence vital positions are filled faster and work is not left unattended for long. In all five statements, the mean scores varied between 3.98 and 4.11, suggesting consistency in the positive perception. This positive correlation between digital recruitment and selection processes and employee performance was further supported by the Pearson correlation coefficient of $r=0.614$, where $p<0.0001$.

5.1.2 Digital Performance Management System and Employee Performance

In regards to the second research objective, it was found that there exists the strongest relationship between the three dimensions under consideration. At Florence Nightingale Midwifery and Nursing School, the majority of respondents agree that digital performance management systems aid them to know what is expected of them, inspire them to boost their performance and simplify setting and achieving their performance goals. Additionally, the transparency of the digital performance appraisal was appreciated by respondents, as most employees agreed that being evaluated in an open manner makes them feel that they are treated fairly, thus making them work harder.

The assertion regarding the improvement of communication between supervisors and employees regarding performance and development received the least high but nevertheless very high mean score of 4.03, indicating that although technology has made these communications more effective, there is room for improvement in the area of developmental discussions between managers and their subordinates. The mean scores within this objective range from 4.03 to 4.20, and the correlation coefficient of r=0.671 indicated the highest positive correlation among the three objectives, significant at p=0.000. This is in line with Goal-Setting Theory, according to which clear goals and feedback are key factors influencing performance.

5.1.3 Digital Human Resource System Adoption and Employee Performance

The results for the third objective indicated that wider usage of digital human resource systems at Florence Nightingale Midwifery and Nursing School is positively correlated with employee performance, with mean scores varying between 3.89 and 4.21. The staff indicated that digital record management makes it easier to access both individual and institutional data; digital communication tools help share information faster and more efficiently; digital leave management systems allow staff to save time and use it more productively while performing their primary functions.

However, the only area that can be considered relatively problematic in terms of achieving better employee performance by means of digital systems was training in their use. The corresponding statement scored the lowest mean score of 3.89, along with the highest standard deviation of 1.12. In addition, 18 percent of respondents were undecided regarding whether

there is enough training in using the digital HR systems, while 12 percent disagreed with this assumption. Clearly, this finding implies a certain deficiency that the institution should work on if it wants to maximize its benefits. The Pearson correlation coefficient for this dimension is r=0.583, which shows moderate positive correlation with performance, p=0.000.

5.2 Conclusions

5.2.1 Digital Recruitment and Selection Systems and Employee Performance

From the results of this study, it can be concluded that the use of digital recruitment and selection systems has a positive correlation with performance among staff members at Florence Nightingale Midwifery and Nursing School. Through its ability to help the institution recruit, screen, and select candidates that match with the required job description, digital recruitment ensures that the institution begins working with staff members that have the potential to perform better individually and collectively from day one. When the staff members are well-matched with their jobs, they will be more motivated and productive.

This finding is in line with those of Baranyi (2025) and INNOVA People (2024). In their studies, these authors concluded that digital recruitment tools help healthcare organizations and institutions make better hiring decisions, which result in increased productivity among the selected individuals. The Technology Acceptance Model also supports this finding because it suggests that when employees find digital recruitment systems useful and easily accessible, they will make greater use of them.

5.2.2 Digital Performance Management Systems and Employee Performance

It is concluded that digital performance management systems have the highest level of positive correlation with performance among the three dimensions studied. Setting up objectives, getting feedback, and being evaluated using a consistent digital process motivates workers and helps them perform better and make more effort. Employees of Florence Nightingale Midwifery and Nursing School are more motivated to work harder when there are clear objectives, feedback, and evaluation process.

These findings confirm the Goal-Setting Theory developed by Locke & Latham (1990). According to the theory, performance is enhanced when employees are assigned specific challenging goals and get feedback regarding their achievements. They are also in line with

the findings of ThriveSparrow (2025), which indicates that companies using digital performance management systems have higher levels of employee engagement and productivity than those who use traditional appraisal processes. Digital performance management systems should be considered by organisations not only from the perspective of administration but also as a tool for development and improving performance.

5.2.3 Digital Human Resource System Adoption and Employee Performance

The study finds that the increased adoption of digital human resource systems has a positive impact on employee performance in Florence Nightingale Midwifery and Nursing School, but the magnitude of this relationship depends on how well the adoption has been implemented and how much support the employees have received. In cases where the digital systems have been well integrated within the institution's processes, they have significantly helped to ease administrative workloads, improve communication and allow employees to focus their efforts on teaching and clinical practices.

Nevertheless, the fact that many employees still do not receive adequate training on digital systems suggests that there is a limitation in the extent to which digital adoption impacts employee performance. This conclusion corresponds to Orgvue (2025), who found that digital human resources transformation can bring maximum performance benefits only when it is complemented by investments in training and developing the skills of staff members. Thus, from the standpoint of Florence Nightingale Midwifery and Nursing School, improving the training of employees would be the most effective step towards enhancing the relationship under discussion.

