TRUST AND TECHNOLOGY SUCCESS IN HUMAN RESOURCE INFORMATION SYSTEMS: IMPLICATIONS FOR INFORMATION SECURITY MANAGEMENT

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Abstract

This study aims to examine the role of trust in technology by investigating the influence of ease of use, usefulness, security, and institutional trust on trust and its subsequent effect on success. The research explores the increasing relevance of trust in technological contexts due to the rapid advancements and growing human dependence on technology (Lewicka et al., 2016). The study uses structural equation modeling (SEM) to analyze the relationships between ease of use, usefulness, security, institutional trust, and trust, as well as the impact of trust on success. Empirical data were collected and analyzed to evaluate the model's fit and the significance of the relationships (Azkarin et al., 2023). The findings indicate that trust significantly influences success, explaining 61 percent of its variance. Ease of use and usefulness also have a significant effect on trust, accounting for 60 percent of trust. All R^2 values exceed 0.20, confirming the suitability of the SEM model. The study highlights the critical role of trust in technology, particularly through ease of use and usefulness. The findings suggest that further exploration of additional variables or alternative research methods is needed to gain a deeper understanding of the dynamics of trust in technological success.

Keywords: HRIS, Security Management, HRIS Implementation, TechSuccess, TrustTech

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1. INTRODUCTION

The rapid advancement of information technology and the increasing dependence of organizations on digital systems have highlighted the crucial role of trust in technology, particularly in the context of information security management. Trust in technology has become essential because digital tools and systems, such as human resource information systems (HRIS), are now used in critical organizational processes. This trust not only ensures the effective use of technology but also reduces risks related to security breaches and data misuse (Vanisri & Padhy, 2024).

In this context, HRIS plays a vital role as it often handles sensitive employee data, including personal information, payroll details, and performance records (Kama, 2020). Therefore, it is important to understand how trust in technology can influence the success of HRIS implementation, particularly concerning information security management. Despite the importance of HRIS in human resource management, there remains a significant gap in the literature in understanding how trust in technology affects HRIS adoption, particularly from the information security perspective. Previous studies have explored various aspects of HRIS success, such as system quality and user satisfaction (Srivastava & Bajaj, 2022).

This study builds on the updated DeLone and McLean information systems (IS) success model to explore the factors influencing the success of HRIS implementation, particularly in relation to information security management. Research linking trust in technology to the factors contributing to HRIS implementation success is still limited. Therefore, this study aims to fill this gap by exploring how trust in technology influences the success of HRIS implementation, especially in information security.

The main research question of this study to be answered is:

RQ1: How does trust in technology influence the success of HRIS implementation, particularly regarding information security management?

Trust is a definite belief in the character, ability, strength, or truth of a person or something. We speak of beliefs when there is uncertainty with respect to the state of future reality (Haider et al., 2021), and the subjects affected by that relationship remain dependent on each other (Hossain et al., 2019).

This study is based on the Updated DeLone and McLean IS Success Model, which identifies key factors that determine the success of information systems. The model includes variables such as system quality, information quality, and user satisfaction, which are the primary focus of this study (Hossain et al., 2019).

This research aims to identify factors that influence the success of HRIS implementation. Particular focus on information security aspects. Trust in technology will be analyzed as a crucial element in adjust this system. Trust in technology refers to an individual's belief in the capability, reliability, and predictability of technology, which can be moderated by an individual's propensity to trust technology.

The significance of this research lies in its potential to provide deeper insights into the factors influencing HRIS adoption and how trust in technology plays a crucial role in the success of this system's implementation. A successful HRIS can improve organizational operational efficiency, while failure in implementation can result in cost wastage and decreased operational effectiveness and employee satisfaction. Therefore, this study is expected to provide valuable information to organizations to ensure that their investment in this technology delivers optimal results. Thus, this research contributes to a better understanding of how trust in technology can drive the successful implementation of HRIS.

The research methodology employs a mixed-methods approach, combining qualitative and quantitative methods. Data will be collected through surveys and interviews with HRIS users in system. The surveys will gather quantitative data regarding system quality, information quality, user satisfaction, and trust in technology. The interviews will explore deeper insights into user experiences regarding data security and system adoption. This mixed-methods approach will provide a more comprehensive picture of the factors affecting HRIS adoption, as well as how trust in technology influences the success of system implementation.

Furthermore, this study will consider social and cultural factors that may affect how trust in technology is formed. In some cultures, technology may be perceived as more trustworthy, while in others, it may be considered less reliable. Therefore, it is important to consider the influence of social and cultural factors when analyzing trust in technology within organizational contexts. This research aims to identify how information quality and user satisfaction can affect the formation of trust in technology and, in turn, influence HRIS adoption.

The rest of the paper is structured as follows. Section 2 reviews the relevant literature. Section 3 presents the research methodology. Section 4 provides the research results. Section 5 discusses the main findings. Section 6 concludes the paper.

