

Navigating Digital Hrm for Sustainable Workforce: Examine The Mediating Role of Employee  
Motivation in Reducing Employee’S Intention to Leave

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**Abstract**

The Pakistan banking sector's rapid growth highlights the importance of employee retention. This research examines the connection between investigates the relationship between Digital HRM practices and Employees' Intention to Leave (EITL) through motivation, addressing the gap in understanding the linkage between these practices and employee motivation. The study, conducted in twin city banks in Pakistan, explores the relationship between Digital HRM practices (DPA and DT), motivation, and employee intention to leave. Using partial least squares modeling, the research found a strong correlation between these practices and employee intention to leave, emphasizing the significance of Digital HRM in retaining employees in the banking sector.

**Keywords** Digital Human Resources Management practices (DHRM), Employees Intention to Leave (EITL), Digital Performance Appraisal (DPA), Digital Training (DT)

**Introduction**

Employee turnover is a global issue, with various internal and external factors impacting job decisions (Aburumman, Salleh, Omar, & Abadi, 2020; Omar, Halim, Yusoff, Ahmad, & Ibrahim, 2018; S. Shah, Hasnu, & Butt, 2016; Thakur & Bhatnagar, 2017). Employees may leave due to personal or organizational reasons, resulting in financial losses for the organization. The cost of recruiting, selection, and training can range from 90 to 200 percent of annual income(Reina, Rogers, Peterson, Byron, & Hom, 2018). Losing experienced staff can negatively impact an organization's success, efficiency, and long-term competitive position (Holtom & Burch, 2016). Addressing employee turnover is crucial, as personal aspects often go unnoticed in HRM practices (Santhanam, TJ, Dyaram, & Ziegler, 2017). The financial sector faces a significant turnover intention problem, making it difficult to maintain long-term human resource (Xu, Wu, & Li, 2018). With 36% of applicants seeking new jobs in Asian countries, labor turnover is a global issue (Memon et al., 2020). It is

critical for administrators and researchers to grasp the causes behind expert workforce migration and how to avoid it. Employee intention to leave is a critical component that can damage an organization's overall performance (Busari, Mughal, Khan, Rasool, & Kiyani, 2017).

HRM aims to promote commitment and engagement within an organization, and digital HRM modernizes HR procedures and practices using mobile, electronic, and analytical technologies, as well as IT (Halid, Yusoff, & Somu, 2020). Digital HRM is essential for organizations to maintain relevance and efficiency in the long run. Best HRM practices include recruitment, selection, integration, job planning, training, engagement, career development, performance appraisal, incentive programs, and job safety (Huselid, 1995). HRM practices are key pillars in creating and sustaining trust in employees, building employee- employer interactions and relationships (Wright, Gardner, Moynihan, & Allen, 2005). Motivation is a key factor in determining whether an individual will stay and excel in their job, and influencing their decision to accept or decline a job offer (Lin, 2007). Internal satisfaction and empowering employees are key elements in achieving organizational goals (Kozarevic, Peric, & Delic, 2014). The study aims to investigate how digital HRM practices affect employee intentions to leave.

Previous study has focused on limited digital HRM practices on employee performance through mediation of employee motivation (Al-kharabsheh, Attiany, Alshawabkeh, Hamadneh, & Alshurideh, 2022). Further research investigates the others digital HRM practices on Employee's Intention to leave. Future research recommended to investigate other HRM practices with mediating role of motivation. As a result, the highlighted gap has yet to be studied from a banking viewpoint, and the goal of this research is to fill that gap. The banking industry is the backbone of Pakistan's economy, managing monetary flow and creating jobs. The State Bank of Pakistan ensures financial sustainability (Asadul Islam, Hamzah Jantan, Mohd Yusoff, Wei Chong, & Shahadat Hossain, 2020). However, high turnover rates pose a significant issue, with banks in Pakistan having a high turnover rate of up to 35%. To retain skilled employees, a strong strategy is needed to address this issue (Huning & Thomson, 2010). This study investigates the connection between employee turnover and digital HRM practices. in Pakistan's banking sector, highlighting the importance of these practices for maintaining a smooth system and contributing to existing literature on digital human resource management, employee motivation, and staff intention to leave.

