

Original Article

Digital Human Resource Monitoring, Mental Health Strategy, and Employee Wellbeing

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Abstract: In the time of digital transformation, the role of Human Resource Management (HRM) is rapidly evolving particularly in addressing the critical issues related to employee mental health and wellbeing. This seminar paper examines the convergence of technology and human resource management practices, with a focus on the utilization of emerging digital tools to monitor workplace mental health and promote comprehensive employee well-being. It utilizes theoretical frameworks, including the job demands-resources model and the technology acceptance model, alongside contemporary case studies. The paper examines how emerging technologies, including wearable devices, AI, mobile apps, and sentiment analytics, are transforming the way HR manages health. These kinds of technologies offer big chances for early intervention, engagement, and productivity. They also raise concerns about data privacy, ethical use, and the potential for excessive surveillance. The paper advocates for a balanced, ethically and informed methodology that enables HR managers to implement technology in a manner that is transparent, inclusive, and focused on fostering employee trust. It concludes with strategic suggestions on how to integrate wellbeing technology into HRM systems while respecting the rights and dignity of workers across various organizational types.

Keywords: Human Resource Management (HRM); Mental Health; Employee Wellbeing; Digital HRM; Artificial Intelligence; Technology in HR; Workplace Surveillance; Ethics; Wellness Technology; Organisational Health.

I. INTRODUCTION

In today's workplace, the technology has evolved beyond simply streamlining operations and enhancing productivity. and now it is a significant factor in shaping people's work experiences. Digital innovation has transformed the way traditional Human Resource Management (HRM) operates, giving rise to what is now known as e-HRM or digital HRM. Technologies like Artificial Intelligence (AI), machine learning, predictive analytics, cloud-based HR platforms, wearable health monitors, and mobile apps are being used more and more to not only make hiring, payroll, and performance reviews easier, deals with more human-centered issues, especially those related to mental health and employee wellbeing (Bondarouk & Brewster, 2016; Margherita & Bua, 2021). This change is both needed and timely. Mental health issues, which were once a taboo subject, are now at the forefront of HR conversations. The pressures of the modern workplace, such as long hours, job insecurity, too much digital information, working from home alone, and the ongoing effects of the COVID-19 pandemic, have all made people more stressed, burned out, anxious, and emotionally exhausted (World Health Organization [WHO], 2022). In response, companies are changing their HR plans to put psychological safety and overall health ahead of performance and profit (Deloitte, 2023).

Increasingly, people believe that technology can help businesses monitor, measure, and manage mental health risks before they occur. Employers now have access to unprecedented data and insights about how their employees feel and function (Brougham & Haar, 2018). These tools are becoming integral to workplace wellness programs, enabling early intervention, promoting healthy behaviour, and facilitating personalized support systems. But this tech-driven approach to mental health brings up basic issues about privacy, consent, trust, ethics, and the culture of the organization. If not set up correctly, monitoring tools can be seen as intrusive or even coercive. HR managers must navigate a crucial balancing act: utilizing technology to enhance wellbeing while preserving autonomy and mitigating fear and resistance among employees (Moore, 2018).

This study is significant for several reasons. First, it brings together two important and changing conversations in HRM: mental health advocacy and digital transformation. There is a significant amount of research on HR technology, but relatively little on its impact on mental health in the workplace. Second, it provides a conceptual framework for HR leaders, policymakers, and organizational psychologists to traverse the practical and ethical dimensions of digital wellbeing management. Third, the study contributes to the ongoing effort to humanize the workplace in an era of automation by highlighting the needs, rights, and perspectives of employees in the context of HR technological adoption (Chartered Institute



of Personnel and Development [CIPD], 2021). More generally, the seminar paper addresses global trends that recognize employee wellbeing as a strategic organizational priority rather than merely a personal or health issue. Deloitte (2023) and the WHO (2022) both say that companies that invest in mental health have more engaged, loyal, and innovative employees. So, it's not only timely but also necessary to learn how to use technology in a responsible way to help achieve these goals.

