The Human Side of Digitalization: HRM's Role in Fostering Digital Well-Being

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Digital technologies have revolutionized workplace operations, enhancing communication, efficiency, and access to information. However, they also introduce significant challenges, including digital overload, constant connectivity, and blurred work-life boundaries, which can negatively affect digital well-being and organizational productivity. This study explores the strategic role of Human Resource Management (HRM) in addressing these challenges through a qualitative synthesis of existing literature. Special attention is given to integrating digital well-being initiatives within Environmental, Social, and Governance (ESG) frameworks and leveraging emerging technologies such as artificial intelligence (AI) to enhance employee support. Key HRM strategies identified include promoting the right to disconnect, implementing flexible work arrangements, advancing digital literacy programs, and responsibly adopting AI-driven interventions. The study emphasizes the shared responsibility of organizations and employees in achieving digital well-being and highlights HRM's pivotal role in aligning employee health with broader organizational sustainability objectives. By combining supportive policies with innovative technological solutions, HRM can foster resilient, adaptable, and productive digital workplaces. This paper offers actionable recommendations to enhance employee resilience, organizational sustainability, and long-term success in a rapidly evolving technological landscape.

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1 Introduction

In the digital era, modern technologies have transformed workplace operations and employee tasks. Digital tools offer unprecedented access to information, resources, and colleagues, enhancing autonomy and enriching experiences across social, professional, and leisure domains (Vanden Abeele, 2021; Vanden Abeele & Nguyen, 2022). However, these benefits come with significant challenges, particularly concerning employee well-being. The pressure to remain constantly connected, manage digital overload, and maintain clear boundaries between work and personal life can result in stress, burnout, and reduced overall employee satisfaction (Derks & Bakker, 2014; Tarafdar et al., 2019).

The digital presence in the workplace has become an essential component of modern professional life. Thus, to enhance their professional reputation and contribute to the success of their organizations, employees are expected to maintain an active online presence. Employees who actively participate in digital channels foster accessibility and openness, enabling colleagues to seek assistance, cooperate in projects, and exchange ideas effortlessly (Tiwari et al., 2024). However, this expectation can blur boundaries between personal and professional life, increasing risks of stress and burnout.

Modern technology is an integral and transformative force in today's workplace. Thus, in today's digitally driven workplace, a well-maintained digital presence has become an essential instrument for professional networking, career advancement, and workplace cooperation. While modern technologies promise to improve productivity and efficiency, they also introduce several issues, including work-life balance, job displacement, privacy, and the necessity for continual learning. The impact of modern technologies on employees' digital well-being is an essential component of this ongoing digital revolution (Tiwari et al., 2024).

Given the pervasive nature of digital technologies in the workplace, HRM professionals face the challenge of fostering environments that support digital well-being. This includes addressing issues related to digital overload, setting boundaries for after-hours communication, and implementing strategies that promote a balanced approach to technology use (Mazmanian et al., 2013; Tarafdar et al., 2019). Recognizing the multidimensional nature of digital well-being, this study adopts a

qualitative synthesis of existing literature to analyze trends and interventions in HRM practices.

This research explores the challenges of digital well-being within the specific context of HRM. While digital well-being has been discussed in broader terms, this study is distinct in its focus on the workplace and the pivotal role HRM plays in addressing these challenges. By analyzing existing literature, this study identifies key interventions HRM professionals can employ to enhance digital well-being. These include promoting work-life balance, preventing digital overload, and building digital competencies among employees. The research provides a novel contribution by integrating theoretical perspectives with practical HRM strategies, offering actionable recommendations for organizations to improve employee well-being in the digital age.

This paper examines the strategic integration of digital well-being into HRM practices, with particular attention to emerging technologies and ESG frameworks. It seeks to analyze existing literature on digital well-being, assess practical interventions that organizations and HR professionals can implement, and identify gaps for future research. By addressing the interplay between technology and well-being, this paper contributes to advancing the understanding of how HRM can shape digital well-being strategies to meet the demands of modern workplaces. The paper addresses the following research question: "How can digital well-being become an integral part of sustainable HRM strategies in the age of AI and ESG compliance?".