## Literature Review/ Therortical Framework

### HRM Practices

Technology's advancement has significantly impacted business operations, with digitization driving value creation and economic innovation. Digitalization involves implementing digital technologies to shift company

operations and improve output (Aggarwal & Sharon, 2017). Human resource management (HRM) is crucial for long-term sustainability and expansion (Nabetin & Pabangou, 2020). HRM practices involve recruiting, training, assessing, rewarding, and addressing labor relations, workplace safety, and justice issues (Dessler, 2020). The development of information technology has significantly impacted HRM, revolutionizing every aspect of HRM in the corporate world (Kavanagh, Thite, & Johnson, 2009). Digital HRM involves digitizing and restructuring HR practices and processes using technologies like electronic media, mobile platforms, analytics, and IT. This approach involves managing and supervising all HR-related activities through applications, apps, and the internet (Dessler, 2020).

### **Digital Training**

Training and development (T&D) is crucial for workforce competency and organizational success (Mondy & Martocchio, 2016). Digital training and technology integration are essential for sustainable development and economic growth. E-learning provides practical professional development for those unable to attend traditional meetings (Kumpikaite & Čiarniene, 2008). Strategic training and development are essential for organizational change, with strong leadership and institutional alignment being crucial. (Noe & Schmitt, 1986) outlines six phases of technology-enhanced training, starting with communication tools and moving to more complex programs like blended learning and electronic performance support systems. Employees must be continuously trained and developed to adapt to rapid changes.

### **Digital Performance Appraisal**

Performance management procedures are being debated due to the potential for bias and human error in evaluations (Cappelli & Tavis, 2016; Pulakos, Hanson, Arad, & Moye, 2015; Pulakos & O'Leary, 2011). Digital transformation is transforming the way organizations manage and evaluate employees. Performance management software is being used to increase transparency and ensure fairness (Geshkov, 2021). Performance appraisal is another HR component that assesses employees' performance using specific criteria (Haslinda, 2009; Tang, Chen, Jiang, Paillé, & Jia, 2018). It is a delicate process that determines rewards and punishments based on an employee's commitment to organizational goals (Loosemore, Dainty, & Lingard, 2003). The goal is to increase performance appraisal for all employees, making it a top goal for organizations today (Muczyk & Gable, 1987).

### **Employee's Turnover Intention**

Globalization has led to businesses struggling to retain workers, with turnover intention being a significant issue (Oluwafemi, 2013). This intention is a combination of poor performance and a desire to leave work due to unsatisfactory organizational conditions (Applebaum, Fowler, Fiedler, Osinubi, & Robson, 2010). It can be

intentional or unintentional, with voluntary turnover occurring when an employee wishes to change the firm, and involuntary turnover occurring when an organization plans to terminate an employee (Stanz & Greyling, 2010). Reducing turnover is crucial for production and maintaining a sustainable organizational reputation (Jin, McDonald, & Park, 2018). High turnover rates and significant replacement costs are caused by employee turnover, leading to decreased output and lower-quality goods and services (Rizwan & Mukhtar, 2014).