2. LITERATURE REVIEW

2.1. Trust in HRIS

Trust in technology refers to users' belief that the system is reliable, secure, and capable of protecting their data. In the context of HRIS, trust is a critical factor influencing system acceptance and use. Azkarin et al. (2023) propose that trust is built on three dimensions: competence, benevolence, and integrity. Users believe that HRIS handles their data with integrity and in a secure manner, and their trust in the system increases (Xue et al., 2024).

Trust in HRIS can also be influenced by the perceived transparency of the system. If users can understand how decisions are made and how data is handled, their trust in the system is more likely to grow (Xue et al., 2020). Conversely, HRIS can lead to lower system usage and resistance to adopting new technologies Ensuring transparency in its operations and data handling is therefore vital to fostering trust (Waliyati & Supratikta, 2024).

2.2. Technology success and trust in HRIS

The relationship between technology success and trust in HRIS is intertwined, with both factors influencing one another. Trust in HRIS can be enhanced by the perceived success of the system. When users experience high system quality, accurate information, and good service quality, their trust in the HRIS increases, leading to greater adoption and use (Hossain et al., 2019). Moreover, a successful HRIS can lead to a more positive perception of the organization's commitment to adopting effective technology, which in turn fosters trust among users.

On the other hand, trust in the system also affects its perceived success. When users trust the HRIS to handle their data securely and efficiently, they are more likely to use it regularly, which leads to better system performance and higher perceived success (Gbarale & Okechukwu, 2022). The synergy between technology success and trust is critical for ensuring that HRIS achieves its desired outcomes (Adriansyah et al., 2023).

2.3. Influencing technology success and trust

Several external factors impact both technology success and trust in HRIS. Organizational support, including leadership commitment to technological adoption, is essential for building trust in HRIS (Gbarale & Okechukwu, 2022). Adequate training, clear communication, and user engagement throughout the implementation process can reduce resistance and increase the system. Furthermore, HRIS, with organizational goals and the specific needs of HR departments, plays a significant role in ensuring its success.

The individual characteristics of users, such as their prior experience with technology and their attitudes toward Information technology (IT), can influence both their trust in HRIS and their perceptions of its success (Kama, 2020). A workforce that is comfortable with technology and believes in its potential to improve work processes is more likely to trust and adopt HRIS successfully.

3. RESEARCH METHODS

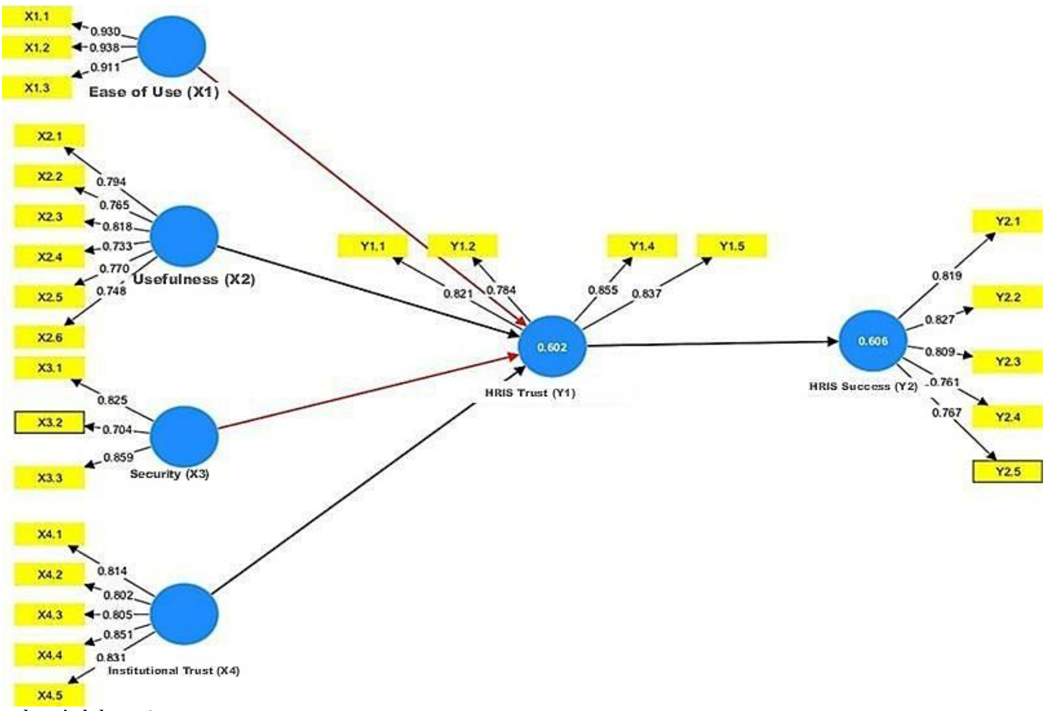
Qualitative methods provide a deeper approach to understanding the phenomena being studied. According to Sugiyono (2022), HRIS administrators at universities could provide broader insights into their perceptions of the system, especially regarding factors such as ease of use, security, and trust in technology. These interviews allow the researcher to explore direct experiences, challenges faced, and respondents' subjective views on the success of HRIS implementation. The focus of this method is on meaning and context, offering a more comprehensive explanation of factors that may not be uncovered through numeric data alone. However, a limitation of this approach is the difficulty in generalizing findings, as it tends to work with smaller samples and results that are more specific. Based on that opinion, the number of indicators = $27 \times 5 = 135$, used in this study, is a minimum of 135 people.

