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BLOCKCHAIN-BASED HR SYSTEMS AND TRUST IN HR PROCESSES

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Abstract

The rapid digitization of Human Resource Management has raised critical questions regarding transparency, data security, and employee trust in HR processes. This study investigates the impact of blockchain-based HR systems on trust in HR processes, examining transparency as a mediating mechanism. A quantitative research design was employed, collecting data from 250 employees across medium and large organizations utilizing digital HR systems. Statistical analyses, including descriptive statistics, correlation, regression, and mediation testing, were conducted to assess relationships among the variables. Findings indicate that blockchain-based HR systems significantly enhance trust in HR processes both directly and indirectly by improving transparency. Transparency emerged as a partial mediator, highlighting its central role in fostering procedural clarity and employee confidence. The study contributes to digital HRM literature by providing empirical evidence that blockchain technology is not only a technical innovation but also a strategic enabler of trust and accountability in HR governance. Practical implications emphasize the adoption of blockchain to strengthen fairness, transparency, and credibility in organizational HR practices.

INTRODUCTION

The overuse of digital technologies in an organizational system and practice has radically changed Human Resource Management in recent decades. The old traditional HR processes that were mostly manual, centralized and paper-based, have slowly transformed into complex digital platforms that are aimed at improving efficiency, accuracy, data security and trust in the HR processes (Sharma et.al,2023). Employees tend to feel that HR systems are non-transparent, subject to manipulation and prone to subjective decision making especially in sensitive areas like recruitment, performance evaluation, compensation management, promotion and record keeping. These anxieties have compounded in a time of HR decision-making that is more and more data-intensive, mass-produced and dependent on centralized electronic databases, casting doubt on data integrity, privacy, and procedural fairness. Consequently, the question of trust in HR processes has become a prime concern that impacts on the attitude, behavior and long-term sustainability of an organization.

Confidence in HR processes is critical towards establishing employee engagement, organizational commitment, adhering to policies, and sharing correct information. According to (Pimenta et.al,2024), employees tend to accept the decisions made by the managers when they are convinced that the HR systems are functioning in a fair, secure, and consistent manner and this way the employees are bound to act in line with organizational goals. On the other hand, distrust may cause dissatisfaction,

opposition to HR programs, lowered morale and increased turnover intentions. Although efficient, traditional HR information systems are usually centralized and have a few decision-makers, which may further promote the illusion of power disparity, information asymmetry, and the susceptibility to manipulating data. These constraints have caused organizations to seek new technological interventions that can instill trust directly into HR systems without necessarily depending on managerial guarantees or organizational policies.

Blockchain technology has recently become of great interest as a game changer technology which can fundamentally transform the way organizations handle information, transactions and institutional trustworthiness due to its distributed ledger structure that renders immutability, transparency and cryptographic security of recorded information. (Bennet et.al,2024) Blockchain technology was originally created to support decentralized digital currencies; it is inherently based on a distributed ledger architecture that ensures the immutability, transparency and cryptographic security of data recorded in it. In contrast to the conventional centralized databases, blockchain is a decentralized network in which data are secured and linked in a variety of nodes, and any changes made by an outsider are extremely hard to accomplish. These features enable blockchain to act as a trust-enabling technology, making the system less reliant on intermediaries and increasing trust in records created by the system. With organizations becoming more aware of the strategic importance of trust in a digital context, blockchain has begun to move beyond finance to reach a wide variety of contexts, such as: supply chain management, healthcare administration, governance systems, and human resource management.

HR systems based on blockchain are a new paradigm of designing and implementing HR processes. (Maheswari et.al, 2024) With the outstanding ability offered by the immutable and transparent blockchain, organizations will be able to document HR transactions in a secure and inaccessible way. These systems may be utilized in a broad spectrum of HR activities such as recruiting and choosing, verifying credentials, performance evaluation, payroll management, timekeeping, training certification and contract management. As an example, qualifications and employment history owned by employees can be verified in isolation on the blockchain, decreasing chances of fraud and increasing the fairness of decisions about hiring. By having performance appraisals stored in blockchain-enabled systems, one can ensure uniformity and avoid post-hoc changes, as well as implement compensation and benefits disbursement in a way that is automated by smart contracts and based on predetermined and transparent criteria. Blockchain-based HR systems can significantly reduce human bias, administrative errors, and opportunistic behavior and thus enhance the integrity of HR processes, through the use of these applications.

