

The Influence of Top Management Support, System Usability, and Cybersecurity Readiness on the Digital HRM Effectiveness of Banking Sector Employees

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Abstract

This study really wants to find out, in a kind of overarching way, how Top Management Support, System Usability, and Cybersecurity Readiness influence the Digital HRM Effectiveness for people working in the banking sector, yes, more or less. The research was conducted in a quantitative manner, through a survey approach aimed at banking workers. Purposive sampling was also used, but somehow it feels like it's leaning a bit too much on one segment, like it's overly directed toward that specific group. The data were gathered via an online survey, then processed using multiple linear regression. Before any hypothesis testing could even begin, validity and reliability checks were done, and of course the usual assumption scans were included, like normality, heteroscedasticity, and multicollinearity. So overall, it seems the dataset is a solid match. The findings indicate that Top Management Support, System Usability, and Cybersecurity Readiness all have a positive, and fairly strong impact on Digital HRM Effectiveness. That influence shows up in both partial effects and also, at the same time, through the combined model. Put more plainly, the results suggest that digital HRM in banking tends to be powered by manager backing, system clarity, and cybersecurity preparedness. In the end, this study contributes to the theoretical conversation on digital human resource management and also on how organizations undergo digital transition. It additionally provides hands-on direction for the banking industry, particularly for strengthening the real-world effectiveness of digital-based HRM.

Keywords: top management support, system usability, cybersecurity readiness, digital HRM effectiveness.

INTRODUCTION

Many organizational functions, especially human resource management and related fields, have seen some big shifts with the arrival of digital technology, and honestly, it's not just a trend (Djunaedi et al., 2025; Setiono et al., 2023). So, the digitalisation of human resources in the banking business becomes a strategic must have, because if the goal is to push

operational efficiency higher, and improve the service quality too, as well as help the organization become better at managing people more efficiently (Tannady et al., 2022). Digital Human Resource Management (Digital HRM) makes it possible for recruiting, training, performance evaluations and personnel administration, and career development to be brought together, and done through a digital platform (Maulana et al., 2024). Here, the effectiveness of digital HRM is an important element as it represents the extent to which a digital HRM system is able to assist the attainment of corporate objectives and the demands of employees. Effective Digital HRM may raise work productivity, speed up the decision-making process, minimize administrative expenses, and improve the employee experience in obtaining human resource services (Anggraini & Khairunnisa, 2025).

Top Management Support is an important aspect affecting Digital HRM Effectiveness in the banking industry (Sari et al., 2024). Top Management Support Refers to the amount of support, dedication and engagement of the organizational leaders in supporting the deployment of digital systems (Setiono et al., 2026). Top management plays an important part in the process of digital transformation because of their power to define the strategic direction of the business, allocate resources and create a conducive work environment. Budget allocation, policy formulation, training, and clear communication about the advantages of using a digital HRM system may be used to get management support (Sabilalo et al., 2020). System Usability is also an important feature believed to have an effect on Digital HRM Effectiveness in the banking industry. System usability is defined as the ease of use of a system, including ease of learning, ease of operation, efficiency of usage and user pleasure throughout interaction with the system (Laliasa et al., 2018). In digital HRM, a user-friendly system will assist workers execute a variety of administrative and human resource management operations more quickly and efficiently. On the other hand, a complicated and hard to grasp system may lead to user irritation and diminish the amount of adoption of the installed technology (Nur et al., 2020). Cybersecurity Readiness is another element that is believed to have an effect on Digital HRM Effectiveness in the banking industry. Cybersecurity preparedness is the extent to which the company is prepared to safeguard its digital systems, data, and information against different cybersecurity threats (Arifin et al., 2023). In digital HRM, firms handle many sensitive data such as payroll data, performance assessments, employee personal data, and other personnel papers. Therefore, effective use of digital technology is unthinkable without the safety of systems (Angriani et al., 2024; Dunda et al., 2020).

This research seeks to investigate the role of Top Management Support, System Usability and Cybersecurity Readiness on the effectiveness of Digital HRM toward the workers in the banking industry. The research is intended to contribute to the literature development of digital human resource management, information systems, and organizational digital transformation, especially on the aspects affecting the efficacy of digital HRM implementation theoretically. This research is also intended to extend the knowledge of how management support, system usability and cybersecurity preparedness contribute to the effective use of HRM technology. The outcomes of this research are anticipated to be able to give input for banking management in developing more successful digital HRM development strategies in practical terms.

METHOD

This research kind of used a quantitative approach, it relied on a survey technique to look at how Top Management Support, System Usability and Cybersecurity Readiness influences Digital HRM Effectiveness among workers in the banking industry, and sort of also in their daily routine activities. The target demographic consists of bank employees who are genuine users of the Digital HRM system in their daily work activities. The sampling method applied was purposive sampling. The respondents were expected to be permanent workers in the banking sector, at least for one year, using the Digital HRM system, and expected to access the digital HR system actively for administrative purposes and also for HR development purposes. Multivariate analysis was used to 200 respondents. Online questionnaire using Google Form was used to collect the data. Leadership commitment, resource allocation and communication support were used to measure Top Management Support. System Usability was measured using three factors, namely ease of use, efficiency, and user satisfaction. Cybersecurity preparedness was measured on security awareness, data protection and cyber risk preparedness. The effectiveness of digital HRM was assessed on the areas of operational efficiency, service quality, user acceptability and decision-making assistance. The validity test was a t-test and the reliability test was utilizing Cronbach Alpha with a minimum of 0.70. The data were evaluated by multiple linear regression to find the partial and simultaneous effect of independent factors on Digital HRM Effectiveness at a 5% significant level.

