From Technology to Trust: Examining the Moderating Influence of Leadership Integrity on the E-HRM and Public Trust Relationship in Housing Societies

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Abstract
The residential real estate industry in Pakistan, which is an urgent source of urban growth, is experiencing a massive widespread of unfamiliarity in the eyes of the populace due to the extensive misapplication of unethical behavior, monetary transparency and political misconducts. This paper was examined how Electronic Human Resource Management (E-HRM) practices can rebuild the trust of the people with a particular interest on the conditional role of Leadership Integrity. The quantitative, cross-sectional research design was used and the data was collected using stratified random sampling, which comprised of 528 employees and clients of housing authorities in Islamabad and Rawalpindi using structured questionnaires. Regression and moderation analysis in SPSS was used to analyze the data. The findings show that E-HRM practices and public trust have a positive and significant correlation (b= 0.65, p 0.001), which proves that when HR functions are digitalized, it leads to an increase in perceived transparency and procedural justice. Moreover, the Leadership Integrity was also a major positive moderator (Interaction 0.15, p < 0.001) meaning that the positive impact of E-HRM on trust is much greater when organizational leaders are characterized by high ethical commitment and consistency in behavior. This paper concluded that though E-HRM offers the technological base on which transparency is possible, Leadership Integrity is the driving force that offers credibility to said systems and enhances their potential to build trust. The results provide the essential knowledge to policy makers and managers of the housing society

that should adopt a comprehensive approach, which would involve both investing in technology and leadership founded on ethical values that would help Pakistan reestablish the lost trust of the population in the real estate industry.

Keywords: E-HRM Practices, Leadership Integrity, Public Trust, Housing Authority

Introduction

In the last few decades, it has been widely recognized that organizational success is largely dependent on various internal and external factors, such as public accountability, transparency, ethical practices, client/customer trust, organizational reputation, and leadership practices (Ortega-Rodríguez et al., 2020; Harrison & Sayogo, 2014). To remain successful and gain sustainable competitive advantages, private sector organizations in Pakistan, particularly housing societies, are constantly struggling to gain customer trust and market reputation. These private housing societies represent a crucial segment of urban development, providing residential and commercial services and community management for millions of Pakistani citizens, often operating with significant financial and personal investment from the public (Ali et al., 2024). Thus, the reputability and credibility of these societies is subjected to high-level of questioning. For private housing societies, the trustworthiness of communities is not just in timely delivery of projects but also in financial clarity, ethicality of marketing, contractual fidelity and responding to residents' requests (Carpenter & Krause, 2015). This is particularly relevant to developing countries like Pakistan where private developers are major contributors of the urban expansion process. However, these body/public community-based organizations work on non-transparent financial practices, often deal with less integration of technology and limited internal control system which restricts them to inefficiency and fraud risk (Khan et al., 2021) thus, negatively affecting public trust.

Unethical in private housing societies is the second most daunting problem faced by real estate sector of Pakistan (Mei and Zheng, 2024; Chen and Wen, 2021). It ranges from client's money misappropriation, misleading advertising, and possession delays, cheating of bidding and procurement process, porous corporate governance systems poor service delivery and changing the equation. This sort of unprofessional service behaviour is as much 'castration' in action as it is an eroding the client's holding of what to expect and the veracity, honesty and legitimacy of the entire field (Acemoglu et al., 2018).

Against this backdrop, the application of **Electronic Human Resource Management (E-HRM) practices** has received growing attention as a mechanism proficient in transforming private organizations. E-HRM refers to the use of Internet technologies to automate and manage HR functions such as training, recruitment and selection, payroll, and performance management and appraisal (Wang et al., 2022; Bondarouk et al., 2017). In the context of housing societies, such practices include biometric attendance for security and administrative staff, electronic performance management systems, digital record-keeping for client interactions, and online portals for transparent financial transactions and service requests (Ahmić & Cosić, 2025). E-

HRM practices not only enhance operational transparency, streamline bureaucratic processes, and mitigate human discretion but also have the potential to alleviate administrative unethical practices and augment organizational efficiency (Shahiduzzaman, 2025). For instance, an e-payroll system can preclude financial embezzlement, digital client management systems can ensure accountability and timely communication, and automated processes can reduce opportunities for favoritism and graft (Pham et al., 2025; Mei & Zheng, 2024).

