

Exploring the role of digital governance in enhancing transparency and accountability in human resource management practices in Nigerian organizations

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ABSTRACT

In the wake of escalating demands for transparency and accountability in public sector organizations, digital governance has emerged as a game-changing phenomenon. This groundbreaking study delves into the uncharted territory of digital governance in Nigerian public organizations, revealing its profound impact on enhancing transparency and accountability in Human Resource Management (HRM) practices. This paper uncovers the intricate dynamics between digital governance, transparency, and accountability, exposing the fault lines of traditional HRM practices. The data for this study were collected from secondary sources from related literature on the subject matter. The findings of this study are nothing short of revolutionary, revealing that digital governance can be a powerful catalyst for transforming HRM practices, promoting a culture of transparency, and fostering accountability in Nigerian public organizations. The paper recommends among others that Nigerian public organizations should invest in digital technologies to enhance transparency and accountability in HRM practices. The paper thus, concludes by unequivocally demonstrating that digital governance has the potential to revolutionize HRM practices in Nigerian public organizations by promoting transparency, accountability, and efficiency.

Keywords:

Digital Governance, Transparency, Accountability, Human Resource Management (HRM), Nigerian Public Organizations

Article History:

Received: 10 Jan 2025

Accepted: 30 Feb 2025

Available Online: 25 Mar 2025



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1. INTRODUCTION

The advent of digital technology has transformed the way Nigerian organizations operate, and Human Resource Management (HRM) is no exception. Digital governance, in particular, has emerged as a critical factor in enhancing transparency and accountability in HRM practices. Digital governance refers to the use of digital technologies to support good governance practices, such as transparency, accountability, and participation (Bannister & Connolly, 2014). In the context of HRM, digital governance involves the use of digital tools and platforms to manage HR-related data, processes, and interactions. Recent studies have highlighted the importance of digital governance in enhancing transparency and accountability in HRM practices in Nigerian organizations. For instance, a study by Van de Walle et al. (2019) found that digital governance can improve transparency in HRM practices by providing real-time access to HR-related data and information. Similarly, a study by Kim et al. (2020) found that digital governance can enhance accountability in HRM practices by enabling the tracking and monitoring of HR-related transactions and decisions. One of the key benefits of digital governance in HRM is that it enables the automation of HR-related processes, such as recruitment, performance management, and benefits administration. This automation can help reduce errors, increase efficiency, and enhance transparency (Kumar et al., 2019). For example, digital recruitment platforms can provide real-time updates on the status of job applications, enabling applicants to track the progress of their applications. Digital governance can also enhance accountability in HRM practices by enabling the tracking and monitoring of HR-related transactions and decisions. For instance, digital performance management systems can provide real-time feedback and evaluation of employee performance, enabling managers to make informed decisions about employee development and promotion (DeNisi & Pritchard, 2006).

Moreover, digital governance can facilitate greater participation and engagement in HRM practices. For example, digital platforms can enable employees to provide feedback and suggestions on HR-related policies and practices, enabling organizations to make more informed decisions (Mishra et al., 2019). A study by Aryee et al. (2016) found that digital platforms can enhance employee engagement and participation in HRM

practices, leading to improved organizational outcomes. Recent studies have highlighted the importance of digital governance in enhancing transparency and accountability in HRM practices. For instance, a study by Teo et al. (2019) found that digital governance can improve transparency in HRM practices by providing real-time access to HR-related data and information. Digital governance can also enhance accountability in HRM practices by enabling the tracking and monitoring of HR-related transactions and decisions. For example, digital performance management systems can provide real-time feedback and evaluation of employee performance, enabling managers to make informed decisions about employee development and promotion. More so, digital governance can facilitate greater participation and engagement in HRM practices. For example, digital platforms can enable employees to provide feedback and suggestions on HR-related policies and practices, enabling organizations to make more informed decisions. The use of digital governance in HRM practices is becoming increasingly widespread. A study by Bersin et al. (2019) found that over 70% of organizations are using digital technologies to support HRM practices.

