

The Impact of Digital Human Resources Management on Reducing Silent Resignation and Organizational Obesity: An Analytical Study of Opinions from a Sample of Employees at the Ministry of Labor and Social Affairs

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Abstract

This study aims to shed light on the topic of digital human resources management and its impact on reducing silent resignation and organizational obesity, as it attempted to provide a theoretical framework for some of what writers and researchers proposed about the two variables of the study, along with a practical analytical framework for the opinions of a sample of employees of the Ministry of Labor and Social Affairs, where the study sample reached (140) employees in a number of units and lower administrative levels. Digital human resources management was expressed as an independent variable through its three dimensions.

(Digital employees, digital work, digital employee management), while silent resignation was expressed as a dependent variable through its three dimensions (job satisfaction, organizational commitment, work-life balance), and organizational obesity as a second dependent variable through its three dimensions (job inflation, job laziness, and low productivity).

The researcher relied on a questionnaire as the primary tool for measuring the study variables, and used a range of statistical tools such as SPSS version 28 and AMOS version 26. The study concluded with a set of recommendations, the most important of which was: working towards building an integrated digital work environment that supports faster task completion, facilitates information exchange, and reduces reliance on traditional paper-based procedures.

Keywords: *Digital Human Resources Management; Silent Resignation; Organizational Obesity*

Introduction

Digital human resource management is a fundamental function in any organization, regardless of its performance level, as it is responsible for employee selection and, consequently, for the organization's overall performance. Undoubtedly, the digital environment demands human resources with high levels of proficiency in using information and communication technologies. These skills enable individuals to adapt to the changes in the complex business environment, leading to shifts in work patterns. Therefore, human resource management must embrace digital transformation and integrate best practices into its policies, such as recruitment, training, and performance evaluation. Organizations must leverage available digital capabilities in human resource management to enhance their efficiency in decision-making related to employee recruitment and training using modern technological methods. This aims to achieve high performance levels for each employee through fairness and transparency in performance evaluation,

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fostering employee engagement and work-life balance. The role of digital human resource management in combating organizational bloat is achieved by eliminating redundancies through digital platforms and resource planning systems. These systems accurately identify gaps in organizational structures, preventing arbitrary or duplicate hiring, contributing to the optimal utilization of human resources, eliminating job inactivity (eliminating complex bureaucracy), and increasing productivity. The organization's effectiveness in digital transformation and managing its resources technically has reduced rates of organizational obesity and administrative bloat within institutions. That is, digital human resources management is a necessary and inevitable option to ensure institutional performance in light of the intense competition that involves integration with technological developments and cooperation of all concerned parties (management and employees).

Theoretical Framework of the Research

First: Digital Human Resource Management

We now live in a world where digital human resource management has become a fundamental function compared to traditional human resource management, as the survival of any organization depends on the quality of its available human resources and how they are utilized. Therefore, human resource departments must embrace digital transformation and place best practices at the heart of their policies (Tripathi & Kushwaha, 2017, p. 3). They oversee all human resource management tasks using technology, applications, and the internet. Consequently, there is a pressing need for innovation in human resource management practices to effectively attract, reward, and evaluate employees.

Digital human resource management (Adisa et al., 2022) is considered a transformational, rather than incremental, strategy, indicating a significant shift in how managers and employees adapt to digital changes in a fully digital environment. Therefore, human resource management bears the responsibility of guiding employers and employees toward adopting a digital mindset that effectively leverages digital technologies for managing, organizing, and leading change. This change goes beyond simply reconsidering human resources processes, systems, procedures, and practices; it fundamentally transforms the employee experience, creating a more accessible, efficient, and fulfilling work environment and instilling a sense of optimism and hope for the future. (Mohamed Hamza, 2024, p. 71)

Digital Human Resources Management (DHRM) is the process of using digital technologies and appropriate data to improve the efficiency and effectiveness of human resources management activities (Althabhawee & Saeed, 2024). It involves applying digital devices, the internet, and web-based systems to enable personnel managers and HR professionals to interact on a single digital platform (Al-Baghdadi et al., 2024, p. 1847). To achieve effectiveness and efficiency in digital HR management, integration with technological advancements is essential, and the collaboration of all stakeholders (management and employees) is one of the most important keys to implementing DHRM. (Herman et al., 2024, p. 1075)

Human resource management contributes to many areas, including facilitating and streamlining HR functions with minimal effort, reducing the time required for job tasks by eliminating the routine of record-keeping, reducing the number of employees and replacing them with digital tools and methods, enabling the storage of vast amounts of data and information through digital database management systems, and enhancing data confidentiality and privacy. (Al-Afayshat & Al-Ma'adidi, 2024, p. 11) It also increases employee access to the database through electronic HR portals, enabling more efficient processes such as recruitment, timekeeping, and attendance tracking. (Younes et al., 2026, p. 432), and finally, contributing significantly to enhancing the sense of justice and transparency among employees through the use of digital technologies. (Husseini & Ismail, 2025, p. 377). This means that the functions of human resources management have not changed within the concept of digital human resources management (Hosseini, 2013), but the methods and approaches used in those functions have changed, so that they have become mainly dependent on information and communication technology, and the role of individuals in the organization has also changed, as they have become more effective participants in the functions of that management. (Al-Badawi, 2024, p. 284)

