



Digitalisation And Human Resource Management in The Public Sector: A Cross-National Study of Nigeria and The United Kingdom

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Abstract

Public sector in Nigeria and the United Kingdom undergo digital transformation through the compelling challenges of adoption patterns, emerging obstacles, and prospective development areas, in a bid to conform with the efficient service delivery reality of the modern age. It therefore becomes pertinent to study digitalization in HR services by examining hiring procedures, workforce management systems, and accountability frameworks through semi-structured interviews and an online poll. The United Kingdom has achieved superior digital maturity through its adoption of advanced HR analytics and integrated e-governance tools and its implementation of strong regulatory frameworks, which boost both efficiency and service delivery. Nigeria exists in a developmental phase because its infrastructure remains insufficient, and its population lacks adequate digital literacy, and traditional values block modernization. Although payroll digitization and digital governance projects show some forward movement. The research shows that digital transformation in HRM operates differently across various settings because developed environments concentrate on ethical and operational improvements, but developing areas need to focus on basic foundational changes. The research paper expands academic understanding through its opposition to standard e-HRM frameworks, which demonstrate that organisations need to develop customized solutions based on their unique operational environments. The Nigerian government should focus on building better ICT infrastructures, increase teaching digital skills and connecting HRM changes to e-government plans, and using digital monitoring systems to boost openness.

Keywords: Digital Transformation; Human Resource Management; Public Sector; e-HRM; Nigeria; United Kingdom; Digital Governance; Workforce Management

I. INTRODUCTION

There is no gainsaying that public sector organisations are experiencing a profound shift, globally, with digital innovation significantly disrupting established norms and facilitating the introduction of novel ideas, advancements, and frameworks to enhance the delivery of public goods and services. The digital revolution is reshaping the technological landscape, impacting and continually influencing Public Sector Human Resource Management (HRM), an essential department within the public sector. This paper characterizes "digital transformation" as the impact of digital technology on all aspects of human existence or the ongoing process by which enterprises utilize their digital capabilities to create innovative organisations, products, and services in response to market and customer disruptions (Al-Ruithe et al., 2018; Vial, 2019). Enaifoghe and Ndebele (2023) contend that the digitalization of the public sector and associated organisations provides several advantages at both national and international levels.

Comparatively, in the instance of an African neighbor, South Africa, its journey of digital transformation of the public sector revenue service proved successful in the area of proficiency in public sector. The South African Money Service has adopted several advanced digital technologies in the past decade, enhancing staff capabilities, user experience, and its money collection capacity (Ndebele & Enaifoghe, 2023). Contemporary technological improvements have substantially expedited the money service's processes, enhanced risk management, and nearly eradicated paper consumption. HRM departments operate with designated budgets to ensure the achievement of their objectives, as it is well-documented in public sector innovation research. Efficient revenue collection ensures tax compliance, enhancing the budget and facilitating capital investments that benefit local communities. Public sector firms must connect their procedures and frameworks with the



demands of new digital technology, requiring the adaptation of HRM to digital trends.

The public sector HRM system benefits from multiple digital transformation technologies, which include blockchain and 5G and cloud computing and big data and artificial intelligence, and the Internet of Things (Enaifoghe et al., 2020). The public sector requires information digitization because it enables better data-driven insights, which boost both productivity and operational efficiency. Studies show that modern society depends on technology for service delivery and growth promotion and operational effectiveness across public and private domains (Enaifoghe, 2021; Yusuf et al., 2023; Banga, 2018). The COVID-19 pandemic in 2020 threatened organisations throughout the globe, while it specifically endangered the South African Public Service. Organisations need to apply Fourth Industrial Revolution (4IR) technology for maintaining HRM operations during lockdowns and curfews to prevent virus transmission. The Public Service underwent a complete transformation because of Quick 4IR technology, which affected every aspect of learning and working and business operations, and stakeholder service delivery.

Public sector organisations experience major transformations because of digital transformation, which deeply affects their HRM operations. Artificial intelligence technology, along with cloud computing, HR analytics systems, predictive analytics, has transformed corporate recruitment and compensation management, performance evaluation and enhance employee participation strategies. The United Kingdom, together with other industrialised nations, has made substantial progress, but Nigeria continues to face enduring structural problems. This research studied digital HRM implementation across multiple countries through an assessment of encountered challenges and proven solutions that could benefit other organisations.