Furthermore, the concept of digital governance in Human Resource Management (HRM) practices in Nigerian organizations has gained significant attention in recent years. One of the key aspects of digital governance is the use of blockchain technology to enhance transparency and accountability in HRM practices. Blockchain technology allows for the creation of a decentralized, digital ledger that can be used to store and manage HR-related data. This can include data related to employee contracts, benefits, and performance management. The use of blockchain technology in HRM practices can provide a number of benefits, including increased transparency and accountability. For example, blockchain technology can be used to create a decentralized, digital ledger that can be used to store and manage employee contracts. This can help to ensure that all parties involved in the contract have access to the same information, and that any changes to the contract are recorded and tracked. This can help to increase transparency and accountability, and can also help to reduce the risk of disputes and errors. Another key aspect of digital governance in HRM practices is the use of artificial intelligence (AI) to enhance decision-making. AI can be used to analyze large amounts of HR-related data, and to provide insights and recommendations to support

decision-making. For example, AI can be used to analyze data related to employee performance, and to provide recommendations for training and development programs. This can help to ensure that employees receive the training and development they need to perform their jobs effectively, and can also help to reduce the risk of errors and biases in decision-making.

The use of AI in HRM practices can also help to enhance transparency and accountability. For example, AI can be used to analyze data related to employee contracts, and to provide insights and recommendations to support decision-making. This can help to ensure that all parties involved in the contract have access to the same information, and that any changes to the contract are recorded and tracked. This can help to increase transparency and accountability, and can also help to reduce the risk of disputes and errors. In addition to the use of blockchain technology and AI, digital governance in HRM practices can also involve the use of other digital tools and platforms. For example, digital platforms can be used to support communication and collaboration between employees, and to provide access to HR-related information and services. This can help to enhance transparency and accountability, and can also help to improve employee engagement and productivity. The use of digital governance in HRM practices can also help to support diversity, equity, and inclusion (DEI) initiatives. For example, digital platforms can be used to provide training and development programs that support DEI initiatives, and to track and analyze data related to DEI outcomes. This can help to ensure that DEI initiatives are effective and sustainable, and can also help to reduce the risk of biases and errors in decision-making. Digital governance in HRM practices involves the use of digital tools and platforms to support transparency, accountability, and decision-making. This can include the use of blockchain technology, AI, and other digital tools and platforms. The use of digital governance in HRM practices can provide a number of benefits, including increased transparency and accountability, improved decision-making, and enhanced support for DEI initiatives. As the use of digital governance in HRM practices continues to evolve, it is likely that we will see new and innovative applications of digital tools and platforms to support HRM practices.

1.1 Statement of problem

The role of digital governance in enhancing transparency and accountability in Human Resource Management (HRM) practices is a complex and multifaceted issue. One of the key challenges in this area is the need for significant investment in digital infrastructure, including hardware, software, and training (Bharadwaj & Saxena, 2020). This can be a major barrier for many organizations, particularly those in the public sector or in developing countries. Another challenge is the need for organizations to develop clear policies and procedures for the use of digital technologies in HRM practices (Teo et al., 2019). This includes developing robust data protection policies and procedures to ensure that HR-related data is collected, stored, and analyzed in a secure and confidential manner. The use of digital technologies in HRM practices also raises concerns about data privacy and security (Stone et al., 2015). HR-related data is highly sensitive and personal, and organizations must ensure that they have the necessary safeguards in place to protect this data. Furthermore, the use of digital technologies in HRM practices can also exacerbate existing power dynamics and inequalities (Mishra et al., 2019). For example, digital technologies can be used to monitor and control employee behavior, which can be particularly problematic for marginalized or vulnerable groups. The use of digital technologies in HRM practices can also create new challenges for employee engagement and participation (Aryee et al., 2016). For example, digital technologies can be used to automate many HR-related tasks, which can lead to feelings of disconnection and isolation among employees. The use of digital technologies in HRM practices also requires significant changes to organizational culture and practices (Bersin et al., 2019). This can be a major challenge for many organizations, particularly those with entrenched bureaucratic cultures.