Despite the numerous benefits and advantages that digital human resource management offers to organizations adopting this model, it also presents some drawbacks and challenges for organizations using the digital model in managing their human resources. These include the following (Milanovic, 2018):

1. Illegal use of data and information available in electronic human resource databases, as they are accessible and anyone can access, delete, or modify them.
2. Errors occurring when entering data into electronic systems and programs, or when running a program or application specific to this system.
3. A lack of employees with the necessary skills and competencies to use this system, its programs, and applications efficiently and effectively. (Milanovic, 2018):
4. In a number of activities and tasks, digital human resource management leads to a decrease in personal communication and social relationships among employees, resulting in feelings of isolation and social distancing.
5. Although human resources are considered one of the most important resources that organizations possess, the application of human resource management functions in the Electronic systems pose a threat to human resources and may lead to a surplus of employees within the organization. (Tawfiq et al., 2005, p. 166)

We conclude from the above that the digitization of human resource management (Al-Kurdi, 2017) relies on a new management methodology based on the conscious use of information technology in the practice of human resource functions and depends on computer systems and communication networks in implementing human resource strategies and policies. (Fatima & Asma, 2025, p. 195)

Dimensions of Digital Human Resource Management

1. **Digital Employees:** Digital literacy is evident in digital employees. They possess devices that are always connected to the internet, and web-based applications and services are deeply ingrained in their daily lives. With these employees in the workplace, organizations need to be digital to engage them. Employees' digital skills can be leveraged to improve business performance. Early research and studies have indicated that these digital employees possess digital qualifications, multitasking abilities, and a propensity for communication and learning by doing (Sharon & Aggarwal, 2017; Al-Baghdadi & et al., 2024, p. 1847).
2. **Digital Work:** Work in organizations has recently undergone a tremendous transformation with the use of technology in both business and management (Varadaraj & Al Wadi, 2021). Organizations need to integrate digital elements into business processes, digitize manual and routine work, and continuously utilize various digital tools and methods to communicate with their employees (Halid et al., 2020). Furthermore... Work and tasks within an organization require digital organization (Mohammed & Abdullah, 2025, p. 287).
3. **Digital Employee Management:** This includes planning, implementing, and using digital technologies to support human resources activities. All human resources functions are supported and transformed (Althabhafee & Saeed, 2024), such as payroll processing, attendance and compensation record maintenance, performance management, etc., through digitization. This has led to cost reductions, improved performance speed, and fewer errors.

The dimensions of digital human resources management reflect a strategic shift in the way human capital is managed, where digital tools have become essential for achieving efficiency and flexibility. These dimensions contribute to improving service quality, data accuracy, and accelerating processes. They also enhance the ability of organizations to keep pace with changes and continuously develop skills, which has become an inevitable choice to ensure the sustainability and effectiveness of organizational performance in a competitive environment (Iman & Rashida, 2025, p. 26).

Secondly, quiet quitting:

Quiet quitting is one of the modern organizational phenomena that has received increasing attention in management and behavioral literature (Klotz & Bolino, 2022). The term refers to a situation where employees cease making the extra efforts required to achieve organizational goals, contenting themselves with the bare minimum. The lowest level

of performance of job duties, and in this case the employee does not make a clear decision to leave work or submit a formal resignation, but rather practices a psychological harmony with the work tasks and responsibilities (Al-Washah & Abdul Karim, 2025, p. 196). Bulut et al. (2024) described it as a form of professional rebellion. Thus, this phenomenon reflects a change in the way employees deal with work, as they prefer to maintain a healthy balance between their professional and personal lives instead of being over-engaged in job tasks. This idea (silent resignation) has received great media attention since the spread of a video on (TikTok) during the summer of 2022 (Scheyett, 2023), when a social media influencer presented a short video about the idea that your work is not your life and your value cannot be determined by what you produce. Employees have recently started to follow the silent resignation method, especially after the shift to remote work during the COVID-19 pandemic (Aydin & Azizoglu, 2022), which reshaped the rules of the workplace. (Abdul Qader & Hamida, 2025, p. 440)

The term "silent resignation" was first coined by Anthony Klotz (2021), an associate professor of management at University College London, when he predicted the exodus of workers from their jobs driven by burnout and the taste of freedom while working from home (Ratnatunga, 2022, p. 14). According to a Gallup poll conducted in the United States in June 2022, which included workers aged 18 and over, the percentage of those who have "silently resigned" constitutes at least 50% of the American workforce, and possibly more. Gallup reached this conclusion using a series of questions related to employee engagement, which is defined as "employees' participation and enthusiasm in their work and workplace." Gallup reported that this percentage is particularly high among workers under 35 years of age. In the poll, only 32% of workers appeared engaged in their work, while another 18% were not engaged. This means they did not hide their dissatisfaction with their jobs. Gallup suggested that the remaining 50% could be classified as silent resignations—people who were not particularly engaged in their work but did not express this sentiment. (Ratnatunga, 2022, p. 15)