1.1 Problem Statement

Even though digital HRM has made substantial progress worldwide, Nigeria continues to operate its public sector through traditional paper-based systems, which create operational confusion and reduce overall efficiency. The UK has employed digital governance systems to enhance its HR service delivery. The two situations reveal which elements create digital transformation success,

failure, and how Nigeria can adopt methods from both situations.

1.2 Objectives of the Study

The objectives of this study are to examine how Nigeria and the United Kingdom are currently utilizing digital human resource management (HRM), identify the factors that facilitate or hinder its application in each context, evaluate the outcomes of implementing digital HRM, and draw on the UK's experience to propose relevant policy implications for Nigeria.

1.3 Research Questions

This study examined the effectiveness of digital Human Resource Management (HRM) in the UK and Nigeria, by assessing how well it currently operates in each context and identifying the key factors that enable or constrain its adoption and use. It further explored the differences in outcomes of digital HRM implementation between the two countries, with aims to derive lessons from the UK's policies and practices that could inform and strengthen Nigeria's digital HRM systems.

1.4 Scope of the Study

This study investigates the effectiveness of digital Human Resource Management (HRM) in the UK and Nigeria by evaluating its current performance in both contexts and identifying the key factors that facilitate or hinder its adoption and use. It also examines the differing outcomes of digital HRM implementation across the two countries, with the aim of drawing lessons from the UK's policies and practices that can inform and enhance Nigeria's digital HRM systems.

1.5 Justification of the Study

For governments to be more efficient, accountable, and service-oriented, HRM must embrace digital systems. This study examines how structural differences between Nigeria and the UK shape digital HRM adoption, offering insights for developing nations. It contributes to global scholarship on digital HRM in public administration while providing Nigerian policymakers and HR professionals with practical guidance for reform.

II. LITERATURE REVIEW

2.1 Advent of Digital Transformation in the Public Service Sector

Digital transformation in HRM means using digital tools to speed up processes, improve decision-making, and make the work experience better for employees. This includes things like online training platforms, digital performance



reviews, e-recruitment, and payroll automation in the public sector. Heavin and Power (2018) did a study that showed that digital transformation has changed the way public sector organisations work as they try to make their institutional plans fit with the possible needs of satisfying technology expectations. To benefit from the rapid changes that have come with the full arrival of the digital age, public service managers need to change how they manage their human resources so that they can be more efficient and effective in the digital age while also trying to respond more quickly to changes in technology and the market.

The study by Mosca (2020) argued that the consequences of digital transformation in public sector human resource management lead to alterations in customer behavior and evaluations of public products and services, encompassing citizen expectations. Due to the fact that public sector HRM is always changing, it needs to keep up with digital trends and the usage of new technologies in the private sector. These technologies can be used to change public sector HRM in the digital age. Public sector organisations can benefit from becoming technologically competitive as they try to stay current and meet the needs of service delivery.

Digital transformation has arguably revolutionized every aspect of our lives; yet, it has also significantly impacted the activities and procedures of HRM (Schmid & Pscherer, 2021). Studies on digital transformation indicate that competent leadership is essential in the public sector to enhance the HRM function in fulfilling its primary responsibilities (Enaifoghe & Zenzile, 2023; McKinsey, 2020). In the modern public sector, HRM can now engage with data and information distinctively as emerging digital technologies evolve to enhance efficiency (Yusuf et al., 2023). While research on the advantages of digital transformation in public sector HRM remains insufficient, Mocsca (2020) asserts that the integration of digital technologies has profoundly altered specific HRM processes, including recruitment, training, and performance evaluations, thus enhancing service delivery to stakeholders.

