

# Digital Trust and Transparency: Employee Perception of the Honesty of Attendance Data Through Hris at PT Sitoy Leather Products Indonesia (Kendal)

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This study aims to explore employees' perceptions of transparency, accuracy, and fairness in the Human Resource Information System (HRIS) used for attendance recording at PT Sitoy Leather Products Indonesia. Employing a qualitative phenomenological approach, this research investigates employees' lived experiences through in-depth interviews, observation of daily attendance processes, and review of supporting documents. The findings reveal that most employees perceive HRIS as improving attendance accuracy, reducing manual errors, and accelerating the correction process. The system is considered transparent when employees can access their attendance history and when correction procedures are handled openly and responsively. However, several challenges persist, including delayed data synchronization, biometric misreads, and variations in digital literacy among employees. Communication from the HR department also plays a critical role in shaping employee trust. Overall, HRIS contributes positively to enhancing trust, accountability, and efficiency in attendance management within a manufacturing environment.

**Keywords:** HRIS, Attendance, Transparency, Digital Trust, Employee Perception

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## 1. Introduction

In the era of the Industrial Revolution 4.0 and the transition to Society 5.0, the use of information technology in human resource (HRM) management has become a strategic necessity for modern organizations. Human Resource Information Systems (HRIS) are no longer merely administrative tools but have evolved into strategic instruments that support decision-making, data transparency, and the building of digital trust in the workplace. According to Dessler (2020), HRIS is an integrated system designed to manage personnel data accurately, efficiently, and transparently to support the effectiveness of overall HR management.

In line with this view, Ulrich et al. (2019) assert that digitizing HR functions through HRIS can enhance HR's strategic value by creating a more accountable and data-driven work system. One crucial function of HRIS is employee attendance management, as attendance data is directly linked to productivity, discipline, payroll, and performance appraisals. According to Mathis and Jackson (2018), a systematic and transparently managed attendance system will encourage disciplined work behavior and increase a sense of fairness among employees.

In the context of digital trust, Mayer, Davis, and Schoorman (1995) explain that trust in organizational systems is built through three main dimensions: ability, integrity, and benevolence. Accurate and transparent implementation of an HRIS in managing attendance data can reflect the organization's integrity in handling employee data, potentially increasing employee trust in the company's management system. Research by Kumar and Singh (2023) shows that effective HRIS implementation can improve attendance

data accuracy, reduce the potential for manipulation, and strengthen a culture of integrity and accountability in the workplace.

PT Sitoy Leather Products Indonesia, a globally oriented leather and bag manufacturing company, has implemented an HRIS in managing employee attendance data to support operational efficiency and information accuracy. The implementation of this system is expected to not only improve the effectiveness of HR administration but also create fairness in disciplinary assessments and increase employee trust in the company's management system. In modern organizations, an HRIS-based attendance system is not simply a time-keeping tool but also a representation of an organizational culture that upholds professionalism, transparency, and fairness (Armstrong, 2021).

However, the aspects of digital trust and data transparency in HRIS use remain relatively underexplored, particularly from an employee perspective. A study on "Inverse Transparency by Design" shows that workers are increasingly demanding transparency regarding how their personal data is collected, used, and managed in digital systems. Employees desire not only efficiency but also the right to understand, access, and correct data related to them.

Qualitative research by Rahman and Dewi (2022) revealed that HRIS designed with a high level of transparency can increase digital trust and employee work motivation. This finding is supported by Kumar and Singh (2023), who stated that digital transformation through HRIS significantly contributes to administrative efficiency and employee data accuracy. Meanwhile, Harrison and Smith (2023) found that positive employee perceptions of attendance systems emerge when the system is perceived as honest, open, and provides opportunities for employees to clarify and correct data.

Based on this description, this study seeks to explore employee perceptions of the honesty and transparency of attendance data through HRIS at PT Sitoy Leather Products Indonesia. A qualitative approach was chosen because it is able to capture the meaning, experiences, and subjective interpretations of employees in interacting with HRIS technology, especially in the context of building digital trust and data transparency in human resource management.

## 2. Literature Review

A Human Resource Information System (HRIS) is an information technology-based system used to collect, store, manage, and analyze human resources (HR) data. According to Kavanagh, Gueutal, & Tannenbaum (1990–2010), an HRIS is an integration of information systems and HR practices designed to support administrative processes, decision-making, and strategic organizational functions.