Moreover, the use of digital technologies in HRM practices can also create new challenges for HR professionals (Lawler, 2009). For example, HR professionals must develop new skills and competencies to effectively manage and analyze HR-related data. The use of digital technologies in HRM practices also raises concerns about bias and discrimination (Dastin, 2018). For example, digital technologies can be used to screen and select job applicants, which can lead to biases and discrimination against certain groups. Furthermore, the use of digital technologies in HRM practices can also create new challenges for organizational accountability and transparency (Cascio & Boudreau, 2016). For example, digital technologies can be used to obscure or manipulate HR-related data, which can undermine accountability and transparency. The use of digital technologies in HRM practices can also exacerbate existing issues of inequality and injustice (Kumar et al., 2019). For example, digital technologies can be used to perpetuate biases and discrimination against certain groups. The use of digital technologies in HRM practices also

requires significant investment in employee training and development (DeNisi & Pritchard, 2006). This can be a major challenge for many organizations, particularly those with limited resources.

Moreover, the use of digital technologies in HRM practices can also create new challenges for organizational change and innovation (Bharadwaj & Saxena, 2020). For example, digital technologies can be used to resist or undermine organizational change and innovation. The use of digital technologies in HRM practices also raises concerns about the digital divide and unequal access to technology (Mishra et al., 2019). For example, some employees may not have access to digital technologies or may not have the necessary skills and competencies to effectively use these technologies. Furthermore, the use of digital technologies in HRM practices can also create new challenges for employee well-being and mental health (Aryee et al., 2016). For example, digital technologies can be used to monitor and control employee behavior, which can lead to feelings of stress and anxiety. The use of digital technologies in HRM practices can also exacerbate existing issues of burnout and exhaustion (Kumar et al., 2019). For example, digital technologies can be used to increase employee workload and responsibilities, which can lead to burnout and exhaustion. The use of digital technologies in HRM practices also requires significant changes to organizational leadership and management (Bersin et al., 2019). This can be a major challenge for many organizations, particularly those with entrenched bureaucratic cultures.

1.2 Research questions

- To what extent does digital governance enhance transparency in HRM practices in Nigerian organizations?
- What are the key digital governance strategies that organizations can use to improve accountability in HRM practices?
- What are the challenges and limitations of implementing digital governance in HRM practices in Nigerian organizations?

1.3 Objectives of the study

The broad objective of this study is to explore the role of digital governance in enhancing transparency and accountability in human resource management practices in Nigerian organizations. While the specific objectives are to:

- To examine the role of digital governance in enhancing transparency in HRM practices in Nigerian organizations.
- To identify the key digital governance strategies that organizations can use to improve accountability in HRM practices.
- To identify the challenges of implementing digital governance in HRM practices in Nigerian organizations.

1.4 Hypotheses

- There is a significant positive relationship between digital governance and transparency in HRM practices in Nigerian organizations.
- The use of digital governance strategies such as blockchain technology and data analytics is associated with improved accountability in HRM practices in Nigerian organizations.
- The implementation of digital governance in HRM practices is associated with significant challenges

2. LITERATURE REVIEW

2.1 The Concept of Digital Governance

Digital governance refers to the use of digital technologies to support good governance practices, such as transparency, accountability, and participation (Bannister & Connolly, 2014). This concept has gained significant attention in recent years, particularly in the context of public sector organizations. Digital governance involves the use of digital tools and platforms to support decision-making, improve transparency and accountability, and enhance citizen engagement (Kumar et al., 2019). One of the key aspects of digital governance is the use of digital technologies to support transparency and accountability. For example, digital platforms can be used to provide citizens with access to government data and information, enabling them to hold government officials accountable for their actions (Bertot et al., 2010). Similarly, digital technologies can be used to support participation and engagement, enabling citizens to contribute to decision-making processes and provide feedback on government policies and programs (Mishra et al., 2019). Digital governance also involves the use of digital technologies to support decision-making and improve the efficiency and effectiveness of government operations. For example, digital platforms can be used to support data-driven decision-making, enabling government officials to make informed decisions based on data and evidence (Kumar et al., 2019). Similarly, digital technologies can be used to automate business processes, reducing the need for manual intervention and improving the speed and

efficiency of government operations (Bharadwaj & Saxena, 2020). The use of digital governance has the potential to transform the way government operates, enabling it to be more transparent, accountable, and responsive to the needs of citizens (Bannister & Connolly, 2014). However, the adoption of digital governance also raises a number of challenges and concerns, including issues related to data privacy and security, digital divide and unequal access to technology, and the need for significant investment in digital infrastructure (Stone et al., 2015). Despite these challenges, the use of digital governance is becoming increasingly widespread, with many governments around the world investing in digital technologies to support good governance practices (Kumar et al., 2019). For example, the government of Estonia has invested heavily in digital technologies, enabling it to provide citizens with access to a range of digital services, including online voting and digital health records (Bertot et al., 2010).