Previous studies have indicated that a range of workplace challenges contribute to the emergence of silent resignations, including: 1- Lack of clarity in work instructions and expected goals; 2- Burnout resulting from long and irregular working hours; 3- Misalignment between subordinates' personal and organizational goals; 4- Inadequate systems for paying wages and bonuses (Sulaiman & Samah, 2025, p. 16); 5- Low or nonexistent participation; 6- Neglect of employee responsibility, increased absenteeism, and lack of enthusiasm; 7- Poor work-life balance; 8- Toxic work environments, among others. To overcome the consequences of silent resignations, Thakur (2024) proposed several measures, including: 1. Make work more enjoyable and less stressful, and earn the appreciation of employees to increase their enthusiasm and motivation. 2. Try to be considerate and humble (respect, appreciate, and share their ideas). 3. Provide employees with sufficient resources and technology that they believe will be beneficial to their growth. 4. Growth opportunities (try assigning employees With diverse and challenging roles, so that they feel a sense of accomplishment upon overcoming them) 5- Providing compensation and incentives 6- Focusing on work-life balance, such as prioritizing the physical and mental health of employees by providing appropriate counseling sessions, 7- Reducing workload (employers are advised not to assign employees too many tasks in a very short time, but rather to set small, achievable goals that the employee strives to complete within the specified time without losing patience or becoming angry). (Thakur, 2024, p. 8)

In light of these facts, it becomes clear that silent resignation is not merely a passing phenomenon or a temporary trend, but rather an indicator of a deep dysfunction in the relationship between the employee and their organization. It reveals weak leadership, a lack of appreciation, and poor communication. Researchers emphasize that addressing it requires comprehensive reforms, starting with attention to employee well-being, moving through training leaders in human and digital leadership skills, and culminating in the design of fair reward systems and flexible work policies that respond to the aspirations of employees in a rapidly changing digital age. (Kadhim & et al., 2025, p. 64)

Dimensions of Silent Resignation:

1. **Job Satisfaction:** The pleasant emotional state characterized by comfort, contentment, and happiness that an employee feels while performing their job when using their skills and abilities. This satisfaction is accompanied by the fulfillment of their needs (physical, psychological, and social), and the realization of

their inclinations, values, expectations, professional ambitions, and goals. (Huweil & Muhammad, 2026, p. 28)

2. **Organizational Commitment:** A psychological state that shapes the employee's personal relationship with their organization and influences their desire to remain there for as long as possible. It is a set of positive feelings and emotions that an employee holds toward their organization, leading to their commitment to its core values and goals, their dedication to their work, the degree of commitment they demonstrate, their willingness to exert significant effort for the organization, and their strong desire to continue working there. (Abdullah & et al., 2025, p. 404)
3. **Work-Life Balance:** According to Guest (2002), who defines work-life balance as a state in which individuals have sufficient time to fulfill their work and home obligations, thus reducing role conflict resulting from failing to meet one of them, this balance became a prominent phenomenon during the pandemic, necessitating work from home. (Al-Jawfi, 2024, p. 24). One of the factors that drives employees to resign is the imbalance between work and life. When an employee finds it difficult to achieve this balance, they continue to juggle their professional responsibilities with their family duties, finding it difficult to allocate time for their physical and mental health. This situation is exacerbated by poor nutrition and a lack of social interaction. (Thakur, 2024, p. 4)

Third: Organizational Obesity

The term "organizational obesity" refers to a situation where the number of specialized employees exceeds standard limits, causing an imbalance between individuals and their tasks. In this context, Corbin (2021) describes organizational obesity as an abundance of employees and a multitude of opinions on the topics presented, leading to overlap and conflict between them, resulting in errors in decisions and negatively impacting overall job performance. The term "organizational obesity" also refers to crowds of employees working on fewer tasks than are appropriate for their size (Herold, 2020). (Fadel, 2023, p. 861)

Organizational bloat refers to an inflated number of employees performing a specific task. This surplus does not affect the required work, either in terms of quantity or quality. These employees receive salaries and bonuses without giving any consideration to the institution, organization, or department they work for, and they waste their time that could be used productively, effectively, and beneficially. (Naziha & Radhia, 2024, p. 18)

Therefore, it is a negative phenomenon resulting from cases of job inefficiency and laziness, which is reflected in low productivity and reduced organizational growth rates. These are the victims of a set of causes. Job inefficiency is due to the lack of legislation and overlapping policies that lead to the imposition of unjustified appointments, causing an increase in staff without need. (Mahmoud & Al-Issawi, 2023, p. 231)

Dimensions of Organizational Overstaffing:

1. **Job Inflation:** Defined as "the situation where the number of employees and workers in the state's administrative apparatus exceeds the actual need for work" (Al-Batani, 2006). Job inflation at the organizational level may be overt or covert, which is called disguised unemployment. Overt unemployment is represented by the presence of excess labor in the organization who have no assigned tasks or duties that they are capable of performing because their initial appointment was not based on basic and actual needs. (Aboud & Margham, 2024, p. 64)
2. **Job Laziness:** Defined as wasting time through relaxation and sluggishness, and the individual's inability to succeed, perform work, and be productive due to psychological or physical reasons that hinder progress. One of the most important forms of laziness is the employee's refusal to perform the required work under the pretext that their efforts do not match their salary, or due to a lack of material and moral support from higher management. (Majid, 2024, p. 1583) Or it is attributed to the lack of motivation among individuals and the feeling of each individual that he is not solely responsible for the final result as the number of team members

increases. Thus, we find that the phenomenon of job apathy can occur when members of the same team realize that their individual efforts will not be appreciated, recognized, or highlighted. (Ali, 2017, p. 453)

