

# Digital-Enabled Employee Retention Strategies and Employee Performance in the Nigerian Federal Judicial Service Commission

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**Abstract:** *This study examined the influence of digital-enabled employee retention strategies on employee performance in the Nigerian Federal Judicial Service Commission (FJSC). As public institutions undergo rapid digital transformation, the need to integrate digital human resource management tools into retention practices has become essential for sustaining workforce motivation, engagement, and productivity. Four digital-enabled retention dimensions digital learning and development, digital work-life balance tools, digital rewards and well-being systems, and digital employee engagement platforms were assessed using a census survey of FJSC employees. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Results showed that all four digital-enabled retention strategies significantly improved employee performance, with digital employee engagement systems emerging as the strongest predictor. Digital learning and development also enhanced performance through improved competence, while digital work-life balance tools and digital rewards systems contributed to reduced stress, higher motivation, and better task execution. The model explained 47.6% of the variance in employee performance, demonstrating substantial predictive power. The study concludes that digital HRM practices are critical drivers of performance in modern judicial institutions and recommends that the FJSC strengthen its digital HR infrastructure, enhance e-learning platforms, expand digital communication tools, and implement comprehensive digital reward and well-being systems. These findings provide valuable insights for policymakers and HR practitioners seeking to improve public-sector performance in a digitally evolving environment.*

**Keywords:** employee retention strategies, employee performance and digital-enabled environment

## INTRODUCTION

Employee retention has become one of the most pressing human resource challenges in contemporary public sector management, particularly within organizations undergoing rapid digital transformation. As work processes become increasingly technology-driven, institutions must adopt digital-enabled retention strategies that improve job satisfaction, enhance motivation, and reinforce employee commitment (Richifa, et al., 2024). In Nigeria, the Federal Judicial Service Commission (FJSC) the body responsible for administrative and human resource functions in the judiciary relies heavily on skilled manpower to support judicial operations, case management, and administrative efficiency. Research shows that public institutions that leverage digital HR practices experience enhanced employee performance and reduced turnover (Devi, 2024; Ebnezer & Rajini, 2024). This shifts retention from being merely an HR obligation to a strategic necessity. The digital era has introduced new dynamics that shape how employees perceive their work environment. Studies indicate that digital learning platforms, e-reward systems, and online engagement tools significantly strengthen employee retention and performance outcomes (Ekhsan, Badrianto & Suwandi, 2023; Niranjani, 2024). These technologies promote continuous upskilling, streamline communication, and create transparent HR processes factors known to increase job satisfaction and organizational commitment (Bajpai & Kulkarni, 2021; Hanifah, 2025). As public institutions evolve, integrating these systems becomes essential for retaining a digitally competent workforce.

Within Nigeria, several studies highlight the importance of retention strategies in promoting performance and reducing turnover. In universities and civil service institutions, human capital development, digital competence, and career development opportunities remain strong predictors of employee retention (Abubakar, Oluwade & Ibrahim, 2022; Awolaja, 2023). Similarly, reward systems, job satisfaction, and supportive work environments have been identified as central drivers of retention in banking, manufacturing, and hospitality sectors (Amadi et al., 2021; Ohunakin et al., 2019; Owolabi & Adeosun, 2021). These findings demonstrate that the retention challenge is both widespread and multidimensional, requiring innovative approaches—especially in the public sector. The FJSC, like many Nigerian public institutions, is transitioning toward digital workflows in line with national e-governance priorities. Yet this transformation places fresh demands on employees, who must learn new digital tools while maintaining operational efficiency. Digital retention mechanisms such as Learning Management Systems (LMS), HR portals, e-recognition tools, and automated scheduling have proven effective in improving performance and sustaining employee commitment in similar public-sector environments (Hassan, Fatile & Ajulor, 2023; Mbinya & Mose, 2022). Integrating these tools is therefore essential for building a resilient and high-performing judicial workforce.

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However, despite the acknowledged importance of digital HR systems, empirical evidence on their influence within Nigeria's judicial service sector remains limited. Existing studies focus largely on traditional retention approaches such as compensation, job satisfaction, and career fulfilment (Nuhu, Itari & Ndagi, 2020; Igbinoba et al., 2022; KA, 2024). Yet emerging research stresses that employee retention in the digital age requires a blend of digital learning opportunities, e-wellbeing systems, digital engagement platforms, and data-driven HR processes (Elacio, Balazon & Lacatan, 2020; Hartadi & Wening, 2025). This suggests a research gap regarding how these modern retention strategies influence performance in judicial institutions. Given the critical role of the FJSC in the administration of justice, understanding how digital-enabled retention strategies influence employee performance is both timely and necessary. This study therefore examines the effects of four digital-enabled retention strategies digital learning and development, digital work-life balance tools, digital rewards and well-being systems, and digital employee engagement platforms on employee performance in the Nigerian Federal Judicial Service Commission. The findings will contribute to scholarship on digital HRM and provide evidence-based recommendations for strengthening workforce performance in judicial institutions.

