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The Effect of Ease of Use and Organizational Support on Digital HR System Acceptance with Employee Digital Readiness as a Moderating Variable

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Abstract

Digital transformation in human resource management has encouraged organizations to implement Digital Human Resource (HR) Systems to improve the efficiency and effectiveness of HR management. However, the success of such implementation depends not only on technological sophistication but also on user acceptance. This study examines the effects of System Ease of Use and Organizational Support on Digital HR System Acceptance and investigates the moderating role of Digital Readiness. A quantitative explanatory design was employed. Primary data were collected through a five-point Likert-scale questionnaire distributed to 114 employees of Inside Job, selected using purposive sampling, and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The findings indicate that System Ease of Use ($\beta = 0.331$; $t = 4.502$; $p = 0.000$) and Organizational Support ($\beta = 0.254$; $t = 3.609$; $p = 0.000$) have positive and significant effects on Digital HR System Acceptance. Digital Readiness was also found to strengthen the effects of both System Ease of Use ($\beta = 0.290$; $t = 3.562$; $p = 0.000$) and Organizational Support ($\beta = 0.297$; $t = 3.607$; $p = 0.000$) on Digital HR System Acceptance. The research model explains 52.2% of the variance in Digital HR System Acceptance ($R^2 = 0.522$). These findings suggest that successful Digital HR System implementation requires an integrated strategy involving simplified system design, strong organizational support, and continuous improvement of employees' digital readiness.

INTRODUCTION

Digital transformation has become a major driver of change across industries, including the human resource (HR) management function (Zhang & Chen, 2024). Administrative and strategic HR processes are increasingly directed toward digitalization through electronic Human Resource Management (e-HRM) the use of web-based information technology to support HR activities and policies ranging from recruitment and training to payroll and performance evaluation (Ruel, Bondarouk, & Looise, 2004). Nasar and Ray (2024) emphasize that e-HRM is an important tool for enhancing organizational competitiveness, yet its success depends heavily on user acceptance rather than on technological sophistication alone.

The Technology Acceptance Model (TAM) developed by Davis (1989) serves as the primary theoretical foundation for explaining technology acceptance, with perceived ease of use and perceived usefulness as the two key determinants of attitude and intention to use. Organizational Support Theory (Eisenberger et al., 1986) further explains that organizational support in the form of facilities, training, policy, and leadership determines individuals' willingness to accept new systems. Beyond these two factors, employees' digital readiness

encompassing digital literacy, technical skills, and psychological preparedness (Gfrerer et al., 2021) is also a critical determinant, as shown by Shahreki and Ghanad (2023), who found that ease of use, organizational support, and digital readiness collectively determine digital HR system acceptance. In the Indonesian context, Herlissha et al. (2025) found that digital HR systems often fail to reach their full potential due to insufficient attention to individual digital readiness and weak organizational support.

This phenomenon is clearly evident at Inside Job, a digital technology solutions provider serving MSMEs, NGOs, startups, and corporations across countries, with a track record of serving more than one million users. Despite its strength in delivering digital solutions to external clients, the company's internal HR processes such as attendance, leave requests, employee data management, and performance appraisal are still carried out manually through spreadsheets, e-mail, and scattered physical documents. The absence of an integrated digital HR system has increased the administrative burden, slowed decision-making, and created an organizational identity paradox: a company that sells digital solutions externally but has yet to fully implement them internally.

The urgency of this research is underscored by the rapid acceleration of digital transformation across industries, which has been further accelerated by the COVID-19 pandemic and the increasing prevalence of remote and hybrid work arrangements. Organizations that fail to successfully implement digital HR systems risk falling behind competitors in terms of operational efficiency, employee experience, and strategic HR capabilities. The novelty of this study lies in its focus on a technology-based organization (Inside Job) as the research context, which allows for examination of technology acceptance dynamics in an environment where employees are presumably more digitally literate than the general population. This context enables investigation of whether the well-established relationships between ease of use, organizational support, and technology acceptance hold true even in technologically proficient settings, and whether digital readiness plays a moderating role in these relationships.