Data collection in this study was carried out by the survey method by directly distributing a list of questions in the form of a questionnaire. The questionnaire was filled out by respondents from employees of state universities in East Kalimantan. This analysis is used to describe the research variables, without drawing generalizations. The data that has been collected is then tabulated in tables, and descriptive discussions are carried out. Data analysis was carried out using the help of the structural equation modeling (SEM)-based PLS program.

The mixed-methods approach, which combines both qualitative and quantitative data, provides the advantage of obtaining a more complete and holistic view of the research. For example, after using quantitative surveys to measure trust in technology and the success of HRIS implementation, interviews or focus group discussions could be used to further explore the reasons behind the decisions or attitudes of employees toward the HRIS. This approach facilitates triangulation, where the use of two complementary methods confirms the research findings. In this way, the researcher can obtain findings that are more credible rich not only relying on numbers but also on the deeper perspectives of respondents. However, the use of mixed methods requires more time and resources, as well as the skills to integrate results from both approaches.

The case study method offers a more focused approach to a specific situation in a real-life context. In HRIS research, for example, the study could focus on one or two specific universities that have already implemented the system to gain a deep understanding of the adoption process and challenges faced in a local context. By using case studies, the researcher can directly observe how trust in technology is formed within an organization, as well as explore the role of other factors such as managerial policies, training, and system support in HRIS success. This approach provides very detailed knowledge of factors that may not be revealed in broader studies. However, case studies are typically limited to specific organizations or situations and may not be generalizable to a larger population, so the findings from this study should be considered carefully in a broader context.

Figure 1. Research models and variable indicators



Source: Authors' elaboration.

In this study, the sample used is randomly selected from a state university in East Kalimantan that has been predetermined. The characteristics of the research sample as respondents are explained in detail as follows. At the research site of a state university in East Kalimantan, the number of samples taken was 135 permanent lecturers who used the system. In the data analysis of the results of this study, the SEM test was used to prove the research hypotheses. In the SEM test, there are three steps of analysis, namely 1) testing the relationship between indicators and latent/construct variables (outer model or measurement model), 2) testing the relationship between latent/construct variables (structural model), and 3) testing model fit. The steps in data analysis with SEM are explained in full as follows.

4. RESULTS

4.1. Gender

Before presenting the data, it is important to understand the demographic distribution of the sample used in this study. Gender is one of the key demographic factors that can influence individuals' perceptions and behaviors, particularly in the context of technology adoption and trust. Table 1 provides a breakdown of the gender distribution among the participants involved in the study, offering insight into the gender composition of the sample. This data will help contextualize the findings and may reveal patterns or differences in responses between male and female participants.

Table 1. Gender distribution

Gender	*Sample (person)*	*Percentage*
Man	73	54%
Woman	62	46%

Source: Authors' elaboration.

In this study, out of a total sample of 135 selected, 73 people were men (54%) and 62 people were women (46%). Similarly, the distribution of respondent data based on the latest academic education is shown in Table 2.

4.2. Distribution of education data

In addition to gender, education level is another important demographic factor that may influence participants' perspectives on the adoption of technology and trust in systems like HRIS. Table 2 presents the educational background of the sample, specifically focusing on the distribution of individuals holding a Master's degree versus a Doctorate. Understanding the educational composition of the sample is essential as it may provide insights into how higher levels of education might correlate with attitudes toward technological systems and information security management.

Table 2. Distribution of education data

Education	*Sum*	*Percentage*
Master	81	60%
Doctorate	54	40%

Source: Authors' elaboration.

Amount 135 respondents have the last Magister's degree, 81 people (60%), and those who have an education, there are 54 people (40%) have a doctoral degree. The characteristics of the respondents based on the distribution of age data are shown in Table 3.

4.3. Characteristics of respondent age

Age is another critical demographic factor that can influence individuals' perceptions of technology and its use in organizational settings. Table 3 shows the age distribution of the sample in this study, which spans a variety of age groups, from younger adults to more senior individuals. Understanding the age distribution is important as it may reveal how different age groups perceive technology adoption, security, and trust in systems like HRIS. The data offers a comprehensive view of the sample's age range, which could potentially impact the way participants respond to the study's focus on technology and information management.

Table 3. Characteristics of respondent age

Age interval	*Number (people)*	*Percentage*
25–30	41	30%
31–40	30	22%
41–50	29	21%
51–60	25	19%
> 60	10	7%
Total samples	135	100%

Source: Authors' elaboration.

The age of the most respondents was found in the youngest age interval between 25–30 years old, there were 41 people (30%). Furthermore, the second most people between 31–40 years old are 30 people (22%), and the third most people between 41–50 years old are 29 people (21%). While the least age > 60 years old, there are 10 people (7%).

