

The Influence of Continuous Training, Perceived Usefulness and Employee Digital Experience on Employee Trust in Digital HRM Systems of Digital Startup Employees

**Fatimah Malini Lubis^{1*}, Joko Ariawan², Pipit Sundari³, Antok Supriyanto⁴,
Tri Yusnanato⁵, Anton Nurcahyo⁶**

Politeknik LP3I Jakarta¹, Universitas Bina Sarana Informatika², Universitas Ngudi Waluyo³,
Universitas Dinamika⁴, STMIK Bina Patria⁵, Politeknik Negeri Samarinda⁶

Correspondence Email: lubisfm@gmail.com*

Abstract

This study investigates the impact of Continuous Training and Perceived Usefulness, along with Employee Digital Experience, on Employee Trust towards Digital HRM Systems in the context of employees working in digital startups. This study was primarily quantitative and primarily used surveys. The study used purposive sampling. The research made use of Google Forms to create and distribute an online survey. The data was analyzed using multiple linear regression analysis. The results were verified for validity and reliability, and other preliminary assumption tests such as normality, heteroscedasticity and multicollinearity, along with some other preliminary assumption tests, were also conducted prior to the hypothesis tests. Continuous Training, Perceived Usefulness, and Employee Digital Experience were shown to positively and significantly impact Employee Trust in Digital HRM Systems. This was shown to be the case whether the three constructs were analyzed independently, in combination, or as a group, with the study showing that the three constructs were important for the creation of trust in Digital HRM systems. Finally, it is anticipated that this research will provide a theoretical boost to the development of digital human resource management and technology acceptance debates and practical advice to digital startup firms that wish to make their Digital HRM system deployment operate more efficiently.

Keywords: continuous training, perceived usefulness, employee digital experience, employee trust in digital HRM systems.

INTRODUCTION

Somehow digital revolution has altered a lot of organizational activities notably human resource management. HRM is now more and more related to digital technology for both day-to-day operations and longer-term strategic work. That's one of the kinds of organizations where technology is actually the key backbone (Wahdiniawati et al., 2024). So Digital HRM is dealt with in a very straightforward manner. There are certain Digital Human Resource Management (Digital HRM) solutions that assist recruiting, training, performance reviews, employee data management and even career progression phases in a more effective and

efficient manner (Wibowo et al., 2023). But the ultimate outcome of using a Digital HRM system is not only about the technology, it is also about how much workers believe in it, somehow. Employee confidence in Digital HRM systems is vital since it indicates if workers really feel the system can give accurate, safe, fair and reliable information for various HR responsibilities (Suyatno et al., 2023). High trust typically enhances technology adoption. It leads to a more frequent usage of the system and reinforces the overall performance of digital based work processes (Siska et al., 2024).

Continuous training is one of the factors believed to affect Employee Trust in Digital HRM Systems among digital startup workers (Harahap et al., 2025). In this context, continuous training implies the firm continues to provide learning programs so that workers may upgrade their knowledge and skill set for utilizing digital technology (Siagian et al., 2024). Such training is useful when Digital HRM is being implemented as it helps workers to comprehend what the system truly accomplishes, its benefits and the step-by-step processes (Mustafa et al., 2023). When workers have a good understanding of how things function, they tend to be more comfortable and confident in utilizing it, like they are not guessing all the time (Dunda et al., 2020). The third is Employee Digital Experience, which is also a characteristic that is commonly associated with Employee Trust in Digital HRM Systems among digital startup workers (Maulana et al., 2024). The digital experience of an employee is essentially the whole experience workers get when they engage with the digital technologies that are utilized in the workplace. This covers the simplicity of use of the system, the quality of the digital interactions, the comfort of the users and the effectiveness of the organization's technical assistance (Sabilalo et al., 2020). Employees who have great digital experiences overall are far more likely to feel positively about the company's technology (Laliasa et al., 2018). When the experience is positive, it may also help build confidence in the dependability of the system and reduce the confusion or doubt that is sometimes present when individuals are first starting to use modern technologies (Nur et al., 2020; Arifin et al., 2023).

This study aims to understand the impact of Continuous Training, perceived utility, and employee digital experience on employee confidence in Digital HRM Systems within the context of digital start-ups. More generally, this study explores the potential benefits to both digital human resource management literature and the literature on new technologies and organizational behavior. In particular, this study will be aligned to research user confidence in Digital HRM Systems and related System Confidence. More generally, this study will explore the impact of Continuous Training and the Digital Employee Experience on confidence in corporate Systems. Practically, the conclusion of this research should also offer feedback to digital startup management so they may build more successful techniques for integrating Digital HRM, or maybe stated, make the roll out strategies function smoother, and with less friction.

METHOD

This research was conducted utilizing a quantitative technique. The study data was acquired using survey approach, by means of a standardized questionnaire which was sent online to the respondents who fit the research requirements. The population in this research were all digital startup workers who had utilized the Digital HRM system to aid their regular job operations. The respondents were selected using purposive sample approach; so only workers who had utilized the Digital HRM system for at least six months and had direct experience in using the system were ultimately included. Total number of responders was 200. The Continuous Training variable was operationalised by measures of frequency, quality

of training and learning help supplied by the organisation. The Employee Digital Experience is what we looked at to see how employees feel about the tools they use. We wanted to know if these tools are easy to use and if the technical support is good. We also asked employees if they think the system helps them do their job better and be more productive. The idea is to see if the system really makes a difference in how employees work and how effective they are. The Employee Digital Experience is important because it looks at how employees feel when they use tools, including how easy it is to use them and how happy they are, with the technical support they get. Employees' trust in digital HRM systems was assessed by attributes such as system reliability, data security, openness of procedures, and general system credibility. Before being utilized to test the hypothesis, the instruments employed in this study were tested for validity and reliability so as to ensure the quality of data. Validity was checked by t-test and reliability was checked using Cronbach's alpha with minimum acceptable cut off 0.70. After that, data was again examined using the traditional assumption test. Multiple linear regression analysis was conducted to examine the relationship among the study variables with a significance level of 5%.