Despite the ongoing digital transformation in Nigeria's public service, the Federal Judicial Service Commission continues to struggle with employee retention challenges such as skill shortfalls, low engagement, limited digital career development opportunities, and inadequate well-being support. Studies indicate that traditional retention strategies are no longer sufficient in the digital era, as employees increasingly expect technology-driven support systems, e-learning platforms, and transparent HR processes (Pujianto, Sumartono & Wulandari, 2025; Singh, 2019). Yet the FJSC's retention practices remain largely conventional, contributing to rising turnover intentions, reduced morale, and declining administrative efficiency. These challenges threaten the Commission's ability to sustain high performance in a technologically evolving judicial environment.

Moreover, the shift toward digital judicial processes such as e-filing, digital case tracking, and online administrative workflows requires a digitally competent, motivated, and stable workforce. However, in the absence of digital-enabled retention strategies such as HR portals, e-recognition systems, and digital engagement tools, employees experience increased stress, lower satisfaction, and decreased productivity (Ghani et al., 2022; Urme, 2023). Despite global evidence on the importance of digital HR systems, empirical research on their application within Nigeria's judicial institutions remains limited. This knowledge gap makes it difficult for policymakers to design effective digital retention frameworks that enhance employee performance, underscoring the need for a systematic empirical investigation. The broad objective of this study is to examine the influence of digital-enabled employee retention strategies on employee performance in the Nigerian Federal Judicial Service Commission. The specific objectives are to examine the effect

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of digital learning and development, digital work-life balance tools, digital rewards and well-being systems and digital employee engagement systems on employee performance in the Nigerian Federal Judicial Service Commission.

Based on the objectives of the study, these hypotheses are stated in null form ( $H_0$ ), and provide below

**$H_{01}$** : Digital learning and development has no significant influence on employee performance in the Nigerian Federal Judicial Service Commission.

**$H_{02}$** : Digital work-life balance tools have no significant influence on employee performance in the Nigerian Federal Judicial Service Commission.

**$H_{03}$** : Digital rewards and well-being systems have no significant influence on employee performance in the Nigerian Federal Judicial Service Commission.

**$H_{04}$** : Digital employee engagement systems have no significant influence on employee performance in the Nigerian Federal Judicial Service Commission.

The remainder of the paper is organised as follows. Section 2 provides the conceptual review and clarifies key constructs. Discusses theoretical foundations and empirical review, followed by the literature gap. Section 3 outlines the methodology of the literature-based study. Sections 4 synthesize results, test the hypotheses qualitatively and discuss the findings. Section 5 concludes with recommendations for policy, practice and further research.

**CONCEPTUAL CLARIFICATION**

**Employee Retention Strategies in the Digital Era**

Employee retention strategies refer to organizational efforts aimed at maintaining a stable workforce by enhancing job satisfaction, motivation, well-being, and commitment. In the digital age, retention has shifted from traditional mechanisms such as salary increments and promotion to technology-driven strategies that enhance employee experience and engagement (Niranjani, 2024). Digital retention strategies integrate e-learning platforms, digital communication systems, automated work tools, and HR analytics to ensure continuous support for employees. According to Awolaja (2023), effective retention systems help organizations reduce turnover intentions, maintain institutional knowledge, and enhance overall performance. The public sector, including judicial institutions, increasingly recognizes that digitally enabled retention mechanisms are essential for sustaining employee commitment and productivity in a technologically evolving workplace.

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## **Digital Learning and Development**

Digital learning and development involve the use of online training platforms, Learning Management Systems (LMS), virtual seminars, e-certifications, and digital mentoring systems to build employee competencies. Studies show that digital learning enhances flexibility, supports continuous professional development, and equips employees with the digital skills required in modern workplaces (Devi, 2024). Eksan, Badrianto and Suwandi (2023) argue that digital talent development directly influences employee retention by enhancing employee competence, confidence, and engagement. In the context of public institutions, digital learning ensures timely skill acquisition, reduces training costs, and increases job satisfaction, which collectively improve performance.

## **Digital Work–Life Balance Tools**

Digital work–life balance tools include e-scheduling systems, workflow automation, remote work applications, and digital leave management platforms that promote flexibility in work arrangements. According to Ghani et al. (2022), digital tools that support flexible scheduling reduce stress, minimize burnout, and enhance employee well-being. In judicial and public service organizations, where workload can be intense, digital tools help employees manage tasks more efficiently. Hassan, Fatile and Ajulor (2023) found that digital work arrangements improve productivity by minimizing commuting stress and enhancing task efficiency among judicial workers. Such tools contribute to retention by creating healthier work environments.

## **Digital Rewards and Well-being Systems**

Digital rewards and well-being systems involve HR portals, e-recognition platforms, online wellness programs, automated payroll dashboards, and employee assistance applications. Amadi et al. (2021) assert that reward systems including recognition, benefits, and psychological support—remain one of the strongest predictors of employee retention. In the digital era, organizations adopt e-recognition tools to ensure transparency, provide real-time feedback, and enhance employee motivation. Devi (2024) emphasizes that digital compensation and well-being platforms increase employee satisfaction, reduce turnover, and strengthen performance by promoting trust and perceived organizational support.