3. **Low Productivity:** The concept of low productivity (Abdul Sattar et al., 2023) refers to a decrease in the rate of outputs compared to inputs. This is due to weak academic qualifications and a lack of motivation and achievement among the individuals working in the organization. This leads to the decline of the organization because of its inability to exploit surrounding opportunities (Al-Saadawi & Abu Jabal, 2025, p. 1135), or to the failure to complete tasks as required or to complete them in a longer time than specified. This is a widespread problem among many companies and organizations. We can describe the state of low productivity as the inability of individuals or organizations to use their resources efficiently and effectively to generate the desired results.

Practical Aspect

Coding

A coding system was adopted for the study variables and dimensions to organize the data and facilitate its statistical processing using SPSS and AMOS software. The independent variable was digital human resource management with its three dimensions and (15) items, while the first dependent variable was reducing silent resignation with its three dimensions and (15) items. Organizational obesity in its three dimensions and with (15) items. The coding process contributed to facilitating the procedures of statistical analysis and testing the study hypotheses, as shown in Table .(1)

Table (1) Variable coding and search dimensions

variables and dimensions	.The symbol	Number of paragraphs
Digital employees	DHRM	5
Digital work	DE	5
Digital Employee Management	DW	5
Digital Human Resources Management	DEMP	15
Job inflation	OO	5
Job laziness	JOI	5
Low productivity	JL	5
Organizational obesity	LP	15
Job satisfaction	RQ	5
Organizational compliance	JS	5
work-life balance	OC	5
Reducing silent resignation	WLB	15

First: Reliability using Cronbach's alpha coefficient

,Reliability refers to the consistency and stability of the results of the measurement instrument. To verify this Cronbach's Alpha coefficient was used, where the value of (0.70) is the statistically acceptable minimum. It is clear from the results of Table (2) that all Cronbach's Alpha values for the study variables and dimensions came higher than the acceptable limit, as they ranged between (0.813–0.927), which indicates that the study instrument enjoys a high degree of reliability and internal consistency, and the possibility of relying on it in statistical analyses and testing .the study hypotheses

" Table (2) "Results of Cronbach's Alpha Coefficient

Research variables and dimensions	Cronbach's alpha coefficient	Standard
Digital employees	0.908	0.70 ≤
Digital work	0.823	
Digital Employee Management	0.879	

Digital Human Resources Management	0.911
Job inflation	0.873
Job laziness	0.813
Low productivity	0.876
Organizational obesity	0.897
Job satisfaction	0.9
Organizational compliance	0.868
work-life balance	0.914
Reducing silent resignation	0.927

Source: SPSS V.28

Second: Confirmatory Factor Analysis

Confirmatory factor analysis of the digital human resource management variable .1

Figure (1) shows the confirmatory factor analysis model for the digital human resources management variable with its dimensions represented by (digital employees, digital work, digital employee management). The results showed that the model has good levels of fit, as the value of (CFI=0.912) and (TLI=0.901) reached, which are within acceptable limits. The value of (RMSEA=0.081) reached, which is a statistically acceptable value, which indicates the validity of the model and its suitability for the data, and reflects the variable having a good degree of construct validity and the possibility of relying on it in subsequent analyses