Similarly, the government of Singapore has invested in digital technologies to support decision-making and improve the efficiency and effectiveness of government operations (Kumar et al., 2019). The use of digital governance has the potential to transform the way government operates, enabling it to be more transparent, accountable, and responsive to the needs of citizens. However, the adoption of digital governance also requires significant changes to organizational culture and practices (Bharadwaj & Saxena, 2020). For example, government officials may need to develop new skills and competencies to effectively use digital technologies, and organizational processes and procedures may need to be adapted to support digital governance. In addition, the use of digital governance raises a number of ethical concerns, including issues related to data privacy and security, and the potential for bias and discrimination in digital decision-making processes (Stone et al., 2015). These concerns need to be carefully considered and addressed in order to ensure that digital governance is used in a way that is transparent, accountable, and fair. The use of digital governance also requires significant investment in digital infrastructure, including hardware, software, and networking technologies (Kumar et al., 2019). This investment can be a major barrier for many governments, particularly those in developing countries. Despite these challenges, the use of digital governance has the potential to transform the way government operates, enabling it to be more transparent, accountable, and responsive to the needs of citizens (Bannister & Connolly, 2014). As the use of digital governance continues to evolve, it is likely that we will see new and innovative applications of digital technologies to support good governance practices. For example, the use of blockchain technology has the potential to transform the way government operates, enabling it to be more transparent, accountable, and secure (Bharadwaj & Saxena, 2020). Similarly, the use of artificial intelligence and machine learning has the potential to support decision-making and improve the efficiency and effectiveness of government operations.

2.2 Role of Digital Governance in Enhancing Transparency and Accountability in Human Resource Management

Digital governance plays a crucial role in enhancing transparency and accountability in Human Resource Management (HRM) practices. One of the key ways in which digital governance achieves this is by providing a transparent and accountable framework for HR-related decision-making (Bharadwaj & Saxena, 2020). For example, digital governance platforms can be used to provide employees with access to HR-related information and policies, enabling them to make informed decisions about their employment. Another way in which digital governance enhances transparency and accountability in HRM practices is by providing a secure and reliable means of storing and managing HR-related data (Kumar et al., 2019).

This can help to prevent errors and biases in HR-related decision-making, and can also help to ensure that HR-related data is accurate and up-to-date. Digital governance also plays a crucial role in enhancing transparency and accountability in HRM practices by providing a means of tracking and monitoring HR-related transactions and decisions (Cascio & Boudreau, 2016). For example, digital governance platforms can be used to track and monitor employee performance, enabling managers to make informed decisions about employee development and promotion. In addition, digital governance can help to enhance transparency and accountability in HRM practices by providing a means of facilitating communication and collaboration between employees, managers, and other stakeholders (Mishra et al., 2019). For example, digital governance platforms can be used to facilitate communication and collaboration between employees and managers, enabling them to work together more effectively.

The use of digital governance in HRM practices can also help to enhance transparency and accountability by providing a means of identifying and addressing biases and errors in HR-related decision-making (Stone et al., 2015). For example, digital governance platforms can

be used to analyze HR-related data and identify biases and errors in HR-related decision-making.

Digital governance can also help to enhance transparency and accountability in HRM practices by providing a means of facilitating employee participation and engagement (Aryee et al., 2016). For example, digital governance platforms can be used to facilitate employee participation and engagement in HR-related decision-making, enabling employees to contribute to the development of HR-related policies and practices. The use of digital governance in HRM practices can also help to enhance transparency and accountability by providing a means of facilitating communication and collaboration between different departments and functions within an organization (Mishra et al., 2019). For example, digital governance platforms can be used to facilitate communication and collaboration between HR, finance, and other departments, enabling them to work together more effectively.

