

The Influence of System Transparency, Information Quality, and Top Management Support on Employee Trust in Digital HR Systems of Private Company Employees

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Abstract

The objective of this research is to examine the effect of System Transparency, Information Quality and Top Management Support to Employee Trust in Digital HR System on the employee of private company in Indonesia. The present research is quantitative in nature and adopted survey technique to collect data from the personnel working in the private organizations, which adopted Digital Human Resource Systems. The sampling technique used is purposive sampling. Data were collected by online distribution of the questionnaire through Google form. Data were analyzed by multiple linear regression. The results show that System Transparency, Information Quality, and Top Management Support have a positive and significant impact on Employee Trust in Digital HR Systems. The value of the coefficient of determination indicates that the three independent variables can explain the variance of Employee Trust in Digital HR Systems. Among the three factors, the Top Management Support variable is a more dominating variable that affects employee confidence in digital HR systems. The findings of the study suggest that increasing transparency of the system, providing quality and truthful data, and commitment of top management are important in developing employees' trust in Digital HR Systems.

Keywords: system transparency, information quality, top management support, employee trust in digital HR systems.

INTRODUCTION

The digital revolution in human resource management has caused private organizations to implement a number of Digital Human Resource Systems to support administrative procedures, employee development and making strategic choices (Jelatu & Jewaru, 2024). The use of digital technology in human resource operations has many advantages like improved operational efficiency, quick access to information, transparency in administrative processes and improved data analysis capability (Baskoro et al., 2025). More and more, activities such as recruitment, attendance, payroll, performance reviews, competence development and career management are being carried out on integrated digital platforms. The success of the digital HR systems implementation is not only determined by the complexity of the

technology used, but also by the level of confidence the employees have in the system. The significance of employee trust in digital HR systems is that the employees trust that the digital system used is reliable, secure, transparent, and can serve their interests properly (Angriani et al., 2024).

System Transparency is one of the factors believed to impact Employee Trust in Digital HR Systems (Nurcahyo et al., 2026). System transparency is the degree to which the system is transparent in the display of procedures, rules, methods and data use in relation to different human resource activities (Amin & Kholil, 2014; Djunaedi et al., 2025). Transparency is an important aspect in the implementation of Digital HR Systems as it is important for workers to understand how their personal data is collected, processed, stored and used in different organizational choices (Sidik et al., 2025; Fujianti & Hendratni, 2020). Moreover, it is also thought that Information Quality is strongly associated with Employee Trust in Digital HR Systems, in addition to system openness (Syukron & Kholil, 2012; Lutfi et al., 2022). The value of information is defined by the degree of precision, completeness, pertinence, uniformity, punctuality and simplicity of understanding the information provided by a digital system (Anggraini et al., 2024). Information quality in Digital HR Systems is important because many decisions related to personnel (e.g., performance appraisals, career development, salary, and training) are based on the information entered into the system (Purba et al., 2022). Clear, accurate information will instill user confidence that the system can reliably help them get work done and manage their careers. Top management support is another factor that is believed to influence the employees' trust in the digital HR systems (Senoaji et al., 2024). Top management support is the degree of commitment of the company's top management to implement digital systems by providing resources, policies, training, communication and using technology as a role model (Ferdiansyah & Hendratni, 2024). The involvement of the senior management while undergoing digital transformation implies that the system being deployed is part of the corporate plan, with defined goals and is taken seriously by the leaders (Harahap et al., 2025). This help also increases the employee's perception that the firm cares about data security, system quality and sustainability of digital technology adoption (Zakaria et al., 2025).

The objective of this study is to examine the influence of System Transparency, Information Quality and Top Management Support on Employee Trust in Digital HR Systems of private company workers. In theory, this research is expected to add to the literature of digital human resource management, information systems, and organizational behavior, especially concerning the factors that influence employee confidence in digital-based HR systems. The present study is also expected to contribute to the understanding of the combined effect of system openness, information quality and top management support on user confidence on organizational technology.

METHOD

The population of the research is workers who work in various private organizations in Indonesia that have integrated Digital Human Resource Systems (Digital HR Systems) in the operations of their human resource management. The research was conducted with purposive sample approach. The respondents are permanent employees who have been working for at least 1 year and have used Digital HR Systems in work activities such as attendance, leave requests, performance reviews, training or other HR administration. The investigation's sample size was 200 respondents. Data collection was performed via distribution of the online surveys using Google Form. The variable System Transparency was measured through the properties of process transparency, data transparency, decision transparency, communication

transparency, and system accountability. The Information Quality variable was looked at in terms of correctness, completeness, relevance, timeliness and understandability. The variable of Top Management Support was analyzed from the aspects of leadership commitment, resource support, communication support, change support and strategic direction. The Employee Trust in Digital HR Systems variable was explored via the aspects of system dependability, perceived security, perceived fairness, confidence in system judgments and total trust, unlike the other variables. All the research indicators were measured using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). All study tools were pre-tested for their validity and reliability. To check the validity, the significant value of each indicator was compared to the level of 0.05. The reliability was tested by Cronbach alpha at a cut-off of not less than 0.70. To test the hypotheses, multiple linear regression analysis was used.