2 Theoretical Background

Digital well-being should not be misconstrued as merely episodic satisfaction derived from the utilization of digital technologies. Rather, it necessitates a comprehensive understanding of the interrelationship between well-being and the use of digital technologies (Büchi, 2021). Digital well-being, a continually evolving concept, refers to the ability to achieve a healthy balance between the advantages of digital connectivity and its potential drawbacks (Vanden Abeele, 2021; Ayyagari, Grover, & Purvis, 2011). Aligned with the normative perspective that technology should enhance quality of life (Griffy-Brown, 2018), it encompasses individuals' positive emotional states, life satisfaction within technology-saturated environments,

and specific domains such as job satisfaction and interpersonal relationships (Büchi et al., 2019; Amichai-Hamburger & Furnham, 2007; Floridi, 2014; Gui et al., 2017; Vanden Abeele, 2021).

It is increasingly recognized as essential for maintaining employee productivity, engagement, and mental health in the workplace (Vanden Abeele & Nguyen, 2022; Büchi, 2021). Digital well-being in the workplace aims to address fundamental challenges, such as achieving an optimal work-life balance and reducing screen time (Thomas et al., 2022). Given there is no universally accepted definition, Vanden Abeele (2020) conceptualizes digital well-being as a dynamic system influenced by personal, device, and contextual factors, thereby avoiding simplistic cause-and-effect interpretations.

Digital well-being encompasses various dimensions, including social, psychological, and physical aspects. It examines the impact of digital technologies on an individual's physical and mental health, overall quality of life, job satisfaction, and work-life balance (Tiwari et al., 2024). Moreover, it refers to the emotional, physical, and mental health of individuals within digital environments (Arroyo Moliner et al., 2023).

Given the multidimensional nature of digital well-being, its integration into broader organizational sustainability frameworks, particularly Environmental, Social, and Governance principles, is both relevant and necessary. ESG frameworks have become a cornerstone of sustainable management practices (Liang et al., 2023), encompassing environmental stewardship, social responsibility, and sound governance structures.

From a social (S) perspective, digital well-being directly relates to ESG by emphasizing the health, safety, and general well-being of employees. Prioritizing digital well-being aligns with the core ESG commitment of ensuring decent working conditions, promoting mental health, and fostering an inclusive and supportive organizational culture. Moreover, organizations that actively manage digital stress and prevent burnout through HRM practices demonstrate a clear commitment to social sustainability. This, in turn, enhances employee retention, productivity, and organizational attractiveness.

The governance (G) dimension of ESG is closely linked to digital well-being through policies aimed at regulating digital interactions and technology use. Governance strategies such as transparency in digital communication, clear policies on the right to disconnect (Hopkins, 2024) and accountability in managing digital tools not only enhance well-being but also reinforce organizational integrity and stakeholder trust. Such governance practices help organizations mitigate risks associated with digital overload, data privacy concerns, and ethical challenges posed by digital transformations.

Lastly, although less apparent, the environmental (E) dimension also intersects with digital well-being. Responsible digital practices can contribute to environmental sustainability (Vergallo et al., 2024) by reducing electronic waste, energy consumption, and carbon footprint through moderated technology use, and advocating for sustainable digital consumption patterns among employees. Digital well-being strategies that encourage responsible use of digital resources therefore support broader environmental sustainability goals.

Positioning digital well-being within the ESG context thus provides a holistic framework for organizations. It underscores the interconnectedness between technological management, employee health, organizational governance, and environmental responsibility, contributing to a comprehensive approach to sustainability in the modern workplace.

Nevertheless, implementing these ESG-aligned digital well-being strategies in practice presents numerous challenges. Digital technologies, while neither inherently harmful nor beneficial, significantly influence employee well-being in complex ways (Baym, 2010). The ongoing digital revolution continues to transform how people work, learn (Zolak Poljašević et al., 2024), communicate, and collaborate, simultaneously presenting opportunities and obstacles, particularly concerning employee mental health and work-life balance (Arroyo Moliner et al., 2023). For instance, flexible work arrangements—a hallmark of digital transformation—can enhance productivity and employee satisfaction but may also exacerbate coordination difficulties and create expectations of constant availability, thus complicating ESG-driven efforts to establish clear boundaries and sustainable digital practices.