### **Motivation**

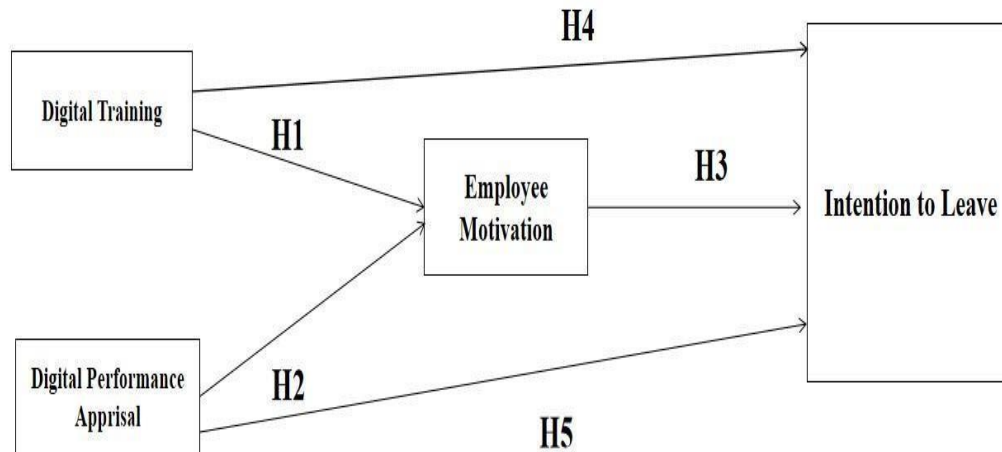
Motivation is essential for individuals to achieve high performance and handle change resistance (Kitchroen, 2004). It is influenced by internal as well as external factors, with internal motivation being self-sufficient and external motivation being driven by financial benefits, recognition, and incentives. A well-structured reward and competency structure can increase employee motivation and reduce turnover (Mousa & Othman, 2020). A motivated employee boosts an organization's profitability and effectiveness while decreasing turnover (Manzoor, Wei, & Asif, 2021).

### **Social Exchange Theory**

This research aims to construct a conceptual framework determine the connection between Digital HRM practices and employees' intentions to leave, with motivation serving as a mediating factor. HRM practices function as the independent variables, while Employee Turnover Intention is the dependent variable. The conceptual model of the study is grounded in social exchange theory, which investigates the reciprocal dynamics between employees and their organizations (DeConinck, 2010). Digital HRM initiatives can enhance employee motivation by fostering a sense of organizational investment in their well-being, which may subsequently impact their decision to remain with the company (Kelley, 1959). According to the theory, effective HRM policies can significantly reduce employee turnover intentions (Coyle-Shapiro & Conway, 2005). This study builds upon previous research related to HRM practices (Abubakar, Chauhan, & Kura, 2015).

### **Theoretical Framework**

The following model was created on a theoretical and empirical base to investigate the relationship between the variable of Digital HRM Practices and Intention to Leave, as well as Motivation, as a mediating variable.



## Research Hypothesis

### Digital Training and Employee Motivation

Organizations can boost employee motivation through HRM strategies such as employee training and development (Bawa, 2017). Factors like recognition, benefits, empowerment, and job environment are significant predictors (Hossain & Hossain, 2012). Digital training (DT) is found to significantly enhance motivation, according to empirical research (Niati, Siregar, & Prayoga, 2021).

**H1: Digital Training has a important effect on Employee Motivation**

### Digital Performance Appraisal and Employee Motivation

Performance appraisal results significantly influence employee motivation to achieve organizational goals, with a positive correlation observed in training, reward, and promotion strategies, requiring accurate assessment and job description alignment (Al-Jedaia & Mehrez, 2020).

**H2: Digital Performance Appraisal has a important effect on EM**

### Motivation and Employees Intention to Leave

Employee turnover intention relates to the likelihood that an employee may depart their job or company for various reasons (Farkas & Tetrick, 1989). Motivation plays a crucial role in decreasing turnover, and effective supervisor training and support are vital for employee retention (Bibi, Ahmad, & Majid, 2018; Cheng &

Waldenberger, 2013; Hameed, Khan, Islam, Sheikh, & Naeem, 2020; Kesen, 2016; Ramay, 2012). Malaysian organizations face challenges in employee retention and job motivation, with high turnover percentages in 2003 and 2004 (Federation, 2004). Organizational engagement plays a significant mediation role in reducing turnover intentions. Studies from Cape Coast and Elimina have shown that job satisfaction, motivation, and alternative career opportunities significantly influence employee turnover intentions (Pepra-Mensah, Adjei, & Yeboah-Appiagyei, 2015).

