



## Effect of human resource management practices on employee engagement: COVID-19 and digital platforms as moderating and mediating variables

Dickson Mdhlalose\*

Department of Information and Communication Technology, National Electronic Media  
Institute of South Africa, Johannesburg, South Africa

### Abstract

Organizational processes are in a perpetual state of flux because of factors such as new business models, exponential technology, agile ways of working, and laws. Therefore, because most organizations do not understand the demands of their employees and to keep abreast, it is difficult to determine what and how human resource (HR) strategies affect employee engagement. This study aims to reconnoitre the roles and responsibilities of an HR manager in developing employee engagement. This study used an exploratory research method. All the data used in this study were from secondary sources. Information was culled from a broad range of print and digital textbooks, reference works, encyclopaedias, and academic journals and dissertations (both published and unpublished). Work design, recruitment and selection, performance appraisal, performance management systems, career planning, organizational support, knowledge sharing, participation and communication, HR information systems, and HR data and analytics are all examples of human resource management (HRM) activities that have a significant impact on employee engagement. Employees' morale and output decreased as they experienced psychological pressure because of the situation. Employees' concerns about job security may have contributed to their poor participation during the coronavirus disease – 19 (COVID-19). Many businesses have prioritized business needs above employees' emotional well-being, which has had a negative impact on employee engagement and morale. Because of globalization and technological development, the necessity of a rapid transition to a knowledge-based economy and the capacity to penetrate established markets swiftly is expanding.

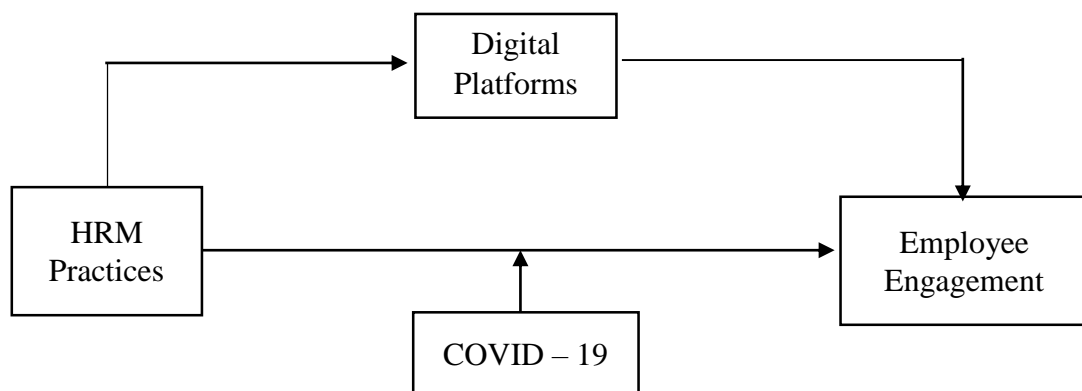
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\*Corresponding author: Dickson Mdhlalose, [dsskosana@gmail.com](mailto:dsskosana@gmail.com)

## 1. Introduction

When significant changes in labour relations and work processes first started to develop during the Industrial Revolution in the 18<sup>th</sup> and 19<sup>th</sup> centuries, human resource management (HRM) began to have an impact on employee engagement. During this time, factory owners and managers often neglected the health and involvement of their employees in favour of increasing output and cutting expenses. In most cases, employers saw their workforce as a disposable resource and paid little attention to how happy or motivated they were. However, the idea of employee welfare began to gain popularity with the emergence of labour movements and the acknowledgement of employees' rights. Early in the 20<sup>th</sup> century, the concept of personnel management emerged, signalling a dramatic movement toward a more human-centred perspective on work. The discipline developed into what is currently known as HRM by the middle of the 20<sup>th</sup> century. According to HRM practitioners, employee engagement has become more important for enhancing corporate performance and competitiveness.

The rapid pandemic spread of the coronavirus disease – 19 (COVID-19) has halted all normal activities. Capital markets, aviation, tourism, retail, micro, small, and medium-sized enterprises, and many more spheres of daily life. Because of travel limitations both abroad and at home (Rubeena & Naz, 2020). Employees' mental "surge capacity" is likely weakened after the COVID-19 epidemic has been going on for over a year and a half. To keep their employees, managers must take the initiative to boost employee engagement (Stein et al., 2021). Many employees and organizations were thrown into a sudden and unplanned shift to remote labour because of the pandemic (Vyawahare et al., 2023). Worldwide, corporations have struggled to keep their staffs actively engaged throughout the COVID-19 pandemic (Mukherji et al., 2021). But things are beginning to calm down in the office now. The adrenaline rush is fading as the rate of change slows. Staff members are taking stock of the losses and alterations that have occurred and wondering whether business as usual is possible. Many employees have reported feeling worried, weary, irritated, disengaged, and demotivated during a time of fast change in the workplace and other disturbances to their daily lives (Australian Psychological Society (APS), 2022). The purpose of this research is to reevaluate the functions of an HRM in fostering enthusiasm among employees.