Furthermore, excessive use of digital devices, such as smartphones, tablets, and laptops, continues to intensify personal and professional demands, exacerbating stress and anxiety due to constant connectivity, increasing productivity expectations, and frequent technological updates (Abeele et al., 2018; Arroyo Moliner et al., 2023). Additionally, technology overuse can lead to significant repercussions, including reduced performance, disrupted sleep patterns, and diminished accomplishments, ultimately hindering employees' potential (Thomas et al., 2022). Persistent distractions from technology further contribute to negative outcomes, such as reduced productivity and heightened susceptibility to technology addiction, thereby challenging the effective operationalization of ESG-aligned digital well-being initiatives (Alosaimi et al., 2016; Kumcagiz & Gündüz, 2016; Thomas et al., 2022).

Research underscores that excessive technology use adversely impacts mental health (Lanaj et al., 2014), sense of agency (Lukoff et al., 2021), self-control (Cheng et al., 2019), and social interaction capabilities (Turkle, 2011). Such adverse outcomes directly undermine the social dimension of ESG by compromising employee well-being, interpersonal relationships, and organizational culture. Additionally, technology-induced distractions and self-interruptions impede focus and exacerbate stress, reducing productivity (Mark et al., 2015; Pielot et al., 2014; Oulasvirta et al., 2012), which further conflicts with governance goals aiming to optimize workplace efficiency, transparency, and accountability in digital environments. Addressing these issues through proactive HRM strategies thus becomes critical for aligning digital well-being with broader ESG objectives.

3 Methodology

This study employs a qualitative desk research approach, synthesizing existing academic literature to explore the role of Human Resource Management in fostering digital well-being within the workplace. By synthesizing and analyzing the existing body of literature, this study identifies key themes and practical interventions related to digital well-being within the organizational context.

A thematic analysis was conducted to organize findings into core areas, such as the impact of digital technology on employee well-being, and HRM strategies aimed at mitigating digital overload. These strategies include preventing digital overload, fostering digital competencies, and promoting work-life balance. This systematic

approach not only facilitated the identification of recurring themes and common challenges but also highlighted best practices and innovative HRM strategies for enhancing digital well-being.

The analysis also integrates theoretical perspectives with practical implications, examining how HRM practices can be adapted to better support digital well-being initiatives in organizations. By synthesizing insights from diverse academic sources, this methodology provides a nuanced understanding of the challenges associated with digital well-being and the HRM strategies that can address these issues. The qualitative approach enables a comprehensive examination of existing literature, setting a robust foundation for actionable recommendations and identifying areas for future empirical research.

4 Results

The findings of this research highlight several key aspects of digital well-being in the workplace, focusing on both challenges and potential solutions. A recurring theme is the pervasive nature of technology, which, while offering immense opportunities for enhancing productivity and communication, simultaneously presents significant challenges for employee well-being. The study underscores that constant connectivity and the associated pressures, such as information overload and blurred boundaries between work and personal life, are among the primary contributors to employee stress and burnout (Thomas et al., 2022).

One of the significant outcomes of this research is the recognition of digital literacy as a cornerstone for fostering digital well-being. Employees equipped with robust digital skills are better positioned to navigate technological changes, reducing frustration and enhancing their adaptability. This finding aligns with existing literature that emphasizes the role of education and continuous learning in addressing the fear of obsolescence and fostering a more confident and capable workforce (Arroyo Moliner et al., 2023).

The research also highlights the effectiveness of implementing supportive organizational policies, such as the "right to disconnect" and the use of digital self-control tools. These measures, when integrated with broader strategies like time management training and mindfulness programs, create a holistic approach to

managing digital demands. The study demonstrates that such initiatives not only alleviate stress but also contribute to a healthier work-life balance, enabling employees to perform at their best without compromising their well-being (Thomas et al., 2022; Roffarello & De Russis, 2023).

HRM plays a central role in achieving digital well-being by designing and implementing these policies and strategies. HRM departments are uniquely positioned to design and implement initiatives that support employees in managing digital challenges, such as fostering digital literacy programs, promoting work-life balance through flexible work arrangements, and advocating for the "right to disconnect." Additionally, HRM can encourage employee engagement with self-regulation tools, such as digital self-control applications, and provide access to continuous learning programs. By integrating these initiatives into organizational practices, HRM ensures a structured and sustainable approach to digital well-being.