4.4. Testing indicators (outer model/measurement model)

In accordance with the outline of the research concept and the image of the research hypothesis, the number of observed variables or the number of latent/construct variables is six, and the total indicators are 27 questions (27 manifest variables). The six constructs include the usefulness variable (*X2*) consists of six question items, the ease of use variable (*X1*) consists of three question items, the trust variable (*Y1*) consists of four question items, and the success variable (*Y2*) consists of five question items. Meanwhile, the calculation of data analysis in this study uses SmartPLS 4 software. The results of the calculation in the validity and reliability test of the construct are shown in Table 4, which is the result of running the outer model test (measurement model).

Table 4. Construct validity and reliability test

Variable	*Cronbach's alpha*	*Composite reliability (rho_a)*	*Composite reliability (rho_c)*	*Average extracted variance (AVE)*
Security (X3)	0.714	0.732	0.840	0.638
Usefulness (X2)	0.866	0.873	0.898	0.595
Ease of use (X1)	0.918	0.920	0.948	0.858
Institutional trust (X4)	0.879	0.881	0.912	0.674
Trust (Y1)	0.836	0.852	0.885	0.608
Success (Y2)	0.856	0.858	0.897	0.635

Source: Authors' elaboration.

In the validity test of questions or indicators that show a loading factor value of < 0.7, it will be excluded from the model (Hair & Alamer, 2022). In Table 5, the first running output shows that there is a loading factor value < 0.7, and then it will be removed from the models one by one, namely: *X3.2* = 0.699 and *Y1.3* = 0.625. After running three times, and finally obtained an outer model that has loaded all indicators with a loading factor value of > 0.7. This means that all indicators have been proven to be valid. The results of the fifth run are obtained as follows.

Table 5. Construct validity and reliability test

Construct	*Security (X3)*	*Usefulness (X2)*	*Ease of use (X1)*	*Institutional trust (X4)*	*Trust (Y1)*	*Success (Y2)*
X1.1			0.929			
X1.2			0.938			
X1.3			0.913			
X2.1		0.792				
X2.2		0.762				
X2.3		0.816				
X2.4		0.731				
X2.5		0.772				
X2.6		0.752				
X3.1	0.825					
X3.2	0.699					
X3.3	0.863					
X4.1				0.813		
X4.2				0.803		
X4.3				0.803		
X4.4				0.851		
X4.5				0.834		
Y1.1					0.800	
Y1.2					0.780	
Y1.3					0.625	
Y1.4					0.850	
Y1.5					0.823	
Y2.1						0.818
Y2.2						0.827
Y2.3						0.807
Y2.4						0.763
Y2.5						0.769

Source: Authors' elaboration.

Table 5 shows that the loading factor value of > 0.7 for each indicator in each latent/construct variable means that the SEM model has been composed of all valid indicators. In addition to the loading factor value, there is a cross-loading value that can be used for indicator validity analysis. Cross-loading is the value of the indicator's correlation coefficient with other constructs. The loading factor and cross-loading values are shown in Table 6.

As seen in Table 6, the trust indicator (*Y1*) consists of five questions, the usefulness variable (*X2*) consists of six questions, the ease of use variable (*X3*) consists of two questions, and the success variable (*Y2*) shows the value of all green loading factors means that each indicator is proven to be valid. The reliability test is shown in Table 6.

Table 6. The loading factor and cross-loading values

Construct	Security (X3)	Usefulness (X2)	Ease of use (X1)	Institutional trust (X4)	Trust (Y1)	Success (Y2)
X1.1			0.930			
X1.2			0.938			
X1.3			0.911			
X2.1		0.794				
X2.2		0.765				
X2.3		0.818				
X2.4		0.733				
X2.5		0.770				
X2.6		0.748				
X3.1	0.825					
X3.2	0.704					
X3.3	0.859					
X4.1				0.814		
X4.2				0.802		
X4.3				0.805		
X4.4				0.851		
X4.5				0.831		
Y1.1					0.821	
Y1.2					0.784	
Y1.4					0.855	
Y1.5					0.837	
Y2.1						0.819
Y2.2						0.827
Y2.3						0.809
Y2.4						0.761
Y2.5						0.767

Source: Authors' elaboration.

4.5. Testing the inner model (structural model)

The analysis of the relationship between latent/construct variables in the SEM model is none other than testing the structural model in path analysis. In the inner model, the research hypotheses that have been proposed in the previous section will be proved. In this study, bootstrapping was used to analyse using SmartPLS software. The results of running calculations with bootstrapping produce the output in Table 7 and the results of several stages of analysis are described below.