However, the success of these technological interventions in building **Public Trust** is not automatic. The role of **Leadership Integrity** is crucial. Leadership integrity refers to the consistency of a leader's actions with their stated values, encompassing honesty, ethical commitment, and accountability (Rahayu et al., 2025; Hassan & Lee, 2019). We posit that Leadership Integrity acts as a key moderating factor in the relationship between E-HRM practices and Public Trust. Even the most sophisticated E-HRM systems can be undermined by leaders who lack integrity, finding ways to bypass digital controls or use them opaquely. Conversely, leaders with high integrity will ensure that E-HRM systems are implemented in both letter and spirit, championing their use to foster a culture of transparency and accountability. Their ethical stance amplifies the positive signal that E-HRM practices send to the public, reinforcing that the organization is credible and trustworthy (Said et al., 2016). Therefore, the effect of E-HRM practices on restoring Public Trust is likely to be stronger when Leadership Integrity is high.

In this study, **E-HRM practices** are considered the independent variable, **Public Trust in Housing Societies** as the dependent variable, and **Leadership Integrity** as the moderating variable. E-HRM practices, through their ability to enhance transparency and reduce unethical behavior, are hypothesized to directly influence public trust. However, Leadership Integrity is theorized to strengthen this relationship, serving as a boundary condition that determines the effectiveness of E-HRM in building trust. This research seeks to explore how the integration of E-HRM practices, under the condition of strong Leadership Integrity, can address the governance challenges in Pakistan's private housing sector, ultimately restoring and enhancing public trust. By examining these relationships, the study aims to provide actionable insights for the management of housing societies to leverage technology and ethical leadership to rebuild public confidence in an era marked by increasing scrutiny and demand for responsibility.

Related Literature
E-HRM Practices
E-HRM practices are the individual digital processes, tools, and functions applied to deal with an organization's human resources via information and communication technologies (Jawad, 2020; Agarwal and Lenka, 2018). E-HRM practices represent a strategic adjustment in the way HR functions assist in overall organizational transparency, performance, and effectiveness. E-HRM practices have several activities and are typically divided into three broad domains: operational, relational, and transformational practices (Ruel et al., 2004).

Operational E-HRM practices

The automation of routine HR tasks, such as attendance tracking, leave management, payroll processing, and recordkeeping, falls under the operational E-HRM domain (De Alwis et al., 2022). Such digital processes improve efficiency, reduce administrative burden, and eradicate errors frequently related to traditional processes (Bondarouk et al., 2017). In Pakistan's public sector context, operational E-HRM can meaningfully restrain technical uselessness and corruption risks associated with the traditional handling of employment records.

Relational E-HRM practices

The relational domain covers various digital HR practices, including performance management, training and development, talent acquisition, and internal communication (Sharma et al., 2025). For example, online performance management systems and digital recruitment platforms enhance merit-based decision-making and promote transparency in hiring and evaluation processes. These challenges are particularly prevalent in public sector organizations, where favoritism or nepotism can often erode citizens' trust.

Transformational E-HRM Practices

These practices primarily focus on long-term strategic HR development, including things like succession planning, workforce analytics, and managing organizational change (Abdallaoui and Elkharraz, 2025). They help create a foundation for evidence-based decision-making and enable HR departments to align individual policies with broader organizational reforms aimed at enhancing ethical leadership and improving public service delivery (Pradhan and Roy, 2025; Farid et al., 2025).