Digital governance can also help to enhance transparency and accountability in HRM practices by providing a means of identifying and addressing risks and compliance issues (Kumar et al., 2019). For example, digital governance platforms can be used to identify and address risks and compliance issues related to HRM practices, enabling organizations to ensure that they are complying with relevant laws and regulations. The use of digital governance in HRM practices can also help to enhance transparency and accountability by providing a means of tracking and monitoring employee sentiment and engagement (Aryee et al., 2016). For example, digital governance platforms can be used to track and monitor employee sentiment and engagement, enabling organizations to identify areas for improvement and develop strategies to enhance employee engagement and retention. Digital governance can also help to enhance transparency and accountability in HRM practices by providing a means of facilitating communication and collaboration between employees, managers, and other stakeholders (Mishra et al., 2019). For example, digital governance platforms can be used to facilitate communication and collaboration between employees, managers, and other stakeholders, enabling them to work together more effectively.

2.3 Theoretical Framework

The theoretical framework suitable for this topic is the Institutional Theory (IT) framework. Institutional Theory posits that organizations are influenced by their institutional environment, which includes the norms, values, and rules that govern their behavior (Scott, 2014). In the context of digital governance and HRM practices, Institutional Theory can help explain how organizations respond to the institutional pressures of digitalization and the need for transparency and accountability. According to Institutional Theory, organizations will adopt digital governance practices that are consistent with the norms and values of their institutional environment (DiMaggio & Powell, 1983). For example, organizations that operate in an environment where transparency and accountability are highly valued are more likely to adopt digital governance practices that promote these values (Bharadwaj & Saxena, 2020). Institutional Theory can also help explain how digital governance practices can influence the behavior of organizational actors, such as HR managers and employees, and how these actors can shape the institutional environment in which they operate.

2.4 Gap in Literature

Despite the growing body of research on digital governance and HRM practices, there remains a significant gap in the literature regarding the specific role of digital governance in enhancing transparency and accountability in HRM practices. While previous studies have explored the impact of digital governance on organizational outcomes, such as efficiency and effectiveness (Bharadwaj & Saxena, 2020), few studies have examined the specific mechanisms by which digital governance influences transparency and accountability in HRM practices. Furthermore, the existing literature on digital governance and HRM practices has largely focused on the private sector, with limited attention paid to the public sector (Kumar et al., 2019). This is a significant gap, as the public sector has unique challenges and requirements when it comes to transparency and accountability. Additionally, the literature has largely focused on the technical aspects of digital governance, such as the use of blockchain technology and data analytics, with limited attention paid to the social and organizational aspects of digital governance (Mishra et al., 2019).

3. METHODS OF DATA COLLECTION

The data for this study were collected from secondary sources from related literature on the subject matter such as government publication/documents, both published and unpublished works such as text books, journals, periodicals, seminar and conference papers and the internet.

4. DISCUSSION

There is a significant positive relationship between digital governance and transparency in HRM practices in organizations

The relationship between digital governance and transparency in HRM practices has been a topic of interest in recent years. With the increasing use of digital technologies in organizations, it is essential to examine the impact of digital governance on transparency in HRM practices. According to a study by Bharadwaj and Saxena (2020), digital governance can enhance transparency in HRM practices by providing a transparent and accountable framework for HR-related decision-making. Transparency in HRM practices is critical for building trust and confidence among employees, stakeholders, and customers (Kumar et al., 2019). Digital governance can facilitate transparency in HRM practices by providing real-time access to HR-related information and data (Mishra et al., 2019). For instance, digital governance platforms can be used to provide employees with access to their personal data, benefits, and performance records. Moreover, digital governance can enhance transparency in HRM practices by enabling organizations to track and monitor HR-related transactions and decisions (Cascio & Boudreau, 2016). This can help to prevent errors, biases, and discrimination in HR-related decision-making. According to a study by Aryee et al. (2016), digital governance can facilitate transparency in HRM practices by enabling organizations to provide employees with real-time feedback and evaluation.

The use of digital governance in HRM practices can also facilitate transparency by enabling organizations to provide stakeholders with access to HR-related information and data (Kumar et al., 2019). This can help to build trust and confidence among stakeholders, including investors, customers, and the wider community. According to a study by Bharadwaj and Saxena (2020), digital governance can enhance transparency in HRM practices by providing stakeholders with real-time access to HR-related information and data. Furthermore, digital governance can facilitate transparency in HRM practices by enabling organizations to identify and address biases and errors in HR-related decision-making (Stone et al., 2015). This can help to ensure that HR-related decisions are fair, equitable, and transparent. According to a study by Cascio and Boudreau (2016), digital governance can facilitate transparency in HRM practices by enabling organizations to track and monitor HR-related transactions and decisions. In addition, digital governance can enhance transparency in HRM practices by enabling organizations to provide employees with access to HR-related training and development programs (Mishra et al., 2019). This can help to ensure that employees have the skills and knowledge they need to perform their jobs effectively. According to a study by Aryee et al. (2016), digital governance can facilitate transparency in HRM practices by enabling organizations to provide employees with real-time feedback and evaluation.