II. STATEMENT OF THE PROBLEM

Although more and more mental health and wellness technologies are being used, some problems persist. A lot of companies don't have a clear plan for how to use these tools as part of their overall HRM strategy. People are also skeptical and resistant because they are concerned about data surveillance, the misuse of personal information, algorithmic bias, and inadequate employee involvement in decision-making. When there is insufficient transparency, employees may feel like they're being watched instead of being helped (Ajunwa, Crawford, & Schultz, 2017). There is also a shortage of clarity about where HR's responsibilities end and those of medical or psychological professionals begin. As technology becomes increasingly prevalent in health and wellness practices, HR professionals may not be adequately prepared to navigate these complexities without proper training, ethical guidance, and support from their organization. The main question this seminar wants to answer is: How can HR professionals use technology in a meaningful and ethical way to improve mental health and wellbeing without hurting employees' trust and dignity?

The study utilizes a conceptual and analytical framework, extracting insights from scholarly literature, industry reports, and empirical case studies across diverse sectors, including healthcare, technology, finance, and services. The paper will discuss global perspectives, but it will also examine how these ideas can be applied in developing countries, particularly in Africa, where technology is gaining popularity but often lacks robust ethical and policy frameworks.

The scope is limited to non-clinical mental health interventions initiated by HR departments through digital means. Clinical diagnosis or treatment by medical professionals falls outside the paper's focus. The study also recognizes that employee wellbeing is multidimensional (physical, social, emotional) but maintains a primary emphasis on psychological and emotional wellbeing.

A) Purpose of the Study

The purpose of this study is to examine the relationship between Digital Human Resource Monitoring Mental Health Strategy and Employee Wellbeing. Moreover, the study had the following specific objectives, which were to:

- i. Examine the relationship between HRM Integration of Wellbeing Tech and Employee Wellbeing
- ii. Examine the relationship between Managerial Support via Platforms and Employee Wellbeing.
- iii. Determine the relationship between AI-powered platforms and Employee Wellbeing
- iv. Determine the moderating effect of organizational ethical climate on the relationship between Digital Human Resource Monitoring Mental Health Strategy and Employee Wellbeing.

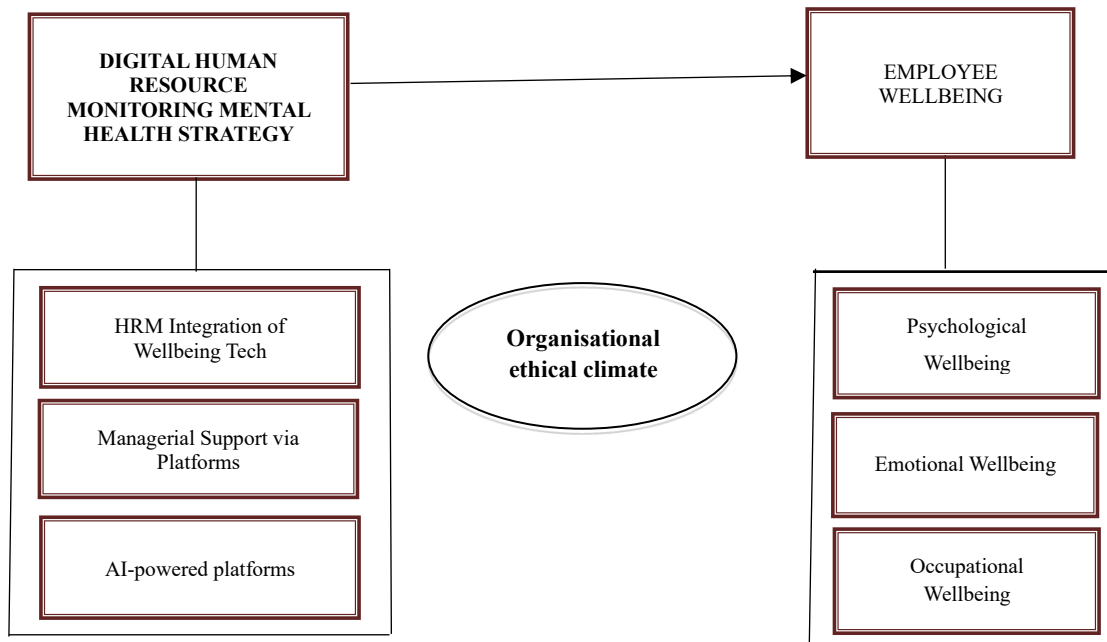


Figure 1: Conceptual framework for Digital Human Resource Monitoring, Mental Health Strategy, and Employee Wellbeing

Source: *Dimensions of Digital Human Resource Monitoring Mental Health Strategy* were sourced from the work of Egbuta, Idam, Adeoye & Ajike (2024); while the measures of *Employee Wellbeing* were adapted from the work of Ndwiga, Gichohi & Nkaabu C. (2019). Measures of organisational culture were adapted from Thuku, Abiero & Juma (2016).