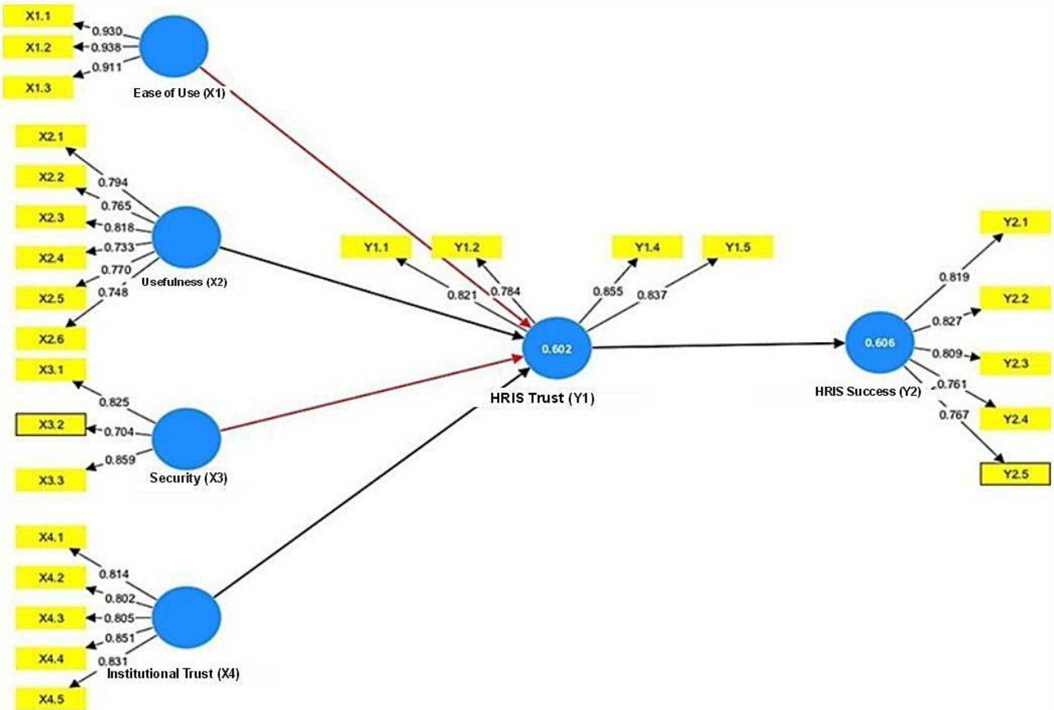
Table 7. Path coefficient bootstrapping

	Original sample (O)	Average sample (M)	Standard deviation (STDEV)	T-statistics (|O/STDEV|)	P-values
Security (X3) -> Trust (Y1)	0.112	0.106	0.101	1.114	0.265
Usefulness (X2) -> Trust (Y1)	0.486	0.489	0.095	5.141	0.000
Ease of use (X1) -> Trust (Y1)	0.066	0.068	0.077	0.863	0.388
Institutional trust (X4) -> Trust (Y1)	0.201	0.205	0.092	2.178	0.029
Trust (Y1) -> Success (Y2)	0.779	0.780	0.041	19.181	0.000

Source: Authors' elaboration.

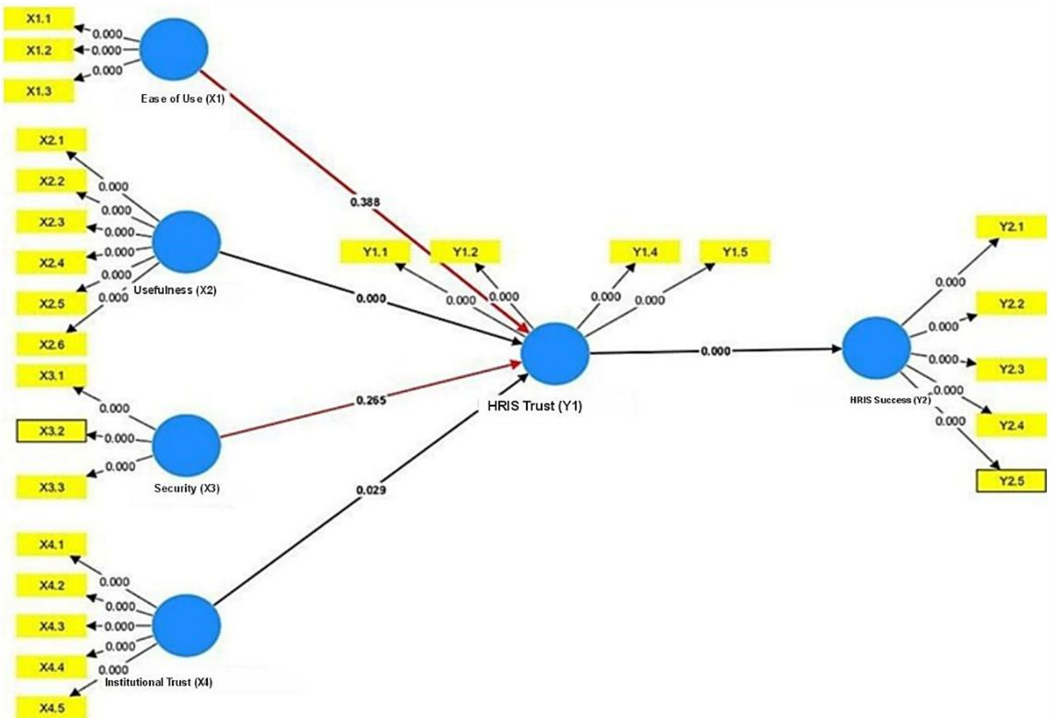
Figure 2 shows the results of the bootstrapping calculation to test the inner model which describes the research hypotheses on the SEM model simultaneously. The results of the path analysis explain the direct effects from one construct to another construct in a row are as follows: Security (*X3*) -> Trust (*Y1*) with a path coefficient of 0.112 and p = 0.265, indicating a positive but insignificant effect, so *H3* is rejected. Institutional trust (*X4*) -> Trust (*Y1*) with a path coefficient of 0.201 and p = 0.029, showing a positive and significant effect, so *H4* is accepted. Trust (*Y1*) -> Success (*Y2*) with a path coefficient of 0.779 and p = 0.000, indicating a significant positive effect, so *H5* is accepted. Utility (*X2*) -> Trust (*Y1*) with a path coefficient of 0.486 and p = 0.000, indicating a significant effect, so *H2* is accepted. Convenience (*X1*) -> Trust (*Y1*) with a path coefficient of 0.066 and p = 0.388, showing an insignificant effect, so *H1* is rejected. In this study, five research hypotheses were proposed, and three hypotheses were accepted. In this study, five research hypotheses were proposed, and it was found that three hypotheses were accepted and two were rejected as described above and can also be seen in Figure 3.

