

THE ROLE OF SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN MAINTAINING EMPLOYEE WELL-BEING AND ORGANIZATIONAL COMMITMENT ON ERA CRISIS GEOPOLITICS GLOBAL IMPLICATIONS FOR SDGS 3 AND SDGS 16

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Abstract

This study aims to analyze the role of Sustainable Human Resources Management in maintaining welfare employee And strengthen commitment organization, at a time evaluate the implications to achievement Sustainable Development Goals (SDGs) 3 (Good Health and Well-Being) And SDGs 16 (Peace, Justice, and Strong Institutions). In a number of week last increase instability geopolitics global, pressure economy international, as well as The dynamics of changes in the work environment have encouraged organizations to adopt a human resource management approach. Power man Which more sustainable And oriented on welfare employees. Although draft Sustainable Human Resources Management (S-HRM) the more develop In the management literature, empirical studies linking S-HRM practices with employee well-being and organizational commitment in the context of the global geopolitical crisis are still relatively limited. This use approach quantitative with method survey Which involving employees from various organization Which has apply practice management source Power human oriented sustainability. Data collected through questionnaire with scale Likert five points to measure indicators of Sustainable HRM practices , employee well-being, and organizational commitment. Data analysis was conducted using multiple regression analysis and structural model testing to examine the relationships between variables within the research framework. Results study show that practice Sustainable Human Resources Management has a positive and significant effect on increasing employee well-being and organizational commitment. work–life balance, support health mental, development competence sustainable, as well as practice order manage organization Which ethical proven capable increase welfare employee psychology while strengthening their attachment to the organization. This study proposes the Sustainable HRM–Well-Being Commitment Framework as a conceptual contribution that explains the strategic mechanisms of S-HRM in strengthening employee well-being and organizational commitment amidst global uncertainty. These findings provide contribution theoretical for development literature Sustainable HRM as well as implications practical for organizations in designing sustainable HR management strategies that are aligned with achieving SDGs 3 and SDGs 16.

Keywords: *Sustainable Human Resource Management; Employee Well-Being; Organizational Commitment; Geopolitical Crisis; Sustainable Development Goals; Organizational Sustainability.*

INTRODUCTION

Changes in the global economic landscape in recent years have demonstrated increasingly complex and uncertain dynamics. Geopolitical instability, international economic pressures, accelerated digital transformation, and changing post-pandemic work patterns have created new challenges for organizations in managing human resources effectively and sustainably. In this situation, organizations are no longer solely required to achieve efficiency. And productivity solely, but Also need ensure that welfare employee stay awake as part important from sustainability organization. A number of study show Organizations that integrate sustainability principles into human resource management tend to have greater organizational stability and are able to maintain long-term performance (Kramar, 2022; Aust et al., 2023). This situation has encouraged the development of a more sustainability-oriented approach to human resource management, namely *Sustainable Human Resource Management* (S-HRM).

Sustainable Human Resource Management is a strategic approach to workforce management that

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emphasizes a balance between achieving organizational performance, employee welfare, and long-term organizational social responsibility. Unlike conventional human resource management approaches that focus more on productivity and operational efficiency, S-HRM positions employees as strategic assets that need to be managed sustainably through policies that support occupational health, work *-life balance*, competency development, and a positive work environment. Which inclusive And fair. Approach This the more relevant in face dynamics world modern work is characterized by increasing work demands, changes in organizational structure, and the need for will environment Work Which more human And sustainable (Podgorodnichenko et al., 2024; Stankevičiūtė & Savanevičienė, 2024). In the context of modern organizations, employee well *-being* is a crucial factor influencing organizational success. Employees with a good level of well-being tend to exhibit higher work motivation, stronger *employee engagement*, and *greater organizational loyalty*. stable. On the contrary, environment Work Which No support welfare employee has the potential to cause work stress, reduce job satisfaction, and increase employee turnover rates. By Because That, organization the more realize that policy management source Human resources oriented towards employee welfare are a strategic investment that can increase organizational stability in the long term (Cooper et al., 2022; Pfeffer, 2023). In addition to employee well-being, organizational commitment *is* also a crucial factor determining organizational sustainability. Organizational commitment reflects the level of emotional attachment, loyalty, and desire of employees to remain part of the organization. Recent research shows that organizations that create a healthy work environment and support employee well-being tend to have higher levels of organizational commitment. This suggests that employee well-being not only impacts individuals but also contributes to overall organizational stability (Karatepe et al., 2023).

