



**The Impact of Digital Technology on Covid-19 in Human Capital Mangement and Employee
Retention**

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Abstract

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Catastrophic developments initiated by COVID-19 pushed organizations worldwide to speed transformation into digital business operations. Human Capital Management (HCM) is integral for such transitions, enabling companies to deal effectively with the indefinite present and an uncertain future. It is the responsibility of HCM to manage human resources and their issues, especially in a crisis, to ensure continuity of operations and work-life synergy. This research paper aimed to investigate the function and effect of Digital Technology and Human Capital Management (HCM) on employee retention and effective business operations reducing the devastating outcome of the pandemic. The theories and functions of digital transformation upskilled Human Capital Management and motivation that influence the worker's retention level and effectiveness of business strategies, along with the studies conducted in the same area are stated in the literature review. This documentary research focused on factors and processes which can lead to effective employee retention and continuity of business operations even in the face of crises. The future is guaranteed to become more dynamic, digital, remote-friendly, collaborative, filled with augmented reality, changing policies, and employee welfare policies. It was recommended that this study be implemented into organizations' structure for successful transitions in HR Departments and at the operational level with practical and constructive suggestions to be sustainable amid a crisis.

Keywords: Digital technology, Covid-19, Human Capital Management, Employee Retention



Introduction

Research Background

Covid-19 has impelled businesses and organisations around the globe to swiftly cope and operate in innovative and tough manner. As businesses have changed priorities such as real-time decision-making, workforce productivity, business continuity, and security risks, newer challenges in view of the pandemic are testing businesses' resilience as they try to lay a foundation for the future (Ivanov, 2020). The consequential movement towards home offices and remote work of teams is a major challenge for the HR to coordinate the working and the employees smoothly and to adopt suitable approaches of employees, managers need to understand employees' perspectives. According to Yildirim and Korkmaz (2017), efficiency of human resources management and team development is the major factor of project success. As many firms start to form strategies for a digital and safe workplace even before the covid-19 pandemic, the outbreak has provoked most organisations to launch new initiatives that allow them to fasten the transformation to the digital workplace (Caligiuri et al., 2020). From a technological perspective, the COVID-19 pandemic has provoked massive, immediate, and unprecedented changes in population use of digital technologies and media (Guitton, 2020).

Given reduced sales and the high degree of volatility, it is getting difficult for most firms around the world to keep their financial wheels rolling. Therefore, the correct evaluation and viability study of their market models is of vital significance for corporations (Donthu & Gustafsson, 2020). One instant posed an initiative is protecting the health of employees, ensuring the business is operating, and preparing smarter for the recovery phase as organisation undergo the instant rollout of a remote and distant working environment. (Verbeemen & D'Amico, 2020). Although COVID-19's long-term effects are currently unclear, there is little reason to expect that its influence on corporate life would be short-lived. Not only are the consequences of the latest pandemic far from over, as health authorities have warned (Hixon, 2020), but the possibility of potential health emergencies of this far-reaching magnitude is almost guaranteed (Desmond-Hellmann, 2020). For constant communication between the teams, employers and employees fully utilise online communication platforms such as Zoom, Google Hangouts and WhatsApp to communicate. Microsoft Teams has been a part of its collaboration ecosystem globally—during the pandemic. The company has made this platform central to how it works across the office for calls, messaging, sharing documents, working together so that people are not spreading themselves to thin trying to keep up with multiple platforms. Video conferencing applications such as Zoom and Google Hangouts has seen a huge surge in revenue for the first quarter as these applications enjoy booming demand during the coronavirus lockdown. With a market value of nearly \$58 billion, Zoom announced first-quarter revenue of \$328.2 million, up 169% from 2019. Its total revenue is anticipated to be about \$1.8 billion for the full fiscal year 2021. Digital health tools such as the Internet of Things (IoT), biosensors, and artificial intelligence (AI) are being deployed considerably by governments and technology globally to address the twin goals of social distancing and health care in a “no touch” emergency state. The COVID-19 pandemic has taken information and

communication technology to the mainstream of human culture, for better or for worse. Long-time expected developments in employment and education such as the "University of the Future" have quickly intensified. (Stuart J. Barnes,2020). Digital technologies have become a prominent vector of communication, interactions, and participation between citizens and societal entities in many countries. (Elisabeth et.al,2020). The use of the networking tools of social media interfaces (e.g., hashtags) can be optimised to facilitate interaction with people and their network and message participation (Chen et al., 2020)