Although numerous studies have examined technology acceptance through the TAM framework, most focus on general user organizations and have not specifically addressed the dynamics of digital HR system acceptance within technology-based organizations. Studies testing the moderating role of digital readiness on the relationship between ease of use, organizational support, and e-HRM system acceptance also remain limited. Building on this gap, this study aims to: (1) examine the effect of digital HR system ease of use on digital HR system acceptance; (2) examine the effect of organizational support on digital HR system acceptance; (3) examine the moderating role of employee digital readiness in the relationship between ease of use and system acceptance; and (4) examine the moderating role of employee digital readiness in the relationship between organizational support and system acceptance, using Inside Job employees as the research context.

Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) is a theoretical framework explaining individual behavior in accepting and using technology. Davis (1989) explains that an individual's willingness to adopt a technology system is strongly influenced by perceived usefulness and perceived ease of use, which subsequently shape attitude toward using, behavioral intention, and actual system use (Handayani, Kusrini, & Arief, 2017). In this study,

TAM is used to explain how the ease of use of a digital HR system influences its acceptance among Inside Job employees.

Organizational Support Theory (OST)

Organizational Support Theory, developed by Eisenberger et al. (1986), explains that individuals form perceptions of the extent to which the organization values their contributions and cares about their well-being. This perception subsequently influences attitudes, commitment, and behavior in response to organizational policies or changes, including the adoption of new technology. In the context of digital transformation, organizational support may take the form of technology facilities, system-use training, supportive policies, and active management involvement.

Digital Readiness

Digital readiness reflects the extent to which individuals possess the capability, knowledge, and psychological preparedness to adopt digital technology, encompassing digital literacy, technical skills, infrastructure availability, training, and an innovation culture (Gfrerer et al., 2021; Bumann & Peter, 2019). Esen and Kaya Özbağ (2014) emphasize that without adequate digital readiness technically and psychologically the adoption of digital systems tends to become an additional burden rather than a solution for users.

Hypothesis Development

Perceived ease of use is a core TAM construct that influences attitude, intention, and actual technology-use behavior. The easier a system is to understand, learn, and operate, the more likely it is to be accepted by users. Nasar and Ray (2024) show that ease of use significantly affects e-HRM system acceptance, a finding reinforced by Shahreki and Ghanad (2023) and Herlissha et al. (2025). Based on this reasoning, the following hypothesis is proposed:

1. H1: Ease of use has a positive effect on digital HR system acceptance.

Organizational support is a contextual factor that determines the success of technology-based system implementation. When organizations provide adequate support through facilities, training, policy, and management involvement, employees become more confident and open to accepting new systems. Nasar and Ray (2024), Shahreki and Ghanad (2023), and Herlissha et al. (2025) empirically demonstrate that organizational support positively affects e-HRM system acceptance. Based on this reasoning, the following hypothesis is proposed:

2. H2: Organizational support has a positive effect on digital HR system acceptance.

Employee digital readiness reflects individuals' capacity to make optimal use of a system designed to be easy to use. Employees with high digital readiness tend to understand systems more quickly and operate technology with greater confidence, thereby strengthening the effect of ease of use on system acceptance (Gfrerer et al., 2021; Mazurchenko, Zelenka, & Maršíková, 2022; Zhao et al., 2024). Based on this reasoning, the following hypothesis is proposed:

3. H3: Employee digital readiness moderates the effect of ease of use on digital HR system acceptance.

The effectiveness of organizational support also depends on the recipient's capacity. Among employees with high digital readiness, organizational support whether in the form of training, facilities, or guidance is more effectively translated into acceptance behavior, as shown by Zheng (2024) and Mazurchenko et al. (2022). Based on this reasoning, the following hypothesis is proposed:

H4: Employee digital readiness moderates the effect of organizational support on digital HR system acceptance.