2.2 The Digital HRM and Digital Transformation Strategy of the Public Sector

The public sector needs to focus on digital transformation because it enables companies to stay competitive in the fast-changing service delivery environment at this modern age (Kraus et al., 2022). Digital public sector organisations now use

technology to transform their citizen interaction methods through multiple essential changes. The current chapter shows that digital transformation functions as a fundamental business shift that affects every organisation regardless of company size or geographic location. The research conducted by Kazançoğlu and Ozkan-Ozen (2018) demonstrates that digital technology deployment in public sector HRM leads to better organisational performance. Enaifoghe and Zenzile (2023) state that digital recruitment methods, together with social and economic changes, affect public sector employees when they face new work conditions.

Public sector organisations have adopted digital transformation at an increasing pace (Mazurchenko & Marsikova, 2019). HRM stands as the leading force that transforms workplaces through skill advancement that matches present industry changes. Cantoni and Mangia (2019) assert that HR professionals must be prepared to assume new tasks and learn skills that enhance their performances and public services delivery. Hence ensuring employee welfare and organisational sustainability in the digital age. Sharma (2015) posited that upgrading the HRM function in the public sector can facilitate organisational expansion and enhance operational efficiency through the utilization of digitization. According to Anh et al. (2023), digital tools that assist managers in doing their jobs better and keep track of how well public officials are doing their jobs can equally make HRM operations more accountable during the digital transformation phase. Improving responsibility across different administrative areas could help HR departments keep an eye on important areas of public organisations that need HR oversight.

2.3 Digital Transformation and Technological Progress in HRM of the Public Sector

Digitalization and technological progress have influenced human resource management in the public sector worldwide (Sharma, 2015; Kavanagh & Johnson, 2018). Human resource management (HRM) methods are evolving to foster increased digital creativity and innovation (Chytiri, 2019; Salamzadeh, 2020). In today's digital environment, new technologies can affect public organisations that aren't ready for them. That's why public sector human resource management needs to change swiftly. Vial (2019) argued that there has been a lot more research on this problem because digital technology is becoming increasingly ubiquitous in all fields, notably the public sector.



Apparently, it appears there is a lot of confusion and misunderstanding about digital transformation in the public sector because there are so many different studies on the topic, and no clear, common definition of the term. There is no single definition of digital transformation in the literature; thus, experts frequently define it based on their particular fields of study and interests. As digital transformation continues to touch many parts of society, it has become inevitably essential to have a cohesive understanding of this phenomenon (Komarčević et al., 2017). Goran et al. (2017) emphasize that digital transformation involves more than only using digital tools to foster creativity and address the needs of the organisation's stakeholders. Digital transformation also involves a complete overhaul of HRM processes, culture, and strategy (Horlacher & Hess, 2016; Kutnjak et al., 2019; Tumbas et al., 2017).

Public sector organisations are thus poised to embrace digital transformation, which is widely acknowledged to possess the potential to achieve service delivery objectives within HRM departments. Numerous researchers have historically conflated digital technologies with the processes of digitization or digitalization. As a result, the term "digital transformation" was misinterpreted, leading to varied interpretations. Lankshear and Knobel (2008) characterized digital transformation as the attainment of significant change in a knowledge or professional domain facilitated by digital tools that enhance creativity and innovation. Digital transformation, as articulated by Westerman et al. (2014) and Bekkhus (2016), is characterized by the application of technology to enhance organisational performance and expand reach. The phrase "digital transformation" refers to the impact of digital technologies on all aspects of human existence or the continuous process by which organisations leverage their digital capabilities to create innovative HRM models, products, and services in reaction to market and customer disruptions (Vial, 2019).

2.4 Drivers of Digital Transformation in the Public Sector

Digital transformation of the last 2 decades has led to the widespread use of modern information and communication technologies (ICTs) and digital technologies. This has made both public and private organisations come up with plans to take advantage of and use the benefits of modern technology. Some government agencies used these new technologies to

improve how they interact with service users, offer services, and train their employees. These techniques entail the deliberate modification of critical HRM functions, including organisational structures, product development, internal workflow procedures, public sector values, and foundational principles (Al-Alawi & Al Showmali, 2019; Betchoo, 2016). The literature has extensively analyzed the attainment of public sector reforms through ICTs from two primary perspectives (Luna-Reyes & Gil-Garcia, 2014). One perspective is 'technological determinism,' which regards technology as a potent instrument for modifying social structures and fostering new relationships.