RESULT AND DISCUSSION

After the data were processed, all the research tools were validated and reliability established. The results of the validity test indicated that all the statement items had a computed t-value higher than the table t-value at the 5% significance level, meaning that all the indicators were appropriate for use in this research. The reliability test findings indicated that all variables had a Cronbach Alpha value more than 0.70, which means that the degree of instrument consistency was excellent. The findings of the normality test revealed that the residual data were normally distributed. The results of the heteroscedasticity and multicollinearity tests demonstrated that the research model matched all the classical assumptions necessary. The findings of multiple linear regression study demonstrated that Top Management Support, System Usability and Cybersecurity Readiness concurrently had a substantial influence on Digital HRM Effectiveness. The coefficient of determination was 0.544, indicating that 54.4% of the variability in Digital HRM Effectiveness was explained by the three independent variables in this research, while the remaining variability was affected by other factors outside the research model. Partially, all independent factors had a positive and substantial influence on Digital HRM Effectiveness. All study hypotheses were declared approved.

The findings of the research reveal that top management support has a favorable and substantial impact on the efficacy of digital HRM in the banking industry. This result indicates that, the more top management gives real support for adopting a digital HRM system, the higher the effectiveness we see in the use of it. Basically, senior management backing is crucial, it basically ensures the proper resources are available it also lets you roll out the policies that push digital transformation forward, and it kind of creates internal momentum inside the organization so people actually end up using the technology. Staff often start to feel more positive about the system when the organizational leaders show up during the digital HRM rollout, not just by talking, but also through everyday decisions, small actions, and those subtle choices that you almost miss. On the other hand, this leadership support reduces

resistance to change, and at the same time it strengthens the workforce's technological readiness, even when the first wave of opposition is fairly strong. Management commitment, overall, works as a key element for adopting the digital HRM system, particularly in banking, where operations are heavily regulated and inherently complex. So, in the end, broad support from top management is one of the essential factors that shapes how successful digital HRM becomes in the banking industry.

The findings of the research shows that System Usability has a favorable and substantial impact on Digital HRM Effectiveness in the banking industry. This suggests that the more user-friendly a system is, the more successful it is in support of human resource management tasks. Simplicity makes it easy for staff to grasp and swiftly run the system with little difficulty. Comfortable system with clear interface, easy navigation and simply accessible features would boost comfort of users in performing different HR operations such as leave requests, performance assessment, training and personnel administration. Furthermore, the high usability may enhance the frequency of system usage and decrease the operational faults that might impair the job productivity. The simplicity of use is a very significant feature to enable the successful adoption of digital HRM in the banking industry, which requires great efficiency and accuracy. Hence, system usability is one element that contributes much to improve the efficacy of digital HRM.

The result of the study shows that Cybersecurity Readiness has positive and substantial effect on Digital HRM Effectiveness in banking business. This result seems to point toward, organizational preparedness to handle cyber security issues being extremely crucial, kind of the only real path to get the best use out of digital HRM systems and honestly maybe even more than what we expected. Digital HR systems cover a broad span of delicate data, not just one single data stream. For instance, employee personal details, payroll records, performance summaries and other personnel documents have to be managed properly or else it quickly becomes a real headache. As a firm's degree of cyber resilience goes up, employees usually start to feel calmer and more confident when using the digital HRM system, because they trust the protections that are "around them". And then there is this flip side, little chain reaction too: when an organization is ready for cyber assaults then there are typically fewer data breaches, less operational disruption, and fewer cyber-attacks that could stop company operations midstream. Given that a banking organization is very dependent on information security and regulatory compliance, the roll-out of digital technology really has to include cyber security planning as a major ingredient. So, it's plausible that companies with stronger readiness on the cyber front can end up reaching higher levels of effectiveness from the digital HRM system.

CONCLUSION

The findings from the study suggest that the digital HRM effectiveness among banking sector employees is, pretty much, boosted by top management support and also by system usability, in a very clear way. Meanwhile there's cybersecurity readiness, and it appears to give a similar uplift, in a significant, and positive sort of manner. The findings of the research reveal that top management support is crucial in improving the success of Digital HRM implementation by ensuring resources, organizational commitment, and support for digital transformation. In addition, the characteristic that has the largest impact on Digital HRM Effectiveness is demonstrated to be the System Usability since the simplicity of use of the system may boost user acceptability, job efficiency, and the quality of human resource services. Moreover, an organization's willingness to safeguard digital data and systems enhances confidence among users and facilitates the continuation of systems operations. This

also has a great impact on the efficacy of Digital HRM in Cybersecurity Readiness. The three independent factors may simultaneously explain most of the variance in Digital HRM Effectiveness in the banking sector. In practice, banking businesses are encouraged to enhance management support for HR digitization, improve the quality and usability of digital HR systems, and raise cybersecurity preparedness to enhance the efficacy of digital-based human resource management.

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