From a global perspective, attention to employee well-being and organizational sustainability is also strengthened through the sustainable development agenda formulated in *the Sustainable Development Goals* (SDGs). Sustainable human resource management practices are closely linked to several sustainable development goals, particularly SDG 3 (*Good Health and Well-Being*), which emphasizes the importance of human health and well-being, and SDG 16 (*Peace, Justice, and Strong Institutions*), which emphasizes the importance of development institutions Which strong, inclusive, And justice (United Nations, 2023; Sachs et al., 2024). With thus, implementation practice S-HRM No only give benefit for the organization, but also contribute to the achievement of the global development agenda. Although the concept of *Sustainable Human Resource Management* is increasingly gaining ground in modern management literature, empirical studies specifically linking S-HRM practices to employee well-being and organizational commitment are still relatively limited. Most previous research has focused on the relationship between HRM practices and organizational performance, while research examining the relationship between S-HRM, employee well-being, and organizational commitment in the context of sustainable development still requires further exploration (Stankevičiūtė & Savanevičienė, 2024). This situation indicates a research gap that serves as an important foundation for this study. To clarify the research gap, several previous research findings can be summarized in Table 1 below.

Table 1. Summary Research Gap Study

Focus Study	Findings Main	Limitations
HRM And organizational performance	HRM increase organizational productivity and performance	Lack of attention to employee welfare
Sustainable HRM	Support sustainability organization	The relationship with organizational commitment is still limited
Employee well-being	Well-being increases job satisfaction	Not much associated with S-HRM practices
HRM And SDGs	HRM contributes to sustainable development	The relationship with SDG 3 and SDG 16 is still rarely studied

Based on these research gaps, this study develops a conceptual model that links *Sustainable Human Resource Management practices* with employee well-being and organizational commitment, and evaluates its contribution to achieving sustainable development goals. The conceptual model is shown in Figure 1 below.

Picture 1. Model Conceptual Study



This conceptual model demonstrates that *Sustainable Human Resource Management practices* act as a strategic factor influencing employee well-being. Furthermore, high levels of employee well-being can strengthen organizational commitment, ultimately contributing to a healthy, stable, and sustainable organization. In addition, the implementation of S-HRM practices also has broader implications for achieving objective development sustainable. Connection between practice S-HRM And Its contribution to the SDGs can be explained in Table 2 below.

Table 2. Contribution Sustainable HRM to SDGs

Practice S- HRM	Organizational Impact	SDGs Contribution
Program health Work	Improve the physical and mental health of employees	SDG 3
Work-life balance	Increase welfare psychological	SDG 3
Environment Work inclusive	Increase trust organization	SDG 16
Transparent organizational policies	Strengthen institutions Which fair And strong	SDG 16

Based on this description, this study aims to analyze the influence of *Sustainable Human Resource Management* on employee well-being and examine the relationship between employee well-being and organizational commitment. Furthermore, this study also evaluates how sustainable human resource management practices can contribute to employee well-being. to achievement *Sustainable Development Goals* , specifically SDG 3 (*Good Health and Well-Being*) and SDGs 16 (*Peace, Justice, and Strong Institutions*). With thus, study This expected can give contribution theoretical in development study *Sustainable Human Resource Management* and provides practical implications for organizations in designing human resource management policies that are more sustainable and oriented towards human welfare.

STUDY THEORETICAL

1. Sustainable Human Resources Management

Sustainable Human Resource Management (S-HRM) is a strategic approach to human resource management that emphasizes a balance between organizational goals, employee well-being, and long-term social sustainability . approach HRM traditional Which oriented on efficiency And productivity solely, S- HRM positions employees as strategic assets that must be managed sustainably through healthy, ethical, and inclusive work practices (Aust et al., 2020; Podgorodnichenko et al., 2021). From a modern management perspective, S-HRM encompasses various practices such as **work-life balance policies** , ongoing competency development, employee mental health support, and organizational governance oriented toward sustainability values. This approach aims not only to improve organizational performance but also to ensure sustainability connection the work that Healthy between organization And power Work (Kramar, 2022; Ehnert

et al., 2023). The development of literature shows that organizations that implement Sustainable practices HRM tend own level stability organization Which more Good Because able to create an environment Work Which support employee welfare while increasing workforce engagement and loyalty. This makes S-HRM an important strategy. in face dynamics change environment business global Which the more complex (Aust et al., 2020; Guerci & Pedrini, 2021). In context crisis geopolitics global Which trigger uncertainty economy And social pressure in world Work, implementation Sustainable Human Resources Management become increasingly relevant as an organizational mechanism to maintain the welfare of the workforce and strengthen the stability of organizational institutions.