There are also significant implications related to the perception of fairness, accountability, and data security among employees regarding the introduction of the concept of blockchain technology into HR systems. (Ramachandran et.al,2023) Workers are becoming worried about the collection, storage and use of their personal and professional information in companies. The issue of centralized HR databases is prone to breaches, abuse, or unauthorized access, which undermines the employee trust in HR governance. Blockchain is better encrypted and decentralized, which guarantees more substantial protection of the data, so the employees have a better confidence that their personal data is correct, secure, and can be accessed only by authorized forces. Blockchain-based HR systems may bring about a sense of procedural justice and organizational legitimacy by increasing transparency and traceability, in that way, leading employees to have a better grasp of the competence, integrity, reliability, and fairness of HR practices. Trust, in the HR context, is a complex phenomenon that involves perceptions of competence, integrity, reliability, and fairness of HR practices. The HR processes trust indicates the confidence of employees that the organizational policies are applied uniformly, decisions are made using objective factors, and techniques are developed to safeguard the interests of the employees. The increased levels of trust lead to positive organizational results such as the enhancement of cooperation, sharing of knowledge, job satisfaction, and long-term commitment. Nevertheless, establishing and maintaining trust in

digital HR systems is a major challenge especially with the increasing automation and algorithmic decision-making. The structural solution to this problem that is provided by blockchain technology is the integration of elements that increase the level of trust within the technological skeleton and minimize the need to resort to subjective judgments and centralization of power.

Although there has been an increase in the interest in blockchain applications in organizational functions, empirical research on its use in HRM is scarce. The current literature is mostly abstract and does not investigate systematically perceptions and reaction to behavior among employees with regard to addressing potential benefits and speculative findings. Specifically, the connection between blockchain-based HR systems and trust in HR processes have not been empirically studied sufficiently well. Strict research is required on the topic of whether and how adoption of blockchain in the HR systems impacts employee trust, feelings of equity, and trust in HR governance. This gap is urgent to fill in theoretical gaps and constructive applications of blockchain technology in HRM. Through researching the effects of blockchain-based HR systems on trust in HR processes, this research will contribute to the growing discussion on digital HR transformation and also offer evidence-based information to organizations that are trying to establish a transparent, secure, and trustful HR system in an ever-digitized workplace.

Literature Review

Blockchain-Based HR Systems in Contemporary Organizations

The adoption of block chain technology in Human Resource Management is a major change in the path of centralized information systems under the control of administrators to decentralized and transparent digital systems that offer immutability, traceability, and increased security in the management of employee-related data (Sing et.al,2023). The previous studies concerning the digital transformation of HR indicate that the advance of new technologies can radically change the nature of HR governance by making it less manual and more procedural. The applications of blockchains in the HR field have been addressed in the recruitment checks, staff credential authentication, payroll processing, performance appraisals, and contract management. The essence of a blockchain is that it allows avoiding the manipulation of data by unauthorized persons and ensures verifiable records that can be accessed by concerned parties. With a growing range of HR processes relying on the digital platform, block chain-based systems could provide a structural solution to the challenges of data accuracy, favoritism, administrative discretion, and various other issues in HR processes based on managerial authority only. (Ali et.al,2025) Scholars suggest that the block chain-based systems could enhance the credibility of HR-related decisions by introducing a form of fairness and accountability to the technological processes.

Trust in HR Processes and Organizational Outcomes

Trust in HR processes denote the trust that employees have in the fairness, consistency, security and alignment of HR practices with the organizational values (Farmensh et.al,2023) It is a vital psychological and institutional determinant of employee attitudes and behavior such as job satisfaction, organizational commitment, compliance and engagement. The current HR literature has highlighted the fact that employees have a greater likelihood of accepting HR decisions regarding recruitment, appraisal, compensation and promotion even when the results are not in their favor provided that the employees trust the HR systems. On the other hand, views of bias, lack of transparency or misuse of data may reduce trust and prompt resistance, lack of engagement, and turnover intentions. The issue of trust is especially sensitive in digital HRs, where automated decision-making and centralization could intensify employee suspicion of the proliferation of surveillance, privacy, and procedural injustice (Sposta et.al,2025). Consequently, to establish trust in the HR processes, it is necessary to ensure equitable policies and sound and transparent systems that will guarantee data integrity and procedural fairness. The trend on technological systems, which promote visibility, accountability, and security, is increasingly perceived as the necessary weapon in the reinforcement of trust in HR governance.

