

SUSTAINABLE HUMAN RESOURCE PRACTICES AND EMPLOYEE WELLBEING IN DIGITALIZED WORK ENVIRONMENTS

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ABSTRACT

This paper examines sustainable human resource practices and their impact on employee wellbeing in digitalized work environments. The study focuses on practices such as transparent performance evaluation, digital training, workload management, employee participation, data privacy, and flexible work arrangements. Digital work conditions are analyzed through communication platforms, automation, monitoring systems, and access to tools. The findings indicate that these practices are implemented through structured policies supported by digital systems. Their influence is visible across physical, mental, and social aspects of wellbeing. Clear evaluation and workload policies reduce stress and improve fairness. Training supports competence and reduces uncertainty. Flexible work improves balance between professional and personal life, while communication rules reduce overload. The results show that balanced use of digital tools leads to better job satisfaction, lower stress, and improved employee experience in modern work environments.

Key words: Sustainable human resource management, Employee wellbeing, Digital work environments, Digitalization, Work-life balance

INTRODUCTION

Sustainable human resource management has gained attention due to changes in organizational structures and work conditions. Digital technologies influence how human resource practices are designed and implemented. Organizations aim to align long-term development goals with responsible management of employees. This includes fair treatment, continuous learning, and support for work conditions. Digital tools enable data-based decision making, but they also introduce new challenges related to control and monitoring. Human resource practices need to address both efficiency and employee needs in a balanced manner.

Employee wellbeing has become an important topic in modern organizations. It includes physical health, mental stability, and overall satisfaction with work conditions. Digitalized environments create flexibility in time and location of work. At the same time, constant connectivity may lead to fatigue and pressure. Employees often face increased expectations due to fast communication and information flow. Organizations need to consider how digital tools affect daily work experiences and personal boundaries. Human resource practices should aim to reduce negative effects while supporting positive aspects of digital work. Digitalization changes the way employees interact, communicate, and perform tasks. Work processes become more automated and data-driven. Employees rely on digital platforms for collaboration and decision making. This can increase productivity, but it may also reduce direct social interaction. Lack of clear boundaries between work and private life can create additional stress.

Organizations need to understand how digital environments shape employee behavior and attitudes. Adaptation to these changes requires both technical skills and organizational support.

Sustainability and employee wellbeing are closely connected within human resource management. Sustainable practices focus on long-term outcomes for both employees and organizations. This includes fair policies, stable work conditions, and support for employee development. Digital tools can support these goals through better communication and access to information. However, they can also create risks if not managed properly. Organizations need to integrate sustainability principles into daily human resource practices. This integration can lead to improved employee satisfaction and organizational performance. The present study addresses the need to understand the relationship between sustainable human resource practices and employee wellbeing in digitalized work environments. The focus is on how organizations adapt their practices to new technological conditions. It is important to examine whether these practices support employee wellbeing or create additional challenges.

Based on this, two research questions are defined.

RQ1: The first research question is: What sustainable human resource practices are applied in digitalized work environments?

RQ2: The second research question is: How these practices influence employee wellbeing in such environments?

LITERATURE BACKGROUND

Sustainable human resource management in digital environments focuses on alignment between organizational goals and employee needs over time. Organizations develop policies that support stable employment, fair evaluation, and continuous development (Papalexandris, 2023; Zhang & Chen, 2024). Digital systems enable collection and analysis of employee data, which supports planning and monitoring of human resource activities (Nicolás-Agustín et al., 2022). These systems improve transparency in performance evaluation and career progression. However, increased reliance on digital tools raises concerns related to privacy and control. Employees may feel monitored, which can influence trust and satisfaction (Lutsenko et al., 2025; Saini, 2025). Human resource practices need to balance efficiency and employee comfort while ensuring ethical use of data (Umer et al., 2025). Training and development represent an important component of sustainable human resource management. Digital platforms provide access to learning materials and support skill development (Zhang & Chen, 2024). Organizations introduce online courses, internal knowledge bases, and virtual workshops to support continuous learning. This approach improves adaptability to technological changes (Demir et al., 2023). However, not all employees adapt equally to digital learning environments. Some face difficulties due to limited technical skills or motivation. Human resource departments need to provide guidance and structured learning paths to ensure participation and engagement.

Work organization changes significantly in digital environments. Remote work and flexible schedules become more common due to digital communication tools (Shirmohammadi et al., 2022). Employees can perform tasks from different locations and manage time more independently. This flexibility can improve satisfaction and reduce commuting time (García-Salirrosas et al., 2023). However, unclear boundaries between work and private life may create pressure and extended working hours (Arthi & Gita, 2024). Sustainable human resource management requires clear policies regarding availability, communication, and workload distribution.