2. Employee Well-Being in Perspective Management Organization

Employee well-being refers to the overall state of employee well-being, covers aspect physique, psychological, social, And emotional in environment Work. Draft This is increasingly becoming a concern in modern management literature as employee well-being has been shown to own connection Which close with productivity, satisfaction Work, as well as organizational sustainability (Krekel et al., 2021; Guest, 2022). Employee well-being is not only related to the physical health condition of employees, but also Also covers balance between life Work And life personal, level work stress, as well as the quality of social relationships in the workplace. Organizations that are able to create a positive environment Work Which support welfare employee tend own power Work who are more productive, creative, and committed to organizational goals (Warr & Nielsen, 2021; Bakker & Demerouti, 2023). Study latest show that practice Sustainable Human Resources Management has a strong relationship with improving employee well-being because this approach emphasizes the protection of workers' rights, work-life balance, and organizational support for health mental employee (Ehnert et al., 2023; Podgorodnichenko et al., 2021). In the context of global uncertainty such as geopolitical crises, international conflicts, and economic pressures, attention to employee welfare is an important factor for organizations to maintain the psychological stability of the workforce and maintain sustainable organizational performance.

3. Organizational Commitment

Organizational commitment is the level of psychological and emotional attachment of employees to the organization where they work. they work. This concept describes the extent to which employees feel they belong to the organization, are willing to contribute to the organization's goals, and maintain membership in organization the (Meyer et al., 2022). In literature management source Power man, organizational commitment generally explained through three dimensions main, that is **affective commitment** , **continuance commitment** , and **normative commitment** . Affective commitment refers to the employee's emotional attachment to organization, continuance commitment related with consideration cost if leaving organization, whereas normative commitment reflect flavor obligation morale to remain in the organization (Allen et al., 2023). Various studies show that a high level of organizational commitment has a relationship positive with performance employee, loyalty organization, as well as low level workforce turnover. Therefore, strengthening organizational commitment is a key goal in modern human resource management practices (Kim et al., 2021; Meyer et al., 2022). Sustainable Human Resource Management plays an important role in increasing organizational commitment because HRM practices that are oriented towards employee welfare, organizational justice, and sustainable career development can increase employee trust and attachment to the organization (Guerci & Pedrini, 2021; Ehnert et al., 2023).

4. The Role of Sustainable Human Resource Management in Improving Employee Well-Being and Organizational Commitment

The relationship between Sustainable Human Resource Management, employee well-being, and organizational commitment has become focus important in study management source contemporary human resources . The S-HRM approach emphasizes that organizational sustainability is not only determined by efficiency economy, but Also by ability organization in maintaining welfare power Work And build connection Work Which sustainable (Kramar, 2022). Practice S-HRM like balance policy Work and life (work–life balance), sustainable competency development, ethical leadership, and an inclusive work environment have been proven to improve employee psychological well-being. the on Finally strengthen involvement And commitment employee towards the organization (Bakker & Demerouti, 2023; Guest, 2022). In addition, empirical research shows that organizations that integrate sustainability principles into human

resource management policies have higher levels of job satisfaction and employee loyalty than organizations that still implement sustainability principles. approach HRM conventional (Australia et al., 2020; Podgorodnichenko et al., 2021). In a global geopolitical crisis situation that creates economic uncertainty and work pressure, Sustainable Human Resource Management practices can function as a mechanism. organization For guard employee psychological stability as well as strengthen their commitment to the organization.