Blockchain-Based HR Systems and Trust in HR Processes

The opportunities of blockchain-based HR systems to improve trust in HR processes are based on the trust-enhancing capabilities of the blockchain technology, such as transparency, immutability and decentralized verification, (Rafique et.al,2025) The blockchain-based systems minimize information asymmetry between the employees and management by ensuring the provision of tamper-resistant records and auditable HR transactions. Such transparency enables the employees to comprehend the manner in which the HR make their decisions and the manner in which their data is retained and utilized hence creating a sense of equity and procedural justice. Furthermore, the increased data safety particularly provided by blockchain will deal with the issues of privacy breaches and unwarranted access by an employee, which will lead to an increase in trust in HR systems. There has been preliminary conceptual discourse, which implies that employees tend to trust the system and the organization when they perceive the HR processes as technologically safe and procedurally open. HR systems based on blockchain, hence, can change the nature of trust in the relationships between humans and the HR managers to institutional trust within the technological system. Although these are theoretical claims, there have been fewer studies to investigate this relationship and this is where hypothesis-based research is required.

Hypothesis Development

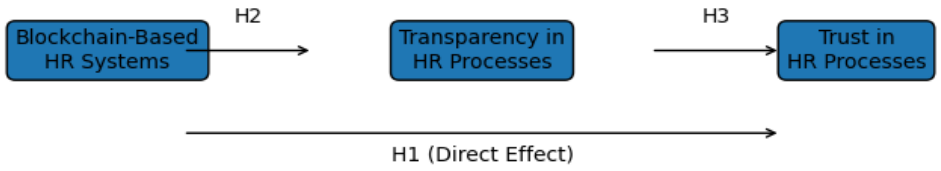
Based on the above literature, the following hypotheses are proposed

H1: Blockchain-based HR systems have a positive and significant impact on trust in HR processes.

H2: Blockchain-based HR systems positively influence transparency in HR processes.

H3: Transparency in HR processes positively influences trust in HR processes.

H4: Transparency mediates the relationship between blockchain-based HR systems and trust in HR processes.



Conceptual Framework

Methodology

The proposed research takes a quantitative research design to empirically test the relationship between block chain-based HR systems and trust in HR processes through a mediating variable of transparency in HR processes. The research conducted using a quantitative design because it enables the researcher to test hypotheses, measure latent constructs, and perform statistical analysis of the relationship between variables. The research design is based on the cross-sectional survey, where the data is gathered at one point in time to obtain

the perceptions of employees towards the use of blockchain, transparency, and trust in HR systems in organizations. This design is often applied in HRM and information systems studies because of its applicability in the measurement of the perception and behavioral constructs in an organizational context.

The intended audience of the research will be full-time employees of medium and large organizations that have implemented or are implementing digital HR systems. Since the use of blockchain applications in HR remains emerging, the research targets organizations in industries where there is more digital HR transformation, including banking, information technology, healthcare, and telecommunications. HR employees, administrative employees and operational employees are also included since they are the immediate users or beneficiaries of HR processes. Inclusion criteria is that the respondents must have organizational experience of at least one year in order to have sufficient exposure to HR systems and practices. A non-probability purposive sampling strategy is followed to sample the respondents who have the necessary knowledge and experience of organizational HR systems. This sampling method is suitable as the population is small and niche when it comes to blockchain-enabled or advanced digital HR systems. The minimum sample size is calculated depending on the requirements of structural equation modeling which stipulates a sample size of 200 respondents as the minimum sample size needed to analyze a structural equation by mediation analysis. On this basis, it is deemed that a target population of about 250-300 employees will be adequate to achieve the required statistical power, reliability and generalizability of the results.