### **H3: Motivation has a positive impact on Employees Intention to Leave Digital Training, Employees Intention to Leave and Motivation**

Human resource management (HRM) practices have a profound effect on employee motivation and turnover intention (Becker & Gerhart, 1996). Intrinsic motivation, or the internal desire to achieve and be rewarded, is particularly influential on millennials' decisions to leave their jobs (Othman et al., 2017). However, previous studies have often neglected to consider internal motivation as a mediating factor (Galletta, Portoghese, & Battistelli, 2011; Thatcher, Liu, Stepina, Goodman, & Treadway, 2006). Research indicates that organizational commitment and trust are crucial in the relationship between HRM practices and turnover intention (Jiang, Lepak, Hu, & Baer, 2012). Additionally, social support integrated with HR practices significantly impacts employee turnover intention (M. Shah & Asad, 2018). When organizations implement positive HRM practices and foster high levels of motivation, employees are likely to exhibit fairness, engage in positive behaviors, and enhance organizational performance, ultimately reducing turnover intention.

### **H4: Motivation mediate the relationship between Digital Training and Employees Intention to leave Digital Performance Appraisal, Employees Turnover Intention and Motivation**

This study investigates the association between employee performance, motivation, and intent to leave using the social exchange theory, which connects employee outcomes with organizational behavior (Cheng & Waldenberger, 2013; Hasibuan, 2008). According to research, employee motivation is critical in relating HRM practices to performance (Al-Jedaia & Mehrez, 2020; Bawa, 2017; Riyanto, Endri, & Herlisha, 2021). Motivation, satisfaction, and HRM strategies like as training, remuneration, and performance assessment all have a substantial impact on employee performance (Al-Alwan, Bader, Al-Qatawneh, Alneimat, & AlHawary, 2022; Al-Jedaia & Mehrez, 2020; Alhalalmeh et al., 2020). This research seeks to investigate the mediating function of employee motivation, positing that when employers invest in their workforce, Employees are more inclined to to channel their efforts toward achieving organizational goals.

## H5: Motivation mediate the relationship between Digital performance appraisal and Employees

### Turnover Intention

#### Research Methodology

This chapter explores the approaches used to analyze the collaboration between digital HRM (an independent variable) and employee intention to leave (a dependent variable) in the banking industry. It describes the study's research strategy, data collection methods, research design, research instruments, construct measurement, sample design, data processing, and data analysis methods. In this study, we used positivism research paradigm of ontology. Positivists believe on reality, which can be measured and identified. Therefore, they be based on quantitative methods means based scientifically verified like experimentally, mathematically, and logically proof to measure the reality according to the (Comte, 1865). This study goal to assess employee motivation and the impact of Digital HRM on reducing intentions to leave. It will use a descriptive and cross-sectional approach, using a quantitative method to test theories and hypotheses. The deductive technique will be chosen to examine literature-developed hypotheses, ensuring a reliable and valid approach to understanding employee motivation and retention. Primary research was utilized for this study due to lack of reliable data, resulting in satisfactory results, accurate data analysis, and greater researcher control (Rønsen & Smith, 2014).

The research focuses on understanding the high turnover intentions among employees in the banking sector of Islamabad and Rawalpindi. The study utilizes a five-point Likert scale through an English-language questionnaire. The target population includes employees from various banks in Islamabad and Rawalpindi. According to the State Bank of Pakistan (SBP), there are 33 types of banks in the country. The sampling method used in this study is non-probability convenience sampling. To ensure accuracy and confidence, the sample size was determined using the Krejcie and Morgan (1970) table, resulting in a sample size of 250. The sample comprises employees from lower, middle, and upper levels across different banks in the specified regions. Data collection was conducted through a questionnaire featuring closed-ended questions, distributed both online and offline. The responses were evaluated using a five-point scale relevance scale. The collected data were analyzed using various statistical tools, including SPSS, Bootstrapping, and Smart PLS-4 software. Confidentiality was maintained throughout the questionnaire survey, with information used solely for research purposes. The findings were shared with the participating organizations to help enhance performance and the work environment, focusing strictly on professional aspects and not delving into psychological or personal living conditions.

**Results and Discussion**

This chapter thoroughly analyzes survey data, assessing measurement reliability, validity, structural model, collinearity, hypothesis testing, and evaluating independent variables' impact on dependent variables. This study reveals that out of 250 respondents, 150 are females and 100 are males. Regarding age, most respondents, accounting for 62%, fall within the 31-40 years age bracket. Regarding job positions, 54.4% of the respondents occupy middle-level management roles.

Lastly, 88% respondents receive a monthly salary ranging between 81,000 to 100,000.