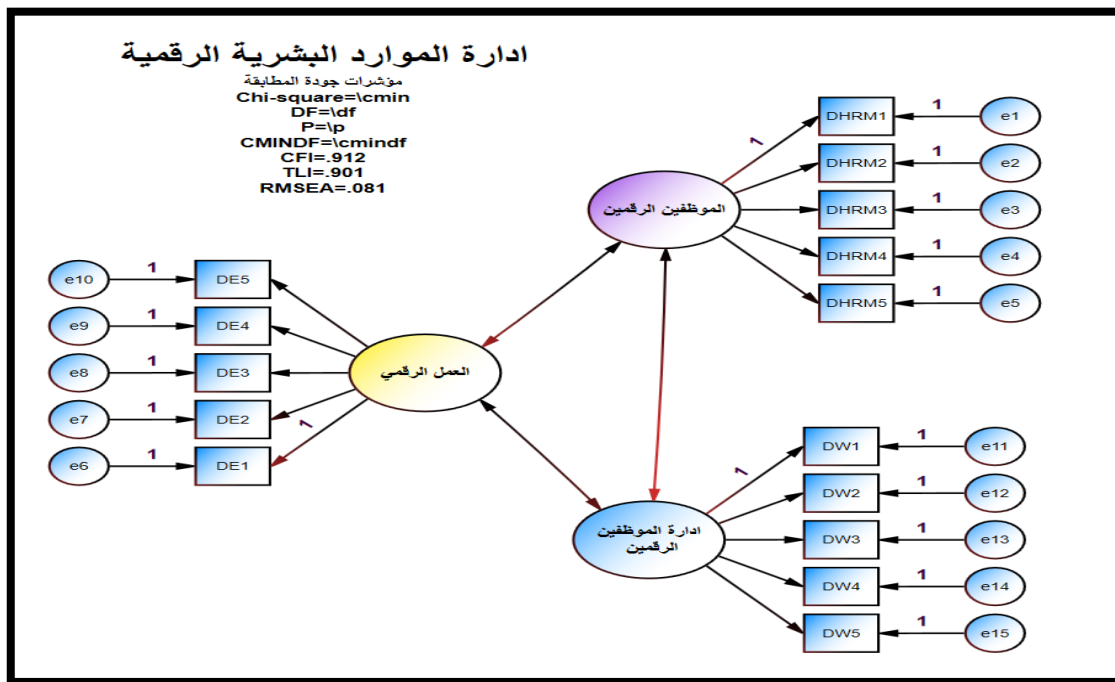


Figure (1) Confirmatory factor analysis of the digital human resource management variable

.Source: AMOS V.26 program outputs

Confirmatory factor analysis of the organizational obesity variable .2

illustrates the confirmatory factor analysis model for the organizational obesity variable with its (2) Figure dimensions represented by (functional inflation, functional inactivity, low productivity). so The results showed that the model had good fit indicators, with values of(CFI=0.922) and(TLI=0.916) .which are within acceptable limits , (RMSEA=0.061) which indicates the suitability of the model for the data and the variable's good degree of construct , validity, which enhances its reliability in subsequent statistical analyses.

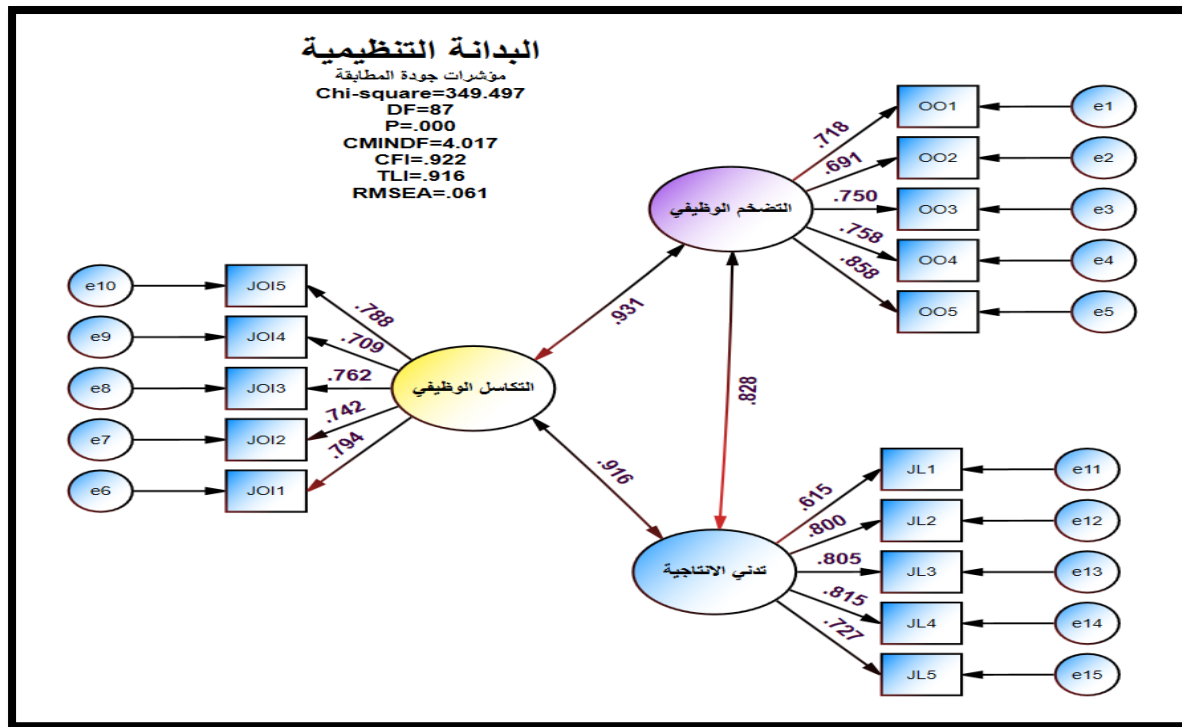


Figure (2) Confirmatory factor analysis of the organizational obesity variable

.Source: AMOS V.26 program outputs

Confirmatory factor analysis of the silent resignation limiting variable .3

Figure (3) shows the confirmatory factor analysis model for the silent resignation limiting variable with its dimensions of (job satisfaction, organizational commitment, work-life balance). The results showed that the model has good fit indicators, as the value of (CFI=0.909) and (TLI=0.904) reached, which are within acceptable limits, and the value of (RMSEA=0.079) reached, which indicates the suitability of the model for the data and the variable has a good degree of construct validity, which enhances the possibility of relying on it in subsequent statistical analyses