Social determinism pertains to the manner in which social groups ascribe meaning to technological artifacts, select technologies for adoption, and impact success. A unified approach indicates a multifaceted interaction between technological and social components. Based on the previous statements, it is important to remember that digital transformation in public sector HRM "can occur in two ways: Either through the change of internal processes or through the transformation of external links between governments and other political, economic, and social players" (Luna-Reyes & Gil-Garcia, 2014). It might be said that the success or failure of public sector HRM in providing public services is due to the interaction of several different elements. Bresciani et al. (2021) confirm that the emergence of new technologies facilitates novel forms of open collaboration and alternative methods of innovation generation, including collaborative governance, coproduction, collective action, and partnerships (Linders, 2012). A cultural revolution is essential before technology can induce change (Serrat, 2017).

Enaifoghe et al. (2024) contended that public administrations are evolving from a "need-to-know" to a "need-to-share" model, defined by characteristics including transparency, communication, inclusivity, co-creation, and real-time feedback mechanisms. Initially, social media was perceived and utilized for entertainment and young engagement, mostly influenced by innovative citizen usage. However, the widespread popularity of social networking sites has significantly transformed HRM methods and industries (Mergel, 2016). To improve communication, public sector HRM might leverage new digital social media streams like Facebook, X, Instagram, Threads, TikTok, Snapchat, etc to successfully send messages



about change and make sure that public workers are well-trained to meet the requirements of the people.

2.5 Nigeria's Context

Digitization has the potential to enhance Nigeria's public sector, which is characterized by inefficiencies, nepotism, corruption, and political maneuvering. These issues pertain to the current practices of Human Resource Management in the sector (Obeta & Edwin, 2025). To remain abreast of global innovations, we must reform our hiring practices, selection processes, performance management, and people development strategies. Bias and nepotism serve as major obstacles that prevent these traditional methods from operating effectively (Mujtaba, 2023). The public sector in Nigeria functions under a unique framework characterized by a diverse population, bureaucratic systems, and ongoing challenges. This paper acknowledges the unique attributes of this environment, recognizing that effective digital HRM strategies must align with certain contextual factors for successful execution.

Employees, often called human capital or human resources, are very important to a business. They are deemed the most important asset of a country, and their development and well-being should be prioritized, as they significantly contribute to the achievement of organisational objectives (Adeyemo, 2011). People are clearly important to how businesses make things. The operation and maintenance of machinery depend on human involvement despite the existence of digital systems and automated processes. The requirement for modern human resources to understand innovation development has become a central topic for researchers (Komba & Ngulube, 2012).

Nwachukwu (2018) stated that people who know the problems machinery solves create the first designs and operational guidelines. The analysis shows that advanced algorithms require human decision-making together with flexible responses when facing unexpected situations. People ensure ethical problems stay visible by following social and environmental responsibility regulations. HRM functions as a strategic system that organisations use to obtain their highest possible employee performance (Upadrista, 2021). The human resource management system maintains responsibility for all employee-related business elements, which include decisions and operations and activities and functions and processes. The changing technology landscape has also made it HRM's job to keep employment

relationships and the complexities that come with them (Nmadu, 2012). HRM's most important tasks are to make the most of a small number of skilled workers and to find and keep trained staff.

The quality of employment is a major concern for HRM, which also has to deal with the difficult issues of creating an active work system and flexibility, reward systems, and employee or political influence in the public sector (Wijayadane, 2024). Nigeria has started programme like the Integrated Payroll and Personnel Information System (IPPIS) and digital recruitment websites. Corruption, lack of finance, aversion to change, and poor infrastructure are still making it hard for people to embrace, nevertheless. Deficiencies in the digital literacy of public officers impede advancement (Obeta & Edwin, 2025).

2.6 The UK's Context

The average proportion of decision-makers in the UK public sector is stepping up their efforts to reshape the digital landscape. Moving apps to the cloud and improving cybersecurity are on their top priorities in the upcoming year, since public sector organisations want security but also appreciate faster development. Decision-makers also train staff to become more proficient in digital skills, improve the citizen experience by creating new or improved digital products or services, and increase the usage of agile development in teams. Decision-makers in the UK public sectors are rated the top forces behind digital transformation in response to internal demands. This is in conformity the modernity in vogue. Before now, the world transferred through different phases of industrial revolution. Digital age is another phase. Ndraha (2024) pointed out that improving agility is their main motivator. For example, reducing manual work through automation is one way that some are committed to improving employee experience (EX) and operational efficiency.