Research Problems

The whole observation of areas which are influenced by the present or future situation from restrictions related to health protection of employees during the covid-19 pandemic have enlisted a lot of considerable changes in current HR practices. Different and new working conditions such as home offices or new conditions for task setting and controlling, distant work, remote working, compulsory wearing of protective equipment, developing new skills, expertise, policies with tackling people management responsibilities is imperative. A possibility of loss of connections and relationships between colleagues, loss of working habits and behaviour, controlling working hours, inequality among employees in workplace and at home , it is important to signify its aspects, such as social separation, necessity to communicate via technologies etc. in order to support health-promoting and satisfying workplaces (Robelski et al., 2019). Research on distance management and risk management amid the pandemic revealed that distance or online education and training of managers leads to their efficiency to work online and manage or treat others via video conferencing (Gordon, 2020). Indeed, differences exist between individuals and social groups in terms of access to technologies but also in terms of their capacity to obtain benefices from their use of technology. (Elisabeth et.al,2020)

Moreover, digital tools are currently used to decipher the performance characteristics and are considered as useful (Blatch-Jones et al., 2020). Working remotely becomes all the more challenging when you need information from several people on a range of topics. (Valiñas.,2020). A dire need is to introduce E-educational services with an active IT team in the activities and functions of HR management such as training and distance learning for critical management to reflect, plan and adjust workings. Research results showed remarkable effectiveness of training as a method not only of technological knowledge extension, but also a worthy effect on actual behaviours of employees (Stefaniuk, 2020). Employee fluctuation and changes in employee structure – lack of workers, problem with foreign workers, fear from new workers by current employees are potential bearers of disease and inefficiency in business. For instant, a research by Liu et al. (2020) disclosed a relationship between working hours, psychological distance, and the occupational mental health of employees. The results revealed that the employee-organisational psychological distance may positively moderate inverted U-shaped relationship, and a “close” employee-organisational psychological distance may alleviate the pressure of work hours and help to maintain high-quality occupational mental health. Fear, depression, social contact struggles, loss of security, high risk of job loss, uncertain circumstances, poorer health, family or social group loss. Psychological consultation

services are greatly welcomed. Warmth, wisdom, empathy, and ability are the most critical factors, and it does not matter whether the therapy is personal or online (via video conference) (Gordon, 2020).

The use of DT in extreme disruptions may help people stay connected and facilitate their smart working situation but may also be related to potential infringements of stakeholder privacy (the right to prevent the disclosure of personal information to others) (Flyverbom, Deibert, & Matten, 2019; Vial, 2019). It is becoming arduous for most businesses around the globe to keep their financial wheels rolling, with reduced revenues and the high level of risk. It is prime importance for businesses to conduct proper assessment and feasibility analyses of their business models (Donthu & Gustafsson, 2020). Responsible IS researchers may focus on issues regarding how to realise the full potential of ICTs to facilitate a successful migration to a remote working environment, and thereby make a better workplace. For example, organising decentralised data in remote working environments increases the chances of cybercrime during the outbreak (Naidoo, 2020). The COVID-19 pandemic has resulted in global socio-technical crisis and many alternative futures According to Wells et al. (2020). It is globally, quickly, and extensively disordering existing practices (Huynh, 2020) and is steadily emerging as a catalytic and meta-transition scenario that challenges and restructures the legitimacy and effectiveness of present political and economic structures (Sendak et al., 2020, Woodside, 2020). Moreover, people with limited digital literacy having no other choice than to majorly use Internet are posing themselves to higher risk of frauds and other cybersecurity threats. Indeed, the main determinant of cybersecurity is not technology, but users' behaviour (Guitton, 2019).

Objective of the study

The type of technology used can also play a role in the process of inequalities, with inequalities in access and use of a certain device (e.g. smartphone) being more affected by age and socioeconomic status. (Elisabeth et.al,2020). The objectives of this study are a) To investigate opportunities and issues in digital technology caused by the covid-19 pandemic. b) To inspect the variables influencing the HR department to sustain employee retention. c) To suggest the central function of the HRM for retaining their employees during and after pandemic. d)To recommend possible strategies through utilising digital technology by HR department for informed decision-making during crisis management scenario.