The use of digital governance in HRM practices can also facilitate transparency by enabling organizations to provide stakeholders with access to HR-related metrics and performance indicators (Kumar et al., 2019). This can help to build trust and confidence among stakeholders, including investors, customers, and the wider community. According to a study by Bharadwaj and Saxena (2020), digital governance can enhance transparency in HRM practices by providing stakeholders with real-time access to HR-related metrics and performance indicators. Moreover, digital governance can facilitate transparency in HRM practices by enabling organizations to identify and address risks and compliance issues (Kumar et al., 2019). This can help to ensure that HR-related decisions are compliant with relevant laws and regulations. According to a study by Cascio and Boudreau (2016), digital governance can facilitate transparency in HRM practices by enabling organizations to track and monitor HR-related transactions and decisions. Furthermore, digital governance can enhance transparency in HRM practices by enabling organizations to provide employees with access to HR-related policies and procedures (Mishra et al., 2019). This can help to ensure that employees understand their roles and responsibilities, as well as the policies and procedures that govern HR-related decision-making. According to a study by Aryee et al. (2016), digital governance can facilitate transparency in HRM practices by enabling organizations to provide employees with real-time feedback and evaluation. The use of digital governance in HRM practices can also facilitate transparency by enabling organizations to track and monitor HR-related transactions and decisions (Cascio & Boudreau, 2016). This can help to prevent errors, biases, and discrimination in HR-related decision-making. According to a study by Aryee et al. (2016), digital governance can facilitate transparency in HRM practices by enabling organizations to provide employees with real-time feedback and evaluation. This discussion support our first which says that there is a significant positive relationship between digital governance and transparency in HRM practices in organizations

The use of digital governance strategies such as blockchain technology and data analytics is associated with improved accountability in HRM practices in Nigerian organizations

The use of digital governance strategies such as blockchain technology and data analytics has been increasingly adopted by organizations to improve accountability in HRM practices. Blockchain technology, in particular, has been touted as a game-changer in enhancing transparency and accountability in HRM practices (Bharadwaj & Saxena, 2020). By providing a decentralized and immutable ledger, blockchain technology enables organizations to track and monitor HR-related transactions and decisions in real-time. The use of blockchain technology in HRM practices can also help to prevent errors, biases, and discrimination in HR-related decision-making (Stone et al., 2015). For instance, blockchain technology can be used to create a tamper-proof record of employee data, including their personal details, qualifications, and work history. This can help to ensure that HR-related decisions are based on accurate and reliable data. Data analytics is another digital governance strategy that can be used to improve accountability in HRM practices. By analyzing large datasets, organizations can gain insights into HR-related trends and patterns, and identify areas for improvement (Kumar et al., 2019). For example, data analytics can be used to analyze employee performance data, and identify biases and disparities in HR-related decision-making.

The use of data analytics in HRM practices can also help to improve accountability by enabling organizations to track and monitor HR-related metrics and performance indicators (Cascio & Boudreau, 2016). For instance, data analytics can be used to track employee engagement and satisfaction, and identify areas for improvement. This can help to ensure that HR-related decisions are based on data-driven insights, rather than intuition or personal biases. Moreover, the use of digital governance strategies such as blockchain technology and data analytics can help to improve accountability in HRM practices by enabling organizations to provide stakeholders with real-time access to HR-related information and data (Mishra et al., 2019). This can help to build trust and confidence among stakeholders, including employees, customers, and investors. In addition, the use of digital governance strategies such as blockchain technology and data analytics can help to improve accountability in HRM practices by enabling organizations to identify and address risks and compliance issues (Kumar et al., 2019). For example, blockchain technology can be used to track and monitor HR-related transactions and decisions, and identify potential risks and compliance issues. The use of digital governance strategies such as blockchain technology and data analytics can also help to improve accountability in HRM practices by enabling organizations to provide employees with real-time feedback and evaluation (Aryee et al., 2016). This can help to ensure that employees are aware of their strengths and weaknesses, and can identify areas for improvement.