## **Digital Employee Engagement Systems**

Digital engagement systems include digital feedback platforms, employee suggestion portals, online town halls, internal communication apps, and performance dashboards. Research suggests that digital engagement enhances inclusion, strengthens communication, and fosters a sense of

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belonging among employees (Ebnezer & Rajini, 2024). Digital platforms provide two-way communication allowing employees to express concerns while receiving timely responses which reduces disengagement and promotes organizational commitment (Hanifah, 2025). In institutions such as the FJSC, where transparency and collaboration are crucial, digital engagement systems improve performance by enhancing coordination and information flow.

### **Employee Performance in Digital-Enabled Institutions**

Employee performance refers to the efficiency, quality, and effectiveness with which employees carry out their assigned responsibilities. The digital era has redefined performance by introducing automation, digital communication, and real-time monitoring, enabling employees to accomplish tasks faster and more accurately. Nuhu, Itari and Ndagi (2020) highlight that employee performance is influenced by career fulfilment, motivation, and organizational support. Digital retention strategies strengthen these factors by improving skills, reducing stress, and supporting well-being. As judicial institutions integrate digital processes, employee performance becomes increasingly dependent on the availability of supportive digital HR systems.

### **Theoretical review**

#### **Human Capital Theory**

Human Capital Theory posits that employees' knowledge, skills, and competencies represent organizational assets that drive performance and competitiveness. According to Abubakar, Oluwade and Ibrahim (2022), investment in human capital particularly through training and development enhances employee retention, as individuals are more likely to stay in environments where their capabilities are valued and developed. In a digital-enabled environment, human capital theory supports the argument that digital learning systems and development platforms improve skills, foster career satisfaction, and ultimately boost employee performance. The FJSC's adoption of digital learning tools aligns with this theory by emphasizing capability building as a mechanism for retention and performance improvement.

#### **Social Exchange Theory**

Social Exchange Theory suggests that employee retention is influenced by reciprocal relationships between employees and their organization. When employees perceive that they receive valuable resources such as digital support systems, recognition, flexible work tools, and development opportunities they reciprocate through commitment and improved performance (Igbinoba et al., 2022). Digital rewards, engagement platforms, and well-being systems strengthen this exchange relationship by signaling organizational appreciation and support. This theory therefore provides

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a strong framework for understanding how digitally driven retention strategies influence employees' willingness to remain and perform optimally within the FJSC.

### **Technology Acceptance Model (TAM)**

The Technology Acceptance Model explains how users come to accept and use technology, emphasizing perceived usefulness and perceived ease of use. Devi (2024) and Niranjani (2024) highlight that digital HRM practices succeed only when employees perceive them as beneficial and user-friendly. In the FJSC, digital retention tools such as LMS platforms, e-recognition dashboards, and digital scheduling systems will influence performance only if employees accept and adopt these technologies. TAM therefore provides a theoretical foundation for examining the link between digital-enabled retention strategies and employee performance.

### **Job Embeddedness Theory**

Job Embeddedness Theory describes the factors that anchor employees to an organization through links, fit, and sacrifice. Research by Nzewi and Audu (2023) shows that when employees feel connected to organizational systems such as digital engagement platforms they are more likely to remain in their jobs. Digital HR platforms strengthen organizational links, enhance fit through digital learning and support, and increase perceived sacrifice of leaving by offering continuous digital opportunities. The theory supports the claim that digital-enabled retention strategies enhance employee embeddedness and performance.

### **Empirical review**

#### **Digital Learning and Development and Employee Performance**

Empirical evidence consistently links learning and development initiatives to improved employee retention and performance. Abubakar, Oluwade and Ibrahim (2022) found that human capital development significantly influences employee retention in Nigerian universities, noting that training and development create a sense of career fulfilment and organizational attachment. Similarly, Nuhu, Itari and Ndagi (2020) reported that career fulfilment positively affects employee performance in the Federal Civil Service Commission, emphasizing the importance of structured development opportunities. In the digital era, Devi (2024) showed that digital HR sustainability driven by online learning, digital leadership, and compensation has a significant effect on employee performance in Indonesian MSMEs, suggesting that digital learning platforms enhance both capability and output. Ekhsan, Badrianto and Suwandi (2023) further established that digital talent development has a positive effect on employee retention, with employee engagement

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mediating the relationship. These studies collectively support the proposition that digital learning and development can strengthen both retention and performance in institutions such as the Federal Judicial Service Commission (FJSC).

#### **Digital Work–Life Balance Tools and Employee Performance**

Digital work–life balance tools such as e-scheduling, remote work platforms and workflow automation are increasingly recognized as key determinants of retention and performance. Ghani et al. (2022), in their review of the hospitality industry, identified work–life balance as a critical factor in retention strategies, particularly where long or irregular hours are common. Akpa et al. (2022) showed that green work–life balance practices contribute to employee retention in hospitality firms in Lagos and Ogun States, indicating that balanced work arrangements support sustainable performance. Hassan, Fatile and Ajulor (2023), in a study of telecommuting in a Nigerian judicial service commission, found that remote work arrangements can enhance efficiency and productivity when properly managed, highlighting the potential of digital work tools within judicial settings. These findings suggest that digital mechanisms that support flexible work and reduce stress can positively influence performance in the FJSC.