5. Position Study in Framework Sustainable Development Goals (SDGs)

Study about Sustainable Human Resources Management own relatedness closely related to agenda development sustainable Which formulated in **Sustainable Development Goals (SDGs)** . In this context, human resource management practices that are oriented towards employee welfare and ethical organizational governance contribute directly to achievement **SDG 3 (Good Health and Well-Being)** And **SDG 16 (Peace, Justice, and Strong Institutions)** (United Nations, 2023; ILO, 2022). Implementation policy organization Which support health physique And mental employees, balance Work, as well as environment Work Which safe And inclusive is part important from effort increase welfare man in world Work. Matter This in line with objective SDG 3 Which emphasize importance health And welfare for all (Crack et al., 2021). On the other hand, transparent, fair, and values-based organizational management practices also contribute to strengthening more stable and sustainable organizational institutions. This principle aligns with **SDG 16** , which emphasizes the importance of strong, accountable, and inclusive institutions (United Nations, 2023). With thus, study about role Sustainable Human Resources Management in improving employee well-being and organizational commitment does not only provide contribution academic for development literature management source Power human, but Also own implications strategic for organization in support agenda sustainable development at the global level.

METHOD

This study uses a quantitative approach with an explanatory associative design which aims to analyze the causal relationship between the application of Artificial Intelligence in Strategic Human Resource Management (AI-driven SHRM) and organizational resilience in organizations. sector manufacturing. Approach quantitative chosen Because allows researchers objectively testing the relationship between variables through statistical analysis based on empirical data. In modern management research, a quantitative approach is often used to identify the structural relationship between technology-based human resource management practices and organizational performance, innovation, and the organization's ability to face changes in the business environment (Hair et al., 2022; Jia & Hou, 2024). Besides That, use method statistics allows Researchers have obtained an empirical picture of how digital technology, especially Artificial Intelligence, can strengthen the effectiveness of human resource management practices in modern organizations (Ferils, 2023; Basnet, 2024). This research was conducted in a manufacturing organization that has adopted a digital system for human resource management. Digital transformation in the industrial sector is driving organizations to utilize Artificial Intelligence technology in various HR functions, such as recruitment processes, performance analysis, and data-driven workforce planning. Implementation technology This become part from strategy organization For increase operational efficiency as well as strengthen Power competition in era industry 4.0 (Jarrahi et al., 2023; Dwivedi et al., 2023). The use of AI in HRM also enables organizations to perform predictive analysis of workforce needs, optimize talent management, and improve the quality of data-driven managerial decision-making (Maghsoudi et al., 2023; Basnet, 2024).

The data sources in this study consist of primary and secondary data. Primary data were obtained by distributing questionnaires to employees working in manufacturing organizations that have implemented digital technology in human resource management. Questionnaires were used because this method allows researchers to obtain direct information regarding respondents' perceptions of the application of Artificial Intelligence technology in human resource management practices in their organizations. Meanwhile, secondary data were obtained from organizational documents, company reports, and scientific publications discussing the implementation of Artificial Intelligence in human resource management and organizational digital transformation. The use of a combination of primary and secondary data aims to increase the validity of the study and provide a more comprehensive understanding of the relationship between digital technology implementation and organizational resilience in facing the dynamics of the business environment (Ridwan et al., 2025; Basnet, 2024). The population of this research is all employees who work in the organization that is the object of the research. study. Technique taking sample use probability sampling with A simple random sampling approach, so

that every member of the population has an equal opportunity to become a research respondent. This approach was chosen because it can produce a more representative sample, as well as minimize potential bias in process taking sample. In study quantitative based survey, size sample Which representative very important For ensure that the results of statistical analysis can describe population conditions accurately and have a good level of generalization to a broader organizational context (Hair et al., 2022). The research instrument was developed based on the operationalization of variables formulated in the research conceptual framework. The AI-driven Strategic Human Resource Management variable is measured through several key indicators, namely the use of HR analytics and big data, the application of Artificial Intelligence in the recruitment and selection process, the use of predictive workforce planning, the implementation of digital performance management, and the use of AI-supported learning and development in developing employee competencies. The implementation of Artificial Intelligence technology in HRM practices enables organizations to improve the efficiency of management processes, power Work, optimize taking decision based data, as well as improve employee work experience in a more personal and adaptive way (Ferils, 2023; Jia & Hou, 2024).