**Figure 1. Conceptual Framework**  
**Source: Developed by the researchers**

Based on Figure 1 the study seeks to test the below hypothesis:

*H<sub>1</sub>: Human Resource practices influence employee engagement.*

*H<sub>2</sub>: The COVID-19 pandemic moderates the impact of HRM practices on employee engagement.*

*H<sub>3</sub>: Digital platforms mediate the influence of HRM practices on employee engagement.*

The adage of "keep 'em engaged" before COVID-19 no longer applies. Businesses suffered significant losses during the lockdown, leading to an increase in layoffs and furloughs, and a subsequent decline in the importance placed on employee involvement among many organizations (Kumar, 2021). Emmett et al. (2020) found that during the first stages of the COVID-19 crisis, most businesses performed a good work of meeting the fundamental requirements of their employees by providing them with a sense of safety, stability, and security. But when businesses face more complex and competitive environments, it may be challenging to motivate and direct employees (Kavyashree et al., 2022). Unfortunately, many modern businesses have yet to realize the value of employee engagement strategies, which are a key component of the modern, progressive management techniques of the 21<sup>st</sup> century. The study's findings suggest that the inability of Human Resource (HR) managers to foster employee involvement during the COVID-19 epidemic has contributed to an already significant loss of workplace productivity. In Figure 1 we can see the overall research methodology that was used or followed by this study.

Every department in a business feels the effects of the digital revolution. In addition, it puts a strain on businesses and their staff as they try to keep up with the ever-evolving digital landscape (Halid et al., 2019). These days, HR typically presents itself through an online gateway rather than a human person. Human resource management has undergone a sea change because of the widespread availability of HR services provided by almost all organizations utilizing technologies and internet-based applications (Johnson & Gueutal, 2011). Technology's fast development and widespread use have led to the digitalization of society which in turn has affected and altered business practices (Halid et al., 2019). According to Zhou et al. (2021), "Digital HRM practices" are "... the processes employing digital technologies and appropriate data to promote the efficiency and effectiveness of HRM activities." Human resource management encompasses a wide range of activities, such as payroll, staffing, training, and planning (Strohmeier & Piazza, 2015). Using the digital system's preexisting data collection and analysis methodologies, businesses may better coordinate the HR modules. Organizations may benefit, for instance, from the digital platform's data analytics technologies (Wang et al., 2022).

In today's economy, organizations value their employees more than ever before (Parabakaran & Lasi, 2021) since employees are actively using their expertise to boost organizations' profits and strengthen their position in the market. According to (Shuck & Wollard, 2010), employee engagement is "the emotional, cognitive, and behavioural condition of the employee, with an emphasis on an ideal organizational objective." Table 1 delineates the constructs of employee engagement.

**Table 1. Constructs of Employee Engagement**

<b>Construct</b>	<b>Researchers</b>
Cognitive drivers	Shuck & Reio (2013), Mone & London (2011), Gallup (2011), Brown & Leigh (1996 in Shuck & Reio, 2013), Fredrickson (1998; 2001 as cited by Shuck & Reio, 2013), Kahn (2010 in Shuck & Reio, 2013), Collins, (2014), TBS (2011)
Emotional engagement	Shuck & Reio (2013), Hughes & Rog (2008), Gallup (2011)
Behavioural engagement	Shuck & Reio (2013), Johnson (2011), Shuck, Reio, & Rocco, (2011), Parkes (2011), Vance (2006), Shroeder-Saulnier (2014), Vance (2006)
Feeling valued and involved	Johnson (2011), Shuck <i>et al.</i> (2011), Gallup (2011), Konrad (2006), Robinson <i>et al.</i> (2004)

Construct	Researchers
Having an engaged leadership team	Johnson (2011), Mone & London (2009), Kanaka (2012), Gallup (2011), Brunone (2013), Aon Hewitt (2013), Crim & Seijts (2006), Mone <i>et al.</i> (2011)
Trust and integrity	Hughes & Rog (2008), Mone & London (2009), Gallup (2011), Covey (2009), Mone <i>et al.</i> (2011), Schroeder-Saulnier (2010)
Nature of my work	Hughes & Rog (2008), Kanaka (2012), Gallup (2011), Custominsight (2013)
The connection between individual and organisational performance	Hughes & Rog (2008), Kanaka (2012), Mone & London (2009), Gallup (2011)
Career growth opportunities	Hughes & Rog (2008), Mone & London (2009), Kanaka (2012), Gallup (2011)
Stress-free environment	Kanaka (2012), Aveta Business Institute (2014)
Change management	Kanaka (2012), Dicke <i>et al.</i> (2007), Vance (2006)