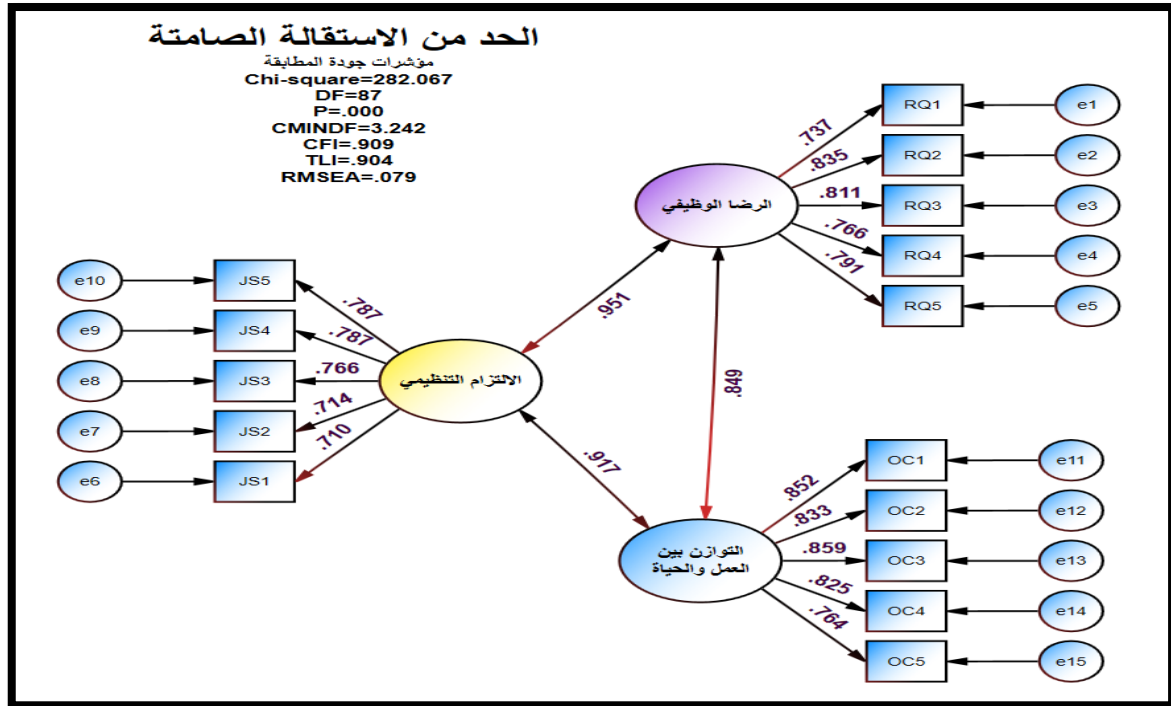


Figure (3) Confirmatory factor analysis of the silent resignation limit variable

.Source: AMOS V.26 program outputs

Third: Descriptive analysis of research variables

Digital Human Resources Management Variable . 1

The results of Table (3) show that the digital human resources management variable came with an overall arithmetic mean of (3.760), a standard deviation of (0.768), and a coefficient of variation of (20.4), indicating a good response trend, ranking first among the study variables. This reflects the Ministry of Labor and Social Affairs' orientation towards adopting digital practices in human resources management. At the dimension level, the digital employees dimension came in first place with an arithmetic mean of (3.754), a standard deviation of (0.789), and a coefficient of variation of (21.0), indicating a good trend. It was followed by the digital employees management dimension with an arithmetic mean of (3.826), a standard deviation of (0.817), and a coefficient of variation of (21.4), indicating a good trend. Meanwhile, the digital work dimension came in last place with an arithmetic mean of (3.699), a standard deviation of (0.890), and a coefficient of variation of (24.1), indicating a good trend. This indicates the need to enhance the digital work environment and expand the use of digital technologies in administrative performance

Organizational obesity variable . 2

,The results of Table (3) show that the organizational obesity variable came with an overall arithmetic mean of (3.735) a standard deviation of (0.779), and a coefficient of variation of (20.9), with a good response trend, occupying the second position among the study variables. This reflects the existence of a remarkable level of manifestations of organizational obesity in the Ministry of Labor and Social Affairs. At the dimension level, the job laziness dimension came in first place with an arithmetic mean of (3.786), a standard deviation of (0.792), and a coefficient of variation of (20.9), with a good trend. It was followed by the job inflation dimension with an arithmetic mean of (3.674), a standard deviation of (0.869), and a coefficient of variation of (23.7), with a good trend. Meanwhile, the low productivity dimension came in last place with an arithmetic mean of (3.746), a standard deviation of (0.900), and a coefficient of variation of (24.0), with a good trend. This indicates the need to enhance organizational efficiency and improve performance and productivity levels within the Ministry

The variable of limiting silent resignation .3

The results in Table (3) show that the variable of reducing silent resignation had an overall mean of (3.699), a standard deviation of (0.803), and a coefficient of variation of (21.7), indicating a positive trend. It ranked third among the study variables, reflecting the Ministry of Labor and Social Affairs' efforts to promote practices that contribute to reducing the phenomenon of silent resignation. At the dimension level, job satisfaction ranked first with a mean of a standard deviation of (0.803), and a coefficient of variation of (20.9), also indicating a positive trend. This ,(3.834) was followed by work-life balance with a mean of (3.636), a standard deviation of (0.884), and a coefficient of variation of (24.3), also indicating a positive trend. Organizational commitment ranked last with a mean of (3.627), a standard deviation of (0.887), and a coefficient of variation of (24.5), also indicating a positive trend. This highlights the importance of strengthening organizational programs and practices that support raising levels of organizational .commitment, and improving the work environment within the ministry