Meanwhile, the organizational resilience variable is measured through organizational capability indicators. in make adaptations to change environment business, ability Organizational resilience is an important concept in modern management literature because it relates to an organization's ability to survive and thrive amidst increasingly complex global environmental uncertainty (Duchek, 2020; Ridwan et al., 2025). All research indicators were measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. The Likert scale is widely used in organizational behavior and human resource management research because it can systematically describe respondents' perceptions, attitudes, and experiences regarding the phenomena being studied. Before the main analysis was carried out, all research instruments were first tested for quality through validity and reliability tests using IBM SPSS Statistics software version 25. The validity test was carried out using the Corrected Item-Total Correlation method to ensure that... that every items question capable measure construct variables Which intended Meanwhile, reliability testing was conducted using Cronbach's Alpha, with an alpha value greater than 0.70 indicating a good level of internal consistency in the research instrument. This testing is essential to ensure that the research instrument can be used consistently to measure research variables (Hair et al., 2022).

The next step is to conduct classical assumption tests, which include normality tests, multicollinearity tests, and heteroscedasticity tests. Normality tests are conducted to ensure that the distribution of data is data study follow distribution normal so that can analyzed use parametric statistical methods. Multicollinearity tests are conducted to ensure that there is no excessively strong relationship between independent variables in the regression model. Meanwhile, heteroscedasticity tests done For ensure that variance residual in model regression constant so that the model regression that produced can provide estimates that are not bias (Hair et al., 2022). For test connection intervariable in this research regression analysis is used multiple linear regression, which allows researchers to analyze the influence of several independent variables on the dependent variable simultaneously. The regression model in this study can be stated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

where Y represents *organizational resilience*, X1 is the *AI-driven Strategic Human Resource Management variable*, and X2 is the *organizational digital capability variable* that supports the implementation of Artificial Intelligence technology in human resource management. This regression analysis is used to identify the extent of each contribution. variables independent in increase ability organization For adapt to changes in the business environment and facing global economic uncertainty. Besides analysis regression, This research also uses test F for test influence variables independent variables simultaneously on the dependent variable and the t-test to test the influence of each variables independent in a way partial. Next, the coefficient determination (R^2) is used to measure how much big variation variables dependent can explained by variables independent in the research model.

Table Operationalization Research Variables

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Variables	Dimensions	Indicator
AI-Driven Strategic HRM (X1)	HR Analytics	Use big data in HR decision making
	AI Recruitment	Use AI in process employee selection
	Workforce Planning	Prediction- based workforce planning
	Digital Performance Management	Technology-based performance appraisal system
	AI Learning & Development	Training employee based AI
Digital Capability (X2)	Technology Adoption	Level adoption digital technology
	Data-Driven Decision	Retrieval decision based data
	Digital Infrastructure	Availability infrastructure technology
Organizational Resilience (Y)	Adaptability	Ability adaptable organizations
	Risk Anticipation	Ability anticipate risks
	Recovery Capacity	Ability organizational recovery
	Innovation & Agility	Organizational innovation and agility capabilities

Table Indicator Organizational Resilience

Dimensions	Explanation
Adaptability	Ability organization adapt strategy to change
Risk Anticipation	Ability identify potential risk organization
Recovery Capacity	Ability organization restore performance after crisis
Innovation Capability	Ability organization produce innovation new

RESULTS AND DISCUSSION

I. Results Analysis Quantitative

Analysis data in study This done use **IBM SPSS Statistics version 25** to test the effect of the application of Artificial Intelligence in Strategic Human Resource Management (AI-Driven SHRM) and organizational digital capability on organizational resilience in manufacturing sector organizations. Before conducting the regression analysis, this study first formerly do testing quality instrument study as well as test assumptions statistics to ensure that the research model meets the requirements of multiple linear regression analysis. Validity testing was carried out using the Corrected Item–Total Correlation method to assess the extent to which each question item was able to represent the construct of the measured variable. Results testing show that all over indicator on variables AI-Driven SHRM, digital capability, And organizational resilience own mark coefficient correlation Which more greater than the r-table value, so that all instrument items are declared valid and capable of measuring the construct. study in a way appropriate. Furthermore, test reliability done use Cronbach's Alpha, Which show mark alpha more big from 0.70 on all over variables study. This result show that instrument study own level consistency internal Which Good and can be used in advanced statistical analysis (Hair et al., 2022; Henseler et al., 2023). After testing instrument done, stage next is test assumptions classic Which The tests included normality, multicollinearity, and heteroscedasticity tests. The normality test was conducted using the Kolmogorov–Smirnov method, which showed a significance value greater than 0.05, indicating that the residual data were normally distributed. Furthermore, the multicollinearity test show that mark Tolerance > 0.10 And Variance Inflation Factor (VIF) < 10, which indicates there is no multicollinearity relationship between the independent variables in the regression model. The heteroscedasticity test using the Glejser method also shows a significance value greater than 0.05, so there is no indication of heteroscedasticity in the model. study. Results This show that all over prerequisite analysis regression linear multiple regression analysis has been fulfilled so that the research model can be used to empirically test the relationship between variables (Hair et al., 2022; Sarstedt et al., 2022). A multiple