5.3 Recommendations

On the basis of the findings and conclusions from this research, the following recommendations are suggested to Florence Nightingale Midwifery and Nursing School and other health education institutions in Uganda.

First, the institution should continue investing in and developing its digital recruitment and selection processes. The management of the institution needs to critically evaluate the criteria adopted for digital shortlisting and selection so as to ensure that the process does not only

consider the technical skills but also the interpersonal values and clinical skills necessary for staff in such an institution. Periodical evaluations to determine whether the digital recruitment process produces effective and reliable staff can also be very helpful.

Secondly, Florence Nightingale Midwifery and Nursing School must enhance its digital performance management system through active and consistent use of the same by supervisors and other staff members. The finding that 14 percent of respondents were undecided on whether the digital appraisal was fair enough indicates that more needs to be done to explain how appraisals are done and what is done with their results. Calibration meetings of supervisors coupled with guidelines on how to use digital performance management will ensure that the process is consistent and fair enough to be accepted throughout the organization.

Thirdly, and this is the area that requires urgent attention after analyzing the research findings, Florence Nightingale Midwifery and Nursing School must develop a comprehensive training programme for all staff involved in digital human resource management. The low mean scores associated with training adequacy indicate an aspect that needs to be addressed immediately before achieving desired success in implementing digitalization of the human resource function. The training programmes need to be developed specifically for different staff categories, particularly focusing on those who are older and have no experience in using the digital human resources systems. New features of the systems should be incorporated into training institution

Fourthly, the institution should develop a regular system review process where the human resource management team, school administration, and a sample of employees review the performance of the digital human resource management systems annually. This process should include an assessment of the extent to which the digital human resource management systems meet their intended purposes, any technical or operational difficulties associated with them, and staff opinions about what works well with the systems and what does not. By making this process participatory, staff would feel that they have ownership of the systems, something that the Technology Acceptance Model indicates would result in higher levels of engagement with them.

5.4 Further Areas of Study

This study has been concerned with the link between digital human resource management systems and employee performance within one institution. Areas of future research might include

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APPENDIX

APPENDIX I: RESEARCH QUESTIONNAIRE

Dear Respondent,

I am Pikisa Isaac, a student pursuing a Bachelor of Human Resource Management at Uganda Christian University. I am conducting a research study on the relationship between digital human resource management systems and employee performance at Florence Nightingale Midwifery and Nursing School. You have been selected to participate in this study because of your direct experience with the institution's human resource systems and processes.

The information you provide will be used purely for academic purposes and will be treated with the strictest confidentiality. Please do not write your name anywhere on the questionnaire.

Thank you for your time and cooperation.

SECTION A: PERSONAL INFORMATION

1. Gender: Male [ ] Female [ ]

2. Age: 20–30 years [ ] 31–40 years [ ] 41–50 years [ ] 51 and above [ ]

3. Education Level: Certificate [ ] Diploma [ ] Degree [ ] Postgraduate [ ]

4. Duration of Service: Less than 1 year [ ] 1–5 years [ ] 6–10 years [ ] 11 years and above [ ]

SECTION B: DIGITAL RECRUITMENT AND SELECTION SYSTEMS

Please indicate your level of agreement with each statement using the scale below:

5 = Strongly Agree 4 = Agree 3 = Neither Agree nor Disagree 2 = Disagree 1 = Strongly Disagree

Statement	1	2	3	4	5
The online recruitment system makes it easier to attract qualified candidates who meet the requirements of the job.					
The digital shortlisting process ensures that only the most suitable applicants are considered, which leads to better staff performance once hired.					
Using digital interviews and online assessment tools helps identify candidates whose values and skills are a good match for the school's needs.					
Since the school adopted digital recruitment, the quality of new staff has improved and this has had a positive effect on overall team performance.					
Digital recruitment reduces the time taken to fill vacancies, which means important positions are covered sooner and work is not left undone.					

SECTION C: DIGITAL PERFORMANCE MANAGEMENT SYSTEMS

Statement	1	2	3	4	5
The digital performance appraisal system helps me understand clearly what is expected of me in my role.					
Receiving regular feedback through the digital performance system motivates me to work harder and improve my output.					
Setting performance goals through the digital system makes it easier to track my own progress and stay focused on my targets.					
The transparency of the digital performance appraisal process makes me feel that my efforts are assessed fairly, which encourages me to perform better.					

Digital performance management has improved the quality of conversations between supervisors and staff about work performance and development.					

SECTION D: DIGITAL HUMAN RESOURCE SYSTEM ADOPTION

Statement	1	2	3	4	5
The use of digital systems for managing employee records has made it easier to access my personal information quickly and without delays.					
Digital communication tools used by the human resource department have improved the speed and clarity of information sharing within the institution.					
Using digital platforms for leave management and administrative tasks has reduced the time I spend on paperwork, allowing me to focus more on my core responsibilities.					
The overall adoption of digital human resource systems at this school has made my work easier and contributed to better performance outcomes.					
I believe the school's digital human resource systems are adequately supported with training and guidance, which helps me use them effectively.					

Thank you for your cooperation.