Figure 2. Inner model test



Source: Authors' elaboration.

Figure 3. Final model inner test

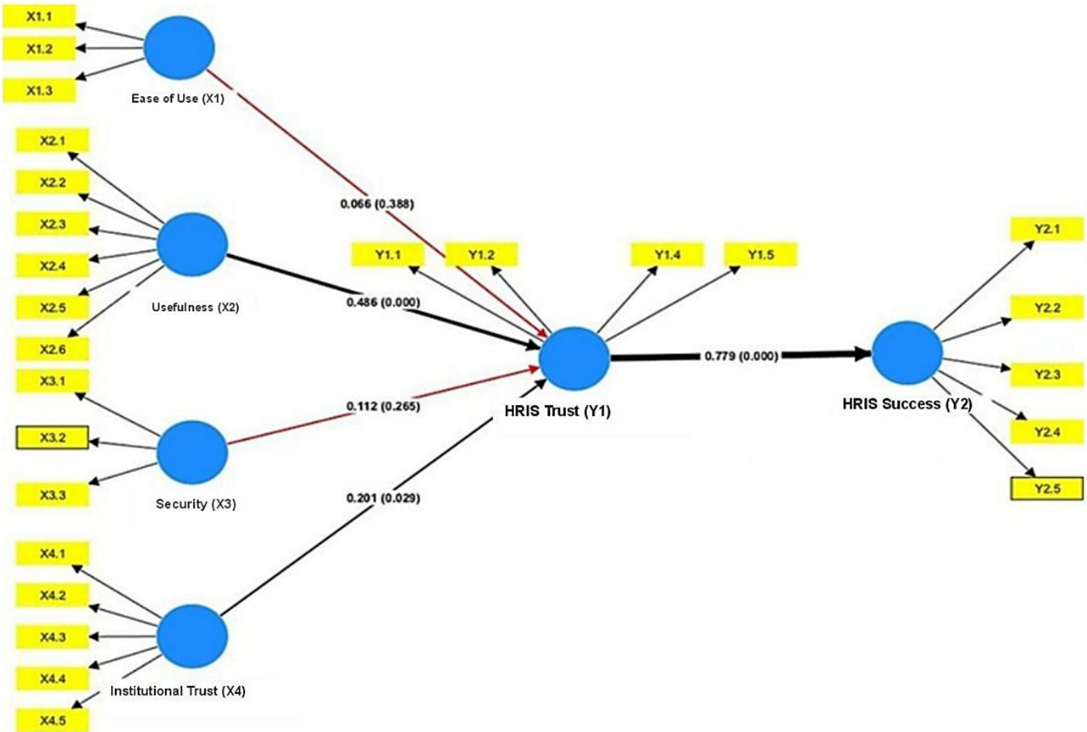


Source: Authors' elaboration.

4.6. Testing model fit

At the stage of testing the model fit or model suitability, there are four types, including by looking at the determination coefficient (R^2), f^2, q^2, and the standardized root mean square residual (SRMR). However, in this study, the author only uses R^2. Testing the model fit is by determining the value of the determination coefficient (R^2). The R^2 value describes the percentage value of the influence of exogenous and/or endogenous variables on other endogenous variables, and the R^2 value only exists in endogenous variables. Some exogenous and/or endogenous variables are said to have a significant effect on other endogenous variables when they show an R^2 value > 0.20 (Hair & Alamer, 2022). The results of the R^2 calculation are shown in Figure 4.

Figure 4. Model fit test



Source: Authors' elaboration.