A promising direction for the future of digital well-being initiatives involves leveraging AI technologies. The findings suggest that AI has considerable potential to complement existing HRM strategies (Malik et al., 2023), providing organizations with more sophisticated tools for monitoring, managing, and enhancing employee digital health. AI-driven applications can proactively detect signs of digital stress or burnout (Merhbene et al., 2022) by analyzing employees' technology usage patterns and emotional responses, thereby enabling timely interventions. For instance, intelligent digital assistants and Chabot technologies can provide real-time, personalized support and guidance to employees experiencing digital fatigue or stress, significantly enhancing existing HR interventions. Furthermore, AI-powered predictive analytics can enable HRM professionals to anticipate which teams or individuals are most at risk of digital overload (Shetty et al., 2023), allowing them to implement targeted preventive measures more effectively.

The integration of AI into digital well-being strategies also aligns closely with broader organizational sustainability frameworks, particularly ESG principles. AI can enhance the transparency and effectiveness of governance (G) practices by systematically tracking and reporting on digital well-being indicators. Additionally, AI-driven insights can inform social (S) sustainability initiatives, ensuring that employee support systems remain responsive and adaptive to evolving digital demands. However, the research emphasizes that successfully integrating AI into

digital well-being initiatives requires careful ethical consideration (Möllmann et al., 2021; Ashok et al., 2021). Ensuring transparency, accountability, and robust privacy protections is essential to prevent potential misuse of AI and to build employee trust. By responsibly adopting AI technologies, HRM can significantly advance organizational capabilities in maintaining digital well-being, thereby contributing to healthier and more sustainable workplaces in the long term.

The integration of advanced technologies, including AI, further emphasizes the need for gradual familiarization and adequate support resources in facilitating technological transitions. HRM professionals play a crucial role in guiding employees through these transitions by providing targeted training, mentoring, and continuous support mechanisms. By fostering a culture of continuous learning and adaptability, particularly in contexts involving sophisticated technologies such as AI, organizations can significantly reduce resistance to change, enhance technological acceptance, and cultivate innovation and resilience among employees (HeadClear, 2024).

Moreover, the increasingly complex nature of digital well-being highlighted by AI-driven interventions reinforces the shared responsibility between organizations and employees. Employees are encouraged to proactively manage their digital habits, set boundaries, and use available tools—including AI-supported platforms—to safeguard their well-being. Concurrently, HRM must actively support these employee-driven initiatives through customized policies, resources, and innovative programs. HRM's strategic initiatives, such as flexible work arrangements, team-building activities, and mental health programs, can effectively mitigate AI-related risks, including feelings of isolation, digital overload, and elevated stress levels. For example, flexible work policies empower employees with greater autonomy over their digital interactions, while structured team-building exercises and AI-supported mental health initiatives strengthen collaboration and reduce feelings of isolation, particularly in remote or hybrid environments (Bogićević, 2024).

In summary, the results underscore that digital well-being is multifaceted and dynamic, necessitating collaborative, adaptive approaches involving both HRM strategies and technological innovations such as AI. HRM thus emerges as a pivotal player, strategically aligning organizational goals with employee well-being needs through education, supportive policies, and practical interventions. The findings

particularly highlight the importance of continuous evaluation and feedback loops, which are vital to ensuring that HRM practices remain responsive and effective in the rapidly evolving digital and technological landscape. Ultimately, HRM's proactive and adaptive role, reinforced by responsible AI integration, contributes significantly to building healthier, more engaged, and resilient workforces prepared for future challenges.

5 Discussion

HRM should adopt a comprehensive and holistic approach to digital well-being, incorporating supportive work environments, organizational policies, and employee training to develop essential digital competencies. By prioritizing employee well-being, organizations can achieve sustainable improvements in productivity, creativity, performance, and overall job satisfaction (Arroyo Moliner et al., 2023). Moreover, aligning digital well-being initiatives explicitly within ESG frameworks enhances their strategic importance and sustainability. By addressing employee digital health as part of broader ESG objectives, particularly through emphasizing social responsibility and transparent governance, HRM not only supports individual well-being but also strengthens organizational reputation and long-term sustainability.

Employees possess distinct psychological and physiological needs that require careful consideration. Increasingly, employees—particularly younger generations—prefer organizations that prioritize well-being (Bogićević, 2024). Given the pervasive influence of technology, it is imperative to implement measures that ensure a balance between digital demands and well-being (Thomas et al., 2022). Constant connectivity, excessive screen time, and information overload must be addressed as they contribute to stress and burnout (Arroyo Moliner et al., 2023).