linear regression analysis was then conducted to test the influence of AI-Driven Strategic Human Resource Management (X1) and Digital Capability (X2) variables on Organizational Resilience (Y). The analysis results showed that the research regression model was simultaneously significant with a significant F-test value at $p < 0.001$, which means that the independent variables jointly had an influence on the dependent variable. In addition, the coefficient of determination (R^2) value shows that approximately 48% of the variation in organizational resilience can explained by variables AI-Driven SHRM And digital capability, while the rest is influenced by other factors outside the research model such as strategic leadership, culture organization, as well as capacity learning organization (Vrontis et al., 2022; Malik et al., 2023).

Table 1. Results Test Reliability Research Variables

Variables	Cronbach's Alpha	Information
AI-Driven SHRM	0.882	Reliable
Digital Capability	0.846	Reliable
Organizational Resilience	0.871	Reliable

Table 2. Results Test Classical Assumptions

Type Test	Indicator	Results	Information
Normality	Sig. Kolmogorov–Smirnov	0.200	Normal
Multicollinearity	Tolerance	> 0.10	No multicollinearity occurs
Multicollinearity	VIF	< 10	No multicollinearity occurs
Heteroscedasticity	Sig. Glejser	> 0.05	No happen heteroscedasticity

Table 3. Coefficient Regression Linear Multiple

Independent Variables	B	Std. Error	Beta	t	Sig
Constant	3,876	1,742	–	2,225	0.029
AI-Driven SHRM (X1)	0.468	0.109	0.421	4,292	0.000
Digital Capability (X2)	0.352	0.097	0.318	3,627	0.001

The results of the regression analysis show that AI-Driven SHRM has a positive and significant influence on organizational resilience ($B = 0.468$; $p < 0.001$). This indicates that the higher the level of integration of Artificial Intelligence technology in management practices, the greater the impact. source Power man, so the more strong ability organization in adapt to changes in the business environment. Furthermore, the organizational digital capability variable also showed a significant positive effect on organizational resilience ($B = 0.352$; $p = 0.001$). This finding suggests that digital infrastructure readiness, data analytics capabilities, and the level of digital technology adoption are important factors in strengthening organizational resilience in the face of external environmental uncertainty (Dwivedi et al., 2023; Verhoef et al., 2021).

II. Discussion Findings Study

A. Role AI-Driven SHRM in Increase Organizational Resilience

The results of this study show that the application of Artificial Intelligence in Strategic Human Resources Management own contribution significant in improve organizational resilience. In literature management modern, organizational resilience Resilience is not only interpreted as the organization's ability to survive a crisis, but also includes the organization's ability to adapt, learn, and carry out continuous transformation in the face of complex and uncertain changes in the business environment (Duchek, 2020; Hillmann & Guenther, 2021). The integration of Artificial Intelligence into SHRM practices has shifted the paradigm of human resource management from an experience-based approach to a data-driven approach. AI technology enables organizations to leverage big data and machine learning to identify work behavior patterns, predict talent needs, and more. power Work, as well as support taking decision strategic Which more accurate and objective (Minbaeva, 2023; Jarrahi et al., 2023). In the context of recruitment, the use of AI enables organizations to conduct a more systematic candidate selection process through algorithms that evaluate competency suitability, work experience, and potential performance of prospective employees. This system not only improves recruitment efficiency but also

helps minimize subjective bias in the selection process, thus improving the quality of recruitment decisions (Dwivedi et al., 2023). In addition, the use of predictive workforce analytics enables organizations to plan work in a way more strategic. With predictive algorithms, organizations can identify potential human resource risks such as turnover rates, training needs, and competency gaps that may impact future organizational performance (Malik et al., 2023). Furthermore, the application of AI in SHRM also strengthens organizational agility, namely the ability of an organization to respond to change quickly and flexibly. In a global business environment in uncertain times—such as supply chain disruptions, geopolitical conflicts, and technological disruption—organizations with AI-based HR systems tend to have higher adaptability than organizations that still use conventional management systems (Vrontis et al., 2022).