**Demographic Profile of Respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>				
Female	150	60	60	60
Male	100	40	40	100.0
Total	250	100.0	100.0	
<b>Age</b>				
20-30	82	32.8	32.8	32.8 94.8
31-40	155	62	62	99.6
41-50	12	4.8	4.8	100.0
51 and above	1	0.4	0.4	
Total	250	100.0	100.0	
<b>Job Position</b>				
Lower-Level MGT	102	40.8	40.8	40.8
Middle- Level MGT	136	54.4	54.4	95.2
Top -Level MGT	12	4.8	4.8	100.0
Total	250	100.0	100.0	
<b>Salary</b>				



20,000-40,000	27	10.8 34.4	10.8 34.4	10.8 45.2
41,000-60,000	86	11.6	11.6	56.8
61,000-80,000	29	35.2	35.2	92
81,000-100,000	88	8	8	100.0
Above 100,000	20	100.0	100.0	
Total	250			

### Data Analysis and Results

Number one phase of data analysis involves doing a descriptive statistics analysis with SPSS version 25 software. The table below shows the variables' descriptive statistics. The standard deviations for all variables varied from 0.019 to 0.043, while the mean values ranged from 3.81 to 3.96.

#### Descriptive Statistics of the variables

	N	Mean	Median	Scale min	Scale max	Std. Deviation
Digital Training	250	3.91	4	1	5	0.043
Digital Performance Appraisal	250	3.88	4	1	5	0.019
Employees Motivation	50	96				
Employees Turnover Intention	250	3.81	4	1	5	0.033

### PLS-SEM Approach

The researcher used Smart PLS 4 version for partial least squares (PLS) modeling to understand intricate relationships among variables in a structural model (Ringle, Wende, & Will, 2005). They tested biasness using full collinearity, regressing variables against a common variable. All VIF values were less than 5.0, indicating no single-source bias, allowing further analysis.

TABLE Collinearity results for analysis of common method biasness

Variables	VIF
DPA-1	3.739
DPA-2	3.66
DPA-3	3.345
DPA-4	3.022
DT-1	3.096
DT-2	3.551
DT-3	4.487
DT-4	4.986
DT-5	4.374
DT-6	3.793
DT-7	2.759
EITL-1	4.226
EITL-2	3.157
EITL-3	3.767
EITL-4	3.892
EM-1	4.839
EM-2	3.894
EM-3	4.51
EM-4	3.449
EM-5	3.864
EM-6	3.82

### Measurement Model Assessment

This research employed a measurement model to evaluate the influence of Digital HRM practices on Employee Intention to Leave, focusing on four variables: Digital Training, Performance Appraisal, Employee Motivation, and Employee Intention to Leave. Data collection spanned one month through questionnaires. The model underwent assessment for convergent and discriminant validity, adhering to thresholds: factor loadings  $\geq 0.5$ , Average Variance Extracted (AVE)  $\geq 0.5$ , and Composite Reliability (CR)  $\geq 0.5$ . According to Hair, Sarstedt,

and Ringle (2019), Cronbach’s Alpha should exceed 0.7, and CR should be above 0.7, while AVE should surpass 0.5. The loadings met these criteria, with only one or two loadings slightly below 0.50. The assessment included both convergent and discriminant validity, following guidelines outlined by Hair et al. (2017).

TABLE 4.4.1 Convergent Validity

Variables	Items	Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Digital Performance Appraisal	DPA-1	0.918	0.932	0.932	0.951	0.83
	DPA-2	0.917				
	DPA-3	0.911				
	DPA-4	0.899				
Digital Training	DT-1	0.863	0.956	0.956	0.964	0.791
	DT-2	0.889				
	DT-3	0.912				
	DT-4	0.919				
	DT-5	0.902				
	DT-6	0.889				
	DT-7	0.848				
Employees Intention to Leave	EITL-1	0.929	0.936	0.936	0.954	0.839
	EITL-2	0.901				
	EITL-3	0.918				
	EITL-4	0.916				
Employee Motivation	EM-1	0.922	0.954	0.954	0.963	0.814
	EM-2	0.893				
	EM-3	0.919				
	EM-4	0.889				
	EM-5	0.895				

	EM-6	0.893				
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The convergent validity was observed using the Cronbach’s Alpha, Composite validity (CR) and Average Variance Extracted (AVE). Table 4.4.1 present the summary of constructed Validity and Reliability.