III. LITERATURE REVIEW

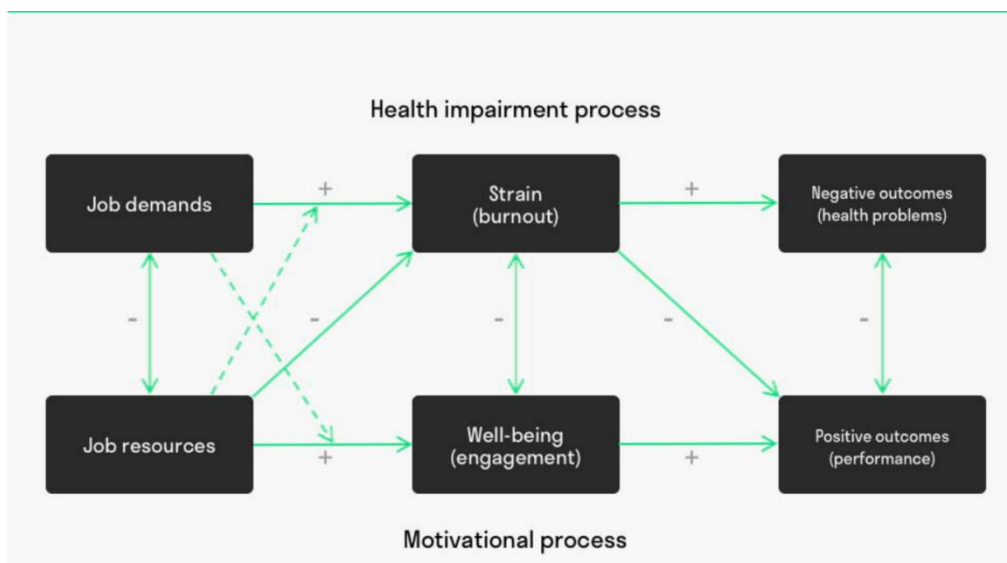
A) Theoretical Framework

a. The Job Demands–Resources (JD-R) Model

The JD-R model, developed by Evangelia Demerouti and colleagues in 2001, distinguishes job characteristics into demands and resources. Job demands (e.g., high workloads, time pressures, emotional labour) may deplete energy, while job resources (e.g., feedback systems, autonomy, supportive tools) foster engagement and motivation. It is also a framework in occupational health psychology that explains how job characteristics influence employee wellbeing and performance. It proposes that job demands (like workload and deadlines) and job resources (like support and autonomy) interact to affect employee strain and motivation, ultimately impacting organizational outcomes. These are aspects of the job that require sustained physical or psychological effort. Some examples include workload, which refers to the amount of work an employee is required to complete within a specified time frame. Time pressure refers to the need to complete tasks within a specific timeframe. Emotional demands: The emotional work that goes into dealing with other people, especially in jobs that involve helping others. Role ambiguity: Not knowing what your job duties and expectations are.

High job demands can lead to stress and burnout when they exceed an individual's ability to manage them. Lowered well-being has bad effects on both mental and physical health. Lower performance could hurt productivity and the quality of the work. Job resources are aspects of a job that help workers achieve their goals, make the job easier, and support their personal growth. Some examples include support from bosses and coworkers, which means feeling valued and receiving help when needed. Autonomy means being in charge of how work is done. Feedback is getting praise and constructive criticism for your work. Learning and growth opportunities involve gaining access to training and opportunities to advance. Clear goals and expectations are knowing what needs to be done. Job resources can help mitigate the negative effects of job demand by providing a sense of control and support. Encourage motivation and participation, which will lead to increased job satisfaction and a higher likelihood of job retention. Enhance performance by providing individuals with the necessary tools and resources to succeed. The JD-R model posits that job demands and resources interact in intricate ways. When employees have a large workload but insufficient resources to complete it, they are more likely to feel stressed, burned out, and less healthy. On the other hand, employees may be able to handle high job demands and stay engaged and motivated when they have enough job resources to meet those demands, which are useful in real life.