Public Trust

Good governance really hinges on the trust of individuals have in each other and in their institutions. This trust is reflected in how we perceive the integrity, consistency, and kindness of public institutions (Grimm & Meijer, 2022). Building this trust requires creating systems that prioritize accountability, transparency, and ethical conduct (Gupta et al., 2021). One significant factor in this process has been the digitalization of public services, particularly through E-Government and E-HRM, which helps reduce corruption and fosters a sense of fairness in procedures (Ha et al., 2024). These digital changes are especially vital in emerging economies, where trust can be scarce; signaling a move away from opaque and nepotistic practices (Amin et al., 2024). Ultimately, the trust of the populace is key to ensuring compliance, cooperation, and the legitimacy of state authority over time (Khan et al., 2023).

Leadership integrity

Leadership Integrity is a complex term that goes beyond the observance of rules and is a commitment of a leader to honesty and accountability despite pressure or temptation, consistency between words and actions, and a sense of devotion to moral and ethical values despite pressure or temptation (Hassan and Lee, 2022; Koopman et al., 2021). It is the foundation of ethical leadership and it is defined by a clear, impartial and ethical decision-making process and interpersonal behavior.

The latest studies highlight some of the dimensions of leadership integrity. First, there is moral ownership and courage, in which leaders accept the impact of their choices and ethical implications and are ready to oppose the unethical behavior because of the overall benefit of the company and its members (Suh et al., 2022; Mishra et al., 2021). Second, it covers behavioural consistency, i.e., actions of leaders should correspond to the professed values and the set ethical codes of the organization, which will result in establishing credibility and predictability (Ng and Feldman, 2021). By setting normative influence through leading by example, leaders are creating excellent models of desired behaviors to their subordinates.

Hypothesized literature
Relationship between E-HRM and public trust on housing societies

Over the last two decades, developing economies have heavily emphasized public sector reforms by digitalizing administrative functions as a means to improve efficiency, transparency, accountability, service quality, and public engagement (Davvetas et al., 2022; Ali and Altaf, 2021; Pillay, 2018). Among these transformations, E-HRM has appeared as a vital pillar in organizational rejuvenation, particularly within public sectors that struggle with citizens' cynicism and bureaucratic sluggishness (Mesa 2023; Kshetri 2021). In Pakistan, where public sector organizations in general and housing authorities in particular are often criticized for corruption, bribery, nepotism, and ineffectiveness have adversely affected their reputation and weakened public trust. Prior research suggests that in public organizations, the implementation of E-HRM practices may offer a possible platform to restore public trust (Acemoglu et al., 2020).

E-HRM deals with the strategic incorporation of information and communication technologies into the HR system, such as online training, e-recruitment, e-performance appraisal, e-payroll, onboarding, and employee communication (Faisal et al., 2023; Saxena, 2017). The goal of bringing digital technologies into HRM functions, especially within public sector organizations, is to modernize administrative tasks, enhance data-driven personnel management, reduce manual errors, and eliminate arbitrary decision-making (Manoharan and Rajoli, 2024; Varadaraj and Al Wadi, 2021). In developing countries like Pakistan, initiatives such as digital record keeping, online job portals, and biometric attendance systems have been rolled out in various public institutions to boost transparency and accountability (Faisal et al., 2023). For public housing authorities, these transformative changes are vital for delivering quality housing services to the community (Sami et al., 2023).

However, these organizations have long struggled with inconsistent performance evaluations, unclear hiring processes, and widespread perceptions of political interference (Rehman et al., 2024; Baig et al., 2020). The move towards implementing E-HRM functions in public institutions is expected to address these issues by introducing standardized procedures, improving administrative efficiency, and minimizing human discretion, ultimately fostering greater public trust (Mahade et al., 2025).