**Discriminant validity**

*Table 4.5.1 Discriminant Validity Based on Fornell-Larcker Criteria*

	<b>DPA</b>	<b>DT</b>	<b>EITL</b>	<b>EM</b>
<b>Digital Performance Appraisal</b>	0.911			
<b>Digital Training</b>	0.904	0.889		
<b>Employees Intention to Leave</b>	0.849	0.836	0.916	
<b>Employees Motivation</b>	0.897	0.894	0.84	0.902

Table 4.5.1 demonstrates the outcomes of the discriminant validity assessment using the Fornell-Larcker criterion. The findings demonstrate that each concept has discriminant validity, as specified by the Fornell-Larcker criterion (Henseler, Hubona, & Ray, 2016).

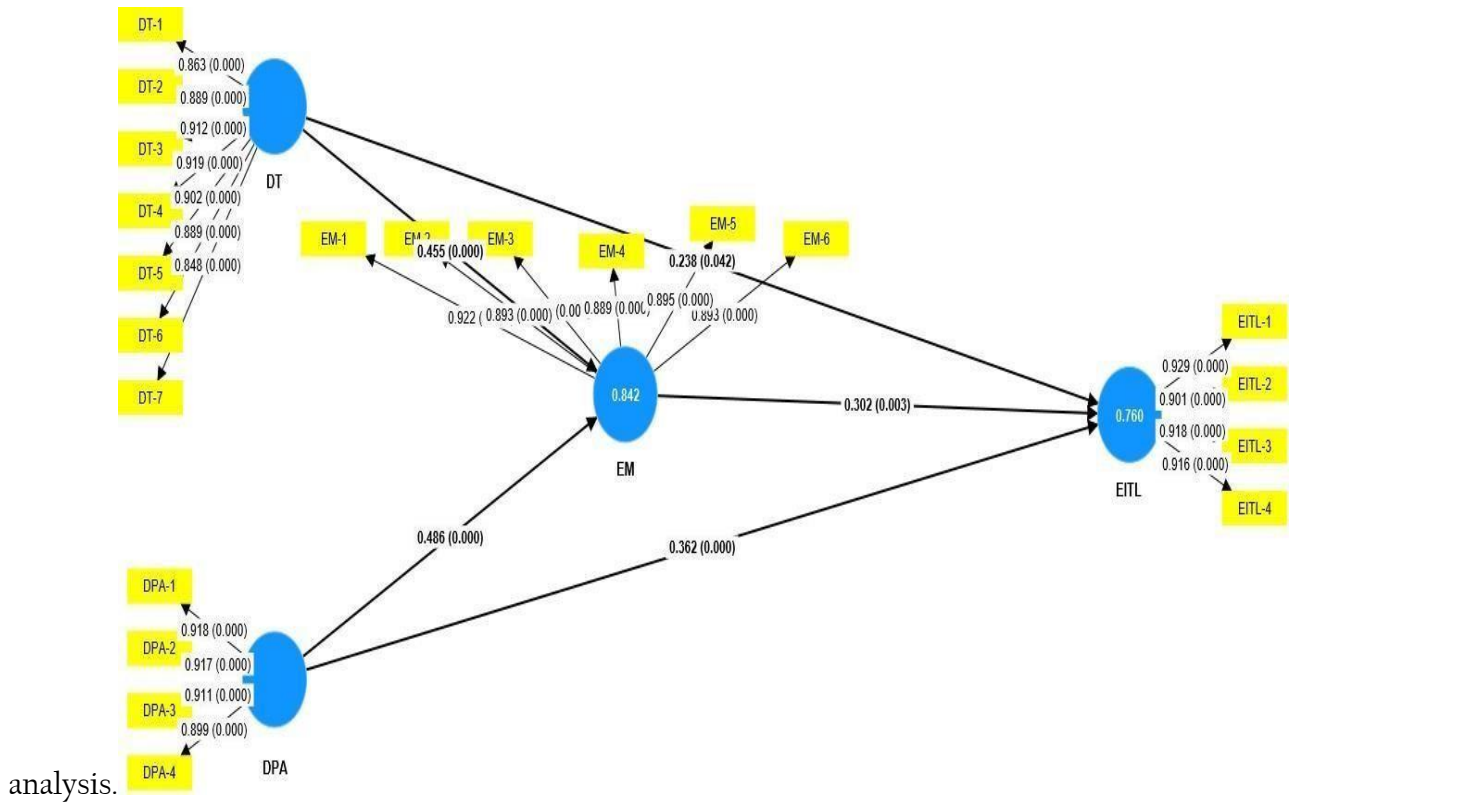
**Structural Model Assessment**

The study evaluates the structural model using R<sup>2</sup> and path coefficients. R-squared (R<sup>2</sup>) values represent the model's explanatory strength. The results show that the models had R-square values of 0.76 and 0.842, indicating reasonable predictive accuracy for employee intention to leave and employee motivation, respectively (Chin, 1998). Table 4.7.1 presents the R<sup>2</sup> values for the endogenous latent variables, as recommended by Chin (1998).

*Table 4.6.1 The R<sup>2</sup> Values for The Endogenous Latent Variables*

<b>Endogenous Variable</b>	<b>R-square</b>	<b>R-square adjusted</b>	<b>Predictive relevanc</b>
<b>Employees Intention to Leave (EITL)</b>	0.76	0.757	Moderate
<b>Employees Motivation(EM)</b>	0.842	0.841	Moderate

In this study, the PLS algorithm and bootstrapping techniques provided by Smart PLS version 4 were employed. Hypothesis testing through path coefficients was conducted using 5000 bootstrap samples. Figure 2 illustrates the outcome of the structural model



*Outcome of the Structural Model Based on P-Value*