**Source: Imandin, et al. (2014)**

A business must invest in its HR operations if it wants to engage its employees and get the benefits of that engagement. However, like other expenditures, it is important to assess the return on your HR practices to choose where to allocate your resources. Consider the value of employee dedication vs the expense to the business (Vance, 2006). The present generation, known as millennials, is sometimes referred to as the "digital workforce" because of the prevalence of internet-connected gadgets and web-based services and applications in their daily life. For a business to effectively communicate with its digital workforce, it must be digital (Aggarwal & Sharon, 2017).

## 2. Data Collection Method

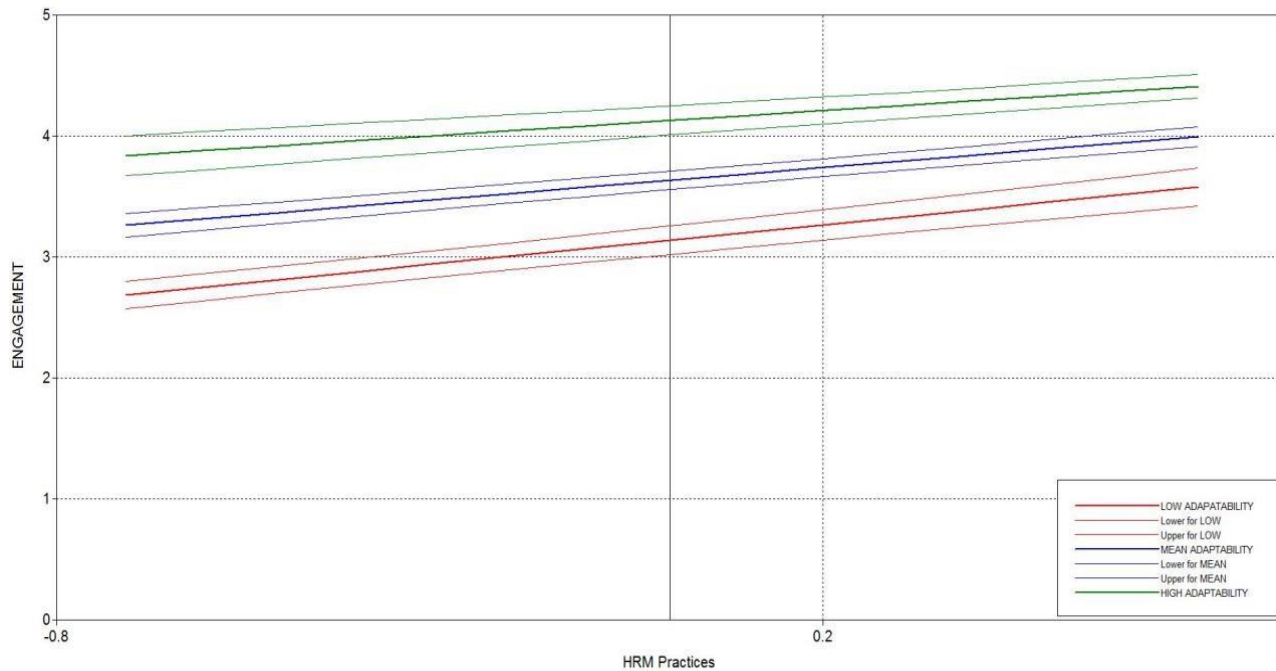
Exploratory research is useful when you want to learn more about an issue, subject, or event but don't know much about it. This approach is mentioned as a means of doing exploratory research by Saunders et al. (2019). One such strategy is the review of existing works. To be successful in exploratory research, one must be willing to try anything. It is crucial to maintain an open mind and a willingness to change course as needed while doing exploratory research (Saunders et al., 2019). All the data used in this study were from secondary sources. Information was culled from a broad range of print and digital textbooks, reference works, encyclopaedias, and academic journals and dissertations (both published and unpublished). Less time and energy are needed to acquire and analyse secondary data, and the resulting evaluation is more objective; moreover, the reanalysis of secondary data may provide novel insights and lessons (Saunders et al., 2019).