Scope of the study

Digital transformation is substantial during these critical times but resources in terms of talent and money are expected to be limited. Currently, organizations are increasingly exploring the use of digital tools to identify, recruit and retain employees (Lucie Vnoučková, 2020)

Digital initiatives and digital inequalities may need to be restructured while new issues and opportunities come to the fore. Any digital transformation roadmap which does not fetch productivity and value at every augmentation will require reconsideration. The key is pervasive experiment and innovation with digital solutions

for combating urgency. This study focuses on processes to aid technologies in the achievement of major areas of digital transformation, employee retention, crisis management and innovative HR practices. For this study I have reviewed literature from many published papers and studies on Google Scholar and selected around 30 studies, referenced at the end of my work, for forming my research points, conclusions from the study, establishing my framework and then making suggestions for practical implications in these aspects. Documentary research analysis has been implemented on the proceeding for refinement in digital technology, employee retention, crisis management with innovative HR practices while formulating strategies for productive decision making in crisis.

Research Significance

Digital technologies play a massively powerful role in both working lives of employees and human capital management which is to be affected in multiple ways. This research will be a significant endeavour in inspecting the opportunities and problems in digital technology amid the pandemic. The study will be beneficial for the HR managers and department of various companies managing and retaining employees during crucial and challenging times, such as Covid-19. The study will survey the important role of HR through different stages while deploying digital technology to coordinate the working and the employees smoothly. The study would establish an efficient base for future researchers on pandemic related HR related practices and studies.

Literature Review

Human Capital Management

The function and importance of HRM in digital transformation

Dramatic changes have been initiated around the world by the current crisis of the new coronavirus pandemic. Both businesses and clients switched to digital models instantly in this context. The Covid-19 has stepped up digital transformation for enterprises, and many employees around the world need to have the skills required to use technology (Sheppard, 2020) in order to remotely perform their jobs. Digital technologies allow for virtual work, as well as task automation and decision-making (Parry & Battista, 2019) The pandemic has made it apparent that digital but also collaborative skills are the most requested skills for employees (Sheppard, 2020).

In the interconnected world, any problems inspire organisations of any size to respond and adapt to the transition, as well as manage their workers accordingly (Carnevale & Hatak, 2020). The Covid-19 pandemic has recently produced particularly demanding conditions for the management of human capital. HR administrators and their professionalism support their workers to deal with the rapid changes in both the workplace and the society (Carnevale & Hatak, 2020) Furthermore, Covid-19 can have a profound effect on jobs and may cause individuals to experience job shock (Akkermans, Richardson, & Kraimer, 2020). Currently, as work and family boundaries

have blurred, HRM needs to cope with the growing tension of its workers caused by remote work (Giurge & Bohns, 2020). Previous research predicted that developments are towards online workers and network workers, posing re-skilling criteria to employers and employees (World Economic Forum, 2018). According to Sheppard (2020), by implementing and embracing platform-based technology and evolving business models accordingly, companies can plan for future changes and turbulence. HR professionals should establish their trust and credibility by accepting challenges, offering business leaders an array of critical viewpoints to form a sustainable organisational value through employees.

Digital Technology

Employees should develop new skills that improve their employability in order to adapt to digital work (Sheppard, 2020). Based on the report, Parry and Battista (2019) demonstrated that management of human resources could assist workers in utilising advanced organisational technologies. Since workers alone cannot cope with all the problems raised by the recent pandemic crisis, HR professionals should assist them in developing their digital skills and coordinating their well-being (Parry & Battista, 2019). Leaders understand the importance of lifelong learning and talent growth in this respect; they are therefore organising online training sessions (Narayandas, Hebbar, & Liangliang, 2020). The latest survey of Chinese companies revealed that rather than maintaining capital, they invest resources.

It is also notable that the key problems (Singer-Velush, Sherman, & Anderson, 2020) are perceived to be market sustainability, employee health, and customer orientation. In addition, as new technologies increase flexibility and enable workers to function remotely, HR management needs to develop appropriate policies and performance processes to ensure that employees comply with standards, while at the same time reduce the negative effects of digital work, particularly with regard to social interactions (Parry & Battista, 2019).

