



Working Towards Mitigating New Risks in the Digital Era: The Role of Human Resource Management in the Achievement of Sustainable Development Goals (SDGs)

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Abstract

Background & Statement of the problem: digitalization and its advantages and consequences not only have changed our view toward society but also finds new risks that must be taken into account. where Human resource management examines this new paradigm, shedding light on the importance of exploring the links between digital developments such as (artificial intelligence and others), in order to try to mitigate social and psychological.

Objectives: This paper will discuss the contribution of AI in the workplace as well as its benefits or risks to employee health, in addition to understanding the role of HR in helping and understanding how the risks of digitalization are addressed in organizations. The paper aims to explain how HR management can contribute by doing so to organizations' compliance with sustainability and specifically contributing to the Sustainable Development Goals. This study focuses on two goals directly: the goal related to health and well-being, and the goal related to promoting decent working conditions by companies.

Methods: Reliance on previous studies.

Results: This article provides a theoretical contribution to explore this gap, in an attempt to figure the new role that human resource management plays in digitization and its link to sustainable development goals.

Conclusions (Recommendations and contributions): Conclusions and future research lines will be presented and discussed in this paper.

Key words

Artificial Intelligence, Digitalization, Human Resource Management, Sustainability, Sustainable Development Goals (SDG's), Wellbeing.

العمل على تخفيف المخاطر الجديدة في العصر الرقمي: دور إدارة الموارد البشرية في تحقيق أهداف التنمية المستدامة

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المخلص

خلفية الدراسة ومشكلتها: في الوقت الحاضر، يغيّر العصر الرقّمي طرق فهم المجتمع، ويخلق مزايا جديدة، ولكن أيضاً هناك مخاطر جديدة يجب أخذها بعين الاعتبار، إذ يجب على إدارة الموارد البشرية فحص هذا النموذج الجديد، كونه ضرورياً للبحث واستكشاف الروابط بين التطورات الرقّمية مثل (الذكاء الاصطناعي وغيره)، وذلك من أجل محاولة تخفيف المخاطر الاجتماعية والنفسية لخلق بيئات صحية ومسؤولة للموظفين في العمل.

الأهداف: تهدف هذه الورقة البحثية مناقشة مساهمة الذكاء الاصطناعي في مكان العمل، بالإضافة إلى فوائده أو مخاطره على صحة الموظف، فضلاً عن فهم دور الموارد البشرية في المساعدة، وفهم كيف تتم معالجة مخاطر الرقمنة في المنظمات. تهدف الورقة إلى شرح كيف يمكن أن تسهم إدارة الموارد البشرية من خلال القيام بذلك في امتثال المنظمات للاستدامة وتحديدًا المساهمة في أهداف التنمية المستدامة. وتركز هذه الدراسة على هدفين بشكل مباشر: الهدف المتعلق بالصحة والرفاهية، والهدف المتعلق بتعزيز ظروف العمل اللائق من قبل الشركات.

الطرق المستخدمة: تم الاعتماد على الدراسات السابقة.

النتائج: تقدّم هذه الدراسة مساهمة نظرية لاستكشاف هذه الفجوة، في محاولة لتوضيح الدور الجديد الذي تلعبه إدارة الموارد البشرية في الرقمنة وارتباطها بأهداف التنمية المستدامة.

الاستنتاجات (التوصيات والمساهمة): سيتم تقديم الاستنتاجات ومناقشة خطوط البحث المستقبلية في هذه الورقة.

الكلمات المفتاحية

الذكاء الاصطناعي، الرقمنة، إدارة الموارد البشرية، الاستدامة، أهداف التنمية المستدامة، الرفاهية.

Introduction

The relevance of Sustainable Development Goals (SDGs) in organizations has grown in the last decades by professionals and academics (Ehnert, 2009, Kramar, 2014; Weiland et al., 2021).

Human Resource Management must consider these challenges in the present and future to ensure a good employee quality of life at work. Nowadays, technology has its fingerprint on SDGs, so it is necessary to examine the role of digital change and Artificial intelligence (AI) in people's lives and development (Dafoe, 2018; Denkenberger, 2020; Evans, and Turchin, 2020; Grace, 2018; Zhang, 2018).