## 3. Empirical Literature Review

### 3.1. Human Resource Management Practices

It is in the best interest of both the organization and its employees if employees engage in mandated and voluntary behaviours while shunning the prohibited ones. Organizations utilize a variety of HR techniques that have an impact on the "people," "process," and "context" dimensions of employees' performance at work to realize these aims. The extent to which employees are invested and loyal depends on how they feel about these policies and procedures (Vance, 2006). Human resource practices include training and development, employee rewards, work design, recruitment and selection, performance appraisal, performance management

systems, career planning and development, organizational support, knowledge sharing, participation and communication, HR information systems, HR data and analytics. Motivating elements may be broken down into the following categories: accomplishment, acknowledgement for accomplishment, the nature of the work itself, responsibility, and opportunities for promotion. Factors including as management, co-employees, the office environment, pay, prestige, safety, and personal responsibilities all play a role in making progress difficult to achieve (Tran, 2018). Since engagement levels and their determinants differ by organization, employee group, person, and work (CIPD (Chartered Institute of Personnel and Development), 2007; Robinson, 2007), a "one size fits all" strategy is not projected to be beneficial. Therefore, there are likely to be several variables that affect employee engagement. According to the results, HRM policies and procedures significantly boosted employee enthusiasm. Methods such as recruiting, designing work, and compensating employees were considered. While HRM practices and employee engagement are linked, research shows that strategy implementation does not attenuate this connection (Saad et al., 2021). Less than half of each organization surveyed said they effectively measure employee engagement contrary to organization performance indicators like client fulfilment or a rise in market share, suggesting that this may be a significant challenge for many organizations. The opinions of top executives and those of intermediate managers diverged substantially. Middle managers' perceptions of employee engagement at the organization's front lines differed significantly from those of upper management, suggesting a disconnect between the two groups (Selvarasu & Sastry, 2014). Structural equation modelling (SEM) findings revealed a favourable association between HRM practices and overall work engagement for individuals with limited adaptability. As a result, flexibility mediated the connection between HRM policies and employees' dedication to their work (Urbini, et al., 2021). Figure 2 shows the straightforward slope of the latent interaction. It demonstrates that at all three levels of flexibility (1 DS), the mean (1 DS), and high (+1 DS), employee engagement is lowest when HRM practices are the weakest. When HRM processes are improved, however, even less-flexible employees become more invested in their work. Parabakaran and Lasi, (2021) study results show that employee engagement and performance are significantly affected by learning culture, work empowerment, incentives and recognition, and supervisor support. Human resource management techniques are strong indicators of employee engagement. Kavyashree et al. (2022) found statistical evidence for a positive correlation between several factors and employee engagement, including opportunities for advancement, positive feedback on performance, training and development, work satisfaction, and employee engagement. The impacts of HRM strategies on employee engagement were statistically supported by Alzyoud (2018). Competition for skilled employees has made the already difficult task of attracting and maintaining top talent much more difficult. Employees believe that a direct and positive link exists between good HR practices (such as employee communications, employee development, and incentives and recognitions) and an engaged employee. Successful in attracting and retaining top talent is the dynamic work environment they provide. The manufacturing industry's proactive approach to employee communication, employee development, and incentives and recognition is a key factor in the sector's success. The staff believes that a positive attitude toward the organization may be fostered via awards and recognition. The findings show that manufacturing is an industry that excels in fostering an engaged workforce.



**Figure 2. Plot of the latent interaction between HRM practices and adaptability on work engagement; Source: Urbini et al. (2021)**

Human resource management (recruitment, selection, and appointment; remuneration, incentives, and benefits; performance assessment) was the subject of Mokoena's (2023) study to determine their effect on employee engagement. Results show that there is no statistically significant link between recruitment, selection, appointment, and employee engagement. This suggests that there is no causal link between the hiring process and satisfied employees. Employee engagement is shown to have a weak positive link with HRM pay, incentives, and benefits practices, although this conclusion is statistically significant. There is a small but statistically significant positive association between HRM performance assessment techniques and employee engagement. Statistical analysis of the relationship between reward and compensation found a modest positive association. Weak positive correlations were found between performance evaluation, communication, and training and development at the 0.01% level of significance. An employee engagement increase of 1.32 units was shown to result from a one-unit increase in incentive and remuneration, 0.159 units in performance assessment, 0.306 units in communication, and 0.207 units in training and development. Employee involvement was positively related to all the examined factors. However, recognition and financial incentives played a major role in keeping employees interested (Tachibele, 2019).