The JD-R model can help organizations find possible sources of stress by looking at job demands and resources. Make changes to improve employee health by providing them with more resources and reducing their workload. By finding a balance between what is needed and what is available, you can help create a healthy and productive work environment. Human resources experts suggest that organizations can enhance their employees' well-being and overall performance by understanding the JD-R model. In digital HRM, technologies like AI-powered dashboards or wellness chatbots can be seen as either demands or resources, depending on how they are used and understood (Bakker & Demerouti, 2017). When used correctly, these tools can help individuals avoid burnout by identifying signs of fatigue early and providing them with tips on how to manage stress. When tools are seen as surveillance, though, they may unintentionally add to mental stress. The JD-R model facilitates a rigorous analysis of the "double-edged sword" effect of digital HR tools, underscoring the significance of deliberate and ethical design.



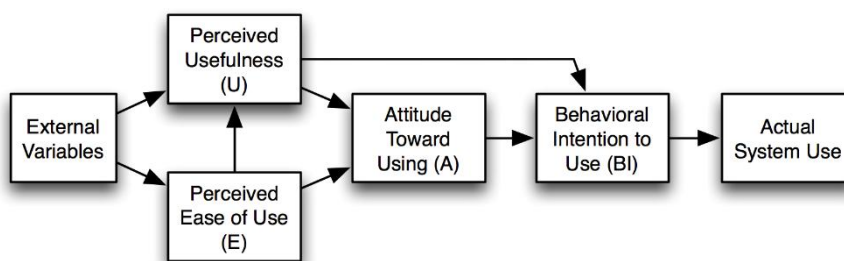
b. Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM), created by Davis in 1989, is a theory used in information systems to explain how people use and accept new technologies. It suggests that a person's attitude toward a technology and their intention to use it are influenced by two main factors: how useful they perceive it to be and how easy they believe it is to use. In short, people are more likely to use a technology if they think it will help them do better and is easy to learn and use.

Perceived Usefulness: This is how much a user thinks that using a certain system would help them do their job better.

Perceived Ease of Use: This refers to a user's perception of how easy they think using a certain system will be.

A user's attitude toward the technology is directly affected by these two factors: how useful they think it is and how easy it is to use. If both are seen in a good light, the user is more likely to have a positive view of the technology. This good attitude makes the user more likely to want to use the technology, which in turn makes them actually use it. TAM helps us understand why people accept or reject new technologies by looking at how they see their value and ease of use.



In HRM, this means that employees are more likely to use digital tools or wellbeing apps if they perceive them as useful and easy to use. Venkatesh and Davis (2000) augmented the Technology Acceptance Model (TAM) by incorporating elements such as social influence and behavioral intention. This model is particularly useful for examining why employees utilize wellness platforms in different ways. For instance, workers in digitally advanced workplaces are more likely to incorporate these tools into their daily lives. TAM also helps us understand why people reject things. If a system is perceived as complicated, intrusive, or not useful, people tend to stop using it frequently. To encourage more people to use tech-enabled HR solutions, it is essential to conduct user experience research and involve employees in the co-design process.

c. Human Capital Theory

The Theory of Human Capital Economists Gary Becker and Theodore Schultz were the first to say in 1964 that employee wellbeing is a strategic asset. This theory used to only apply to education and training, but now it also applies to mental health because it understands that being mentally healthy is important for being productive, creative, and innovative.

Companies that buy tools for monitoring mental health, platforms for building resilience, and wellness programs are effectively adding to their human capital. These investments usually lead to fewer people leaving the company, fewer people missing work, and more new ideas. The model tells HR leaders to keep an eye on and manage mental health as well as performance indicators. HR analytics can use metrics about employee wellbeing to help make decisions about how to divide up work, set up support systems, and figure out training needs. This aligns people management more closely with business strategy.



d. Maslow's Hierarchy of Needs

Abraham Maslow developed the psychological theory of motivation known as Maslow's Hierarchy of Needs. It says that people are motivated to meet their fundamental requirements before moving on to higher-level ones. People often draw the hierarchy as a pyramid with five levels: Physiological needs (food, water, and shelter), Safety needs (security and stability), Love and Belonging needs (friendship and intimacy), Esteem needs (recognition and respect), and finally, Self-Actualization (reaching one's full potential). Maslow's theory (1943) remains a crucial component in understanding motivation and mental health. You can put HR technologies on Maslow's five-tier hierarchy. For instance, telemedicine apps and biometric health tools meet both safety and health needs. Digital learning platforms and software for team collaboration can help foster a sense of belonging and boost self-esteem. Self-actualization is the goal of personalized coaching apps and self-development dashboards. HRM practices can help keep employees motivated and engaged on the job by ensuring that digital interventions meet their needs at all levels of the organization. Maslow's theory also helps with phased well-being support. For example, basic interventions such as crisis counseling and stress management must precede higher-order programs like purpose coaching and leadership mentoring. This sequential support builds trust in the organization and increases the number of people who participate.