The implementation of an HRIS in attendance management has been shown to improve accuracy, reduce the potential for manipulation, and support consistent data recording compared to manual systems. Research by Kumar and Singh (2023) shows that HR digitization through an HRIS significantly contributes to administrative efficiency and the reliability of employee data. In another phenomenological study, Harrison and Smith (2023) found that employee perceptions of an HRIS are more positive when the attendance system is transparent, providing employees with access to verify their attendance history, and providing a mechanism for correcting discrepancies.

Digital transparency refers to the degree to which a system is open in providing access and information regarding how data is processed, stored, and used. Bannister and Connolly (2011) suggest that digital transparency encompasses data accessibility, process clarity, and system accountability. In attendance management, transparency is reflected in features such as visible attendance histories for employees, real-time recording, and mechanisms for submitting corrections when system errors occur.

A study on inverse transparency by Stahl et al. (2021) highlights that modern workers desire a better understanding of how their data is processed, not just the end result. This is relevant to the manufacturing industry, including PT Sitoy Leather Products Indonesia, where employees frequently encounter discrepancies between actual attendance times and the data recorded in the HRIS. This situation demands increased digital transparency to prevent a decline in trust in the system.

Perception is a cognitive process in which individuals interpret information to give meaning to their surroundings. Robbins and Judge (2017) explain that perception is influenced by personal experiences, expectations, and the social context of the organization. In the context of HRIS attendance, employee perceptions of "data fairness" are crucial because they determine whether they perceive the system to be operating fairly and trustworthy.

Several previous studies reinforce the importance of this perception. For example, a study by Rahman and Dewi (2022) confirmed that positive perceptions of HRIS system transparency correlate with higher levels of digital trust and work motivation. This positive perception arises when employees feel that their data is recorded as is without manipulation or harmful technical interference.

Organizational trust is a crucial psychological element in the acceptance of digital systems. Mayer, Davis, and Schoorman (1995) developed a trust model consisting of three main components: ability, benevolence, and integrity. Ability relates to the system's ability to perform its functions reliably, benevolence reflects the belief that the company has good intentions towards employees, and integrity relates to the assessment that the system adheres to principles of honesty and consistency.

In the context of HRIS attendance, data integrity is the most important factor because it directly relates to employee rights such as salary, overtime, and disciplinary evaluations. Research by Nguyen and Dao (2024) emphasized that employees will be more accepting of HR technology if they perceive the system to be fair, transparent, and consider the human aspect of digital interactions.

Attendance is an indicator of employee discipline and commitment to the organization. Cascio (2016) emphasized that effective attendance management has a direct impact on productivity, performance, and operational efficiency. In the modern workplace, the use of an attendance-tracking (HRIS) allows companies to monitor attendance patterns more accurately and consistently.

HRIS integration also enables HR departments to analyze patterns of lateness and absence, and simplifies data auditing. Research by Kumar et al. (2025) confirms that a digital attendance system integrated with an HRIS has a positive impact on improving organizational performance and data-driven decision-making.

### 3. Method

This study used a qualitative approach with a phenomenological design to understand employee experiences using a Human Resource Information System (HRIS). This approach was chosen because the research focuses on subjective meanings, perceptions, and direct experiences of employees when interacting with digital technology in the attendance recording process. This research was conducted at PT Sitoy Leather Products Indonesia, a leather goods manufacturing company located in Central Java. This location was chosen based on the consideration that the company has actively implemented a Human Resource Information System (HRIS) for attendance data management. In line with Creswell's (2021) perspective, qualitative methods allow for an in-depth exploration of the phenomenon from the perspectives of the informants.

Informants were selected using a purposive sampling technique, including employees who had used HRIS for at least six months and were directly involved in the attendance process, including operators,

administrative staff, supervisors, and HR. Data were collected through in-depth semi-structured interviews to obtain authentic narratives regarding perceptions of transparency, data accuracy, ease of use, and trust in the system. In addition to interviews, the researcher conducted field observations of the attendance process and reviewed internal documents such as absence correction procedures and HRIS usage records.

#### **4. Results and Discussion**

The results of this study were obtained through in-depth interviews with 8 informants from various departments (production, HR, and administration). Data analysis yielded six main themes that illustrate employee perceptions of the honesty of attendance data through HRIS.