Employee engagement was shown to increase when HRM practices were implemented, particularly in the areas of training, rewards and recognition, employee involvement, and information sharing. In addition, this research offered hard data on how gender and marital status might play moderating roles. Human resource management strategies were shown to increase employee engagement, although the effect was dampened for married employees (Vuong & Suntrayuth, 2019). Human resource management practices, employee engagement, and productivity were modelled to see how well they fit together using structured equation modelling. According to the findings (Chahar & Hatwal, 2018), Human resource management activities including Procurement, Training and Development, Compensation Management, Performance Management, Welfare activities, and Career Growth Opportunities all have a major effect on employee engagement. Human resources professionals shared details on HRM

at their organizations, while employees shared accounts of work engagement and their impressions of the psychological contract they shared with their organization. The hypotheses were studied using a multi-level regression analysis. No causal relationship between HRM practices and employee engagement was discovered in this study. Relational psychological contracts, however, were shown to mediate the connection between HRM strategies that boost motivation and employee engagement. This shows that employees' work engagement is influenced by their relational psychological contract, which is in turn influenced by performance-based compensation and performance reviews (Klein, 2014). The results show that the development of employee resilience is enabled by four important HR practices: work design; information exchange and flow within an organization; employee perks (monetary and non-monetary); and employee development opportunities. Therefore, the main component in the growth of employee resilience has been the efficient application of HR policies in these areas (Khan et al., 2019).

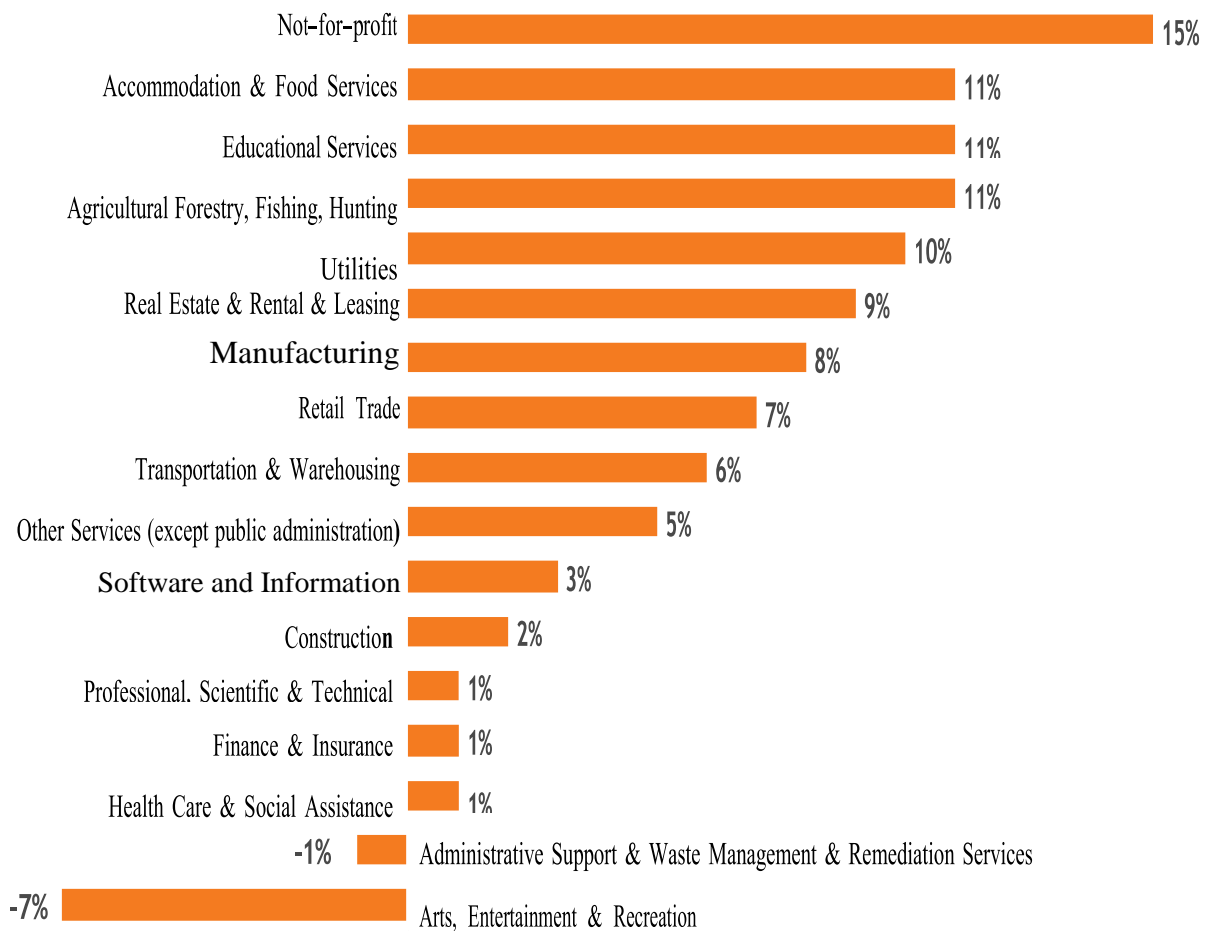
*H<sub>1</sub>: Human Resource practices influence employee engagement.*