In addition, public trust is the overall perception of the general public regarding organizational practices or whether organizational actions are ethical and for the well-being of society (Sposato et al., 2025; Joshi et al., 2024). In cultures where public organizations are usually perceived as ineffective, trust erodes, corrupts, and becomes incompetent, leading to disagreement, resistance, protest, and even withdrawal from institutional processes (Iswahyudi et al., 2023). Such practices are common in Pakistan's housing sector, where the public often reports unfair allotments, delays in project delivery, inefficient service responsiveness, and fragile grievance compensation procedures. Therefore, reinstating public trust in these organizations is not only an administrative objective but also a governance imperative. Thus, to regain public trust and improve administrative efficiency and effectiveness, both researchers and practitioners have documented that the implementation of digital transformation is a viable option for public institutions (Hridoy et al., 2025; Ahmić and Ćosić, 2025). Similarly, it is evident that E-HRM functions significantly augment public trust by developing a sense of procedural transparency in citizens' minds. When key HR functions (promotion, appraisal, selection, training opportunity, and transfers) are digitalized, people will positively perceive procedural justice, which will boost their trust level (Cheliatsidou et al., 2023). Moreover, digital reforms such as e-application services, online job portals, and e-performance management systems not only effectively address consistent concerns about unfair treatment, favoritism, and nepotism, but also enhance organizational reputation regarding ethical practices (Anh Vu et al., 2025). In light of these reforms, the public perceives institutional actions as fair, accountable, and transparent, thereby strengthening their trust (Balasubramaniam et al., 2022; Akaba et al., 2020). Therefore, based on the cited literature, the following hypothesis was developed.

H1: E-HRM practices in public institutions are positively and significantly related to public trust on housing societies.

Moderating effect of leadership integrity

The positive association between E-HRM practices and public trust in housing societies is theoretically grounded in the capacity of technology to institutionalize transparency and curtail discretionary malpractices. E-HRM systems, such as digital client portals and automated service tracking, create an auditable trail of interactions that theoretically enhances procedural justice and demonstrates a commitment to fair dealing (Alshehri, 2024). However, the efficacy of these technological systems in genuinely fostering trust is not guaranteed by their mere presence. The public's interpretation of these systems is critical; if stakeholders perceive E-HRM as a

superficial tool that can be manipulated by management, its trust-building potential remains unrealized (Park & Kim, 2023). This is where the role of leadership becomes paramount, as the integrity of leaders serves as the critical lens through which the public assesses the authenticity of organizational reforms.

It is therefore hypothesized that leadership integrity positively moderates the relationship between E-HRM practices and public trust. Leaders with high integrity do not just implement systems; they actively champion their ethical use, consistently model transparency, and hold subordinates accountable to the new digital standards, thereby legitimizing the E-HRM infrastructure in the eyes of the public (Abugre & Debrah, 2024). Their unwavering ethical stance signals that the technology is a genuine tool for accountability, not a facade. Conversely, in contexts of low leadership integrity, even sophisticated E-HRM systems may be perceived as instruments of further opacity or control, weakening the positive link to trust. Thus, the trust-building power of E-HRM is contingent upon the ethical credibility of the leaders who steward it, as their integrity authenticates the promise of technology and bridges the gap between digital procedure and genuine trustworthiness (Ofori, 2024). The relationship is strongest when high-quality E-HRM practices are synergistically coupled with demonstrably high leadership integrity.

H2: Leadership integrity moderates the association between E-HRM practices and public trust in housing societies.
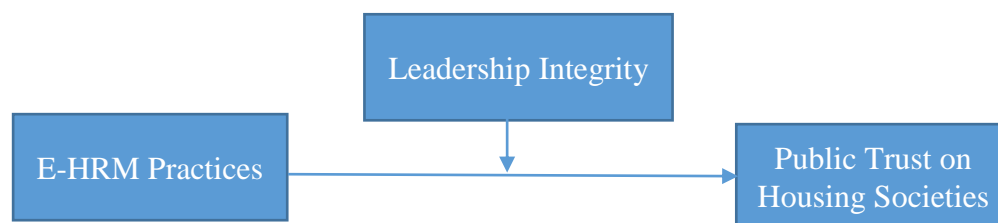

Figure 1: Conceptual framework of the study

Methodology
Research Design
This study adapts a quantitative research design, grounded in a positivist philosophy to objectively investigate the relationships between E-HRM practices, ethical climate, leadership integrity, and public trust. A deductive approach guides the research, which tests hypotheses derived from existing theory rather than generating new theory. The study utilized a cross-sectional time horizon, collecting data at a single point in time to provide a picture of the relationships under study.