However, among the top five drivers, decision-makers ranked improving the digital experience for citizens a priority. Other internal requirements, such as updating outdated technology and guaranteeing security and compliance, come next, though (Forrester Consulting, 2024). Many decision-makers stated that they intend to boost the organisational budget in several important areas, even though financial limitations are one of the main obstacles keeping organisations from successfully undergoing digital transformation (Nazarova & Rudenko, 2023). These include



moving apps to the cloud, using software as a service (SaaS), as well as teaching and updating digital literacy of executives and staff on using technology better in the successive years (Forrester Consulting, 2024). The UK has a more advanced digital HRM environment because it spends a lot of money on it and has clear policy frameworks. The public service's HRM roles include dealing with information about employees, online training platforms, include technologies that promote employees' independent working. As a result, government institutions have become more open, accountable, and effective (Nurhasanah & Sinambela, 2022).

III. METHODOLOGY

3.1 Research Design

A method of comparative case study was adopted to examine public sector Human Resources Management (HRM) digital transformation between Nigeria and the UK. The study used a mixed-methods approach, which combined qualitative and quantitative research methods to gather information about public servant experiences and insights. The research team selected the comparative design because it allowed them to analyze two separate governance systems in order to identify shared challenges and different approaches to digital HRM implementation (Ojogiwa & Nhari, 2024).

3.2 Data Collection and Survey Area

Data collection occurred through two main tools, which included an online survey and semi-structured interviews. Senior HR managers, together with digital transformation authorities and public service reform coordinators from both countries, took part in semi-structured interviews. The main focus of the interviews stayed on digital HR programme history and user acceptance problems and deployment methods, and outcome assessments. The interviews followed an open-ended format, which enabled researchers to conduct detailed investigations about environmental factors that influence adoption.

An online poll was made available to some public sector workers in the UK and Nigeria from certain ministries and organisations. The survey asked people what they thought of digital HRM technologies such as performance management tools, e-recruitment platforms, and payroll systems. The participants evaluated their overall satisfaction with digital HRM services, together with their assessment of service performance, communication clarity, and system usability. The study collected

demographic information about department affiliation, job grade, and service length to analyze the results (Oluka & Shava, 2024).

3.3 Sample Size and Technique

Each device operated through its own distinct sampling method. The research team employed purposive sampling to select interview subjects who functioned as essential participants in HRM changes because this method produced precise information about implementation challenges. The research team applied stratified sampling to collect personnel data from different public service departments and organisational levels. The survey reached out to 200 participants from each nation while conducting 12 to 15 interviews in every country until data saturation occurred.

3.4 Data Analysis

The data analysis process followed two different methods. The researchers used a deductive-inductive approach to perform thematic analysis on the interview transcripts. The research data analysis process revealed new subjects through inductive methods, while the researchers used literature themes to develop codes, which included infrastructure and policy, and workforce preparation and outcomes. The survey results showed digital HRM perception trends through statistical data that included frequency counts, percentage values, and average scores. The research team studied two countries to find out how their adoption rates and employee satisfaction, and perceived results differed from each other. Data triangulation served as the method to verify validity and reliability through survey results and interview findings comparison. The study followed strict ethical guidelines, which required participants to join voluntarily, while all participants signed informed consent documents, and their answers stayed anonymous through protected data storage systems.

IV. RESULTS AND DISCUSSION

The evaluation of survey and interview results shows that Nigeria and the UK experience major distinctions in their public sector human resource management digital transformation speed and scope. The UK participants discussed how businesses adopt e-HRM systems through digital recruitment platforms and AI-powered workforce analysis tools, and self-service employee portals. Multiple individuals stated that these techniques produced increased employee happiness and productivity and enhanced workplace openness. However, despite recent efforts to make things



better, Nigerian respondents still said that there was no infrastructure, processes that did not work, and a slow pace of adoption (Ojogiwa & Nhari, 2024; Nwachukwu, 2018).