Table shown Firstly, direct relationship hypothesized in the study were reported, Digital Training Employee's Motivation ( $\beta = 0.455, p < 0.000$ ), Digital Performance Appraisal Employee's Motivation ( $\beta = 0.486, p < 0.000$ ), Employee's Motivation Employees Intention to Leave ( $\beta = 0.302, p < 0.003$ ), Digital Training Employees Intention to Leave ( $\beta = 0.238, p < 0.042$ ), Digital Performance Appraisal Employees Intention to Leave ( $\beta = 0.362, p < 0.000$ ), are shown in table 4.6.1.

*Table 4.6.2: Hypothesis Testing Direct Effects*

Hypothesis	Relationship	Standard deviation (STDEV)	T statistics	P values	Decision
H1	DT -> EM	0.123	3.695	0	Supported
H2	DPA -> EM	0.127	3.839	0	Supported
H3	EM -> EITL	0.102	2.951	0.003	Supported
H4	DT -> EITL	0.117	2.037	0.042	Supported
H5	DPA -> EITL	0.098	3.71	0	Supported

Note: We use 95% confidence interval with a bootstrapping of 5,000

*Table 4.6.3 Hypothesis Testing Indirect Effects (Mediating Test)*

Hypothesis	Relationship	Original sample (O)	Standard Deviation (STDEV)	T- statistics	P values	Decision
H6	DT -> EM -> EITL	0.137	0.053	2.592	0.01	Supported
H7	DPA -> EM -> EITL	0.147	0.069	2.135	0.033	Supported

Note: We use 95% confidence interval with a bootstrapping of 5,000

To test the mediation hypotheses, the researcher bootstrapped the indirect effects, as recommended by Preacher and Hayes (2004; 2008). Significant mediation can be concluded if the confidence interval excludes zero. As shown in Table 4.7.3, Digital Training → Employees Motivation → Employees Intention to Leave ( $p < 0.01$ ), Employee Motivation small effect of Digital Training on effectiveness with the Employee Intention to Leave. Digital Performance Appraisal → Employee Motivation → Employees Intention to Leave ( $p < 0.033$ ), Employee Motivation small effect of Digital Performance Appraisal on effectiveness with the Employee Intention to Leave are shown in table 4.6.3.