One strategy for mitigating these challenges is the implementation of digital self-control tools (DSCTs), which enable employees to regulate their technology usage. For instance, applications can impose time restrictions or track device usage, fostering healthier habits (Roffarello & De Russis, 2023; Lyngs et al., 2019). By integrating DSCTs with policies such as the "right to disconnect," organizations can establish a comprehensive approach to managing digital demands while safeguarding employee well-being. These tools serve as positive reinforcement mechanisms,

helping employees balance productivity and beneficial digital interactions (Thomas et al., 2022). These digital tools can be further enhanced by integrating AI-driven solutions, such as intelligent monitoring applications and chatbots that offer personalized and proactive interventions. AI-supported DSCTs can help employees more effectively manage their digital usage and identify patterns leading to stress or overload, thereby creating more tailored and responsive digital well-being strategies.

Organizations can further support digital well-being by adopting time-tracking systems that promote boundary-setting. For example, software can notify employees when their work hours end, encouraging adherence to a healthy work-life balance (Rozentals, 2022; Bogićević, 2024). Similarly, promoting the "right to disconnect" is critical in mitigating the blurring of personal and professional boundaries. This principle ensures employees can disengage from work-related tasks outside regular working hours, fostering a sustainable work-life balance and preventing burnout (Arroyo Moliner et al., 2023).

Managers should also encourage employees to take regular breaks and adopt techniques like the Pomodoro method, which alternates focused work with short breaks to enhance productivity and prevent exhaustion (Arroyo Moliner et al., 2023). Empowering employees with digital literacy skills is another essential component, enabling them to navigate technological changes effectively and reducing the frustration associated with digital transformations (Arroyo Moliner et al., 2023).

Some employees find it harder to accept changes in the workplace than others. The same applies to the introduction of new digital technologies in workplaces. Employees should not be overwhelmed with new technologies and equipment and expected to use them effectively without proper preparation. Gradual familiarization with technological changes is crucial. Such gradual familiarization and supportive resources not only alleviate employee frustrations but also foster a culture of continuous learning and adaptability within the workplace. Moreover, employees must have access to support resources and know whom to approach when encountering challenges with digital tools (HeadClear, 2024).

Programs to improve employees' digital literacy skills should include educational initiatives on the effective use of digital tools in the workplace, strategies for maintaining a healthy relationship with technology, and time management

techniques. These programs enhance employees' digital competencies, confidence, and job satisfaction while contributing to a more adaptive and effective workforce. Furthermore, continuous learning opportunities help employees stay updated with technological advancements, reducing fears of obsolescence and empowering them to navigate digital workplaces more effectively (Arroyo Moliner et al., 2023). Integrating AI-specific training into digital literacy programs is increasingly vital, enabling employees not only to understand AI technologies but also to actively utilize AI tools to maintain their own digital well-being. This enhances their capacity to adapt to technological shifts, reduces anxieties about AI-driven workplace changes, and supports continuous, self-directed learning.

Setting explicit boundaries for after-work communication, fostering a culture that respects personal time, and promoting breaks are vital in establishing a healthy work-life balance and, thus, enhancing employee well-being (Arroyo Moliner et al., 2023). Both organizations and employees must recognize that work-life balance is a shared responsibility. While employees are encouraged to reassess their priorities and engage in activities that enhance their quality of life, organizations play a pivotal role in enabling this balance. Measures such as flexible work arrangements, remote work opportunities, childcare support, and additional leave days can significantly impact employee satisfaction and well-being (Gričnik & Šarotar Žižek, 2024).

Since the pandemic, remote work has become a standard practice for many organizations. However, the responsibility for managing remote work effectively lies with both employees and employers. Employees should develop efficient work routines while balancing other responsibilities. Simultaneously, organizations should provide education and training programs to support employees in navigating remote work challenges. Annual workshops or training sessions focusing on stress management and well-being can be particularly beneficial (Roffarello & De Russis, 2023). Furthermore, occasional team-building events can mitigate the social isolation associated with remote work, fostering a sense of community and mental well-being (Bogićević, 2024). Organizations utilizing remote and hybrid models particularly benefit from ESG-aligned, AI-driven digital well-being initiatives. AI-based analytics can provide insights into remote workers' digital behavior, helping HRM implement more precise interventions to reduce isolation, maintain productivity, and promote work-life balance in line with ESG social objectives.