Moreover, the digital era can present benefits and disadvantages to organizations to be examined. HRM must work in this line to avoid the risks that digitalization presents, the integration of digitalization into an organization's health and safety upon the psychosocial risks as Moore (2018) confirms. According to Moree et al. (2018), 'stress, discrimination, heightened precariousness, musculoskeletal disorders, and the possibilities of work intensification, job losses and physical violence in digitalized workplaces'. On the other hand, the new organization's tool and the new designs in management supports the organizations product (Moore, 2018).

The connection between Artificial Intelligence (AI) and HRM has been examined, as well as the role of managers and employee training (Vrontis et al. 2022). As a rapid technology revolution in the organization department the role of AI in organizations HRM is important (Pan et al. 2022), and the tools of AI play a significant role in organizations management.

Moreover, Collins et al. (2017) confirm the contribution of AI in HRM explained in 'people analytics', which refers to "the use of big data and digital tools

to "measure, report and understand employee performance, aspects of workforce planning, talent management, and operational management", the technology tools help the organizations to the accurate time analytic and future prediction.

The following Figure 1 explains the contribution of HRM in the organization, HR policies and practice, HR function (recruitment, selection, performance, appraisal, remuneration, training, and development processes), and HR strategy, considering the SDGs as a part of their strategy (Barnes, 1996).

Furthermore, digitalization ability to empower the HR strategy and improve the employees to demonstrate SDGs in social, economic, and environment.

The organization's management has the process of improving the employee's skills, continuous training, and better education for the employees, the supervision of employee's performance helps the managers to adapt to the changes in (economic, social, and environmental) Daily and Huang (2001).

The United Nations (United Nations Department of Public Information, 2017) confirms the integration between organizations HRM strategy and in some SDGs: SDG-3 (Good Health and Well-being), SDG-5 (Gender Equality), SDG-8 (Decent Work and Economic Growth), SDG-10 (Reduced Inequality), SDG-12 (Responsible consumption and production), and SDG-17 (Implementation and revitalization of the global partnership for the achievement of the SDGs).

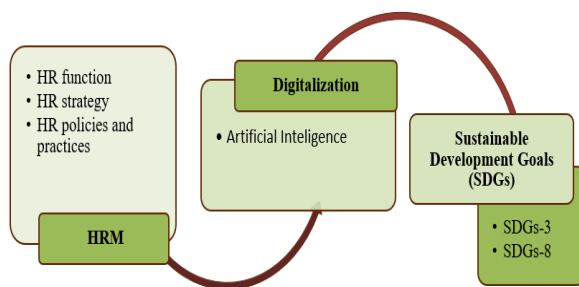
In this sense, this paper's objectives Are, 1) HRM focus on the objectives related to SDG-3 (Good Health and Well-being), SDG-8 (Decent Work and Economic Growth), 2) Artificial Intelligence to have organization Sustainable Development, 3) trying to ensure healthy lives and promoting well-being for all

at all ages in the organization (Figure 1).

Exploration of the benefits of digitalization to avoid the risks in work, and understanding the role of HRM in organizations' sustainability.

Figure (1): Relation among the variables of the model

Source: own elaboration.



Theoretical framework

Organizations recognize the importance of sustainability because of the United Nations' Sustainable Development Goals (SD) and the European Union's Agenda 2030. SDG-3 refers to "good health and well-being at all stages of life" in this way. As a result of the organization's concern for the health of its workers as well as for society and the workplace, its workers' abilities and behaviors will improve (World Economic Forum, United Nations Global Compact).

The need for Sustainable Development growing because of globalization, and new and changing world demands and needs, in this sense the HRM role becomes important to avoid the risks in the organization's path.

(Ehnert, 2009), confirms the role of the HR function in Sustainable Development, the HR function's role to connect the internal, external, and stakeholders to sustainable development, the HR (function, policies, and practice) role is being able to integrate organization strategy to organization sustainability despite

the economic, social and environment changes.