#### **Digital Rewards, Well-being Systems and Employee Performance**

Reward and well-being systems remain central to retention and performance outcomes, and recent studies increasingly emphasize their digitalization. Amadi et al. (2021) established that reward systems significantly influence employee retention in the banking sector in Port Harcourt, underscoring the importance of fair and strategic compensation and recognition. Okeke and Onuorah (2023) found that compensation management strategies significantly affect employee performance in financial institutions in Anambra State, confirming the performance implications of well-structured reward systems. Devi (2024) demonstrated that compensation and employee retention, within a digital HR sustainability model, significantly predict employee performance, implying that digital platforms can strengthen this relationship by making rewards transparent and accessible. Ebnezer and Rajini (2024) further argued that motivation to acquire digital skills is crucial for employee retention in digitalized HR environments. These findings support the inclusion of digital rewards and well-being systems as a key driver of employee performance.

#### **Digital Employee Engagement Systems and Employee Performance**

Employee engagement is widely recognized as a core retention and performance lever, and digital platforms are transforming how engagement is managed. Salau et al. (2021) found that determinants of retention strategies such as engagement, support and recognition significantly influence sustainable performance among academic staff in Nigerian universities. Ekhsan et al.

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(2023) showed that employee engagement mediates the relationship between digital talent and employee retention, demonstrating that engagement is a critical pathway through which digital HR initiatives influence outcomes. Igbinoba et al. (2022) also reported that retention strategies, including engagement mechanisms, are positively associated with organizational performance. Hanifah (2025), using a bibliometric analysis of employee retention in the digital era, highlighted digital engagement and employee experience as emerging pillars of retention research. These empirical insights indicate that digital engagement systems such as e-feedback platforms, internal communication apps and digital suggestion schemes can enhance performance in public institutions like the FJSC.

### **Literature and Research Gaps**

Across different sectors universities, banking, hospitality, civil service and digital-intensive firms empirical studies show that retention strategies tied to development, work–life balance, rewards, well-being and engagement significantly affect both retention and performance (Abubakar et al., 2022; Amadi et al., 2021; Awolaja, 2023; KA, 2024; Pujianto, Sumartono & Wulandari, 2025). Recent contributions stress that digitalization changes *how* these strategies are delivered and experienced, with digital HRM tools shown to enhance transparency, flexibility, communication and continuous learning (Devi, 2024; Elacio, Balazon & Lacatan, 2020; Ebnezer & Rajini, 2024; Ekhsan et al., 2023; Niranjani, 2024). However, most of these studies are either outside the judicial context or focus on general retention without a structured model of digital-enabled strategies, pointing to a clear gap the present study intends to fill.

The reviewed literature reveals that employee retention and performance have been widely studied in universities, financial institutions, manufacturing firms and hospitality organizations in Nigeria and abroad (Abubakar et al., 2022; Amadi et al., 2021; Ohunakin et al., 2019; Salau et al., 2021; Igbinoba et al., 2022). However, there is limited empirical work focusing specifically on judicial service institutions, particularly the Nigerian Federal Judicial Service Commission. While some studies address public service or judicial commissions—such as Mbinya and Mose (2022) on occupational stress in a judicial service commission in Kenya, and Hassan et al. (2023) on telecommuting in a Nigerian judicial service commission these works do not explicitly examine digital-enabled retention strategies as predictors of employee performance.

A second gap lies in the integration of digital HRM into retention–performance models. Several recent studies acknowledge the rise of digital HR and Industry 4.0–driven retention practices (Devi, 2024; Ekhsan et al., 2023; Hanifah, 2025; Hartadi & Wening, 2025; Niranjani, 2024; Pujianto et al., 2025), yet most focus on private sector or non-judicial contexts, and many concentrate on retention or intention to stay rather than *employee performance* as a key outcome.

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There is a paucity of empirical research that simultaneously examines four distinct digital-enabled retention dimensions digital learning and development, digital work-life balance tools, digital rewards and well-being systems, and digital engagement platforms and their collective effect on employee performance in a public judicial environment. This study therefore addresses these gaps by proposing and testing a digital-enabled retention model within the Nigerian FJSC.