There is a meaningful influence of trust (*Y1*) on success (*Y2*) shown by the value of the determination coefficient, which is $R^2 = 0.606$. This means that the influence of trust (*Y1*) is 61%. Similarly, there is a significant influence of ease of use (*X1*) and usefulness (*X2*), which is shown by the value of the determination coefficient, which is $R^2 = 0.602$. This means that the magnitude of the influence of ease of use (*X1*) and usefulness (*X2*) on trust (*Y1*) is 60%.

Since all R^2 values have shown values > 0.20, the SEM model is simultaneously said to be matched. The model fit test shows that the model is fit. Thus, it can be said that the proposed model has been accepted.

5. DISCUSSION

After going through the process of testing the relationship between indicators and latent variables, testing the relationship between latent variables, and model fit testing, a final model that fits simultaneously was found. As explained above, indicator testing meant that the *Y1.3* indicator was removed from the trust (*Y1*) construct. In addition to that, at the initial inner model testing stage, some hypothesis paths were weak (non-significant). Then in the process of finding the final model that fits simultaneously, this resulted in some hypotheses not being supported (Taser et al., 2021).

The removal of this indicator certainly raises a question mark, because the indicator has been used by previous researchers. Several previous researchers have tested some of these indicators, and the results are still reliable as indicators of these variables (Capitano et al., 2019). As for the question of hypotheses, because the test results do not support all hypotheses, it is common to examine the main object of research; the model used for research must be reliable. For this reason, the findings in the data analysis are discussed above.

5.1. Effect of ease of use (*X1*) on trust (*Y1*)

The results of the final model match test did not prove that there was a positive relationship between the ease variable (*X1*) and trust (*Y1*). This can be seen from the magnitude of the influence power of 0.602. This finding does not give an overview that the influence of ease of use (*X1*) on trust (*Y1*), which is reflected in ease of use. Empirically, it can be said that under the convenience system (*X1*) should be easy, so that the ease of use is easy. This suggests that there are still other factors that affect trust (*Y1*) but are not identified in the model.

The effect of convenience on trust highlights how users' perceived ease of use can significantly influence their confidence in a product or service. Greater convenience often leads to increased user trust, as individuals feel more confident and comfortable engaging with the system. The higher the convenience offered, the more likely it is that users will feel confident and comfortable in using the product or service.

In the context of HRIS, ease of use plays a critical role in encouraging active and consistent utilization by users. A well-designed system with an intuitive interface and straightforward functionality not only simplifies tasks but also enhances user experience, fostering greater trust in the technology (Kim & Beehr, 2018). When users perceive the system as user-friendly, they are more likely to integrate it into their daily workflows seamlessly.

Moreover, robust information security measures, including strong data protection and privacy protocols, significantly contribute to building and maintaining users' trust. Secure systems ensure that sensitive information, such as employee records, remains protected from unauthorized access, thereby addressing users' concerns about data breaches. This sense of security not only strengthens trust but also increases the likelihood of regular adoption and use of the system (Nguyen et al., 2021). The combination of user-friendly design and effective information security management forms the foundation for trust in HRIS.

5.2. Effect of usefulness (*X2*) on trust (*Y1*)

The results of the final model compatibility test have proven that there is a meaningful influence relationship of the benefit variable (*X2*) on trust (*Y1*). This can be seen from the magnitude of the influence strength of 0.602 divided by the influence of other variables. These findings provide an idea that affirmation after use has an impact on the user's sense of benefit. Considering that the variable determines usefulness (*X2*), it can be concluded that the affirmation is because the experience of using it as an innovative product has provided benefits to users.

Information security management plays a crucial role in ensuring the reliability and trustworthiness of technological systems, particularly in sensitive domains such as HRIS. The adoption and successful use of such systems depend not only on functionality but also on how well they safeguard sensitive organizational and employee information (Shojaei et al., 2024).

One critical factor influencing user trust is the system's ability to guarantee data confidentiality, integrity, and availability (Rahayu et al., 2025). A secure system protects against unauthorized access, data manipulation, and service disruptions, which are essential for maintaining the integrity of human resource operations (Nachit & Okar, 2020). By minimizing security vulnerabilities, organizations build confidence among users, encouraging them to adopt the system and utilize it optimally (Azkarin et al., 2023). Another essential aspect is the user experience when interacting with secure systems. While advanced security measures are necessary, they should not come at the cost of usability. Overly complicated authentication processes and security protocols may hinder productivity and discourage consistent use (Waliyati & Supratikta, 2024).

Organizations benefit significantly from adopting secure HRIS solutions. Enhanced data security reduces the risks and costs associated with data breaches, legal liabilities, and operational downtime (Masum et al., 2018). This allows businesses to allocate resources toward strategic initiatives rather than damage control (Satria et al., 2023). With these reduced costs, organizations can allocate greater resources to other strategic areas, improving business competitiveness and sustainability.

5.3. Effect of security (*X3*) on trust (*Y1*)

Effective information security management is essential in today's digital landscape, where the protection of sensitive data is crucial for maintaining user trust and organizational integrity. While security features are designed to safeguard information, their impact on user trust and adoption may not always be immediate or straightforward.