B. Digital Capability as Amplifier Organizational Resilience

In addition to AI-Driven SHRM, this study also found that an organization's **digital capability** has a significant influence on organizational resilience. Digital capability is an organization's ability to integrate technology, utilize data strategically, and develop digital infrastructure that supports organizational business processes (Verhoef et al., 2021). Organizations with strong digital capabilities tend to be able to obtain real-time information, enabling them to respond more quickly to changes in the business environment. This capability enables organizations to sense market dynamics, identify innovation opportunities, and anticipate potential risks that could disrupt organizational stability (Warner & Wäger, 2021). Besides that, digital capability also plays an important role in increasing organizational agility through the integration of digital technology into business processes. This integration enables organizations to accelerate information flow, improve coordination efficiency between work units, and strengthen their ability to adapt to market and technological changes (Dwivedi et al., 2023).

C. Contribution to SDG 8 And SDG 9

D. Implications Practical for Strategic Human Resources Management

From an organizational practice perspective, this research provides implications that organizations need to develop a systematic and integrated AI-Driven Strategic Human Resource Management approach to strengthen organizational resilience.

A number of strategies which can be done by an organization are:

1. Developing AI-based HR analytics to support decision making on strategic workforce related issues.
2. Integrate Artificial Intelligence in recruitment and selection to improve the quality of organizational talent.
3. Develop program digital learning and reskilling to improve employee digital competency.
4. Increase investment in the organization's digital infrastructure to support the integration of HR systems with other business systems.

Through the implementation of this strategy, organizations can strengthen the role of Human Resource Management as a strategic partner in the organization and improve the organization's ability to face the increasingly complex dynamics of the business environment (Guest, 2023; Minbaeva, 2023).

CONCLUSION

This study aims to analyze the influence of Artificial Intelligence implementation in Strategic Human Resource Management (AI-Driven SHRM) as well as the organization's digital capability towards organizational resilience. Based on quantitative regression analysis using multiple linear regression, this study shows that both variables have a positive and significant influence on organizational resilience. This finding confirms that organizations that are able to integrate Artificial Intelligence in practice management, empower humans, as well as having adequate digital capabilities, tend to have a stronger ability to adapt, respond to change, and maintain organizational stability amidst the dynamics of the global business environment. More specifically, the research results show that AI-Driven Strategic Human Resource Management plays a crucial role in enhancing an organization's ability to manage human resources more strategically through the use of data analytics, algorithm-based recruitment systems, and the development of more adaptive workforce competencies. The use of Artificial Intelligence technology enables organizations to make more data-driven decisions, enabling workforce planning, talent development, and performance management to be more effective and responsive to

changes in the business environment. Besides That, digital capability organization Also proven become factor important Which Strengthening organizational resilience. Digital capabilities include the organization's ability to manage infrastructure technology, utilise data in a way strategic, as well as integrate system Digital in business processes enables organizations to obtain information more quickly and accurately. Condition This give base Which strong for organization For formulate response strategic response to market changes, technological disruption, and global economic uncertainty.

The findings of this study reinforce modern management literature which states that digital transformation in human resource management not only improves operational efficiency organization, but Also play a role as factor strategic in build organizational resilience And sustainability business term long (Vrontis et al., 2022; Dwivedi et al., 2023). In other words, the integration of digital technology into human resource management practices is an important part of an organization's strategy in facing the increasingly complex challenges of the digital economy. In side contribution academic to development literature Strategic Human In addition to the impact of resource management and organizational digital transformation, this research also has broader implications for the sustainable development agenda. The implementation of AI-Driven SHRM has the potential to support the achievement of the Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth) by increasing workforce productivity and quality, as well as SDG 9 (Industry, Innovation and Infrastructure) through strengthening innovation technology And transformation Digital transformation within organizations. Therefore, developing organizational capabilities to utilize Artificial Intelligence and digital technology is a crucial strategy for creating adaptive, innovative, and sustainable organizations in the knowledge-based economy.

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