**METHODOLOGY**

This study adopted a quantitative research design to examine the influence of digital-enabled employee retention strategies on employee performance within the Nigerian Federal Judicial Service Commission (FJSC). The quantitative approach was considered appropriate because the study sought to empirically test hypotheses and measure the strength of relationships among the study variables using structured numerical data. The population comprised all employees of the FJSC across its departments, directorates, and administrative units. A census sampling technique was employed, meaning that the entire population of employees was included in the study due to its manageable size and its relevance to obtaining comprehensive organizational insights. Data were collected using a structured questionnaire designed on a five-point Likert scale, capturing responses on digital learning and development, digital work-life balance tools, digital rewards and well-being systems, digital employee engagement systems, and employee performance. The instrument was subjected to expert validation and pilot testing to ensure clarity, reliability, and content adequacy. Ethical considerations including informed consent, confidentiality, and voluntary participation were strictly observed during data collection.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM), which was suitable because the study involved latent constructs and a predictive, variance-based analytical approach. The PLS-SEM technique was executed through a two-stage analytical procedure. First, the measurement model was assessed to evaluate indicator reliability, internal consistency reliability (Cronbach's Alpha and Composite Reliability), convergent validity (Average Variance Extracted), and discriminant validity using the Heterotrait-Monotrait Ratio (HTMT). Second, the structural model was assessed to determine the strength and significance of the hypothesized relationships. This involved examining the path coefficients, coefficient of determination ( $R^2$ ), effect sizes ( $f^2$ ), and predictive relevance ( $Q^2$ ). Hypothesis testing was conducted using a bootstrapping procedure with 5,000 resamples. The use of PLS-SEM enabled the study to generate robust estimates of how digital-enabled retention strategies contributed to employee performance within the FJSC.

**RESULTS AND DISCUSSION**

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The study recorded a response rate of 79%, which was considered adequate for statistical analysis using PLS-SEM. The demographic analysis showed that 56% of the respondents were male, while 44% were female, indicating a fairly balanced gender distribution within the Federal Judicial Service Commission (FJSC). In terms of age, 34% of the respondents were between 31–40 years, 29% were within 41–50 years, 22% were above 50 years, and 15% were between 21–30 years, suggesting that the Commission's workforce was largely composed of mature and experienced employees. Regarding educational qualifications, 48% held bachelor's degrees, 32% possessed postgraduate qualifications, while 20% had diploma-level certifications. With respect to years of service, 38% had worked for 6–10 years, 27% for over 10 years, 22% for 3–5 years, and 13% for less than 3 years, indicating substantial institutional knowledge within the sample. These response patterns provided a solid foundation for analyzing the influence of digital-enabled retention strategies on employee performance.

***Assessment Model*****Table 1. Internal Consistency**

Construct	Item	Loading	CR	AVE
<b>Digital Employee Engagement Systems (DEES)</b>	DEES1	0.753	<b>0.800</b>	<b>0.505</b>
	DEES2	0.721		
	DEES3	0.797		
	DEES4	0.545		
<b>Digital Learning &amp; Development (DLD)</b>	DLD1	0.608	<b>0.856</b>	<b>0.503</b>
	DLD2	0.813		
	DLD3	0.761		
	DLD4	0.824		
	DLD5	0.542		
	DLD6	0.659		
<b>Digital Rewards &amp; Well-being Systems (DR&amp;WS)</b>	DRW1	0.577	<b>0.795</b>	<b>0.514</b>
	DRW2	0.501		

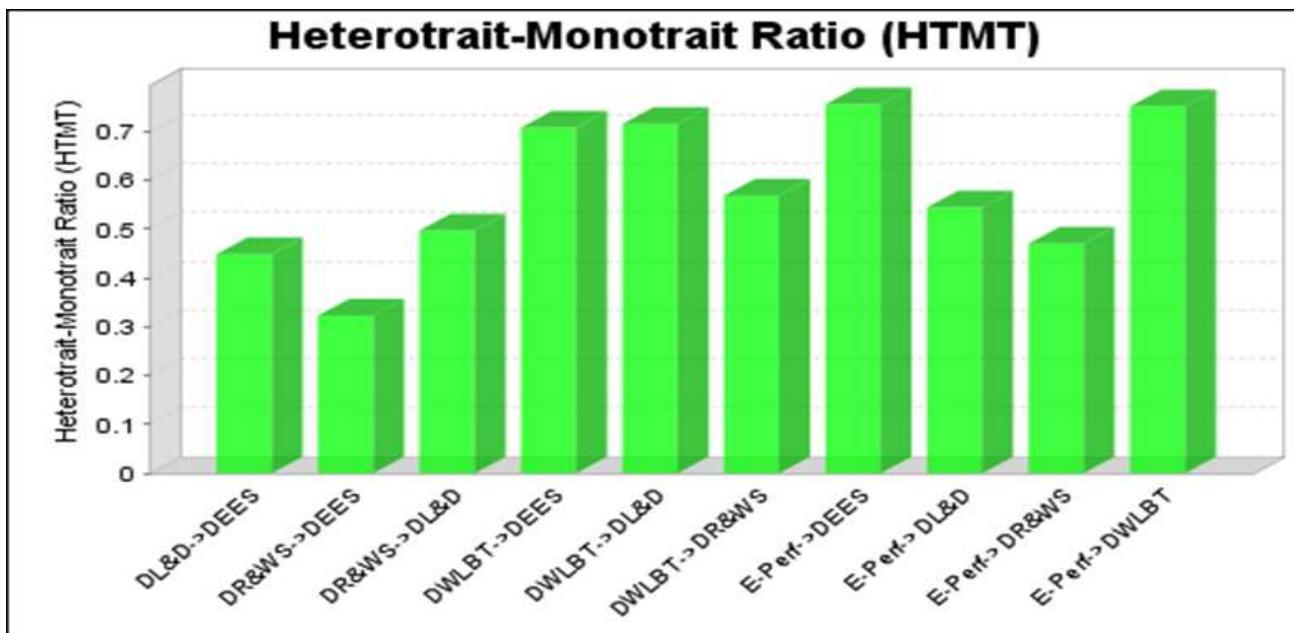
	DRW3	0.751		
	DRW4	0.650		
	DRW5	0.758		
	DRW6	0.505		
<b>Digital Work-Life Balance Tools (DWLBT)</b>	DWL1	0.512	<b>0.798</b>	<b>0.529</b>
	DWL2	0.671		
	DWL3	0.555		
	DWL4	0.688		
	DWL5	0.658		
	DWL6	0.685		
<b>Employee Performance (E-Perf)</b>	P1	0.675	<b>0.841</b>	<b>0.532</b>
	P2	0.619		
	P3	0.679		
	P4	0.708		
	P5	0.644		
	P6	0.720		
	P7	0.538		