Employee wellbeing includes physical, mental, and social dimensions that require attention in digital contexts. Physical wellbeing relates to workspace conditions, especially in remote work settings. Inadequate setups may lead to discomfort and health issues. Mental wellbeing becomes a concern due to constant connectivity and increased workload (Akbar et al., 2025; Gupta et al., 2024). Employees may experience stress due to frequent communication and high expectations. Social wellbeing is also affected, as reduced face-to-face interaction may lead to isolation (Cavicchioli et al., 2025). Digital

platforms support interaction but cannot fully replace direct communication. Organizations need to promote regular communication and social engagement. Job satisfaction is closely linked to overall wellbeing. Digital environments improve access to information and simplify task execution (Xu et al., 2025). However, standardized processes may reduce autonomy and create repetitive tasks. Human resource practices should ensure that employees maintain a sense of purpose and control over their work (Dhand, 2025). Recognition and fair feedback contribute to positive work experiences. Organizations increasingly introduce wellbeing programs such as online counseling and stress management initiatives (Sini et al., 2025). Clear communication about available support improves participation. Digitalization also changes communication patterns and performance monitoring. Employees rely on digital platforms for coordination and collaboration. These tools enable faster information flow but may increase workload due to frequent messages (Lorentzon et al., 2024). Organizations need clear communication guidelines to reduce overload. Monitoring systems provide data for performance evaluation but may create pressure if not implemented transparently (Lutsenko et al., 2025). Employees need clear information about how data is collected and used.

Automation further influences work experiences. Repetitive tasks are replaced by automated systems, allowing employees to focus on more complex activities (Xu et al., 2025). This shift requires new skills and adaptation. Some employees may experience uncertainty due to changes in roles. Training and development are necessary to support this transition. Sustainable human resource management ensures fair treatment, equal opportunities, and safe working conditions in digital environments (Papalexandris, 2023). Work-life balance remains a central issue in digital contexts. Flexible work arrangements support personal and professional responsibilities, but constant connectivity may extend working hours (Shirmohammadi et al., 2022). Organizations need clear boundaries regarding availability. Employee participation also contributes to sustainable practices. Digital tools enable feedback collection and communication, which supports engagement (Nicolás-Agustín et al., 2022). Ethical considerations remain important, especially regarding data privacy and monitoring practices (Saini, 2025). Continuous evaluation and adaptation of human resource practices are necessary to address evolving digital work conditions and maintain employee wellbeing.

Based on the analyzed literature a model for improving employee wellbeing in digitalized work environments within the sustainable human resource practices was developed. The model is presented on Figure 1.

Sustainable human resource practices shape digital work environments and influence employee wellbeing outcomes. Fair and transparent performance evaluation reduces negative perceptions of digital monitoring and supports mental wellbeing. Continuous digital training improves competence in using systems, which reduces frustration and increases job satisfaction. Clear workload policies help manage task distribution through digital tools and prevent overload, which supports work-life balance. Employee participation in decision processes improves alignment between digital systems and actual work needs, which increases satisfaction and social wellbeing. Data privacy practices build trust in digital environments and reduce stress. Support for flexible work arrangements connects digital tools with better balance between work and personal life. Digital work environment characteristics also affect wellbeing outcomes. Collaborative platforms improve communication and coordination, but excessive use may reduce social interaction. Automation reduces repetitive tasks and increases efficiency, but it may create uncertainty without proper support. Reliable technical infrastructure reduces disruptions and stress. Clear communication guidelines help manage information flow and reduce pressure. Performance monitoring influences perceived control, where balanced monitoring supports motivation and excessive monitoring creates tension. Accessibility of digital tools ensures equal participation and smooth task execution, which contributes to overall wellbeing.