### **3.2. COVID-19 Impact**

Organizational practices are always evolving because of new business models, exponential technologies, agile methods of working, and legislation. This transition, based on human experience principles, has been expedited by COVID-19 and may lead to long-lasting changes in behaviour, culture, and organization (Kewalramani, 2023) if implemented properly. The COVID-19 epidemic has drastically altered the workplace and the way we accomplish our work over the last few years (Kamins & Royal, 2022). The rapid global spread of the pandemic disrupted the plans of businesses and employees everywhere. It forced many of us to do our duties in new, and sometimes trying, environments. The experience showed us that our commitment to our work goes beyond the confines of the office and that we are stronger than we realize in times of adversity (Peakon, 2023). The arts, entertainment, and recreation sectors appear to be hit the worst by the decline in employee enthusiasm. From before COVID-19 to after, they saw a 7% drop in employee engagement. However, following COVID-19, numerous sectors showed double-digit increases in highly engaged employees (see Figure 3). The highest growth was seen by nonprofits, at 15%. This is notable given that the nonprofit sector often ranks towards the bottom in terms of employee engagement. But many nonprofits aim to aid those who are worst hit by economic and health problems. So, it is understandable that many nonprofit employees at the time thought their work and cause were more crucial than ever. There were gains in high involvement of 10% or more across the board in the sectors of accommodation and food services; educational services; agricultural, forestry, fishing, and hunting; and utilities (Quantum workplace, 2020).

The COVID-19 pandemic has provided an unanticipated chance for employees to demonstrate their reliability by working remotely; this confidence has been won via increased rates of virtual presenteeism (Hadjisolomou, Mitsakis, & Gary 2021). According to Galanti et al. (2021), the isolation produced by mandatory homeworking is a key factor in the spread of the pandemic. In contrast, working remotely has a favourable impact on employees' daily work, engagement, and well-being compared to individuals in non-remote positions with limited flexibility (Emmett et al., 2020). Before COVID-19, organizations were concentrating on methods for increasing employee participation. But the arrival of COVID-19 weakened engagement initiatives as businesses became more concerned with staying alive. During the lockdown, layoffs, furloughs, and resignations were the "new normal" in countries where "remote working," "teleworking," and "working from home" had become commonplace. Employees

were required to log their attendance at work from the comfort of their own homes, even though they were already dealing with the pressures of balancing work, families, and wasteful digital remote work. Employees' morale and productivity plummeted as they felt psychological strain from the circumstance. The low level of involvement during COVID-19 may be largely attributed to employees worrying about losing their work (Kumar, 2021). Many employees are worried about their futures because of the COVID-19 health problem. Employee engagement and well-being have suffered because many organizations put the demands of the organization above the mental health of their staff (Kumar, 2021).



**Figure 3. Change in Engagement by Industry; Source: Quantumworkplace (2020)**

Depending on how each person makes meaning of the epidemic, you may claim that the rising number of COVID-19 instances influences employee engagement. We hypothesize that age and encouragement from leaders are essential background information variables for these sense-making procedures and that in response to rising local COVID-19 infections, older employees and employees who receive little leader consideration respond to reduced work engagement quantities (Reinwald et al., 2021). Work involvement was found to be modest throughout the epidemic, with individuals reporting less energy and mental stamina than usual. Providing employees with the tools they need to do their work safely and successfully, maintaining appropriate distances, and enjoying their work all contributed to higher levels of employee engagement. However, employees' enthusiasm for their work diminished when they were



exposed to or worried about spreading an infectious disease (Romero-Martn et al., 2022). The staff morale has dropped due to the recent Corona epidemic. It is also clear that the remote work environment contributed to a rise in employee satisfaction. It was decided that employees would be better off staying at home during the lockdown. The information technology (IT) organization improved employee engagement by devising unique strategies for keeping employees inspired and engaged. Despite the lockout, normal levels of productivity were maintained. Organizations might keep in touch with their employees despite the prevalence of workplace dissatisfaction and stress (Sudershana et al., 2020).

The stress caused by the epidemic has reached unprecedented heights, and it is having a profound effect on employees' emotional, psychological, and spiritual health. This has a negative impact on employee output and the bottom line (bountiXPTeam, 2020). Because of the epidemic, 41% of employees report feeling burnt out. One-third of people say they're depressed because they cannot get themselves out of bed, feel worthless, have lost interest in activities they previously enjoyed, or can't focus. Only around one in ten employees say they are willing to ask for assistance from their supervisors or co-employees. Only 7% have really sought out professional mental health assistance. 37% have not taken any action to alleviate their depression. Society for HRM data shows that more than 20% of employees are unhappy with their current possibilities, income and benefits, work security, and working conditions. Human resources development (HRD) was tasked with facilitating the change while also adjusting to and mastering the new methods of functioning. In-person help desk services and training seminars have been relocated to the web. Every part of HRD must discover new methods to function and engage employees without regular face-to-face contact because of the pandemic (Chanana 2021). It is a continuing challenge for HRD professionals and engagement advocates to find effective methods to interact with and motivate an increasingly dispersed workforce (Pass & Ridgway, 2022).