Moreover, "decent work and economic growth" is mentioned in SDG-8. Making employee happiness and well-being a reality is HRM's responsibility regarding the psychological component of employee care, it depends on decent work conditions and ignoring the psychosocial job risks. moreover, both HRM and SDG need long-term planning able to improve the employee's quality of life and well-being.

HRM policies and practices with the digitalization of new methods like AI strive to improve the employees and enrich the work environment. The organization changed from the traditional format (economic) to a new innovative one (commentary role social and environment) (Scherer et al. 2013).

The current theoretical framework attempts to explain the role that HRM plays in digitalization and the increased psychological hazards that this department will have to deal with as a result of these changes.

HRM, AI, and Sustainable Development

The research paper considers the explanation of the Definitions in three parts the first is HRM, the second is AI and the third is Sustainable Development, the definition explains the integration between Human resources and Artificial Intelligence and their influence on Sustainable Development Goals.

The explanation of the HRM role in organization Sustainability is reviewed in different research definitions, as well as some aspects of its definitions help to understand the contribution to SDGs.

(Jackson et al., 2011) confirmed that the HRM definition is The way employees perceive and act towards environmental issues at work, the human resource management methods and policies that sup-

port sustainability, and the variations or resemblances in environmentally friendly HRM practices that are implemented across various countries.

Upon this definition the contribution of HRM in achieving sustainability has many aspects: 1) the organization's HRM practices and policies. 2) HRM's job in the organization is to accomplish both short- and long-term organizational goals through the recruitment, selection, performance, appraisal, remuneration, training, and development processes.

In this sense, (Mathis and Jackson, 2000) confirmed HRM process in the organization preserves the effectiveness and efficiency of the organization's goals, the HRM functions (training, developing, recruiting, and compensation) confirmed, that employee skills and HRM function archives organizational goals.

HR is necessary to achieve the organization's sustainable development goal (the competing market and motivation organization) (Katarzyna Piwowar-Sulej, 2020, p. 671), According to Schoenherr (2012), Ehnert et al. (2016), and Faisal (2023), an organization's sustainable path is largely influenced by its HR function, policies, and practices.

Also, (Jabbour and Santos, 2008) promote that HRM is viewed as a key driver for promoting sustainability in organizations, and requires a sustained effort and planning to achieve economic benefits. The focus of HRM has shifted towards promoting sustainable outcomes, and this approach is gaining traction. To maximize the effectiveness of HRM practices, it is important to consider the needs and expectations of all stakeholders involved.

Furthermore, HR's role is to create a comfortable area, considering the employee's ability and work re-

quirements (Faisal, 2020; Naushad, 2020).

Additionally, The HRM definitions also explain the HRM's ability to demonstrate the changes and the challenges, organizations change is considered a critical strategy for economic changes, social pressure, and environmental changes for long-term goals and sustainable organization (Ehnert, 2009, Kramar 2014).

Globalization, new markets, and populations increase its influence in organizations, and the need to empower human capital and enhance the work environment become very important (Faisal, 2023).

In this sense, the HR department's role is critical to enhancing organizational capacity for sustainable development. Businesses that can provide a happy, encouraging, and stimulating work environment for their employees will be able to outlast rivals.

Furthermore, the integration between HR departments and the Digitalization Era such as AI in organizations for sustainable and long-term goals receives increasing interest among researchers (Bolton 2018).

In this way, (Pan et al., 2022) defined AI as the employee's abilities in their organization and the attention in the relations between technology and growing HRM.

Artificial Intelligence has many definitions, (Minsky, 1968) confirms AI as the ability to follow the machine's evolutions and to complete the employee's function, improving those functions with human intelligence.

In (1998) Nilsson explains that AI is considered a unit of computer science that is based on education and working smartly, the AI's influence is to keep learning and improve the performance of the employ-

ees and organization.

The interest in AI has grown recently, (2019) Capelli et al. defined AI as a “Broad class of technologies that enable a computer to perform tasks that normally require human cognition, including decision-making”.