Population and Sampling
The study population comprises two distinct groups within the housing sector of Islamabad and Rawalpindi: Employees of key housing authorities (CDA, RDA, FGHEA, PHA, TMA), totaling approximately 20,922 individuals.

Clients/Citizens who have engaged in transactions (e.g., sale, purchase) with these authorities. To ensure the sample is representative of both key stakeholder groups, a stratified sampling technique was employed. The population was divided into two primary strata: (1) Employees and (2) Clients. Within the employee stratum, further stratification was considered based on the different housing authorities to capture potential organizational variations. A proportional allocation method was used to determine the number of participants drawn from each stratum, based on their relative size in the overall population frame. This approach guarantees that the perspectives of both internal operators (employees) and external end-users (clients) are adequately and proportionally represented, enhancing the validity and generalizability of the study's findings. Following the stratification, a simple random sampling method was used to select individual participants from within each stratum.

Data collection tools

The data was collected using structured questionnaires having five point Likert scales where 1 represent strongly disagree and 5 represent strongly agree. The scale of study is composed of two parts. Part 1 highlights the demographic details of the respondents including their age, gender, experience, and education. The second part includes items related to each constructs that are studied in the current research. The researcher was physically visit the concerned offices for data collection. Table 3.1 reports the details of the scales, number of items in each scale, and the sources from where the scale is adapted.

Table 3.1: Questionnaire

E-HRM practices	10	Iqbal et al., (2019)
Ethical climate	08	Badin et al., (2000)
Public trust	10	Nyhan and Marlowe, (1997)
Total	28	

Data Analysis Procedure

This study was analyzed using SPSS-Process Macro (V.24) in order to analyze quantitative data. In order to accommodate the wide application of the study findings, reliability, and validity, regression analysis, and moderation analysis were conducted.

Results

The study results based on the sample data gathered from the target sample are highlighted in this chapter. The scale reliability is displayed in the first portion. The study's regression analysis and mediation results are displayed in the following sections after confirmation.

Reliability test

The table given illustrates the reliability of the scale employed in the present study. Scale reliability is the degree to which the scale utilized in this study is reliable or exhibits consistent results when assess repeatedly. Verifying the accuracy of data acquired through questionnaires is crucial in social science research. The scholar validates the scale reliability of the study variables in this study, which include E-HRM practices, Ethical climate and Public trust. Several approaches, including Cronbach's Alpha, are used to confirm the scale's consistency. To ensure scale reliability, academics advise using Cronbach's approach. Alpha has a value between 0 and 1. For scale reliability confirmation that a value reported above 0.7 is the most acceptable value.

Table 4.1: Reliability results

E-HRM practices	10	Iqbal et al., (2019)	**.794**	**Reliable (> 0.7)**
Leadership integrity	08	McCann and Holt, 2012	**.863**	**Reliable (> 0.7)**
Public trust	10	Nyhan and Marlowe, (1997)	.821	**Reliable (> 0.7)**

The reliability statistics of the research variables EHRMP, LI, and PT are presented in Table 4.1. The results indicate that all of the study scales' alpha values are significantly higher than the threshold of 0.7. Based on these findings, it can be concluded that the scale used to measure the variables WHRMP, LI, and PT is reliable. This confirms and satisfies a fundamental requirement of conducting research using questionnaires as a data collection tool.