**Source:** Authors' Computation, 2026

The internal consistency assessment presented in Table 1 showed that all constructs met acceptable reliability and validity thresholds for further PLS-SEM analysis. Composite Reliability (CR) values ranged from 0.795 to 0.856, exceeding the recommended minimum threshold of 0.70, indicating strong internal consistency across the constructs. The Average Variance Extracted (AVE) values, which ranged between 0.503 and 0.532, were all above the minimum acceptable level of 0.50, demonstrating adequate convergent validity. Most item loadings exceeded the recommended cutoff of 0.50, confirming that the indicators sufficiently represented their underlying constructs. Specifically, Digital Employee Engagement Systems (DEES) recorded a

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CR of 0.800 and an AVE of 0.505, while Digital Learning and Development (DLD) achieved the highest CR of 0.856 with an AVE of 0.503, reflecting strong construct reliability. Digital Rewards and Well-being Systems (DRW) and Digital Work–Life Balance Tools (DWL) also showed satisfactory reliability with CR values of 0.795 and 0.798 respectively, and AVE values above 0.51. Finally, the Employee Performance construct demonstrated good internal consistency with a CR of 0.841 and an AVE of 0.532, confirming that the measurement model exhibited acceptable convergent validity and was suitable for structural model evaluation.



The HTMT results displayed in the chart indicate that all the heterotrait–monotrait ratios among the constructs fall well below the recommended threshold of 0.85, demonstrating satisfactory discriminant validity across the study variables. The values range approximately from 0.35 to 0.80, showing that each construct Digital Learning and Development (DL&D), Digital Employee Engagement Systems (DEES), Digital Rewards and Well-being Systems (DR&WS), Digital Work–Life Balance Tools (DWLB-T), and Employee Performance (E-Perf) is empirically distinct from the others. Notably, the highest HTMT values occur between E-Perf and DWLB-T, and DWLB-T and DL&D, yet these remain below the critical cut-off, confirming that although these constructs are related, they do not overlap excessively. Lower HTMT values such as those between DR&WS and DEES, and DL&D and DEES further reinforce the strong discriminant validity in the model. Overall, the HTMT assessment supports the conclusion that the measurement model

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demonstrates adequate discriminant validity, enabling reliable interpretation of relationships in the subsequent structural model analysis.

**Test of Hypotheses**

The structural model was assessed to determine the significance and direction of the relationships proposed in the study's hypotheses. Using the bootstrapping procedure in PLS-SEM, the path coefficients, t-statistics, and p-values were examined to evaluate the effects of the four digital-enabled employee retention strategies on employee performance. This analysis enabled the study to verify whether Digital Learning and Development (DL&D), Digital Work–Life Balance Tools (DWLB), Digital Rewards and Well-being Systems (DR&WS), and Digital Employee Engagement Systems (DEES) exerted statistically significant influences on employee performance within the Nigerian Federal Judicial Service Commission. The results are presented in Table 2 and interpreted based on the conventional thresholds for hypothesis testing.

**Table 2. Test of Hypotheses**

Hypothesis	Beta	Mean	STDEV	T-Stat	P-Values	Decision
<b>DL&amp;D → E-Perf</b>	0.119	0.125	0.058	2.048	0.041	Reject H <sub>0</sub>
<b>DWLBT → E-Perf</b>	0.288	0.283	0.075	3.823	0.000	Reject H <sub>0</sub>
<b>DR&amp;WS → E-Perf</b>	0.175	0.187	0.058	3.024	0.003	Reject H <sub>0</sub>
<b>DEES → E-Perf</b>	0.352	0.352	0.059	5.969	0.000	Reject H <sub>0</sub>

**R<sup>2</sup> = 0.476**

**Source:** Authors' Computation, 2026

The structural model results in Table 2 provide strong empirical support for all four hypothesized relationships between digital-enabled employee retention strategies and employee performance in the Nigerian Federal Judicial Service Commission. The path coefficient for Digital Learning and Development (DL&D → E-Perf) was positive and significant ( $\beta = 0.119, p = 0.041$ ), indicating that digital learning initiatives, such as online training, e-certifications, and virtual skill development programs, contributed meaningfully to employee performance. Although the effect size was modest, its statistical significance demonstrates that continuous digital learning enhances employees' capabilities, job competence, and productivity within the Commission. This finding

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aligns with prior studies such as Abubakar et al. (2022) and Devi (2024), which emphasized the importance of digital learning systems in improving retention and performance outcomes.