The large-scale analysis of 869 teams and 11,011 employees in 9 European countries reveals that remote work is not advantageous for all employees; team efficiency in particular is decreased and information sharing suffers when colleagues work from home (Van der Lippe & Lippényi, 2019). However, the factors that affect individual success are job characteristics, satisfaction, and engagement, while team performance decreases when participants work more than 8 hours a week from home more than 8 hours per week (Van der Lippe & Lippényi, 2019). Agile teams can be inefficient when operating entirely remotely, as previously reported to be successful with remote work (Comella-Dorda, Garg, Tharej, & Vasquez-McCall, 2020). Such results imply that the HR feature can resolve those problems and coordinate flexible work accordingly. Although stressors in the workplace invade personal life that disturbs mental health, the reverse dynamics are also noted.

The study found that remote workplaces minimise the barriers between work and personal life, allowing work to expand through personal tension and eventually resulting in burnout (Peasley, Hochstein, Britton, Srivastava, & Stewart, 2020). Peasley and colleagues (2020) suggest that while remote work has many benefits, workers experience a "mix of company and home life" that causes long-term well-being issues for both managers and employees (Peasley, Hochstein, Britton, Srivastava, & Stewart, 2020). It should be remembered that wellness has an impact on employee engagement and success outcomes.

Covid-19

The pandemic has concentrated on the physiological and emotional health of the organisation's individuals as goals (Spence, 2020). Since many people would be happier to return to their jobs, while some tend to continue operating remotely, these discrepancies should be taken into account by firms reframing the workplaces (Spence, 2020).

Microsoft's workplace analytics study found that workdays began as workers working from home signed into work early and signed off later as they reserved time for personal difficulties in the interim (Singer-Velush, Sherman, & Anderson, 2020). While the time of internet meetings has declined to 30 minutes, administrators have had to assist workers to organise work and minimise the likely negative impact of joint work and home space (Singer-Velush, Sherman, & Anderson, 2020). Employment at night and weekends, however, has risen, suggesting a disruption in the work-life relationship (Singer-Velush, Sherman, & Anderson, 2020).

Additionally, social isolation has a negative impact on workers. HR practitioners also need to establish social contact between workers who work remotely. In order to overcome loneliness, small-group gatherings, networking, virtual contacts should be coordinated as work interactions are a source of inspiration (Singer-Velush, Sherman, & Anderson, 2020). However, jobs performed at night and weekends increased, which indicates the disruption of work-life balance (Singer-Velush, Sherman, & Anderson, 2020). There is also a move towards conducting video meetings and interactive activities, and by redesigning roles, responsibilities, and work processes, many HR leaders are seeking to retain stability and coordination (Narayandas, Hebbar, & Liangliang, 2020). For instance, flexibility for PwC means encouraging employees to work in a different way in accordance with their lifestyles, and they believe that flexibility leads to a happier, healthier and more productive workforce (Donovan, 2019). The Chinese business survey indicated that during the pandemic lockdown, contact was more intimate because workers used audio apps more often than emails (Narayandas, Hebbar, & Liangliang, 2020).

Managers have used computer data and web dashboards to measure the workload and efficiency of human resources in order to determine, for example, the number of transactions, tickets closed, calls received, hours logging in, or the number of customers serving (Narayandas, Hebbar, & Liangliang, 2020). Thus, by developing

workforce capabilities, building an corporate culture for digitalisation adaptability, and preserving work-life balance to preserve employee wellbeing, morale, and effectiveness, HRM can help enterprises turn their business processes into the digital space.

Employee Retention

Employees are an entity's foundation and their existence more than important to them. Employee retention is a large subject, and many businesses are serious about ensuring a stable performance of their workers in this provision (Bisht, Chaubey & Thapliyal, 2016). Employee satisfaction is closely correlated with the procedures formulated and adopted by a company's HR Department. It is mandatory for a company to provide each employee with the resources to fulfil their needs professionally and ethically. The staff's retention rises with their motivation, (Elsafy, A. S., & Ragheb, M.2020). Motivation is then categorised into two separate variables, which are intrinsic and extrinsic variables. In creating loads of efficiency and expanding their provision accordingly, all of these motivating factors are important. Motivation is a stimulating element that makes an employee reactive, effective and productive. For maximum worker satisfaction and happiness, both intrinsic and extrinsic motivational variables are valuable. Intrinsic motivational factors are, technically, as described by Kuvaas, Buch, Weibel, Dysvik & Nerstad (2017), non-monetary factors that may increase employee satisfaction levels, while extrinsic motivational factors are monetary factors that increase employee satisfaction levels. Bonuses, incentives and competitive wages are some of the principal examples of extrinsic incentive. According to the criteria, the motivating variables tend to vary between firms. All of these approaches are effective and profitable, which essentially respect companies and increase the degree of employee productivity. Therefore, each of these variables can, in turn, be called proactive for the production of meaning. During Medical-Based Pandemics and Financial Slumps, (Bear, Slaughter, Mantz & Farley-Ripple (2017) acknowledged the HRM 's role towards their workers. Some of the major determinants are Workplace Guideline and Support, Access to Information and Access to Information and Updates on Pandemic with Financial Benefits, Health Related Quality of Life and Communication and Promoting message.