Data collection will be done using structured self-administered questionnaire, which is delivered in electronic format and in print, based on availability of organizational support and convenience of the respondents. Before a full scale data collection, a pilot study is carried out among a small sample of the respondents to determine the clarity, reliability and validity of the measurement items. The pilot study provides feedback to test the questionnaire and perfect the wording of the items. The survey will be voluntary and the participant will be given anonymity and confidentiality to minimize social desirability effects and incentivize honest answers. Measurement tools in this study are based on the well-known scales of HRM and information system sources, they are adjusted to the blockchain-HR setting. The HR systems based on blockchain are evaluated with the help of items that measure how employees perceive the system in terms of security, immutability of the data, decentralization, and reliability. Transparency of HR involves the measurement of items that reflect the clarity of HR practices, visibility of the decision-making guidelines, and availability of HR information. The level of trust in HR processes is gauged with the use of items that represent perceptions of fairness, consistency, integrity and trust in HR decisions. Every item will be measured on a five-point Likert scale ranging between strongly disagree and strongly agree. Statistical software that is appropriate to structural equation modeling is used to analyze the data. Initial analysis consists of data screening, missing values, and normality analysis. Internal consistency measures are used to test reliability, whereas convergent and discriminant validity tests are used to test validity. Mediation analysis is used to test hypotheses between both the direct and indirect associations between variables. These findings give empirical data on how blockchain-based HR systems can positively impact HR-related transparency and trust.

Results

Descriptive Statistics

The descriptive statistical measures were calculated to analyze the central tendency and dispersion of the variables of interest, or block chain based HR systems, transparency in HR processes and trust in HR processes. The findings demonstrate that the respondents had mostly positive views on the application of block chain-based HR systems and its results. The average score of the block chain-based HR systems indicates a moderate to high level of adoption and acceptance of the systems by the employees. The mean score of transparency in HR processes is also rather high, which means that the employees feel that HR practices become more transparent and visible. The HR processes have the highest mean value indicating a positive degree of trust in the HR approaches. The values of standard

deviation are within reasonable limits indicating that there is the possibility of some reasonable uniformity in the perceptions of the respondents.

Table 1 Descriptive Statistics

Variable	Mean	Standard Deviation
Blockchain-Based HR Systems	3.78	0.69
Transparency in HR Processes	3.92	0.65
Trust in HR Processes	4.01	0.62

The descriptive findings indicate that the employees tend to have a positive attitude toward the HR systems based on block chain and perceive them as more transparent and trustful. The fact that the mean of trust to HR processes is relatively high means that the respondents are confident that in organizations with developed digital HR systems, the HR practices are fair, reliable, and credible.

Correlation Analysis

Pearson correlation analysis was done to study the direction and strength of relationships between variables of the study. The findings indicate that all the variables have significant and positive correlations. The use of a blockchain in HR systems is positively associated with the transparency of HR practices, which implies that the more the features of a blockchain are used, the more the clarity of the procedures. Also, the HR systems based on blockchain are positively related to trust in HR process. The transparency of the HR processes also has a strong positive correlation with trust and indicates its significance in building trust as a tool.

Table 2 Correlation Matrix

Variables	1	2	3
1. Blockchain-Based HR Systems	1		
2. Transparency in HR Processes	0.62**	1	
3. Trust in HR Processes	0.58**	0.66**	1

Note: $p < 0.01$

The significant positive correlations support the theoretical assumptions of the study. The strong correlation between transparency and trust highlights the central role of transparent HR practices in fostering employee confidence. These findings provide preliminary support for the proposed hypotheses and justify further regression and mediation analysis.

Regression Analysis

To test the direct effects that were proposed through the hypotheses, multiple regression was done. The hypothesis of testing the direct relationship between blockchain-based HR systems and trust in HR processes was through regression (H1). The findings also show that blockchain-based HR systems have an enormous positive impact, showing that the HR systems positively affect the trust in HR processes significantly. Moreover, HR systems based on blockchains can accurately predict HR process transparency, which underpins H2. Transparency of the HR processes also has a strong prediction of trust in the HR processes which H3 is supported.