*H<sub>2</sub>: The COVID-19 pandemic influences employee engagement.*

### **3.3. Digital Platforms**

The importance of a swift transition to a based-on knowledge economy and the ability to enter established markets quickly is growing because of globalization and technological advancement (Sailaja et al., 2022). As a result of the enchantment of the technological revolution, corporate activities are changing from traditional to digital and sustainable (Hizam et al., 2023). It is possible that HRM professionals, managers, and executives may feel pressured to adopt digitalization and roll out programmes to boost and facilitate the widespread adoption of digital HRM techniques (Chopano et al., 2022). Organizational preparedness and digital maturity have been shown to have a significant impact on the success of digital transformation (Rachinger et al., 2019). The desire to streamline HR operations and decrease administrative responsibilities has led to HR becoming a more technology-based profession. Spend less on HRM and regulations. Improve service and data availability for employees and managers; increase global competitiveness in the war for talent. Give managers the information they need to notice patterns in real-time and better manage their staff. Facilitate HR's evolution so it may assume a more strategic function for the organization (Johnson & Gueutal, 2011). By facilitating internal HR practice consistency and external social networking between HR managers and line managers, digital HRM practices contribute to HRM efficiency. Whether digital HRM practices have beneficial or negative consequences for an organization is contingent on the development of its HRM capabilities. The HR processes may be linked together thanks to digital HRM's interactive technology feature. A digital HRM platform allows

for tighter integration of HR procedures. High levels of HR system maturity were associated with a favourable correlation between digital HRM and HR managers' social networking with line managers (Wang et al., 2022). Many people see digital technologies as a genuine danger to human employees' employment since they have such a significant impact on the organization's business strategy and business model. When it comes to the digital revolution of the corporate world, HRM philosophy should be at the centre of an organization's strategic vision and goal. As prospective instruments for improving HRM efficacy and efficiency, digital technologies have an impact on all HR operations. Extensive adoption of digital technologies is necessary for businesses to survive in today's increasingly competitive market, but only if they are consistent with the organization's culture and fundamental values and are backed by an appropriate mix of HRM techniques (Fedorova et al., 2019). The way employees react to various stimuli and messages is being profoundly altered by digital technology. Mindset structure (attitudes, motivations, emotions, intentions, preferences, stereotyping), behavioural structure (behaviours, connections, learning), perceptual framework (what stimuli/signals individuals are attentive to and the way they obtain stimuli), clarification, and comprehension are all impacted. As a result, this has repercussions on both organizational success (in terms of productivity, absenteeism, turnover, citizenship, innovation, etc.) and individual success (in terms of well-being and work-life balance) (Joyce et al., 2018).

Human resource information systems have made significant changes to the administration and provision of HR services in modern businesses. If used properly, Human Resources Information System (HRIS) may improve HR employees' productivity, knowledge, and ability to articulate their contributions to the organization. Based on the findings of this study (Johnson & Gueutal, 2011), businesses that successfully integrate HR management practices with HR technology have a competitive advantage. Organizations will develop blended employment arrangements based on the demanding utilization of digital tools that support remote working to improve productivity and efficiency, as mobility and remote working have been found to have significant effects at the beginning of the digital transformation process. Human resource management's purpose in this setting will be related to the redesign of work and organizational structures in response to changing norms and the need to boost productivity. As a result of digitization, businesses will be able to develop highly adaptable structures that allow for the efficient movement of employees (Barii et al., 2021). Chakraborty and Dhir (2023) found that employees' attitudes about tech-based Strategic Human Resource Development Practices (tech-based SHRDP) modify the link between HRD practices and employee engagement.

The effective and productive utilization of social media platforms and internet-based resources has led to a transformation in the field of HRM thanks to HR digitalization. Furthermore, the digitalization of HRM is not a simple decision or process, and prior to it, organizations must think carefully about many different factors and conduct extensive research and evaluation. In addition to these operational benefits, digitizing HR also improves employee work performance and has other relationship benefits (Al-Shameri & Omar, 2022). The value of digital HRM in achieving strategic targets such as increased human capital, competitive advantage, and organization performance is debatable. Many C-suite executives are under the impression that digital HRM has not elevated HR to the level of a strategic partner, despite the claims made in the media and by vendors. Line managers and end-users were dissatisfied with digital HRM and the HR department since their expectations were not fulfilled. Many businesses have yet to fully appreciate digital human resource management. To release latent value, several specialists are advocating for closer cooperation between IT and HR departments. Better stakeholder interactions will be the key to generating potential value as HRM practices continue to change from conventional to digital HRM (Naidoo, 2021).