## Discussion

This chapter investigates the consequence of digital HRM practices on employee intentions to depart Islamabad and Rawalpindi, Pakistan. It examines empirical data, explores theoretical and managerial implications, and closes with limits and suggestions for further study. The study uses a survey methodology to examine the influence of digital HRM practices on employees' intentions to leave, emphasize motivation as a mediator, in the twin cities' banking sector. The primary goal of this study is to determine the association between digital HRM practices and employee intention to quit in Pakistani banks in Islamabad and Rawalpindi. As demonstrated in the previous chapter, the aspects of Digital HRM practices were found to favorably increase motivation, supporting the first premise. Specifically, Digital Training demonstrated a positive and significant relationship with Employees' Motivation ( $t=3.695$ ,  $p=0$ ), while in the second hypothesis, Digital Performance Appraisal exhibited a positive relationship with Motivation ( $t=3.839$ ,  $p=0$ ). However, prior research suggests that when performance appraisals are conducted inappropriately, they can negatively impact employees' motivation, job satisfaction, efforts, and perceptions of fairness (St-Onge, Morin, Bellehumeur, & Dupuis, 2009).

The third hypothesis revealed a positive and important link between motivation and employees' intention to leave ( $t = 2.951$ ,  $p = 0.003$ ). The aforementioned finding aligns with past studies by (Hussain, Saeed, Ibrahim, & Iqbal, 2018), which revealed that employees tend to remain in their roles when their organization offers individual motivation, such as through increments, positive coordination, and promotion strategies. These factors have had a substantial impact on employees' intentions to leave. The fifth hypothesis yields result consistent with those of the preceding chapter. With a  $t$ -value of  $-2.037$  and a  $p$ -value of  $0.042$ , digital training reveals a positive and direct link with employees' intention to leave. Furthermore, other aspects of HRM practices, such as digital performance appraisal, show significant correlations with the dependent variable (EITL), with a  $t$ -value of  $-3.71$  and a  $p$ -value of  $0$ . According to a prior study, employees are more likely to leave when they sense bias in performance appraisals and feel that training and development programs would not help them improve their work performance. These findings are consistent with earlier studies by (Santhanam et al., 2017; Srirangam Ramaprasad, Lakshminarayanan, & Pai, 2018; Youcef, Ahmed, & Ahmed, 2016). The sixth and seventh hypotheses suggest motivation as a mediator between digital HRM practices (DT and DPF) and employee intention to leave.

However, the previous chapter's findings revealed that digital training (DT) has a positive and significant association with the dependent variable and motivation (DT  $\rightarrow$  EM  $\rightarrow$  EITL), with a  $t$ -value of  $-2.592$  and a  $p$ -value of  $0.01$ . Similarly, the other dimension of digital HRM practices, digital performance appraisal

(DPF), showed a positive association with the dependent variable and employees' motivation (DPF → EM → EITL), with a t-value of -2.135 and a p-value of 0.033, according to Chapter Four's data. The study investigates the link between digital HRM practices and workers' intentions to leave banks, with an emphasis on employee motivation as a mediating factor. Digital training and performance reviews have a considerable favorable impact on employees' inclinations to leave. Employee motivation serves as a mediator, emphasizing the significance of motivation in affecting these interactions. The study is grounded in the Social Exchange Theory and contributes considerably to current information. The study emphasizes the necessity for senior management and HR practitioners in Pakistan's banking industry to prioritize employee motivation and include it in digital HR processes in order to decrease employee turnover in the twin cities of Islamabad and Rawalpindi.

### Conclusion

The study investigates factors influencing employee intentions to leave, focusing on Digital HRM practices and employee motivation. Results show that Digital Training and Performance Appraisal positively impact employee intentions to leave, while Employee Motivation mediates the relationship. The study reveals that Digital Training and Performance Appraisal in Pakistan's banking sector positively impact employee satisfaction and motivation, but the connection between employee motivation and the intention to leave remains strong, contrasting with previous research that found positive relationships between HRM practices. Top management in Pakistan can reduce employee turnover by promoting positive behaviors like equitable performance evaluation, fast promotion systems, and adequate training and development.

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