##### **Transparency of the HRIS System in the Attendance Recording Process**

Interview results indicate that most employees view the HRIS as a fairly transparent system, particularly in displaying real-time clock-in and clock-out times. Employees stated that the attendance history and data correction features help them monitor the accuracy of attendance records. This finding aligns with Rahman and Dewi (2022), who stated that the level of HRIS transparency directly contributes to increased digital trust in the system.

However, several respondents expressed that transparency still needs to be improved due to delays in synchronization from the fingerprint machine to the HRIS system, especially during peak hours. This makes employees hesitant to trust the accuracy of the displayed data, especially when there is a minute difference between the real-time and digital data.

##### **Accuracy and Reliability of Attendance Data**

Employees assessed the accuracy of the HRIS as quite good, but still expressed concerns about the possibility of "missing scans" or delayed updates. Several employees reported experiencing a 1–3 minute discrepancy in clocking in or out. Although small, this difference is considered significant because it relates to discipline, benefits, and performance evaluations.

This finding supports a study by Kumar and Singh (2023), which found that HRIS does improve data accuracy, but this accuracy is highly dependent on device integration and network quality. At PT Sitoy Leather Products Indonesia, technical issues such as server or fingerprint machine outages were also identified as causes of data discrepancies.

##### **Employee Experiences in Interacting with HRIS Technology**

Respondents described HRIS as providing a more efficient, easier, and structured work experience. They can view their attendance history without having to contact HR. This flexibility is perceived as a form of "digital empowerment." However, some employees stated that HRIS usage still requires guidance, especially for senior workers who are less familiar with technology. This finding is consistent with Nguyen and Dao (2024), who emphasized that HR technology that "humanizes" administrative processes actually improves employee convenience and experience. Employees also highlighted the importance of interpersonal relationships with HR as a support system. They feel more confident in HRIS when communication between HR and employees is good, especially when data discrepancies occur.

##### **Employee Trust and Comfort in the HRIS Attendance System**

Employee trust in the HRIS system is formed by three main factors:

1. reliable data storage,
2. clarity of absence correction procedures, and
3. HR responsiveness when errors occur.

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Employees generally trust HRIS systems as long as there is a clear and prompt correction mechanism. They also consider visual evidence, such as fingerprint scan history, important. This finding aligns with Harrison and Smith (2023), who found that trust in attendance systems grows when employees perceive accountability—both from the technology and from management (HR).

### **Impact of HRIS Transparency on Industrial Relations**

A more transparent and accurate attendance system is considered capable of reducing misunderstandings between employees and management. HRIS helps create fairer working conditions because all data is recorded automatically and can be verified. These results support Yuliana and Prasetyo (2021), who found that HRIS implementation can increase employee engagement by reducing uncertainty regarding attendance data. At PT Sityo Leather Products Indonesia, this is reflected in the reduction in manual complaints regarding attendance discrepancies after HRIS implementation.

Overall, employee perceptions of HRIS attendance transparency at PT Sityo Leather Products Indonesia tend to be positive. HRIS is considered to improve the efficiency, accuracy, and clarity of attendance data. However, technical aspects and user education still need to be improved to strengthen employee trust and maximize the system's benefits.

This research discussion confirms and expands on previous findings, which indicate that HRIS transparency plays a crucial role in building digital trust, improving employee experience, and strengthening industrial relations.

### **Challenges of HRIS Implementation in the Context of Attendance**

Although employees generally have a positive perception, this study identified several challenges, including:

1. Technical constraints—slow servers, network disruptions, and synchronization delays.
2. Lack of digital literacy among some employees.
3. Reliance on fingerprint machines, resulting in the system not functioning optimally if the machine is damaged.
4. Lack of internal education regarding the absence correction process and problem-solving process.

These challenges reinforce findings from previous research regarding the importance of quality infrastructure and interdepartmental communication in HRIS implementation.

## **5. Conclusion**

This research shows that the implementation of HRIS attendance at PT Sityo Leather Products Indonesia was positively received by the majority of employees. HRIS is considered to improve transparency and accuracy of attendance recording, and provide easy access to information, which has resulted in increased trust (digital trust) in the system. However, several challenges, such as delays in data synchronization, fingerprint reading errors, and limited digital literacy, remain obstacles to optimal HRIS utilization. Communication and HR responsiveness are also key determinants of positive employee perceptions of the system. Overall, HRIS attendance contributes to a more objective, efficient, and accountable attendance administration process. The existence of this digital system also strengthens industrial relations by reducing conflicts related to discrepancies in attendance data.

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