Table (3) shows the descriptive indicators for the research variables

Dimensions of research variables	arithmetic mean	standard deviation	Coefficient of variation	Arranging dimensions and variables	Direction of the answer
Digital employees	3.754	0.789	21.0	1	good
Digital work	3.699	0.890	24.1	3	good
Digital Employee Management	3.826	0.817	21.4	2	good
Digital Human Resources Management	3.760	0.768	20.4	the first	good
Job inflation	3.674	0.869	23.7	2	good
Job laziness	3.786	0.792	20.9	1	good
Low productivity	3.746	0.900	24.0	3	good
Organizational obesity	3.735	0.779	20.9	the second	good
Job satisfaction	3.834	0.803	20.9	1	good
Organizational compliance	3.627	0.887	24.5	3	good
work-life balance	3.636	0.884	24.3	2	good
Reducing silent resignation	3.699	0.803	21.7	the third	good

Source: SPSS V.28

Fourth: Testing the research hypotheses

A. Research hypothesis (first main hypothesis)

This hypothesis states that there is a statistically significant effect of digital human resource management on reducing .silent resignations

The results in Table (4) and Figure (4) show that the calculated F- value for the effect of digital human resource management on reducing silent resignations was (188.889), which is greater than the tabulated F- value of (3.94) at a significance level of (0.05). This indicates the significance of the regression model and its validity in explaining the relationship between the two variables. Furthermore, the correlation coefficient (R) of (0.760) indicates a strong positive correlation between digital human resource management and the reduction of silent resignations in the Ministry of Labor and Social Affairs. The coefficient of determination (R^2) was approximately (0.578), meaning that digital human resource management explains (57.8%) of the variance in reducing silent resignations. The calculated (t) value of (13.744) also showed the direct effect significance, and the (β) value of (0.795) indicates that improving .digital human resources management by one unit leads to an increase in the reduction of silent resignation by (79.5%) Accordingly, the alternative hypothesis was accepted, which states that there is a significant effect of digital human .resources management in reducing silent resignation

Table (4) Statistical indicators of the impact of digital human resources management on reducing silent resignation

Dependent variable	Digital leadership	(t)	(R)	(R ²)	Adj (R ²)	(F)	Sig	decision
Reducing silent resignation	(α)	0.712	3.209	0.76	0.578	188.889	0.000	Accepting the alternative hypothesis
	(β)	0.795	13,744					
Value (F) Tabular = 3.94 Tabular value (t) = 1.984 / N = 140								

Source: Program SPSS V.28

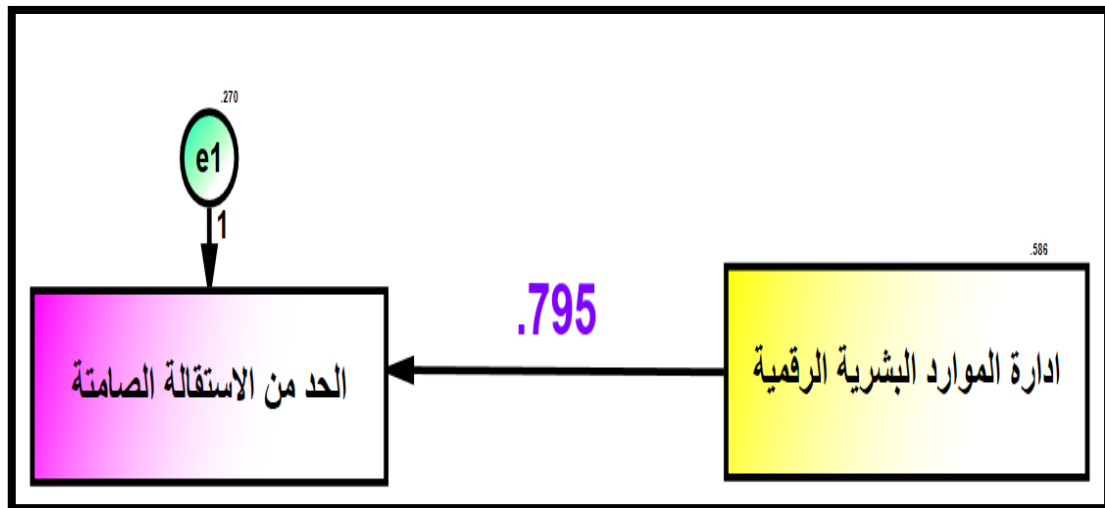


Figure (4) shows the impact of digital human resource management on reducing silent resignation

.Source: AMOS V.26 program outputs

B. Research hypothesis (second main hypothesis)

This hypothesis states that there is a statistically significant effect of digital human resource management on .organizational obesity

The results in Table (5) and Figure (5) show that the calculated F- value for the effect of digital human resource management on organizational obesity reached (369.562), which is greater than the tabulated F- value of (3.94) at a significance level of (0.05). This indicates the significance of the regression model and its validity in explaining the relationship between the two variables. Furthermore, the correlation coefficient (R) of (0.853) indicates a strong positive correlation between digital human resource management and organizational obesity in the Ministry of Labor and Social Affairs. The coefficient of determination (R²) was approximately (0.728), meaning that digital human resource management explains (72.8%) of the variance in organizational obesity, while the remaining percentage is attributed to other variables not included in the model. The calculated (t) value of (19.224) also showed the direct effect significance, and the (β) value of (0.865) indicates that improving digital human resource management by one ,unit leads to an increase in organizational obesity by (86.5%). Accordingly, the alternative hypothesis was accepted .which states that there is a significant effect of digital human resource management on organizational obesity