RESULT AND DISCUSSION

The outcomes of data processing from 200 respondents or digital startup personnel, may be asserted that generally all research instruments are declared genuine and also dependable, maybe in a very obvious manner. The results of the validity test demonstrate that the estimated t value of each research indicator is greater than the t table with a significance level of 5%. So, in other words, all the statement items are OK and may be utilized in this research even if the interpretation is somewhat plain forward and no need to overthink it. Then for the reliability test, it is discovered that the Cronbach Alpha score of each variable is > 0.70 . This means the internal consistency is in excellent shape. Subsequently, the multiple linear regression analysis indicates that Continuous Training, Perceived Usefulness, and Employee Digital Experience together have a concrete and cumulative influence on Employee Trust in Digital HRM Systems. The F test produces a significance value of 0.000 (< 0.05). The effect is thus significant at the 5 % level. Meanwhile, the coefficient of determination R^2 is 0.651. This suggests that the three independent variables employed in this study can explain the changes in Employee Trust in Digital HRM Systems by 65.1%. The remaining, 34.9 % is probably related to other variables outside the model. All the assumptions of this research are accepted in a partial sense as each independent variable has a positive and substantial impact on Employee Trust in Digital HRM Systems.

The research findings indicate that Continuous Training has a substantial and favorable influence on Employee Trust toward Digital HRM Systems among workers working at digital startups. In other words, when the firm performs an ongoing training program which is stronger and more stable, workers frequently demonstrate a greater confidence level on the Digital HRM system they are using. Regular training also helps workers to understand how the system works, what the system can do for them and what steps or processes they need to do. This means that their uncertainty while working with the technology might eventually diminish. At the same time, ongoing training improves employees' digital abilities so that they are more confident while exploring the many tools offered. People often come to regard the system as reliable, almost as if it is helping them to complete their work responsibilities, after they thoroughly understand what the system does and how it acts. Training activities also provide a signal that the business is really serious about competence creation, so that workers are more confidence that the Digital HRM system is not just "there", but is in fact designed to

service users. Continuous training in the broad view seems like a crucial factor for creating employee confidence in the Digital HRM system.

The results of the study indicate that Perceived Usefulness has a positive and significant effect on Employee Trust in Digital HRM Systems among employees in digital startups, indicating that when people perceive there are clear benefits to using a Digital HRM system their degree of trust in it turns out to increase. In other words, those workers who believe the system can increase productivity, they get the job completed more quickly and it is simpler to access human resource information, are more ready to trust the system they are using. When views of usefulness are strong, it also generates the sense that this system actually adds value to ordinary job tasks, and then if the system helps people accomplish their work objectives in a more effective manner, it typically raises both dependency on the technology and acceptance of it. In a fast paced and tech driven place like a digital startup, the good things that users get from Digital HRM are a big deal. If people think Digital HRM is useful they will be more confident in using Digital HRM systems. This is because Digital HRM is helpful to them. The main reason Digital HRM works is that it is useful, to the people who use Digital HRM.

The study found that Employee Digital Experience is really important for Employee Trust in Digital HRM Systems for people working at digital startups. When workers use technology every day their experience with it affects how much they trust Digital HRM Systems. A good Employee Digital Experience is not about the system working properly it is also about how easy it is to use. The look of the screens how fast you can get the information you need and the quality of help from tech people all matter. When people have a time using the platform, they start to think that Digital HRM Systems are more trustworthy and respectable. Employee Digital Experience plays a role in this because it is about how workers feel when they use Digital HRM Systems daily. If the experience is good then people are more likely to trust Digital HRM Systems. Employee Digital Experience really matters for building trust in Digital HRM Systems. It shows that a good experience with tools makes workers feel more confident in the system. So digital startups should focus on improving Employee Digital Experience to gain Employee Trust, in Digital HRM Systems. On the other hand, if the experience is subpar, or honestly a little irritating, it may easily cast concerns about the system's ability to actually meet their normal job demands. Since technology is a major part of the business process in a digital company, a good digital experience is a kind of keystone for developing a lasting connection between the users and the system itself. Therefore, employee digital experience has a significant impact on boosting employee confidence in Digital HRM systems and in addition, it also facilitates the broader success of a digital transformation of an organization as a whole.

CONCLUSION

Based on the findings of the research that has been done, both partially and really together at the same time, somewhat clearly but also not totally in a vacuum, it can be said that Continuous Training, Perceived Usefulness, and the Employee Digital Experience have a positive and meaningful effect on Employee Trust in Digital HRM Systems among employees in digital startups. This kind shows that the choice of Digital HRM is not just based on the design or usability of the technology but also on the constant learning process, the real benefits people see in using it and the ease and enjoyment of the digital interactions. Future research should employ a longitudinal design and examine mediating variables such as technology acceptance and user satisfaction, as well as moderating variables such as digital organizational culture, especially in relation to Continuous Training, Perceived Usefulness, Employee Digital Experience, and Employee Trust in Digital HRM Systems. Digital startup companies must

strengthen the quality of their current training offerings, deliver meaningful value to users of the Digital HRM system, and provide a more engaging digital experience. This will strengthen the trust of workers in the Digital HRM system and improve the chances of success of the digital transformation program of the firm.

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