Various essential motivational factors and their implications need to be considered for retaining the employees for a long period of time. The Workplace Guideline and Support are still a sigh of comfort at tough times, which allows workers to restore their confidence and inspiration Eliza Wong & Kin (2020). This raises the level of morale of the workforce and fulfils their desires accordingly. The most appropriate and efficient benefits provided by the organisations to their end-users are access to information and alerts on the pandemic with financial benefits. In fact, a company should not get away with offering provisional healthcare benefits, insurance coverage and training and development to its employees during tough periods such as Pandemic, as it is one of the most critical retention strategies available to them. In order to handle the crisis, there are businesses that give their workers some benefits during tough times. (Elsafy, A. S., & Ragheb, M.2020).

Past Research

The features of jobs and careers in many fields of work are altered by emerging technologies (Felstead & Henseke, 2017; Flecker, 2016). This is because modern technology causes work to be multidimensionally fragmented: administratively through increasingly complicated (direct and subcontracted) employment relationships; temporally through the increasing use of part-time and shift work; contractually through the individualisation of the employment relationship; and spatially through smaller and smaller workers. (Rory Donnelly & Jennifer Johns, 2020) Where we live, work and how business is organised and performed is transformed by this digital world. For any field of HRM, E-HR may have an effect. Next, digital HRM will help company executives and workers transition to a new mind-set, a new way to navigate, plan, and lead progress. (DiRomualdo et.al, 2018) highlights that digitalisation transforms the way workers connect and collaborate in the workplace, what they demand from their boss and employment, where the workplace is and when the job is done. As the evolution of digitalisation is impacting companies at multiple levels, new knowledge and new methods of operating need to be established and adapted (Bondarouk, T. V., & Ruël, H. J., 2009).

Kiesler et al., 1984 argued Technology mediates the interaction between "individuals and entities, managers and superiors," Thus, the gap in corporations has now been shortened so that workers can operate from home and collaborate with others around the metropolitan region. "In addition, (Heracleous, 2003) also emphasizes" the importance of engaging in the creation of the necessary new skills, especially if new technologies and new roles are involved in the transition. Therefore, digital technology will continuously change on how organisations hire, manage and support people (Bondarouk, T.V., & Ruël, H. J., 2009). In addition, through digital channels, applications, and methods of providing HR services, HRM has the potential to revolutionise the whole employee experience by integrating HRM processes and structures. In addition, the interactive HRM application is seen as a green HRM idea that can also contribute to the environmental success of organisations. (Hafinas Halid, Hemlatha et.al., 2019).

Some previous study indicates that today's HR job includes simplifying and enhancing the experience of workers by incorporating new technologies. (Hafinas & Halid, Hemlatha et.al., 2019). The use of interactive technologies leads to a decline in the time needed for such operations to be carried out. According to Murphy (2018), as HR professionals can do their job from home, there is a reduction in administrative work by digital resources that lets them feel less pressured and concentrate on being more productive. In other words, they will work on more strategic positions with high added benefit as HR workers do not have to struggle with low-level administrative activities. It was stressed in the study conducted by Murphy (2018) that digitalisation increases the dedication of workers who feel more connected to each other. The survey found that 56% of the interviewees feel more linked to their workplace after new technologies were added.