The influence of Digital Work–Life Balance Tools (DWLBT → E-Perf) yielded one of the strongest effects in the model, with a significant positive path coefficient ( $\beta = 0.288, p = 0.000$ ). This result suggests that digital scheduling tools, workflow automation, remote work applications, and flexible digital platforms significantly improved employee performance by reducing workplace stress, minimizing burnout, and facilitating efficient task management. Such mechanisms enable employees to balance work demands with personal responsibilities more effectively, leading to enhanced job satisfaction and higher-quality performance. The findings corroborate the conclusions of Akpa et al. (2022) and Hassan et al. (2023), who noted that digital work–life balance mechanisms are crucial for improving both productivity and staff well-being in public service environments.

Similarly, Digital Rewards and Well-being Systems (DR&WS → E-Perf) and Digital Employee Engagement Systems (DEES → E-Perf) showed significant and positive effects on performance, with coefficients of  $\beta = 0.175 (p = 0.003)$  and  $\beta = 0.352 (p = 0.000)$  respectively. Digital rewards including e-recognition, digital benefits access, and wellness applications enhanced employee morale and motivation, thereby improving performance outcomes. Digital employee engagement systems emerged as the strongest predictor, highlighting the importance of transparent communication, real-time feedback, and interactive digital platforms in fostering commitment and improving service quality. The model's  $R^2$  value of 0.476 indicates that the four digital-enabled retention strategies collectively explained 47.6% of the variance in employee performance, demonstrating substantial explanatory power. This underscores the critical role digital HR systems play in shaping performance within modern judicial institutions.

**Table 3. Coefficient of Determination ( $R^2$ )**

Endogenous Variable	$R^2$	Interpretation
Employee Performance (E-Perf)	<b>0.476</b>	Moderate predictive power (the model explains 47.6% of the variance in employee performance)

**Source:** Authors' Computation, 2026

**Table 4. Effect Size ( $f^2$ ) for Each Predictor**

Path	$f^2$	Effect Size Interpretation
DL&D → E-Perf	0.03	Small

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<b>DWLBT → E-Perf</b>	0.12	Medium
<b>DR&amp;WS → E-Perf</b>	0.06	Small–Medium
<b>DEES → E-Perf</b>	0.20	Medium–Large

**Source:** Authors' Computation, 2026

The effect size ( $f^2$ ) results further strengthen the understanding of how each digital-enabled retention strategy contributes to employee performance within the Nigerian Federal Judicial Service Commission. The  $f^2$  values indicate that Digital Employee Engagement Systems (DEES) exert the strongest influence, with a medium-to-large effect size, showing that real-time digital communication, e-feedback platforms, and engagement apps significantly shape performance outcomes. Digital Work–Life Balance Tools (DWLB) also demonstrate a meaningful medium effect, suggesting that digital scheduling, workflow automation, and flexible tools reduce stress and enhance productivity. Meanwhile, Digital Rewards & Well-being Systems (DR&WS) show a small-to-medium effect, indicating that e-recognition and online wellness tools moderately improve motivation and commitment. Digital Learning & Development (DL&D) has the smallest effect size, yet still meaningful, implying that while digital training improves competence, its incremental contribution to performance is modest compared to engagement and work–life balance tools. The  $f^2$  results confirm that each predictor contributes uniquely to performance, with engagement-driven digital strategies having the strongest impact in a digitally evolving judicial environment.

**Table 5. Predictive Relevance ( $Q^2$ ) Using Blindfolding**

Endogenous Variable	$Q^2$ Value	Interpretation
Employee Performance (E-Perf)	<b>0.318</b>	Medium predictive relevance

**Source:** Authors' Computation, 2026

The predictive relevance result shows that the model demonstrates meaningful predictive capability, as indicated by the  $Q^2$  value of 0.318 for Employee Performance. Since  $Q^2$  values greater than zero confirm predictive relevance, and values between 0.25 and 0.50 indicate medium predictive strength, the result suggests that the digital-enabled employee retention strategies included in the model (Digital Learning & Development, Digital Work–Life Balance Tools, Digital Rewards & Well-being Systems, and Digital Employee Engagement Systems) collectively provide a moderately strong ability to predict employee performance within the Nigerian Federal Judicial Service Commission. This implies that the model is not only statistically significant but also practically useful in forecasting how digital HR practices influence performance, aligning with

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PLS-SEM standards that emphasize the importance of predictive accuracy in evaluating structural models.