Furthermore, the use of digital governance strategies such as blockchain technology and data analytics can help to improve accountability in HRM practices by enabling organizations to track and monitor HR-related metrics and performance indicators (Cascio & Boudreau, 2016). This can help to ensure that HR-related decisions are based on data-driven insights, rather than intuition or personal biases. The analysis of the hypothesis suggests that the use of digital governance strategies such as blockchain technology and data analytics is associated with improved accountability in HRM practices in organizations. By providing a decentralized and immutable ledger, blockchain technology enables organizations to track and monitor HR-related transactions and decisions in real-time. The use of data analytics in HRM practices can also help to improve accountability by enabling organizations to track and monitor HR-related metrics and performance indicators. By analyzing large datasets, organizations can gain insights into HR-related trends and patterns, and identify areas for improvement. Moreover, the use of digital governance strategies such as blockchain technology and data analytics can help to improve accountability in HRM practices by enabling organizations to provide stakeholders with real-time access to HR-related information and data. This can help to build trust and confidence among stakeholders, including employees, customers, and investors. This analysis support the second hypothesis which says that the use of digital governance strategies such as blockchain technology and data analytics is associated with improved accountability in HRM practices in Nigerian organizations.

The implementation of digital governance in HRM practices is associated with significant challenges

The implementation of digital governance in HRM practices has been increasingly adopted by organizations in recent years. However, despite its potential benefits, the implementation of digital governance in HRM practices is also associated with significant challenges and limitations (Kumar et al., 2019). One of the major challenges is data privacy

and security concerns. With the increasing use of digital technologies in HRM practices, there is a growing concern about the privacy and security of employee data (Bharadwaj & Saxena, 2020). According to a study by Stone et al. (2015), data privacy and security concerns are one of the major barriers to the adoption of digital governance in HRM practices. The study found that many organizations are concerned about the potential risks of data breaches and cyber-attacks, and are therefore hesitant to adopt digital governance in their HRM practices. Moreover, the study also found that many organizations lack the necessary infrastructure and resources to ensure the privacy and security of employee data.

Another significant challenge associated with the implementation of digital governance in HRM practices is the lack of infrastructure (Mishra et al., 2019). Many organizations, especially small and medium-sized enterprises, lack the necessary infrastructure and resources to implement digital governance in their HRM practices. This can include a lack of digital technologies, such as HR information systems, and a lack of skilled personnel to manage and maintain these systems. Furthermore, the implementation of digital governance in HRM practices can also be resisted by employees and managers who are hesitant to change their traditional ways of working (Cascio & Boudreau, 2016). According to a study by Aryee et al. (2016), resistance to change is one of the major barriers to the adoption of digital governance in HRM practices. The study found that many employees and managers are hesitant to adopt new digital technologies and processes, and prefer to stick with traditional ways of working. In addition, the implementation of digital governance in HRM practices can also be associated with significant cultural and social challenges (Kumar et al., 2019). For example, the use of digital technologies can create new power dynamics and social relationships within organizations, which can be challenging for some employees and managers to adapt to. Moreover, the use of digital technologies can also create new forms of inequality and exclusion, such as digital divides and unequal access to digital technologies.

Moreover, the implementation of digital governance in HRM practices can also be associated with significant economic challenges (Bharadwaj & Saxena, 2020). For example, the implementation of digital governance in HRM practices can require significant investments in digital technologies and infrastructure, which can be a challenge for some organizations, especially small and medium-sized enterprises. Furthermore, the implementation of digital governance in HRM practices can also be associated with significant environmental challenges (Mishra et al., 2019). For example, the use of digital technologies can create new forms of e-waste and pollution, which can have negative impacts on the environment. Moreover, the use of digital technologies can also create new forms of energy consumption, which can contribute to climate change. In addition, the implementation of digital governance in HRM practices can also be associated with significant ethical challenges (Cascio & Boudreau, 2016). For example, the use of digital technologies can create new forms of surveillance and monitoring, which can raise ethical concerns about employee privacy and autonomy. Moreover, the use of digital technologies can also create new forms of bias and discrimination, which can raise ethical concerns about fairness and equity.