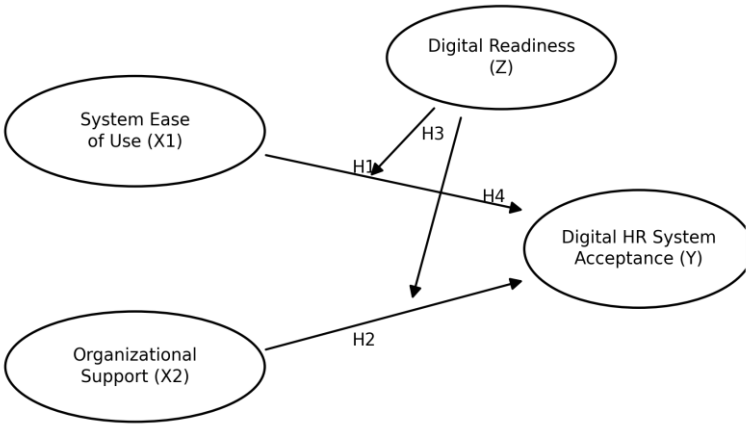

Figure 1. Conceptual Framework

METHOD

This study employed a quantitative approach with an explanatory research design to explain the causal relationships between the independent variables (system ease of use and organizational support), the moderating variable (digital readiness), and the dependent variable (digital HR system acceptance). Primary data were collected through a closed-ended, five-point Likert-scale questionnaire (1 = strongly disagree to 5 = strongly agree) distributed online to Inside Job employees.

The population consisted of all permanent Inside Job employees active in 2025 who had worked for at least six months, totaling 65 people. The minimum sample size was determined using the Slovin formula (Sevilla et al., 1993) with a 5% margin of error, yielding a minimum sample of 56 respondents. Sampling was conducted using purposive sampling (a non-probability technique), and data collection ultimately yielded 114 respondents.

The research instrument was developed around four main variables: System Ease of Use (Davis, 1989), Organizational Support (Eisenberger, 2016), Digital Readiness (Bumann & Peter, 2019), and Digital HR System Acceptance (Davis, 1989), as presented in Table 1.

Table 1. Research Instrument

Variable	Operational Definition	Indicator Dimensions
System Ease of Use (X1)	Perception of the extent to which the digital HR system can be used without requiring much effort (Davis, 1989)	Easy to learn, easy to control, easy to understand, easy to become skillful, easy to use
Organizational Support (X2)	Employees' perception of the extent to which the organization cares about and values their contribution (Eisenberger, 2016)	Supervisor support, organizational fairness, concern for well-being, rewards and recognition
Digital Readiness (Z)	The degree of individual readiness to use and	Technological capability,

Variable	Operational Definition	Indicator Dimensions
	adapt to digital systems in the workplace (Bumann & Peter, 2019)	infrastructure, training, innovation culture
Digital HR System Acceptance (Y)	The extent to which users accept and are willing to use the digital HR system in their work processes (Davis, 1989)	Perceived usefulness, attitude toward using, behavioral intention, actual usage

Data were analyzed in three stages: (1) descriptive statistics to describe respondent characteristics and response distribution; (2) outer model (measurement model) evaluation, including convergent validity (outer loading > 0.70; AVE > 0.50), reliability (Cronbach's Alpha and Composite Reliability > 0.70), and discriminant validity using the Heterotrait-Monotrait Ratio (HTMT < 0.90); and (3) inner model (structural model) evaluation, including the coefficient of determination (R-Square), effect size (f-Square), Goodness of Fit (SRMR), and hypothesis testing. Analysis was conducted using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach with SmartPLS 4 software (Hair et al., 2019), as it is well suited for testing relationships among latent variables, including moderation effects, in relatively small samples. Hypothesis testing used a two-tailed test at a 5% significance level ($\alpha = 0.05$) through a bootstrapping procedure with 5,000 subsamples; a hypothesis was considered supported when the t-statistic exceeded 1.96 and the p-value was below 0.05.

RESULTS AND DISCUSSION

Respondent Characteristics

Research data were collected from 114 respondents who are employees of Inside Job. Respondent characteristics are presented in Table 2.