(Stanley and Aggarwal, 2019) also defined AI as a computer systems evolution that improves the tasks of human intelligence. The most important goal of AI is to make machines very intelligent. moreover, (Pae-sano,2021) also has AI definition as a structure that displays the behavior of intelligence taking into account the performance and the environmental works, focusing on the goals that need to be achieved.

According to these definitions, the researchers explore that the organization’s strategy and human capital are crucial to its capacity for sustainable development. For this reason, the integration of HR and AI aims to: 1) strengthen the organization and give employees the tools they need to achieve long-term goals; 2) increase organizational effectiveness and efficiency; 3) assist the HR department in gathering data and producing logical conclusions; and 4) assist the HR department in navigating social, economic, and environmental changes and challenges, see Figure 2.

The integration of AI in the HR function is outlined as follows: (1) talent search and recruiting; (2) training and development; (3) performance analysis; (4) career development; (5) pay; and (6) staff turnover, according to Abduldayem et al. 2020; Nawaz 2020; Qamar et al. 2021; Yahia et al. 2021. Furthermore, the benefits of AI in HR are outlined in three dimensions (employees, economy, and society) by Vrontis et al. (2022).

Using AI improves the process of selecting candidates for open positions, aiding HR managers in finding the right candidate for the HR function of recruitment and selection, and enabling employees to advance their skill sets by selecting the most appropriate training.

An Example of AI tools in the recruitment process: Video interviewing software that evaluates candidates based on facial expressions and speech patterns; Additionally, testing software based on an applicant’s personality to deliver job fit marks, ability, and cognitive skills or perceived cultural fit. There are also Resume scanners that rank applications by certain keywords and Virtual assistants that ask applicants about their experiences and reject those who do not match the requirements that were defined before (Nahar, 2024).

According to Nankervis et al., (2021), artificial intelligence (AI) has enhanced departmental and employee interactions while also increasing organizational efficiency and effectiveness and lowering expenses. Globalization and the divide in society are forcing society to adapt quickly to new technologies, and artificial intelligence (AI) enables enterprises to keep up with these developments (Michailidis 2018).

To confirm that all people revel in peace, health, and wealth by 2030; Artificial Intelligence (AI) has arisen as a controlling tool in evolving the SDGs, a universal call to action to stop hunger, acquire health, attain education, achieve equality and end poverty to look after the planet, and. AI’s competencies, fluctuating from data analysis to predictive modeling, offer unique opportunities to address complex global challenges outlined in the SDGs. AI can analyze huge datasets to recognize trends and insights related to all SDG areas such as hunger, poverty, education, health, and environmental degradation, supporting targeted interferences and resource allocation. AI-powered

tools and systems are contributing, reforming, monitoring, planning, and improving significantly to SDG 3 which is considering healthcare. SDG 3 aims to confirm healthy lives and endorse well-being for all. By analyzing medical data, AI improves healthcare accessibility, and enhances affordability as well, by identifying disease patterns, expect occurrences, and propose preventive actions. Following these ideas, this paper aims to discuss the relevance of SDGs through HRM and the Digital Era (Nahar, 2024).

Academic interest in the SDGs is expanding (Eh-nert, 2009, 2012; Kramar, 2014), and they are interested in the changes that are occurring in the economy, society, and environment. The SDGs aim to empower individuals and communities while also fostering innovation and a high quality of life.

Figure (2): Relation among the variables of the model

Source: Nahar (2024), United Nations, (2022)

Environmental Pillar		Social Pillar		Economic Pillar	
6. Clean Water & Sanitation	7. Affordable & Clean Energy	4. Quality Education	5. Gender Equality	1. No Poverty	2. Zero Hunger
12. Responsible Consumption & Production	13. Climate Action	10. Reduced Inequalities	11. Sustainable Cities and Communities	3. Good Health & Well-being	8. Decent Work & Economic Growth
14. Life Below Water	15. Life on Land	16. Peace, Justice & Strong Institutions	17. Partnerships for the Goals	9. Industry, Innovation & Infrastructure	

One thing that HR and SD have in common is that they both require future strategic planning. Based on an organization's human capital both now and in the future, the digital era may offer both advantages and disadvantages for the sustainability of the business. In this sense, the Digital Era such as AI plays a significant role in contributing to sustainable development by enhancing the prediction of errors and facilitating effective planning of Sustainable Development Goals (SDGs). Many aspects of work environments, com-

pany operations, and outlives have evolved as a result of the integration of big data and AI technologies (Sova et al., 2023). This definition of both HRM and AI explains the need for organizational Sustainable Development (SD).