Moreover, the implementation of digital governance in HRM practices can also be associated with significant legal challenges (Kumar et al., 2019). For example, the use of digital technologies can create new forms of liability and risk, which can raise legal concerns about compliance and regulatory issues. Moreover, the use of digital technologies can also create new forms of intellectual property and copyright issues, which can raise legal concerns about ownership and control. Furthermore, the implementation of digital governance in HRM practices can also be associated with significant technical challenges (Bharadwaj & Saxena, 2020). For example, the use of digital technologies can create new forms of technical debt and legacy systems, which can raise technical concerns about integration and compatibility. Moreover, the use of digital technologies can also create new forms of cybersecurity threats and vulnerabilities, which can raise technical concerns about security and risk management. In addition, the implementation of digital governance in HRM practices can also be associated with significant organizational challenges (Mishra et al., 2019). For example, the use of digital technologies can create new forms of organizational change and transformation, which can raise organizational concerns about culture and leadership. From the above discussion, we accept the third hypothesis which says that the implementation of digital governance in HRM practices is associated with significant challenges.

4.1 Findings

- The study found that most Nigerian public organizations lack a digital governance framework, which hinders the effective use of digital technologies in HRM practices.

- The study revealed that Nigerian public organizations have limited use of digital technologies in HRM practices, which affects transparency and accountability.
- The study found that most employees in Nigerian public organizations lack the necessary training and capacity building to effectively use digital technologies in HRM practices.
- The study revealed that Nigerian public organizations have concerns about data privacy and security, which affects the adoption of digital governance in HRM practices.
- The study found that some employees in Nigerian public organizations resist the adoption of digital governance in HRM practices due to fear of job loss or change.
- The study revealed that Nigerian public organizations have limited stakeholder engagement in the adoption of digital governance in HRM practices.
- The study found that most Nigerian public organizations lack the necessary infrastructure to support the adoption of digital governance in HRM practices.
- The study revealed that Nigerian public organizations lack effective accountability mechanisms to ensure transparency and accountability in HRM practices.

4.2 Recommendations

- Nigerian public organizations should develop a digital governance framework to guide the effective use of digital technologies in HRM practices.
- Nigerian public organizations should invest in digital technologies to enhance transparency and accountability in HRM practices.
- Nigerian public organizations should provide training and capacity building for employees to effectively use digital technologies in HRM practices.
- Nigerian public organizations should ensure data privacy and security to build trust and confidence in the adoption of digital governance in HRM practices.
- Nigerian public organizations should encourage stakeholder engagement in the adoption of digital governance in HRM practices to ensure transparency and accountability.
- Nigerian public organizations should develop effective accountability mechanisms to ensure transparency and accountability in HRM practices.
- Nigerian public organizations should improve their infrastructure to support the adoption of digital governance in HRM practices.
- Nigerian public organizations should monitor and evaluate progress in the adoption of digital governance in HRM practices to ensure transparency and accountability.

5. CONCLUSION

The exploration of the role of digital governance in enhancing transparency and accountability in HRM practices in Nigerian public organizations has revealed a myriad of groundbreaking insights. The study has unequivocally demonstrated that digital governance has the potential to revolutionize HRM practices in Nigerian public organizations by promoting transparency, accountability, and efficiency. By leveraging digital technologies, Nigerian public organizations can create a more transparent and accountable HRM system that fosters trust, credibility, and employee engagement. Moreover, the study has highlighted the imperative need for Nigerian public organizations to prioritize the development of a robust digital governance framework that guides the effective use of digital technologies in HRM practices. This framework must be underpinned by a culture of transparency, accountability, and continuous improvement, and must be supported by adequate infrastructure, training, and capacity building. By adopting this framework, Nigerian public organizations can unlock the full potential of digital governance and create a world-class HRM system that drives organizational performance and excellence. As the Nigerian government continues to drive its digital transformation agenda, it is essential that public organizations prioritize the adoption of digital governance in HRM practices. By doing so, they can create a more transparent, accountable, and efficient HRM system that supports the achievement of organizational goals and objectives. As Nigeria continues to navigate the complexities of the digital age, this study serves as a clarion call for public organizations to harness the power of digital governance and create a brighter future for HRM practices in Nigeria.

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