According to Lager and Milojkovic (2018), organisations will thrive the introduction of digital tools. Nooruddin (2018) found that the introduction of digital HRM activities resulted in a decrease in the job strength to select applicants, assess their qualifications in relation to the criteria expected to fill the vacancy role and select the subjects to be recruited, with specific regard to recruiting. This has resulted in a decline in time and an increase in the willingness of the organisation to cope with its key goals. Businesses are compelled to rethink their business models in the age of digitalisation to succeed in the highly competitive and global business climate. In order to grow and operate the digital market, business organisations expect greater assistance from HR in developing the requisite organisational skills and capabilities to develop and run the digital business, mentoring and providing insights on how to manage talent acquisition. (Dr. S.H. Rehana Banu, 2019).

Finding

The findings in this study suggest how effective amalgamation of Digital Technology and Human Resource can result in effective business operations and Employee retention even in the face of a Pandemic. The elevation of Digital Technology has made flexibility and digitalisation handy as employees begun working remotely feeling more connected and competitive coming up with new strategies and practices. Employees realise the power of collaboration with the shared efforts of technology and human resource management and insights lead to new strategic roadmaps (Dr. S.H. Rehana Banu,2019). Advanced organisational technology, IoT, cyber security, cyber physical systems and augmented reality with an up-skilled HR management, and initiatives for employees from workplace guideline and support, access to critical information and alerts with financial benefits, health related concerns leads to Employee retention even in the pandemic.

Established Theoretical Framework

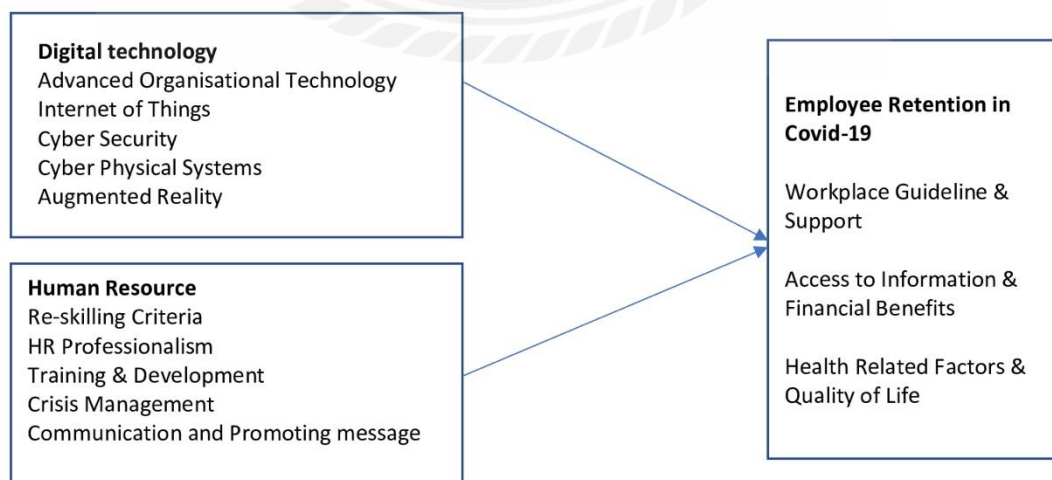


Figure 3.0 DT and HR vital role in Employee Retention in Covid-19 (Top arrow- a, Bottom arrow-b)

Source: The third block is adapted from The Role of Human Resource Management Towards Employees Retention During Covid-19 Pandemic in Medical Supplies Sector-Egypt. *Business and Management Studies* (2020)

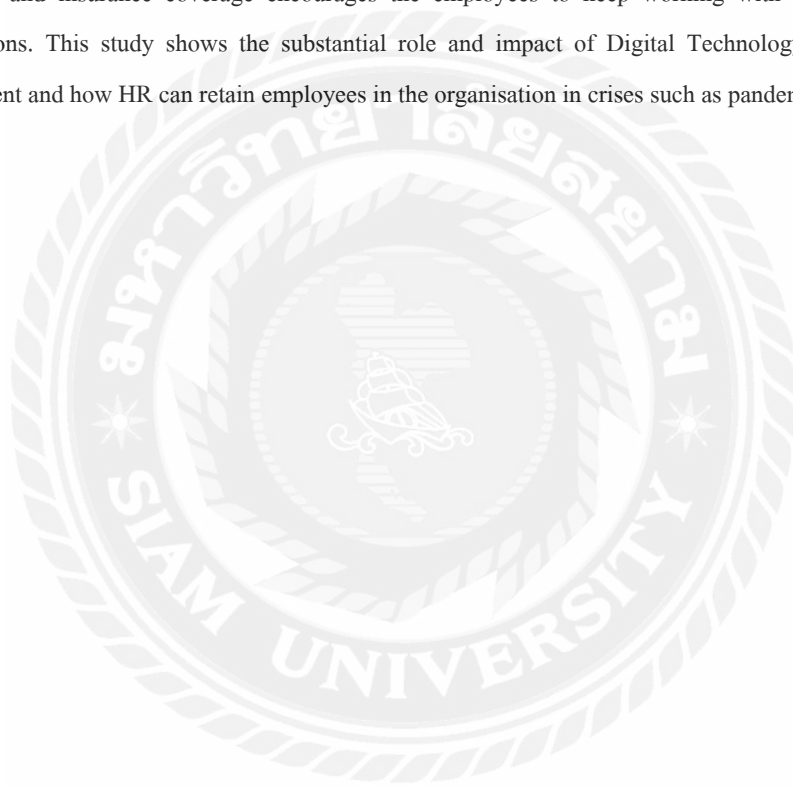
Explanation of Figure 3.0:

- a. *Digital technology with advanced organisational technology increases Employee retention (Sheppard, 2020), IoT and Augmented Reality enables access to information (Venkatesh A.N. (2017), (Hannah Jeacock, 2018), Cyber Security and Cyber physical system helps in establishing Workplace Guideline and Support (James Riddle, 2019) (Top Arrow)*
- b. *HR and its professionalism enhance Workplace guideline and Support, (Carnevale & Hatak, 2020), Re-skilling Criteria and Training & Development increases employee retention (Nisha Chanana, 2020), (Elsafy, A. S., & Ragheb, M.2020), Crisis Management provides financial benefits with alerts (Lucie V. (2020), Communication and Promoting message improves quality of life (Nisha Chanana, (2020). (Bottom Arrow)*

Recommendation and Conclusion

Organisations can reap from technology's strategic role as a source of cost efficiencies and provide incentives or bonuses to the employees increasing their motivation and retention amid the pandemic. Advanced Organisational Technology allows the organisations to enhance its internal processes, core competencies, relevant markets and whole organisational structure even in remote working. Employee performance data can be critically analysed by the Human Resource Information Technology instruments. The Internet of Things will set up an operational ecosystem for communicating, tracking and evaluating the productivity and efficacy of humans in the modern work world with access to information and allowing managers to make reasonable HR decisions to benefit organisational success by delivering quick and cost-effective data on employees. (Venkatesh A.N. (2017). As organisations transition to a quantified workplace where data analytics decisions are made (particularly on people analytics in HRM), IoT Technology measures employee work that focuses on efficiency, wellbeing, health, improving the work environment. Human resource directors can take ownership of the security risks posed by employees and educate them on cyber security measures that are practical and ethical. Effective policymaking, educating employees, setting employee guidelines and support, giving remote employees considerable attention, handling off-boarding, forming cybersecurity culture as an HR Department aids in creating a safe cyber physical space. (James Riddle, 2019). Augmented Reality where more effective learning and development and access to information means a continuously up skilled workforce. Augmented workspaces mean better, more efficient ways of working, and vastly reduced overheads, (Hannah Jeacock, 2018). AR can transform long and time-consuming proceedings in HR to a thrilling experience. Digital skills, design thinking, Agile practices, entrepreneurship and innovation should be a major part of employee re-skilling criteria. For effective Crisis Management, top management has to create a crisis team, plan, work and reflect and adjust plan and actions to current situation on

daily, sometimes hourly basis (Lucie V. (2020). Efficient Crisis Management set by compassionate and competent action and providing financial benefits with alerts strengthens organisation's brand image Many organisations have developed effective communication and promoting messages such as virtual team meet-ups, virtual learning and development, weekly alignment online sessions, webinars with industry experts and for anxiety and stress, online team building activities for staying connected, improving quality of life and boosting morale of employees. Nisha Chanana, (2020). There should be a tradition of continuous learning, training and development systems in one central, digital area for workers to quickly access them. Workplace guideline and support, access to information, and alerts on the pandemic with financial benefits such as bonus or incentives, offering provisional healthcare and insurance coverage encourages the employees to keep working with enthusiasm for their organisations. This study shows the substantial role and impact of Digital Technology on Human capital management and how HR can retain employees in the organisation in crises such as pandemic.



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