Sustainable Development has been clarified in WCED – World Commission on Environment and Development (1987) as “Referring to the action and development of organizations so that, when meeting the needs of the present, they do not compromise the ability of future generations to meet their own needs”.

Elkington (1999) also defined SD as the increasing interest in the values and ethics to have a better organizational identity, the better understand the organizations values the better responding to the work.

Recently, Parkin Hughes (2019) defined Sustainable Development as the ability for intergenerational equity between making decisions and the interests of future generations.

The most common definition for Sustainable Development is to make the success recently without forgetting the future demands (Boudreau and Rams-tad, 2005).

According to those criteria, an organization's long-term goals and sustainable development, as well as its process of improvement and growth combined with HRM and the AI revolution, are currently its most significant functions. Furthermore, happiness and well-being are recognized by the UN as factors that contribute to employee satisfaction and loyalty, which benefits the firm and its workers in the long run. Furthermore, the organization's ability to have a new demand, expanding market, and rapid technology evolution in the long term needs a proper HR strategy with considering the function of HR role to

collaborate the organization's long-term goals and the AI integration.

There is a valued insight that reveals the influences of AI in sustainable development in the society domain which reveals the importance of suitable regulations to enhance the responsible use of AI and its effect in sustainable development. (Jungwirth & Haluza 2023).

previous studies exhibited that AI-based innovation motivates economic growth (such as digital financial services), produces employment opportunities (SDG8), and reduces poverty (SDG1) in cross-country settings. According to the technology acting framework of institutional theory, SDG9 (AI-based innovation) contributes to the success of the economic pillar of the SDGs (SDG1, SDG2, SDG3, and SDG8), which emphasizes making sustainable, comprehensive, and equitable economic growth and development (Mathiyazhagan et al., 2021).

There is a high AI potential to impact societal behavior and emphasize its importance in shaping sustainable HRM (Sova et al., 2023).

Additionally, Goralski M. (2020) mentioned that AI is quickly finding a new margin in the fields of corporate practices, governmental policy, and business. It has formed profound disrupting and enabling impacts on businesses, governments, and society through the intelligence of machines and robotics with bottomless learning capabilities. Which has a significant role as well in prompting the larger tendencies in global sustainability. That reveals how AI could establish a base of an ultimate future, while its revolution converts our world, where humanity co-presents symphonically with machines.

Considering this background, we propose the following conceptual model aimed at explaining the integration between AI and Human Resources and The influence of HRM and the Digital Era such as AI on the organization in SDGs epically SDGs-3 and SDGs-8 will be explored in this research.

The top management's responsibility is to create a consistent corporate culture and maintain excellent communication across the organization's vertical and horizontal organizational lines, while also demonstrating the organization's capacity to demonstrate the risk of changes in the social, economic, and environmental domains (Janson & Gunderson, 1994).

Conclusions and future research lines

The function of human resource management in an organization is to share and participate in the organization's shift from a traditional organization to one that is focused on improving and enhancing social and economic conditions.

However, even if there are risks associated with adopting AI in HRM to accomplish Sustainable Development, artificial intelligence plays a significant role in organizational sustainability in the Digitalization Era.

The integration of SDGs 3 and 8 into HRM practices, as well as the impact of AI on organizational and employee sustainability, are integral components of the European Agenda 2030.

However, this topic deserves more in-depth research due to its practical significance for managing human resources and preventing hazards associated with workplace digitalization. An examination of how employees perceive these hazards may provide more evidence and insight into how employees understand these risks and the implications for their well-being.

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