


Chapter 9

Human Impacts and Organizational Change: Digital Well-Being, Remote Work, and Psychosocial Sustainability

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ABSTRACT

This chapter delves into how digital well-being, remote work, and psychosocial sustainability intersect as key aspects of organizational change in today's digital era. With hybrid work becoming standard, issues such as digital fatigue, mental health challenges, and social isolation have emerged. Utilizing Self-Determination Theory, the Job Demands-Resources Model, and Socio-Technical Systems Theory, the chapter introduces a human-focused framework called CARE (Culture, Autonomy, Resilience, Equity) aimed at embedding emotional resilience, inclusive leadership, and ethical digital practices into HR strategies. It stresses the pressing necessity for organizations to transition from productivity-centered models to those that emphasize psychological safety, equitable access, and employee well-being. Through

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practical insights and interdisciplinary research, the chapter reimagines sustainable workplaces as environments where digital efficiency is harmonized with empathy and enduring well-being.

INTRODUCTION

The Work, Tech, and Human Experience is more and more entangled the 21st century has brought pointed a digital paradigm shift that weaves together work, technology and the human experience in unprecedented ways. This transformation is not just about technology, it is about how we are living our jobs, our colleagues, our companies and society at large. Remote or hybrid working models, supercharged by the COVID-19 pandemic and the Fourth Industrial Revolution, have irreversibly transformed traditional working structures and an urgent Rethink of human resource (HR) practices is called for. Three related the shift revolves around three interrelated components: digital well-being, remote-work operating models, and psychosocial sustainability.

These ideas are related, rather than distinct ideas. Digital well-being is about employees' ability to use digital tools in a healthy, balanced way that contributes to their mental, emotional and physical health. Remote work is reframing the landscape of work through its elimination of a physical workspace while also creating new social, psychological, and managerial problems. Psychosocial sustainability refers to the capacity of people and organizations to sustain mental well-being, inter-personal relationships, and inclusive environments in the face of continued digital pressure.

Remote work is a double-edged sword, providing freedom and independence but also exposing weaknesses. The merging of “work” and “personal life” results in emotional drain, cognitive overload and pressure. So the digital exhaustion and isolation are inevitable problems. Organizational mental health support and inclusive cultures are inconsistent between sectors and geographies and in many cases leave out marginalized and caregiving staff. It is in the e-economy – a digital economy characterized by explosive information flows, platform labour and global connectivity (Schwab, 2017; Tapscott & Tapscott, 2023) that these matters are particularly urgent.

It is in this situation that organizations have to deal with the pressure of ‘managing’ the transformation of processes and people if they are to reap the benefits of digital change. That will require mental health, digital integration and psychosocial support becoming mainstream strategic assets, not detached wellness programs or reactive interventions. HR must pivot to a strategic, human-centric approach to innovation, which looks to its employees not as productivity units, but as creative, dynamic, and sustainable contributors (Ulrich et al., 2020).

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