The research findings revealed that 78% of UK participants showed satisfaction with online HR systems, yet Nigerian participants showed only 42% agreement with this evaluation. The Nigerian civil service encounters various challenges when adopting digital transformation because it lacks sufficient digital specialists, faces budgetary restrictions and unstable internet access. The UK public sector views digital HRM as an essential part of their complete e-governance system, which aims to enhance public service delivery (Ndebele & Enaifoghe, 2023; Ndraha, 2024).

Thematic analysis of interviews revealed three essential areas of digital change in Human Resource Management: workforce management, recruiting and selection, and accountability. The Nigerian recruitment system depends primarily on manual operations, although it employs digital tools but for limited tasks, unless when it becomes unavoidable. The UK evaluation system differentiates itself from other systems through its digital assessment approach and automated candidate monitoring system (Oluka & Shava, 2024; Obeta & Edwin, 2025). The UK employs predictive analytics to predict workforce requirements and create tailored training programs, yet Nigeria struggles to implement basic HR operations for payroll management (Nazarova & Rudenko, 2023). According to Mujtaba (2023), UK participants state that digital HRM systems help organisations maintain privacy standards and protect data. The Nigerian HRM system operates under constant pressure because it needs to keep accurate data, although digital governance systems seek to improve transparency (Obeta & Edwin, 2025).

The two nations encounter two main issues, which include citizen resistance to change and the need to train human resource professionals for digital competence. The Nigerian delegates emphasized that basic digital literacy training should become available to everyone, while institutions must undergo mental shifts to accept technology-based reforms. The UK participants focused on the difficulties of adapting to emerging technologies and safeguarding personal information. The Nigerian public service employees' experience is comparable to the Indonesians'. It is reported that their concern technological progress and privacy threats

(Nurhasanah & Sinambela, 2022; Schmid & Pscherer, 2021).

The research demonstrates that public sector human resource management encounters digital inequality because Nigeria struggles with basic and structural deployment, yet the UK focuses on improving and refining its systems.

Moreover, the comparative study delivered critical knowledge about digital HRM transformation and its different impacts on multiple national environments. The United Kingdom shows digital transformation as an ideal example because it demonstrates technological progress leading to better core e-government systems and improved HR operational methods. According to Nazarova and Rudenko (2023), their evidence shows that established legal systems together with modern digital systems create the foundation for a successful transition. The adoption process in Nigeria moves at a slow pace because of institutional barriers, financial restrictions, and weak infrastructure systems (Ojogiwa & Nhari, 2024).

The organisational ability to transform digitally functions as a position that helps organisations develop their digital transformation capabilities. The UK HR department functions as a strategic partner that employs technology to enhance operational efficiency and deliver superior services. Ndraha (2024) states that the organisation operates according to global digital workforce management standards. The Nigerian situation demonstrates that structural barriers, which include unstable power distribution, poor ICT systems, internet infrastructures, and extensive government red tape, prevent HRM from functioning as a modernization force (Nwachukwu, 2018; Ndebele & Enaifoghe, 2023).

Nigeria continues to offer various opportunities for investment. The new digital governance trends indicate that human resource management systems now focus on achieving better transparency and stronger responsibility. Digital technologies for payroll and staff verification have started to reduce record duplication and corruption (Obeta & Edwin, 2025). The implementation of automated hiring systems would create merit-based selection processes, which would decrease nepotism, thus fulfilling public sector reform requirements (Oluka & Shava, 2024). The effectiveness of these programme will depend on further investments to improve labor skills and increase digital infrastructure (Nurhasanah & Sinambela, 2022).



The United Kingdom operates with methods that Nigeria could study to improve its own systems. Digital HRM serves as a fundamental element for major e-government initiatives because it demonstrates that organised systems produce superior outcomes than uncoordinated systems. According to Mujtaba (2023), the United Kingdom shows how moral values and privacy protections must evolve with technological development. Digital HRM needs to be flexible because technology is always changing. The United Kingdom shows this through its recent changes (Schmid & Pscherer, 2021).