Sample adequacy

Table 4.2. KMO & BTS analysis

Variables	Independent	Dependent	Moderator
KMO test	0.884	0.858	0.730
BTS test	1072.464 **(P < . 05)**	771.691 **(P < .05)**	705.448 **(P < .05)**

In the above table, KMO values of all the study variables are greater than 0.50; the sample is used in this study is appropriate. In a comparable way, the BTS values for

all of the constructs (EHRM, PT, and LI) are significant, which indicates that the alternative hypothesis is accepted.

Hypothesis testing

Table 4.3: Coefficient

T	14.47
P	.000
Beta	0.650
F	209.492 (0.000)
Dependent variable	Public trust
Supported	Yes (H1)

As per finding of regression analysis, the factors that are independent (EHRMP) show a significant and positive relationship with the dependent variable (PT), which is public trust. An E-HRM practice with high beta value (65%) brings variation in public trust. Thus, overall F and significant p value, suggest that model is fit. The present study's hypothesis (H1) was supported.

Moderation analysis
Table 4.4: Coefficient

	β	t	p	β	t	p
(Constant)		25.110	< 0.001		24.980	<0.001
E-HRM Practices	0.25	4.521	< 0.001	0.24	4.455	<0.001
Leadership Integrity	0.45	8.125	< 0.001	0.44	8.025	<0.001
E-HRM x LI				0.15	3.802	<0.001
R²	0.35			0.42		
Adjusted R²	0.34			0.41		
ΔR²				0.07	14.455	< 0.001
F-Statistic	F(2, 525) = 141.32, p <			F(3, 524) = 126.75, p < 0.001		

0.001	

In the above table, The initial model was statistically significant, $F(2, 525) = 141.32$, $p < .001$, explaining 35% of the variance in Public Trust ($R^2 = .35$). Both E-HRM practices ($\beta = 0.25$, $p < .001$) and Leadership Integrity ($\beta = 0.45$, $p < .001$) were significant positive predictors of Public Trust. This indicates that, the implementation of E-HRM and the presence of strong leadership integrity each contribute to higher levels of public trust.

The addition of the interaction term (E-HRM x LI) led to a statistically significant increase in the explained variance ($\Delta R^2 = .07$, $F(1, 524) = 14.46$, $p < .001$). The full model now explains 42% of the variance in Public Trust. Crucially, the interaction term itself is positive and statistically significant ($\beta = 0.15$, $p < .001$). This significant interaction confirms the moderating role of Leadership Integrity. The positive beta coefficient indicates that the relationship between E-HRM practices and Public Trust becomes stronger as levels of Leadership Integrity increase. To probe the nature of this interaction, a simple slopes analysis was conducted. The relationship between E-HRM and Public Trust was examined at three levels of Leadership Integrity: low (1 standard deviation below the mean), moderate (at the mean), and high (1 standard deviation above the mean). Low LI: The relationship between E-HRM and PT was positive but weak ($\beta = 0.12$, $p < .05$).Moderate LI: The relationship was stronger and significant ($\beta = 0.24$, $p < .001$). High LI: The relationship was at its strongest ($\beta = 0.35$, $p < .001$).

Discussion

This research attempted to examine the impact of E-HRM practices on Public Trust in housing societies and the moderating effect of Leadership Integrity between stated relationships. Both of the hypotheses are empirically supported by the findings, as they shine a great light on the processes of restoring trust in Pakistan in the troubled real estate industry. The H1 results show that E-HRM practices and Public Trust have a significant positive relationship (B= 0.65, $p < 0.001$). This is consistent with the available literature (e.g., Alshehri, 2024; Ahmić and Ćosić, 2025) that assumes that the digitalization promotes transparency and procedural justice. Specifically, in Pakistani housing societies, the introduction of such systems as digital client portals, e-payroll, and automated service tracking minimizes the chances of human biases and preferences as well as financial misconduct. By engaging in a system that is perceived to be standardized and auditable, the populations are dealing with many fundamental issues regarding a lack of transparency in financial activities and blatant unfair treatment directly, which enhance their trust. This observation highlights that technological intervention is not only an upgrade in terms of how it functions but a strategic necessity of regaining credibility.