Table 2. Respondent Characteristics

Characteristic	n	%
Gender: Male	34	29.82
Gender: Female	80	70.18
Age: 20–30 years	91	79.82
Age: 31–40 years	18	15.79
Age: 41–50 years	5	4.39
Education: Senior High School	33	28.95
Education: Diploma (D3)	4	3.51
Education: Bachelor's Degree (S1)	73	64.04
Education: Master's/Doctoral Degree (S2/S3)	4	3.51
Tenure: < 1 year	31	27.19
Tenure: 1–3 years	57	50.00
Tenure: 4–6 years	15	13.16
Tenure: > 6 years	11	9.65

Characteristic	n	%
Employment status: Permanent employee	58	50.88
Employment status: Contract employee	56	49.12

The majority of respondents were female (70.18%), aged 20–30 years (79.82%), held a bachelor's degree (64.04%), and had worked for 1–3 years (50.00%), with a relatively balanced composition between permanent (50.88%) and contract employees (49.12%). Overall, respondents' answers across all variables (System Ease of Use, Organizational Support, Digital Readiness, and Digital HR System Acceptance) were concentrated in the Agree and Strongly Agree categories, with positive responses ranging from 53.5% to 66.7% across indicators, indicating generally positive perceptions toward all four constructs.

Outer Model Evaluation

Convergent validity testing showed that all indicators across the four variables had outer loading values above 0.70 (ranging from 0.734 to 0.887), and all variables had Average Variance Extracted (AVE) values above 0.50: System Ease of Use (0.673), Organizational Support (0.653), Digital Readiness (0.702), and Digital HR System Acceptance (0.651), indicating that all constructs met the convergent validity requirement. Reliability testing showed Cronbach's Alpha and Composite Reliability values above 0.90 for all variables (Table 3), well above the 0.70 threshold, indicating that all constructs were highly reliable.

Table 3. Summary of Construct Validity and Reliability

Variable	Outer Loading Range	AVE	Cronbach's Alpha	Composite Reliability
System Ease of Use	0.738–0.856	0.673	0.946	0.954
Organizational Support	0.734–0.876	0.653	0.924	0.938
Digital Readiness	0.785–0.887	0.702	0.939	0.949
Digital HR System Acceptance	0.739–0.853	0.651	0.923	0.937

Discriminant validity testing using the Heterotrait-Monotrait Ratio (HTMT) showed that all values were below the 0.90 threshold (ranging from 0.151 to 0.486), indicating that each construct exhibited adequate empirical distinctiveness and that the measurement model met the discriminant validity criteria.

Inner Model Evaluation

The R-Square value for Digital HR System Acceptance was 0.522 (R-Square Adjusted = 0.500), indicating that System Ease of Use, Organizational Support, Digital Readiness, and their interaction terms with Digital Readiness jointly explain 52.2% of the variance in Digital HR System Acceptance, while the remaining 47.8% is explained by factors outside the model. The f-Square values show that System Ease of Use had the largest effect (0.216, medium category), followed by Digital Readiness (0.177), the Digital Readiness×Organizational Support interaction (0.169), the Digital Readiness×System Ease of Use interaction (0.159), and Organizational Support (0.128, small category). The Standardized Root Mean Square Residual

(SRMR) value of 0.065 (below the 0.10 threshold) indicates that the research model has a good fit with the empirical data.

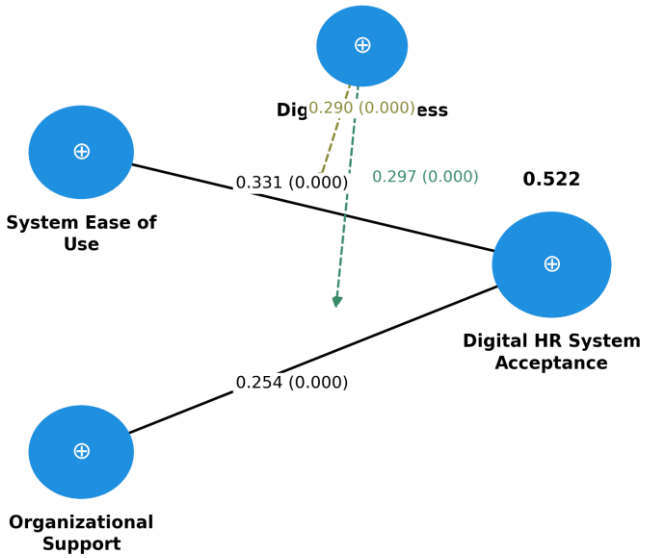

Figure 2. Inner Model Test Results

Hypothesis Testing

Hypothesis testing was conducted through a bootstrapping procedure with 5,000 subsamples. The results are presented in Table 4.