The findings of this study indicate that security (*X3*) does not significantly influence trust (*Y1*) in the final model. Despite strong security measures in place, the perceived impact of these measures on user trust was not as pronounced as anticipated. One possible explanation is that users may not fully recognize or appreciate the security features unless they directly experience a security-related issue, such as a data breach. Security, as a variable, may be considered a baseline requirement, where users expect certain protections to be in place, rather than a factor that actively enhances their trust in the system (Abuhantash, 2023).

Furthermore, the results suggest that post-use affirmation, which involves confirming the system's security after interaction, has limited influence on users' overall sense of security. This could be due to users' familiarity with the system or the fact that security measures are often taken for granted once the system is regularly used without incident (Gbarale & Okechukwu, 2022). In other words, users may not actively acknowledge security features unless they perceive an immediate benefit or risk, thereby diminishing the overall impact of security on trust (Adriansyah et al., 2023).

5.4. The influence of institutional trust (*X4*) on trust (*Y1*)

The results of the final model match test prove that there is a meaningful influence relationship between the variables of Institutional trust (*X4*) on trust (*Y1*). This finding provides an overview that institutional trust (*X4*) to trust (*Y1*), which reflects the recognition of the fulfillment of the criteria of relative excellence, ease of use, and capability to learn and test, has been able to generate trust in users.

The institution's trust in the trust reflected by users shows that recognition of the fulfillment of the criteria of relative excellence, ease of use, capability to learn, and ability to be piloted has succeeded in generating trust among Users (Arbanas & Hrustek, 2019). Institutions that meet or exceed the relative standards of excellence demonstrate that their products or services have distinct advantages over other alternatives, offering significant added value to users. Ease of use is another vital factor, as it ensures that users can quickly understand and operate the system without encountering major obstacles (Colaizzi, 1978).

The ability to learn effectively is equally important, as it allows users to adapt to the system quickly (Diehl & Dzubinski, 2016). When institutions provide comprehensive documentation, training, and support, users can easily acquire the knowledge needed to use the system efficiently (Johnson & Diman, 2017). Additionally, the ability to pilot the system before full adoption provides users with an opportunity to evaluate its performance and benefits on a smaller scale. This initial trial period helps build confidence in the system's functionality and reliability (Efawati & Hermawan, 2020). All these factors collectively create an environment conducive for users to develop a sense of trust in the institutions and systems they offer. Thus, the fulfillment of these criteria not only proves the competence of the institution but also ensures that users feel confident and confident in adopting and using the system (Arbanas & Hrustek, 2019).

5.5. The effect of trust (*Y1*) on success (*Y2*)

The results of the final model match test prove that there is a meaningful influence relationship of the confidence variable (*Y1*) on success (*Y2*). These findings provide an overview that trust (*Y1*) for success (*Y2*), which reflects the recognition of the fulfillment of the criteria of relative excellence, ease of use, and capabilities to learn and test, has been able to generate satisfaction in users.

Confidence in success can be reflected through recognition of the fulfillment of several important criteria (Boro & Sharma, 2025). These criteria include relative superiority, ease of use, capability to learn, and ability to be tested (Prakoso, 2019). Relative advantages indicate that the product or service has significant advantages over other alternatives, which in turn increases the perceived value by users. Ease of use ensures that users can quickly and efficiently master and use the system without significant difficulty (Ghasemshirazi et al., 2023).

In addition, the capabilities to learn indicate that users can easily understand and master the system through good guidance, adequate training, and constant support (Boro & Sharma, 2025). The ability to be piloted provides an opportunity for users to thoroughly evaluate the system on a small scale before committing to full adoption, which increases their confidence in the reliability and benefits of the system (Wiyono et al., 2025).

The combination of meeting these criteria not only increases user confidence in the success of the product or service, but also generates high satisfaction. Users feel confident that they have made the right choice and are getting a tool that really helps them achieve their goals more effectively and efficiently (Vanisri & Padhy, 2024).

6. CONCLUSION

This study provides valuable insights into the relationship between ease of use, usefulness, security, institutional trust, trust in technology, and system success in the context of HRIS. It highlights the importance of perceived usefulness in building users' trust, with user-friendly systems and effective security management forming a strong foundation for trust. However, while security measures were anticipated to significantly impact trust, the results suggest that users tend to take security for granted unless they experience a breach. Institutional trust also plays a crucial role, as users are more likely to trust systems from institutions that demonstrate a commitment to quality, ease of use, and adequate support. Despite its contributions, the study has limitations, including its focus on a specific geographical area and its exclusion of external factors like organizational culture or individual characteristics. Future research could address these limitations by broadening the sample and incorporating additional variables. The findings have practical implications for organizations, emphasizing the need for systems that are both secure and user-friendly and the importance of fostering institutional trust through comprehensive training and support. By aligning technological implementation with user expectations and institutional support, organizations can ensure the successful adoption of HRIS, enhancing user satisfaction and organizational performance.

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