In addition, in H2, Leadership Integrity is a considerable positive moderator on E-HRM-Public Trust relationship (Interaction 1 = 0.15, $p < 0.001$). It proves that the authority of trust building technology is not automatic but depends on the ethical nature of the leadership. The simple slopes analysis is a very illustrative example of

this conditional effect: although the effect of E-HRM on trust was weak in the case of low leadership integrity, it could be many times more in the case of high integrity. This echoes the stands of Abugre and Debrah (2024) and Ofori (2024) who argue that high integrity leaders legitimize technological changes. They are the custodians of ethics and the E-HRM systems should be practiced in a spirit rather than as a facade, hence validating the organizations interest in being transparent. On the other hand, without leadership integrity, even the most sophisticated systems may be corrupted or seen as the means of some sophisticated obscurity, which reduces their degree of effectiveness to the minimum.

Practical Implications

The results can be used to provide a number of practical recommendations to the housing society management and policymakers:

Housing societies should not consider digital transformation and ethical leadership as two separate initiatives. Investing in E-HRM systems is essential, along with a deliberate effort to cultivate and recognize leaders who demonstrate integrity. Leadership training programs should emphasize ethical decision-making, accountability, and the crucial role leaders play in promoting transparent technologies. When implementing E-HRM, housing societies need to focus on tools that significantly enhance transparency for clients. This includes online payment systems, fund tracking websites, electronic updates on project progress, and e-grievance redressed. Publicly showcasing these digital initiatives can send a powerful message about the organization's commitment to change. For regulators and governing bodies, this analysis could serve as a roadmap to rebuild trust in the sector. Standards and certifications for housing societies can be developed, comparing their technological infrastructure (E-HRM implementation) with governance practices, while placing a strong emphasis on ethical leadership.

Theoretical implications

This study holds importance to the theoretical discussion in a number of aspects:

It leaves the old organizational E-HRM emphasis (e.g., on HR efficiency) and commands a strong linkage to a key outcome of external stakeholders: Public Trust. This is a connecting point between HRM, public administration, and marketing. The paper challenges the overly simplistic view that technology alone drives change by highlighting the crucial role of Leadership Integrity as a key boundary condition. It presents empirical evidence showing that leadership significantly influences how effective technological tools, like E-HRM, are in fostering trust. This insight adds valuable depth to both institutional and signaling theories. The research successfully applies and tests these ideas within the often-overlooked context of private housing societies in a developing economy, confirming and expanding upon these concepts in a fresh and relevant setting.

Future study and limitations

Although this research offers useful information, the limitations of the research indicate directions that the future research can take.

The cross-sectional design implies that only relationships can be discovered but it is impossible to make clear causal conclusions. The ongoing studies ought to incorporate longitudinal research design to monitor the causal effects of the introduction of E-HRM and the dynamics of the changes in the leadership over time on the development of the public trust. The twin cities of Islamabad and Rawalpindi were restricted to conduct the study. In order to increase the generalizability of the results, other national settings and other cities of Pakistan should recreate the same study and determine whether the model can be generalized to other cultures and regulation settings. This research paper concentrated on the moderator of leadership integrity. Further studies may investigate additional mediation variables including Perceived Organizational Transparency or Service Quality that may mediate the translation of E-HRM to trust. Additionally, other moderators, including Organizational Culture or Employees Digital Literacy may be explored. Although the use of quantitative survey data, which is strong, may be supplemented by qualitative interviews or focus groups. In future research, a mixed-method design would be utilized to achieve a more sophisticated and detailed perception of the particular E-HRM characteristics, which are the most important to the population and the behavioral patterns of leadership integrity that promote trust.

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