*H3: Digital platforms mediate the influence of HRM practices on employee engagement.*

#### **4. Recommendations**

Organizations use a broad variety of HRM tactics to influence employee performance along the "people," "process," and "context" dimensions to get the job done. Employees' levels of dedication and loyalty to the organization will be a direct result of how they feel about these policies and procedures. Human resource practices include training and development, employee rewards, job design, recruitment and selection, performance appraisal, performance management systems, career planning and development, organization-wide support, information and communication sharing, employee participation, and analytics. Organizations need to understand employees' specific requirements since individuals are generally driven by what their needs want, and engagement levels and their drivers vary by organization, employee group, person, and task. Since its first outbreak, the COVID-19 virus has spread rapidly, causing widespread disruption in the workplace and the way we go about our daily tasks. To be relevant today, organizations must embrace change and transition to digital, necessitating more investment in IT infrastructure. Employers would do well to invest in their staff by teaching them to effectively communicate and collaborate online by utilizing the tools available to them. Higher levels of employee engagement were associated with providing employees with the resources they need to do their jobs safely and effectively, keeping acceptable distances, and finding meaning in their work.

For HR to take on a more strategic role, businesses must help them develop. Since digital technologies may significantly affect an organization's business strategy and business model, many individuals worry that they pose a real threat to human employees' jobs. Human resource management philosophy should be at the heart of an organization's strategic vision and aim considering the ongoing digital transformation in the business sector. All facets of HRM may benefit from the use of digital technology, which has the potential to increase HRM's effectiveness and efficiency. The only way for an organization to thrive in today's cutthroat marketplace is via widespread adoption of digital technologies that are in line with the organization's core values and are supported by a variety of HRM strategies. An organization that has effectively implemented HRM strategies supported by HR technology has a distinct edge in the marketplace. Organizations need to give serious consideration to a wide range of criteria and perform comprehensive studies and assessments before making the choice to digitalize human resources management.

#### **5. Conclusion**

Organizational processes are in a perpetual state of flux because of factors such as new business models, exponential technology, agile ways of working, and laws. Therefore, because most organizations do not understand the demands of their employees and to keep abreast, it is difficult to determine what and how HR strategies affect employee engagement. Work design, recruitment and selection, performance appraisal, performance management systems, career planning, organizational support, knowledge sharing, participation and communication, HR information systems, and HR data and analytics are all examples of HRM activities that have a significant impact on employee engagement. The fast worldwide spread of the epidemic caused widespread disruption to organizations and employee schedules. Many of us had to carry out our responsibilities in novel, and at times challenging, settings. Our dedication to the project extended beyond the four walls of the workplace, as shown by this event. There was a 7% decrease in morale from before COVID-19 to after. However, after COVID-19, several

different industries saw gains in employee engagement in the double digits. When compared to persons in non-remote professions with limited flexibility, working remotely has a positive effect on daily work, engagement, and well-being.

Employees' emotional, psychological, and spiritual well-being is being severely impacted by the extraordinary levels of stress brought on by the pandemic. As the organization grew more focused on survival in the face of COVID-19, engagement efforts suffered. Employees' morale and output decreased as they experienced psychological pressure because of the situation. Employees' concerns about job security may have contributed to their poor participation during COVID-19. Many businesses have prioritized business needs above employees' emotional well-being, which has had a negative impact on employee engagement and morale. Because of globalization and technological development, the necessity of a rapid transition to a knowledge-based economy and the capacity to penetrate established markets swiftly is expanding. The organization is shifting their focus from analogue to digital and green practices because of the allure of the technology revolution. There is a strong correlation between an organization's readiness for digital transformation and its digital maturity. Digital HRM practices help HRM efficiency by fostering internal HR practice consistency and external social networking between HR professionals and line managers. The HRM skills of an organization determine whether digital HRM practices have positive or negative results for that organization. With the use of digital HRM's interactive technologies, HR procedures may be streamlined. With the use of a digital HRM platform, HR functions may be better unified. There was a positive link between digital HRM and HR managers' social networking with line managers at organizations with highly developed HR systems. An organization that has effectively implemented HR management strategies supported by HR technology have a distinct edge in the marketplace. The connection between HRD practices and employee engagement is influenced by employees' perspectives on technologically based Strategic Human Resource Development Practices.

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