Table (5) Statistical indicators of the impact of digital human resources management on organizational obesity

mediatin s variable	Digital Human Resources Management	(t)	(R)	(R 2)	Adj (R2)	(F)	Sig	decision	
Organizatio nal obesity	(α)	0.482	2.792	0.853	0.728	0.726	369.562	0.000	Accepting the alternative hypothesis
	(β)	0.865	19.224						
Value (F) Tabular = 3.94 Tabular value (t) = 1.984 / N = 140									

Source: SPSS V.28

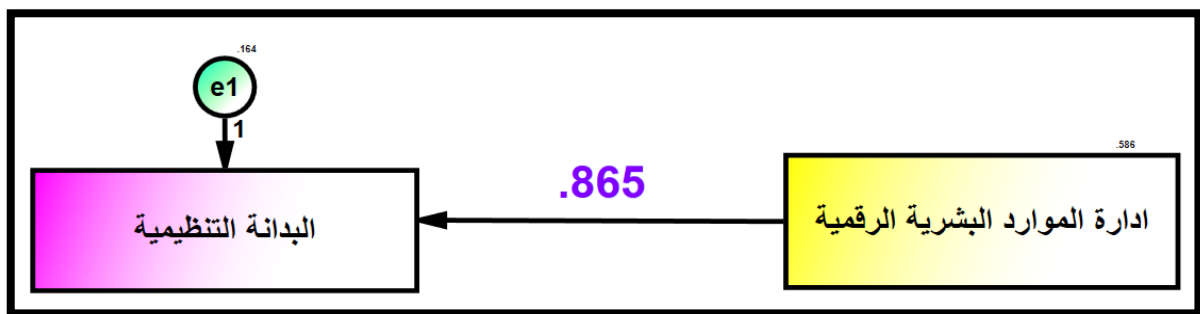


Figure (5) The impact of digital human resource management on organizational obesity

.Source: AMOS V.26 program outputs

First: Conclusions

The results showed that digital human resources management ranked first among the study variables, indicating -1 the Ministry of Labor and Social Affairs’ orientation towards adopting digital practices in human resources management, which contributes to developing administrative performance and improving the efficiency of organizational procedures

The results showed that the digital employee dimension came in first place among the dimensions of digital human -2 resources management, which reflects the employees’ possession of digital skills and capabilities that support the implementation of administrative tasks and duties in a more efficient and flexible manner

The results revealed that the digital work dimension ranked last among the dimensions of digital human resources -3 management, indicating a need to strengthen the digital work environment and expand reliance on digital systems and technologies within the ministry

The results showed that organizational obesity came at a good level, which reflects the presence of some -4 organizational manifestations related to job laziness, job inflation and low productivity within the organizational environment of the ministry

The results showed that the functional laziness dimension came in first place among the dimensions of -5 organizational obesity, indicating a relative decline in the levels of initiative and functional engagement among some employees

The results showed that the variable of reducing silent resignation came at a good level, which reflects the existence -6 of organizational trends that contribute to supporting job stability and reducing the weakness of job interaction among employees

,The results showed that job satisfaction came in first place among the dimensions of reducing silent resignation -7 which reflects an acceptable level of satisfaction with the work environment and administrative procedures within the ministry

The regression results confirmed the existence of a significant positive effect of digital human resources management in reducing silent resignation, indicating that promoting digital practices contributes to raising levels of job satisfaction and stability and reducing silent job withdrawal trends

The results of the analysis revealed a strong significant impact of digital human resources management on organizational bloat, indicating that the weak and unbalanced use of digital practices may lead to an increase in some aspects of organizational bloat within the ministry

Second: Recommendations

1. Enhance digital human resources management applications within the Ministry of Labor and Social Affairs by expanding the use of electronic systems and digital intelligence in managing employee affairs.
2. Develop employees' digital skills through the implementation of continuous specialized training programs that focus on modern digital skills and e-work methods.
3. Work towards building an integrated digital work environment that supports faster task completion, facilitates information exchange, and reduces reliance on traditional paper-based procedures.
4. Review the distribution of organizational tasks and responsibilities to reduce instances of job redundancy and overlapping responsibilities within administrative units.
5. Adopt monitoring and incentive mechanisms that curb instances of job laziness and promote a culture of initiative, achievement, and commitment to institutional performance.
6. Develop programs to raise productivity levels by linking performance to incentives and adopting clear performance indicators to measure employee efficiency.
7. Enhance job satisfaction by improving the work environment and providing administrative and professional support to employees, which will positively impact their job stability.
8. Support work-life balance by adopting more flexible organizational procedures that consider the social and psychological aspects of employees. Continue to develop digital practices in a balanced and organized manner that ensures organizational efficiency and reduces the negative effects associated with organizational obesity and silent resignation.

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