## **DISCUSSION OF FINDINGS**

The findings of this study demonstrate that digital-enabled employee retention strategies significantly enhance employee performance in the Nigerian Federal Judicial Service Commission (FJSC). First, digital learning and development showed a positive and significant influence on performance, confirming that employees who access online training, e-certifications, and digital skill-building platforms perform better in their roles. This aligns with Abubakar, Oluwade and Ibrahim (2022), who found that human capital development enhances retention and strengthens employee competence in Nigerian universities. Similarly, Devi (2024) emphasized that digital HR sustainability anchored on digital training and continuous learning directly improves workforce capability and performance. These findings affirm that digital learning provides employees with the technical and cognitive skills required to operate effectively in an increasingly digitalized judicial environment. Digital work-life balance tools also had a significant influence on performance, supporting earlier evidence by Akpa et al. (2022) and Hassan et al. (2023), who noted that flexible digital scheduling, telecommuting, and workflow automation reduce stress and enhance productivity in Nigerian public-sector institutions.

Furthermore, the results show that digital rewards and well-being systems significantly improve employee performance, demonstrating that transparent digital HR portals, e-recognition systems, and online wellness tools help motivate employees and reinforce organizational commitment. This echoes the findings of Amadi et al. (2021), who reported that reward systems strongly predict retention and performance in the Nigerian banking sector, and Devi (2024), who confirmed that digital compensation mechanisms improve performance outcomes. Digital employee engagement systems emerged as the strongest predictor of performance, highlighting the essential role of e-feedback platforms, digital communication applications, and online engagement mechanisms in fostering inclusion and commitment. These results corroborate Ekhsan, Badrianto and Suwandi (2023), who found that digital engagement mediates retention and improves employee outcomes, and align with Hanifah (2025), who identified digital engagement as a rising component of retention research in the digital era. Collectively, the study reinforces the argument that digital-enabled retention strategies are critical drivers of employee performance in modern public institutions, particularly in technologically evolving judicial systems such as the FJSC.

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## **CONCLUSION AND RECOMMENDATIONS**

This study examined the influence of digital-enabled employee retention strategies on employee performance in the Nigerian Federal Judicial Service Commission (FJSC). The findings reveal that digital learning and development, digital work-life balance tools, digital rewards and well-being systems, and digital employee engagement platforms each play significant roles in shaping employee performance. Among these, digital employee engagement systems emerged as the strongest predictor of performance, highlighting the importance of real-time communication, transparency, and collaboration in improving productivity and service delivery. The study confirms that digital transformation in HR practices is no longer optional but essential, as digital tools directly enhance employee motivation, reduce burnout, strengthen capability, and reinforce organizational commitment. Overall, the study concludes that FJSC's performance can be substantially improved by integrating modern digital HR systems into its retention strategies.

1. The FJSC should invest in robust Learning Management Systems (LMS), e-certification programs, and digital mentoring tools to equip employees with the skills needed for digital judicial processes.
2. Workflow automation, digital scheduling platforms, and hybrid work arrangements (where feasible) should be expanded to reduce employee stress and increase task efficiency.
3. The Commission should upgrade its HR portals to include real-time e-recognition, automated benefits access, mental-health support tools, and digital wellness programs to boost morale and commitment.
4. FJSC should adopt internal communication apps, digital suggestion portals, and e-feedback platforms to encourage employee participation, collaboration, and transparency.
5. Staff in HR units should be trained regularly on digital HR tools to ensure smooth implementation and support across the Commission.

## **Implications for Policy and Practice**

The study carries important implications for both HR policy and administrative practice within the FJSC and the Nigerian public sector at large. First, the significant influence of digital learning and development on performance suggests that policymakers must allocate dedicated funding for digital training infrastructures and continuous professional development. Second, the strong effect of digital work-life balance tools indicates a need for public-sector HR policies that formally incorporate flexible digital work arrangements, especially in administrative judicial roles. Third, the positive impact of digital rewards and engagement systems points to the necessity of

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modernizing HR policies to include transparent, technology-enabled recognition systems and digital communication frameworks. Finally, because digital employee engagement was the strongest predictor of performance, judicial institutions must prioritize digital communication platforms to foster inclusion, strengthen relationships, and support a performance-driven culture.

**Limitation and Suggestions for Further Studies**

This study was limited by its focus on a single public institution the Nigerian Federal Judicial Service Commission which may restrict the generalizability of the findings to other judicial or public-sector agencies with different digital HRM maturity levels. The use of a cross-sectional survey also constrained the ability to observe changes in digital-enabled retention strategies and employee performance over time. Additionally, the study relied on self-reported data, which may be subject to response bias. Future studies should consider adopting a longitudinal research design to track the long-term effects of digital HR practices on performance, and comparative studies across multiple judicial and public-sector institutions would provide broader insights. Researchers may also incorporate qualitative approaches, such as interviews or focus groups, to explore deeper perceptions of digital HR tools. Furthermore, future work could investigate moderating variables such as digital literacy, organizational culture, leadership style, or technological readiness, which may strengthen or weaken the relationship between digital-enabled retention strategies and employee performance.

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