Organizations must also address the potential impact of digital stressors on employee mental health. Offering resources such as counseling services, employee assistance programs, and mindfulness workshops can significantly improve employee resilience and well-being. Regular assessments of digital health strategies through employee feedback further enable organizations to refine their approaches and ensure their effectiveness (Arroyo Moliner et al., 2023). Incorporating regular ESG-oriented assessments and leveraging AI-generated insights into these evaluations ensures that digital well-being initiatives remain relevant and responsive. This ongoing alignment allows organizations to continuously enhance their ESG compliance, governance transparency, and adaptability to technological innovations.

Implementing mindfulness and well-being applications in the workplace offers substantial benefits, including enhanced cognitive function, reduced stress, and improved mental health. Such applications have been demonstrated to lower anxiety and depression levels, optimize immune function, and improve daily functioning (Goyal et al., 2014; Neuendorf et al., 2015). Regular use of these tools can also mitigate burnout, reduce fatigue, and foster a healthier workplace environment (Wylde et al., 2017; Lindsay et al., 2018).

Finally, introducing digital detox initiatives—such as establishing unplugged hours or limiting non-urgent messages during specific times—can promote healthier work-life boundaries. By clearly communicating expectations regarding technology use during and outside working hours, organizations can support responsible and balanced engagement with digital tools (Arroyo Moliner et al., 2023).

Ultimately, achieving digital well-being requires a shared commitment from both organizations and employees. By fostering a supportive environment, prioritizing education and training, and implementing policies that respect personal boundaries, organizations can ensure that employees thrive in the digital workplace while maintaining their well-being and productivity. In this context, the strategic alignment of digital well-being with ESG principles and the responsible integration of AI technologies represent essential future directions. Acknowledging digital well-being as a critical ESG component and leveraging AI's capabilities can significantly enhance organizations' capacity to foster sustainable, adaptable, and resilient work environments.

6 Conclusions

This study addresses the research question: How can digital well-being become an integral part of sustainable HRM strategies in the age of AI and ESG compliance? The findings demonstrate that HRM plays a central role in strategically integrating digital well-being within organizational practices, explicitly aligning employee and organizational needs with broader ESG frameworks. By embedding supportive policies and responsible use of emerging technologies such as artificial intelligence, HRM fosters a balance between technological advancement and employee well-being. This balance enhances productivity, mitigates digital stress, and sustains mental health and engagement, thereby strengthening organizational sustainability.

Achieving digital well-being, as evidenced by this research, requires a collaborative approach reinforced by ESG principles and technological innovations. HRM professionals must provide structural and cultural frameworks, while employees actively participate by regulating their digital behaviors and leveraging AI-supported tools. Initiatives such as flexible work arrangements, tailored AI-enhanced training programs, and gradual integration of new technologies are crucial to enabling employees to confidently adapt and thrive in rapidly evolving digital environments.

HRM's significance lies in its capacity to align organizational ESG objectives with individual well-being, positioning digital well-being as a strategic and sustainable priority. By cultivating adaptability, continuous learning, and sustainable digital habits, HRM ensures technological advancements positively impact employee satisfaction, resilience, and overall organizational performance.

Nevertheless, this study has limitations. The reliance on qualitative synthesis of secondary data, while valuable, lacks empirical validation of proposed strategies. Findings primarily address contexts within digitally advanced workplaces, potentially limiting applicability to less technologically developed or resource-constrained environments. Moreover, sector-specific dynamics were not extensively addressed, suggesting an opportunity for future exploration.

Building upon this research, future empirical studies—such as surveys, interviews, or longitudinal case studies—should investigate the effectiveness of ESG-aligned, AI-enhanced digital well-being strategies across diverse organizational contexts.

Exploring how sector-specific factors influence these strategies' outcomes will also provide deeper insights. Furthermore, ongoing investigation into the ethical and practical implications of integrating emerging technologies, notably AI and automation, can reveal additional challenges and opportunities in sustaining employee digital well-being.

In conclusion, HRM plays a pivotal role in achieving and sustaining digital well-being by strategically embedding ESG principles and responsibly integrating AI innovations. By collaboratively addressing the complexities of digital transformation through evidence-based, adaptive strategies, organizations can create resilient, productive, and healthier workplaces, well-equipped to navigate the continuously evolving technological landscape.

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