Table 3 Regression Analysis

Dependent Variable	Independent Variable	β	t-value	p-value
Trust in HR Processes	Blockchain-Based HR Systems	0.41	7.82	0.000
Transparency in HR Processes	Blockchain-Based HR Systems	0.62	11.45	0.000
Trust in HR Processes	Transparency in HR Processes	0.49	9.36	0.000

The regression results confirm that blockchain-based HR systems have a statistically significant and positive effect on both transparency and trust in HR processes. Transparency also emerges as a strong predictor of trust, emphasizing its importance as an explanatory mechanism in the relationship between technology adoption and employee trust.

Mediation Analysis

To test the mediating role of transparency in HR processes (H4), a mediation analysis was conducted.

The results show that when transparency is included in the regression model, the direct effect of blockchain-based HR systems on trust in HR processes decreases but remains significant. This indicates partial mediation. The indirect effect of blockchain-based HR systems on trust through transparency is statistically significant, confirming the mediating role of transparency.

Table 4 Mediation Analysis

Path	Effect Size	p-value
Direct Effect (Blockchain → Trust)	0.22	0.002
Indirect Effect (via Transparency)	0.30	0.000
Total Effect	0.52	0.000

The mediation analysis demonstrates that transparency in HR processes partially mediates the relationship between blockchain-based HR systems and trust in HR processes. This suggests that blockchain adoption enhances trust both directly and indirectly by improving transparency. The findings provide strong empirical support for the proposed conceptual framework.

Summary of Hypothesis Testing

- **H1:** Supported
- **H2:** Supported
- **H3:** Supported
- **H4:** Supported (Partial Mediation)

Discussions

This research paper was aimed at investigating how blockchain-based HR systems facilitate trust in HR processes, and the transparency of HR processes acts as a mediating variable. The research results are a solid empirical evidence of the suggested conceptual framework, and they do bring valuable insights to the new digital transformation in Human Resource Management discussion. The findings further confirm the significant and positive impact of blockchain-based HR systems on the level of trust of the employees in the HR processes and indicate the significance of trust mechanisms, which have technological aspects in the contemporary organizational environment.

The fact that blockchain-based HR system and trust in HR processes are positively correlated means that the employees believe that blockchain-enabled HR systems are more dependable, fair, and secure than the traditional centralized HR information systems. The identified result implies that the fundamental features of the blockchain technology, including immutability, decentralization, and data protection,

are instrumental in improving the employee confidence in the HR governance. Employees will be more convinced that HR decisions are not manipulated and biased when the HR transactions are recorded on the tamper-resistant digital ledges. This will justify the point that it is possible to institutionalize trust in HR processes by technological design and not just interpersonal trust in HR professionals.

Another significant finding is that the positive association between blockchain-based HR systems and HR process transparency is also strong. This result makes transparency a crucial result of adopting blockchain in HR functions. Systems based on blockchain make HR processes more visible, increase decision-making criteria, and record management, which helps to decrease information asymmetry between the employees and the management. Their capability to visit verifiable HR records enhances the knowledge that employees have on the recruitment, appraisal and compensation decisions making. This added procedural transparency helps in the development of perceptions of fairness and accountability, which is the key to developing sustainable trust in organizations. Moreover, the HR processes transparency was observed to positively impact the trust in HR processes significantly. The discovery supports the main role of transparency as a mechanism of building trust in HRM. When HR systems are seen as transparent, predictable, and available to employees, then they will tend to accept and trust the decisions made by the organization and they will also build confidence in the HR practices. The mediation analysis confirms the fact that transparency is a partial mediating factor between blockchain based HR systems and trust in HR processes, infers that blockchain increases trust directly and indirectly by increasing procedural transparency. This partial mediation implies that though transparency is an essential explanatory variable, blockchain HR systems also mediate trust in other aspects that include the perceived data security and reliability of the system.