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

This paper advances a new theoretical perspective by demonstrating that the transformation of digital Human Resource Management (HRM) follows a non-linear trajectory shaped by the interplay of institutional frameworks, cultural dynamics, and infrastructural capacities. The findings reveal that for developing nations such as Nigeria, achieving digital maturity in HRM requires first addressing foundational structural and systemic constraints that impede technological progress. In contrast, advanced economies like the United Kingdom have moved beyond basic adoption toward refining their digital HRM systems to confront emerging ethical, regulatory, and efficiency-related challenges. This contrast underscores the necessity for context-specific approaches rather than universal models of digital transformation. For Nigeria, the path forward lies in developing adaptable, inclusive, and sustainable HRM strategies that align technological innovation with institutional readiness. By prioritizing structural reform, capacity building, and policy coherence, Nigeria can accelerate its transition toward a fully digitalized public sector HRM framework that enhances operational efficiency, transparency, and accountability. Ultimately, this conclusion emphasizes that successful digital transformation in HRM depends not only on technology adoption but on cultivating the socio-institutional foundations that sustain long-term digital resilience and innovation.

Recommendations

The digitalization of HRM in Nigeria is feasible, albeit requiring a continuous, systematic, and deliberate effort. The Nigerian public sector should follow the UK's lead and stop using a

fragmented system in favor of a clear, consistent, and effective HR system that builds trust in the government and improves service performance. Furthermore:

Nigeria should prioritize substantial investment in its digital infrastructure, particularly in improving information and communication technology (ICT) systems. This includes expanding reliable internet connectivity, ensuring stable electricity supply, and developing secure digital platforms that can support complex HRM solutions. A resilient infrastructure is the cornerstone of any successful digital HRM initiative, providing the operational backbone for efficiency, innovation, and service delivery in the public sector.

Continuous capacity building is essential for the effective implementation of digital HRM systems. Public sector employees (civil and public servants) and HR professionals should undergo scheduled regular training to develop proficiency in digital tools, data management, analytics, and cybersecurity. Additionally, ethical competence must be emphasized to ensure responsible data handling and compliance with privacy and protection standards. Investing in digital literacy will empower the workforce to leverage technology effectively, reduce resistance to innovation, and enhance productivity and accountability across public institutions.

To achieve sustainable digital transformation, Nigeria should integrate digital HRM policies into its broader e-government and public sector reform strategies. Drawing lessons from the UK's integrated approach, Nigeria must harmonize various digital initiatives to eliminate duplication, enhance interoperability, and improve coordination among government departments. Establishing a centralized and data-driven workforce planning system would promote collaboration, transparency, and shared responsibility across agencies. Such institutional realignment will not only improve efficiency but also strengthen governance, performance monitoring, and decision-making within the public sector.

To ensure equitable hiring practices, mitigate payroll fraud, and reinforce institutional integrity, Nigeria should prioritize the integration of transparent digital HRM systems across its public sector establishments. Transparency must serve as the foundational principle in the design and implementation of every digital HRM initiative,



supported by clear data governance standards, audit mechanisms, and public reporting frameworks. Such transparency does not only enhance accountability but also fosters trust among employees, stakeholders, and the general public.

While global HRM innovations, such as those employed in the United Kingdom, offer valuable insights, Nigeria must avoid wholesale adoption of foreign models. Instead, it should adapt global best practices to fit its unique socio-economic, cultural, and institutional realities. For instance, whereas the UK effectively utilizes predictive analytics for strategic workforce planning, Nigeria's initial focus should be on consolidating digital recruitment, attendance, and payroll management systems before gradually progressing toward advanced analytical tools. Developing context-sensitive frameworks will promote sustainability, relevance, and long-term institutional capacity building.

Digital transformation in HRM should be viewed as a dynamic and iterative process rather than a finite project. Nigerian public institutions must, therefore, establish flexible regulatory and operational frameworks that can evolve in tandem with technological advancements. This includes regular system reviews, workforce digital literacy training, and policy reforms that accommodate emerging innovations such as artificial intelligence and data-driven decision-making. Sustained adaptation will ensure that Nigeria's public HRM systems remain efficient, resilient, and aligned with global digital governance trends.

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