Table 4. Hypothesis Test Results

Hypothesis	Path	β	t-statistic	p-value	Conclusion
H1	System Ease of Use → Digital HR System Acceptance	0.331	4.502	0.000	Significant (supported)
H2	Organizational Support → Digital HR System Acceptance	0.254	3.609	0.000	Significant (supported)
H3	Digital Readiness × System Ease of Use → Digital HR System Acceptance	0.290	3.562	0.000	Significant (supported)
H4	Digital Readiness × Organizational Support → Digital HR System Acceptance	0.297	3.607	0.000	Significant (supported)

All four hypotheses proposed in this study were supported by the data. System Ease of Use and Organizational Support were found to have positive and significant effects on Digital HR System Acceptance, and Digital Readiness was found to act as a moderating variable that strengthens both effects.

System Ease of Use was found to have a positive and significant effect on Digital HR System Acceptance (H1 supported), consistent with the Technology Acceptance Model (Davis, 1989), which positions perceived ease of use as a key predictor of technology acceptance. This finding is consistent with Menant, Gilibert, and Sauvezon (2021), who showed ease of use to

be a consistent predictor of attitude, intention, and use of HRIS, as well as with Amoako et al. (2023) and Nyathi and Kekwaletswe (2023), who found that perceived simplicity of use increases the intention to adopt e-HRM. In the context of Inside Job, this finding indicates that although employees are accustomed to digital technology, a complex HR system may still generate resistance, so management should prioritize a simple interface and streamlined processes when designing the digital HR system.

Organizational Support was also found to have a positive and significant effect on Digital HR System Acceptance (H2 supported), making it the only exogenous variable with a consistently direct effect, in line with Organizational Support Theory (Eisenberger et al., 1986). When organizations provide adequate attention, facilities, training, and recognition, employees tend to reciprocate with a willingness to accept and use new systems consistent with the findings of Menant et al. (2021), Nasar and Ray (2024), and Amoako et al. (2023) regarding the role of facilitating conditions and management support in e-HRM acceptance. Fan et al. (2022) further note that organizational support also fulfills employees' basic psychological needs (autonomy, competence, relatedness), which fosters greater openness to change.

Digital Readiness was found to moderate (strengthen) the effect of both System Ease of Use (H3 supported) and Organizational Support (H4 supported) on Digital HR System Acceptance. This finding confirms that technology acceptance is not solely a function of system quality or organizational environment, but also depends on users' capacity to make optimal use of both, consistent with Gfrerer et al. (2021), Höyng and Lau (2023), Mazurchenko et al. (2022), Zhao et al. (2024), and Zheng (2024). For Inside Job, the implication is that an easy-to-use system and adequate organizational support will yield optimal outcomes only when accompanied by a planned improvement in employees' digital readiness through tiered training suited to ability level, intensive mentoring for employees with lower readiness, and empowering highly ready employees as mentors or digital champions.

CONCLUSION

This study concluded that System Ease of Use and Organizational Support have positive and significant effects on Digital HR System Acceptance among Inside Job employees, and that both effects become stronger when employees possess a high level of Digital Readiness. Digital Readiness was shown to act as a moderating variable that strengthens the effects of both System Ease of Use and Organizational Support on system acceptance. Successful implementation of a Digital HR System therefore cannot rely on system simplicity or organizational support alone, but requires an integrated combination of system quality, management support, and employee digital readiness. For Inside Job's management, it is recommended to: (1) design the Digital HR System with a simple interface and a clear workflow, and involve users in the system selection and testing process; (2) strengthen organizational support through active supervisor involvement, adequate facilities, transparent policy communication, and mentoring during the transition period; (3) improve employees' digital readiness through tiered training, digital competency mapping, and empowering highly ready employees as mentors; and (4) integrate these three aspects system ease of use, organizational support, and digital readiness into a single, coordinated, and sustainable change program. For future research, it is recommended to expand the number of respondents and research settings to organizations with different characteristics, incorporate additional TAM

constructs such as perceived usefulness or system quality, and adopt a longitudinal approach to compare employee acceptance before, during, and after the full implementation of a Digital HR System.

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