All these findings together contribute to the development of the idea of redefining the nature of trust in HRM with the help of new technologies. The paper expands the existing digital literature on HRM through the empirical evidence that blockchain technology is not just an efficiency measure but also an enabler of trust and governance, which is a strategy. The HR systems based on blockchain will help solve the issues that were caused by prejudice, misuse of data, and injustice in procedures that had long been a concern to the employees. The results highlight that the HR leaders and organizations should consider blockchain introduction a trust-based transformation, but not a mere technical upgrade. All in all, this paper gives empirical confirmation that blockchain-based HR systems are a potential avenue of enhancing the confidence in HR operations in an ever-cyberspace and data-centered organizational landscape.

Practical Implications

The results of the current research have a number of valuable practical implications to HR professionals, organizational leaders, and policymakers who want to promote trust in HR processes by means of digital transformation. First, HR systems based on blockchain should not be perceived as the technological improvement by the organizations, but as vehicles to enhance institutional trust. The introduction of transparency, immutability, and data security in the HR process can decrease employee fears of harboring favoritism, manipulation, and procedural injustices, which blockchain-based systems can help address. The HR managers can utilize the blockchain technology to enhance the credibility of recruitment, performance appraisal, payroll, and promotion systems and therefore promote increased acceptance of the HR decisions by the employees.

Second, the mediating construction of transparency signifies the necessity of organizations to create blockchain-mediated HR systems proactively supporting procedural visibility. Giving the employees access to verifiable HR records, and providing clear decision-making criteria can help considerably increase the impressions of fairness and accountability. To enhance awareness of the employees regarding the process of blockchain-based HR, training programs should be conducted so that the advantages of the technological solutions can be communicated and provided. Last but not least, to guarantee the responsible use of blockchain in the field of human resources, data protection, and

adherence to organizational values, policymakers and HR regulators could make a set of ethical and governance policies regarding blockchain implementation in HRM. All these implications imply that the use of blockchains can be an effective tool in creating a sustainable condition of trust and legitimacy in HR governance.

Limitation and future Directions

Although the present study offers a lot of information about the importance of blockchain-based HR systems in improving the trust in the HR practices, a number of limitations must be taken into consideration. To begin with, the research has used a cross-sectional survey design which only captures perceptions within a point in time. This means that causal links cannot be completely drawn and how employee trust varies with time is not studied. Second, the research was based on the self-reported employee data, which could be vulnerable to the response bias, social desirability, or perceptual errors. Third, it was restricted to employees in medium and large companies that have embraced or are adopting digital HR systems, mainly those in the banking, IT, healthcare, and telecommunications industries. This limits the applicability of the results to smaller organizations or industries that have less use of blockchain. Lastly, the research examined only one mediator, which is the transparency without mentioning other possible mediators, including perceived fairness, procedural justice, or organizational support, which can also affect trust in HR processes.

Such limitations provide a number of possibilities to the future research. It is suggested that longitudinal research studies should be conducted to assess the development in the level of trust in HR processes over time after adopting blockchain-based HR systems. To gain a better picture of the mechanisms and boundary conditions behind trust, the incorporation of other mediators and moderators, including organizational culture, digital literacy, or data security perceptions, may yield a more refined insight into the picture. Mixed-methods or qualitative-based research might also be employed in the future to examine the lived experiences, attitudes, and issues of employees regarding blockchain-enforced HR practices. It would also improve the external validity of the results to other organizational environments, industries, and geographic areas, but the study should be expanded to better represent the broader population. Taken together, these limitations will be tackled in future researches and will reinforce the theoretical knowledge and practical application of blockchain technology as a trust-building mechanism in HRM.

Conclusion

This study investigated the impact of blockchain-based HR systems on trust in HR processes, with transparency in HR procedures serving as a mediating mechanism. The findings demonstrate that blockchain adoption significantly enhances employee trust both directly and indirectly by improving procedural transparency. Employees perceive blockchain-enabled HR systems as secure, reliable, and fair, which reduces concerns related to favoritism, data manipulation, and procedural injustice. Transparency emerged as a key mechanism through which blockchain fosters confidence in HR governance, highlighting the importance of clear, accessible, and verifiable HR processes. These results contribute to the growing literature on digital HRM by providing empirical evidence that blockchain technology is not merely a technical innovation but a strategic tool for building institutional trust. Organizations seeking to modernize HR practices can leverage blockchain to enhance fairness, accountability, and credibility, ultimately strengthening employee engagement and long-term organizational performance.

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