RESULT AND DISCUSSION

The research instruments were processed based on data from respondents who were workers of private enterprises in Indonesia. The instruments were valid and reliable it is appropriate to be used in the next stage of analysis. The results of multiple linear regression analysis prove that System Transparency, Information Quality and Top Management Support have a simultaneous positive and significant effect on Employee Trust in Digital HR Systems. The coefficient of determination has a value of 0.487 which means that 48.7 percent of the variation in Employee Trust in Digital HR Systems is explained by the three independent variables in this study.

The results indicate that System Transparency has a positive and significant effect on Employee Trust in Digital HR Systems for private company employees. The study suggests that the greater the extent of openness incorporated in a digital HR system, the higher the degree of employee trust in the system. Transparency is reassurance on how personal data is collected, processed, stored and used, in different organizational decisions such as performance reviews, promotions, career progression and remuneration. If these procedures are well disclosed and understood by all users, the system will be perceived by workers as working objectively, consistently and fairly. Transparency reduces ambiguity, reduces suspicion of possible manipulation of data and increases the sense that the company is committed to responsible digital governance. The digitization of human resources activities makes openness in the work processes of the system increasingly important because most of the administrative choices are done automatically by digital apps. Therefore, it is important for firms to ensure that Digital HR Systems offer transparent information about work practices, data use and decision mechanisms, to continuously enhance employee trust in the system and to help the achievement of the organization's digital transition.

The research results show that the Information Quality has a positive and significant effect on the Employee Trust in Digital HR Systems. This study shows that the quality of information generated by the system is an important factor of improving user's confidence when digital technology in human resources. Accurate, complete, timely, relevant, and understandable information gives employees confidence that the system can provide data that can be used to base different job activities and organizational decisions. Conversely, if the information is provided inconsistently, late or inaccurately, the faith in the system will be lost as the workers would question the authenticity of the provided findings. High quality information also improves work productivity, as the users do not need to check the available information often, making the administrative operations faster and more efficient. The technicality of the system also reflects the organization's confidence in professionally

handling human resource data. The quality of information while adopting Digital HR Systems is Therefore, for raising the employee confidence in Digital HR Systems, organizations should ensure that all data in the system is always updated, has high accuracy and is presented in an easily understandable manner.

The research findings show that, for employees of private enterprises, the variable of Top Management Support is the most significant factor that affects Employee Trust in Digital HR Systems. The result shows that the most decisive aspect to develop the employees' confidence in the deployment of the digital human resource systems is the sincere commitment of senior management. Such support can be seen in the form of adequate resources, consistent policies, straightforward communication, training and leadership participation in promoting the adoption of Digital HR Systems. If the organizational leaders are perceived by workers as being highly committed to digital transformation, workers would be more convinced that the system implemented is designed to serve the business and the interests of the employees in a sustainable manner. Besides establishing confidence in the quality of the system, management support also improves the organizational culture to be more open to technology change and thus reduces the opposition to the deployment of Digital HR Systems. The strength of this variable shows that the success of digitalization of the human resources function depends not only on the quality of the technology but also on leadership that can build trust and provide clear direction and create an organizational environment that supports change. Hence, firms should improve the status of top management as the main promoter of digital transformation, through regular communication, leading by example in the usage of systems, and also by formulating regulations that might increase the confidence of employees in Digital HR Systems.

CONCLUSION

The results of the study that has been conducted can be concluded that System Transparency, Information Quality and Top Management Support have good and significant influence on Employee Trust in Digital HR Systems on employees of private organizations. This research also proves that Top Management Support is the most important aspect affecting Employee Trust in Digital HR Systems. The support of top management in terms of resources, consistent policies, good communication and dedication to the execution of digital transformation may increase the faith of employees in the digital systems used by the firm. Similarly, the three independent factors can explain variance in Employee Trust in Digital HR Systems. The limitations of this research are that the data is based on the views of respondents and only includes workers of private enterprises that have used Digital HR Systems, so the findings of the study cannot be applied to organizations with different characteristics. Thus, future studies are suggested to explore other variables such as system usability, perceived security, digital HR competency, organizational digital culture, technology readiness and employee technological literacy as mediating or moderating variables for a holistic understanding of the factors influencing Employee Trust in Digital HR Systems. In practice, companies must increase the transparency of digital HR systems, guarantee that the quality of the information provided remains correct and easy to understand and strengthen the commitment of top management to digital transformation through resource allocation, consistent communication, and the development of digital competencies for employees.

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