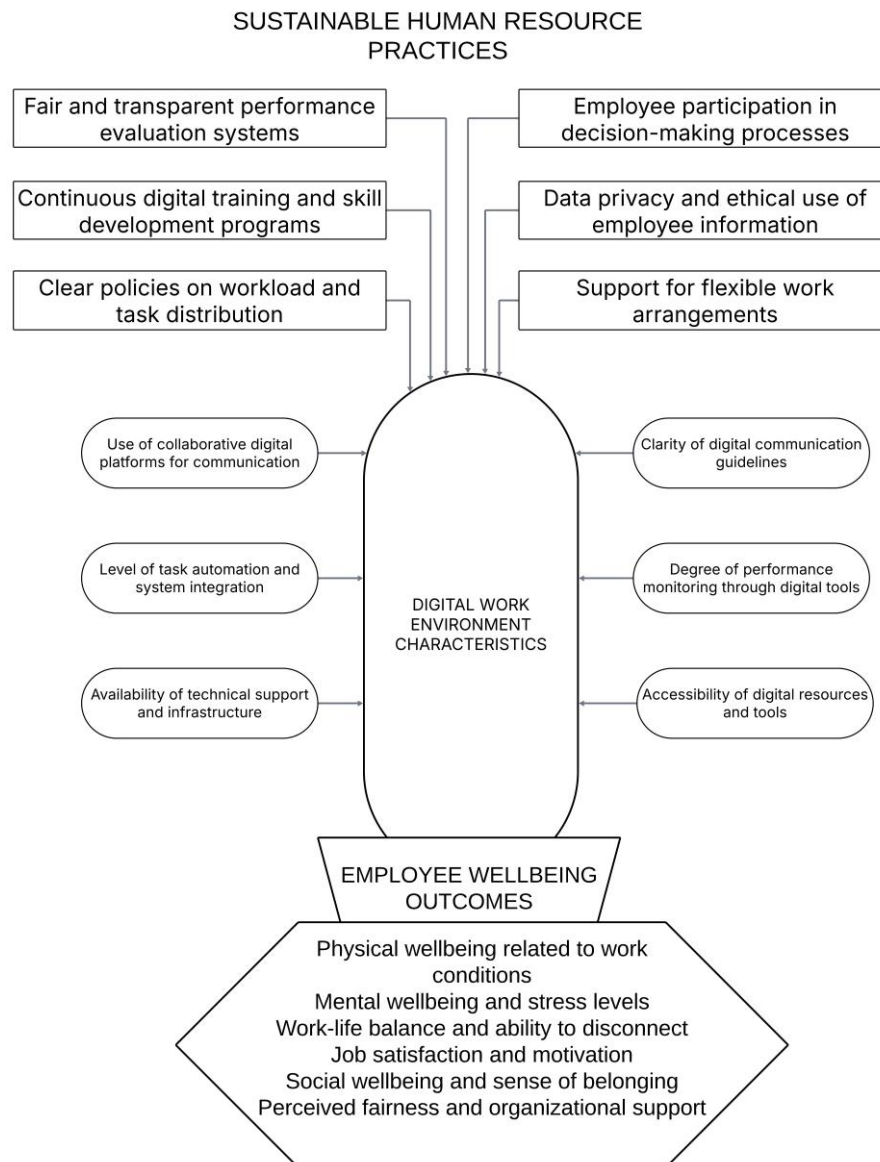


Figure 1: Model for improving employee wellbeing in digitalized work environments within the sustainable human resource practices

SUGGESTION AND GUIDELINES

Based on the developed model and analyzed literature, the following strategies and actions for improving employee wellbeing in digitalized work environments within the sustainable human resource practices are noted:

- Establish clear and transparent performance evaluation systems. Evaluation criteria should be communicated in advance and applied consistently across employees.
- Provide continuous digital training and structured skill development programs. Training should match job requirements and support adaptation to new technologies.
- Define clear workload policies and task distribution rules. Work expectations should be realistic and aligned with available time and resources.
- Develop communication guidelines for digital platforms. Rules should define response time, message priority, and appropriate communication channels.
- Support flexible work arrangements with clear boundaries. Working hours and availability should be defined to protect personal time.

- Ensure data privacy and ethical use of employee information. Employees should be informed about data collection and its purpose.
- Limit excessive digital performance monitoring. Monitoring systems should focus on outcomes rather than constant activity tracking.
- Improve access to reliable digital tools and technical support. Systems should function without interruptions and support efficient task completion.
- Encourage employee participation in decision-making processes. Feedback mechanisms should be active and lead to visible changes in practice.
- Promote social interaction through digital and occasional in-person activities. Team engagement should be supported to reduce isolation and strengthen connections.

CONCLUSION

The analysis shows that sustainable human resource practices in digitalized work environments include transparent performance evaluation, continuous digital training, defined workload policies, employee participation, data privacy protection, and support for flexible work arrangements. These practices are structured to align organizational goals with employee needs under conditions shaped by digital technologies. The findings indicate that such practices are implemented through formal policies and supported by digital systems that organize work processes, communication, and evaluation. This provides a clear answer to the first research question, which concerns the identification of sustainable human resource practices in digitalized environments.

The second research question addresses the influence of these practices on employee wellbeing. The results indicate that sustainable human resource practices have a direct and indirect impact on physical, mental, and social aspects of wellbeing. Transparent evaluation and fair workload distribution reduce stress and improve perceived fairness. Continuous training supports competence and reduces uncertainty related to digital tools. Flexible work arrangements improve work-life balance, while clear communication guidelines reduce overload. At the same time, the effect of these practices depends on how digital systems are designed and used. Balanced implementation of monitoring, communication, and automation contributes to higher job satisfaction, better mental stability, and stronger sense of belonging among employees.

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