B) Conceptual Review

a. Digital Human Resource Monitoring Mental Health Strategy

Interventions based on technology, such as mobile apps, web-based programs, Virtual Reality (VR), wearable devices, or video games (Kim & Kirk, 2023). The technology can be utilized in mental health for prevention, education, testing, and treatment purposes. The Significance of Mental Health in the Workplace. Mental health in the workplace has become increasingly important over the past decade. It is now seen as an important part of both employee wellbeing and the success of the organization as a whole. As workplaces evolve, the mental health of workers remains a crucial factor influencing productivity, creativity, and the company's overall performance. Mental health disorders, such as anxiety and depression, rank among the foremost causes of disability globally, significantly affecting individuals' work capacities. Also, depression and anxiety cost the world economy a lot of money, about \$1 trillion a year in lost productivity. Dealing with mental health problems at work is not only the right thing to do, but it is also a smart business move.

Organizations that actively promote mental health have reported increased employee satisfaction, decreased absenteeism, and lower turnover rates. These results demonstrate the importance of incorporating effective mental health strategies into human resource policies. The advent of the digital age and the extensive influence of technology on both personal and professional domains have led to the development of innovative strategies for managing mental health at work through the use of technological tools. The incorporation of technology into mental health initiatives offers a unique chance to reimagine conventional methods of workplace mental health care. Digital counseling platforms, mental health apps, and AI-driven analytics are all examples of technological tools that offer personalized, flexible, and user-friendly mental health

solutions. These technologies not only make it easier for employees to get help right away and continue to receive it, but they also protect their privacy, which encourages more people to ask for help without worrying about being judged (Luxton, June, & Fairall, 2012).

b. Dimensions of Digital Human Resource Monitoring Mental Health Strategy

1. HRM Integration of Wellbeing Tech:

This is about how well digital wellness tools are integrated into HR systems. For example, connecting mental health platforms to employee dashboards, LMS systems, or performance evaluations. A smooth integration makes things more visible, makes using them more common, and aligns wellbeing with broader HR goals (Margherita & Bua, 2021).

2. Managerial Support via Platforms

When line managers actively promote the use of wellbeing tools, exemplify healthy behaviors, and utilize HR technology to positively assess team climate, employee engagement increases. HR's digital strategy needs to include training for managers and clear communication that makes it clear that digital wellness tools are meant to help, not spy on, employees (Grant & Parker, 2009). A clear and well-planned digital HRM strategy ensures that technology aligns with the organization's culture and values. This lowers the risk of tokenism and makes the organization more sustainable in the long run.

3. AI-powered platforms:

These tools examine the tone of voice or writing style to identify signs of emotional stress, as well as biometric or behavioral sensors built into workplace tools (Moore, 2018). For example, sentiment analysis tools can examine employee feedback, emails, or chat conversations to identify early signs of stress, fatigue, or disinterest (Ajunwa et al., 2017). These systems enable prompt interventions and assistance, potentially averting more severe mental health conditions. However, when putting them into action, they must find a balance between effectiveness and ethical issues, such as consent, data privacy, and concerns about surveillance. When these monitoring tools are well-integrated into HRM, they can help prevent mental health problems by alerting individuals when they are experiencing burnout or losing interest (Holland & Bardoel, 2016).

4. Employee Wellbeing:

Employee well-being is a complex concept that encompasses a person's overall health, happiness, and job satisfaction. It encompasses the psychological and emotional facets of mental health, alongside elements of social connectivity, job satisfaction, resilience, and a sense of purpose (Guest, 2017; Warr, 2002). In the context of this study, employee wellbeing encompasses more than merely the absence of mental illness or burnout. It more generally refers to a good state of mind that enables workers to excel in both their personal and professional lives. Employee wellbeing is a dynamic and essential outcome influenced by both internal (individual) and external (organizational) factors. In a digitally transformed workplace where technology plays a significant role in the employee experience, it's essential to understand how HR innovations impact employee wellbeing in order to create a healthy, resilient, and sustainable work environment.

Increasingly, companies recognize the health and well-being of their employees as a strategic asset that can lead to higher productivity, reduced absenteeism, increased engagement, and stronger commitment to the organization (Danna & Griffin, 1999; Wright & Cropanzano, 2000). This makes it a great dependent variable for examining how HR technology practices designed to support mental health monitoring and management affect outcomes.

c. Measures of Employee Wellbeing

1. Psychological Wellbeing

This encompasses self-esteem, life satisfaction, optimism, and emotional regulation. Technologies like mood tracking apps and AI-based check-ins aim to enhance or maintain this aspect by facilitating easier recognition of when someone is upset and helping them become more aware of their emotions (Sonnentag, 2015).

2. Emotional Wellbeing

This means being able to handle your feelings effectively at work, remain calm under pressure, and recover from failures. HR tech tools that offer stress management training or online counseling services can help make things better in this area (Cropanzano & Wright, 2001). It has to do with how well people get along with each other at work. Platforms that promote peer recognition, virtual team cohesion, or inclusion through digital communication tools contribute to a sense of belonging and mitigate workplace loneliness, an increasingly prevalent mental health issue in remote or hybrid settings (Grant & Parker, 2009).

3. Occupational Wellbeing

This section focuses on job satisfaction, meaningful work, freedom, and growth opportunities. When technology facilitates the provision of helpful performance feedback, the creation of specific educational paths, and the alignment

of job roles, it makes employees feel more accomplished and purposeful. This study focuses on mental health, but it's essential to remember that fitness trackers, digital health assessments, and ergonomic monitoring can all help people feel better by reducing their physical stress.

4. Moderating role of organizational ethical climate

The ethical climate of a company refers to the shared understanding of what is right and wrong, as well as the approach to addressing ethical issues (Victor & Cullen, 1988). This climate is especially important in workplaces that utilize technology to enhance the health and well-being of their employees. A strong ethical climate moderates the effect of HR technologies by ensuring that wellbeing tools are used for support, not control, encouraging employee participation in design and feedback loops, and enforcing strict data protection, confidentiality, and opt-in protocols.

When organizations promote transparency, fairness, and ethical sensitivity, employees are more likely to accept and benefit from digital interventions (Moore, 2018). In contrast, the toxic or opaque ethical climate can lead to mistrust and resistance, reducing the effectiveness of even the well-designed technologies. Thus, ethical leadership and clear digital HR policies enhance the positive influence of wellbeing technologies on mental health outcomes.

C) Empirical Review

Egbuta, Idam, Adeoye, and Ajike (2024) conducted a study on the electronic human resource management of mental health and employee adaptability among public servants with disabilities in South-West Nigeria. A survey research design was adopted for this study. The study's sample size of 422 public servants and leaders was determined using the total enumeration sampling technique. A structured and validated questionnaire, along with semi-structured interviews, were used to collect both quantitative and qualitative data. Cronbach's alpha reliability coefficients for the constructs ranged between 0.69 and 0.84. The response rate was 95%. Data were analyzed using descriptive and inferential (multiple linear regression and hierarchical regression) statistics. The study found that talent management practice had a statistically significant effect on job satisfaction (Adj. R² = 0.53, F (5, 410) = 92.07, p < 0.05). The qualitative data findings support the quantitative findings, and the participants' views do not show significant variance from the quantitative findings. Instead, they complement the quantitative findings. The study concluded that electronic human resource management affects the mental health of public servants with disabilities in South-West Nigeria.

Shen and Jihua Zhu (2011) examined the effects of digital human resource mental health on employee organizational commitment. After examining the psychometric properties of the scales, hierarchical multiple regression analysis was utilised to test the research hypotheses. The results showed that, in general, digital human resource mental health is positively related to Organisational Commitment (OC). After controlling for demographic variables, labor-related legal compliance, digital human resource management, mental health, and general corporate digital human resource management, mental health was found to have a significant positive relationship with affirmative commitment (AC), continuance commitment (CC), and normative commitment (NC). Employee-oriented HRM has a significant positive relationship with AC and NC, but not CC. The relationship between digital human resource mental health and AC is stronger than that between digital human resource mental health and CC and NC.

IV. CONCLUSION

From the empirical review and findings on the study variables, it was identified that digital human resource mentoring mental health plays a critical role in fostering employee wellbeing. By aligning human resource digital strategies with employee wellness and wellbeing principles, organizations can create a supportive work environment. The paper recommends that further research should be conducted to test the hypothetical relationship between the variables and align with oil and gas multinationals in Nigeria.

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