Al-Qadisiyah Journal for Administrative and Economic Sciences ISSN Online : 2312-9883
QJAE, Volume 28, Issue 2 (2026) ISSN Print : 1816-9171
DOI://doi.org/10.33916/qjae.2026.02301321

The impact of Digital Human Resources Management on Reducing Organizational Obesity: An analytical study of the opinions of a sample of employees in government banks in the holy province of Karbala

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Received: 04/04/2026
Accepted: 10/06/2026
Available online: 30/06/2026

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Abstract : This research aims to identify the role of digital human resource management in reducing organizational obesity among a selected sample of bank employees in the holy city of Karbala. The research problem centers on the extent to which indicators of organizational obesity have a negative impact on the studied organizations. To achieve the research objectives and test its hypotheses, a hypothetical model was developed to define the nature of the correlation and influence between the research variables and their dimensions. The researcher used the descriptive-analytical method to reach the results, and the questionnaire served as the primary tool for collecting data and information related to the practical aspect of the research. Banks in the holy city of Karbala were chosen as the research field, with a sample of (114) employees out of a total research population of (150) employees. The research concluded with a set of findings and recommendations that were consistent with its hypotheses. The most important of these was the existence of a correlation and influence between the research variables. This confirms that the greater the availability of digital human resource management in the organizations studied, the more it contributes to reducing their organizational obesity. Conversely, the lack of digital human resource management in banking organizations will burden them and hinder their progress. Unable to achieve its goals and future aspirations, the research concludes with a set of recommendations, the most important of which is raising awareness within the banks included in the study about the importance of moving towards the application of digital human resources management through holding training courses, given its importance in bringing about changes in the performance of banks in order to reduce organizational inefficiency

Keywords: Digital Human Resources, Management, Organizational Obesity

Introduction

The discussion about the concept of organizational obesity and its spread in governmental institutions and organizations in Iraq is increasing day by day, especially after 2003, which witnessed a significant increase in the trend towards government appointments. Its indicators are steadily rising and increasing the organizational obesity that is affecting most institutions and organizations with different specializations. In this field, we see that digital human resources management can be at the forefront of these solutions, as progress in the digital field places entirely new demands on leaders and workers in society as a whole, in addition to knowledge and skill as a basis for dealing with technology. It requires that decision-makers have a digital mental capacity that enables them to identify the opportunities and challenges associated with digitization and evaluate them correctly.

In light of modern technological developments, the importance of digital human resource management is increasing. This tremendous progress is reflected in all areas of life, including the economic work environment and banking institutions. Digital human resource management is not merely a technological development, but a fundamental pillar for achieving sustainable development in banking institutions, especially given the increasing complexities of the modern regulatory environment and the challenges it presents, which hinder institutions from enhancing their banking efficiency and improving their performance. These significant transformations in banking operations have naturally led to a shift in human resource management. It has become essential for the banking sector to adopt modern digital business methods to succeed in the competitive market. Banks today cannot compete using traditional methods. One of the challenges that has spread in the work environment is the phenomenon of organizational obesity, which has become an increasingly difficult challenge. This reflects an imbalance in the factors affecting the work environment, where the number of employees increases disproportionately without a corresponding increase in productivity. This leads to a loss of administrative efficiency, inflated work structures, and a decline in overall performance. This necessitates research into the vital role that digital human resource management can play in addressing this issue and preventing its spread within banking institutions in order to enhance working conditions. The research's scientific methodology and theoretical underpinnings are covered in the first section. The second section discusses the research variables; the third section discusses the field or practical application of the research variables; and the fourth section presents the most significant findings and suggestions

First: Research Methodology:

1. Problem of Research:

In light of the rapid changes occurring in modern work environments, banking institutions face increasing challenges in their employees' ability to adapt to digital human resource management, particularly given the problem of "organizational bloat" that plagues most of these institutions. From this perspective, "organizational bloat" has become a crucial topic deserving of greater attention due to its pivotal role in the life of banking institutions, necessitating adaptation to digital human resource management and its requirements. Therefore, the research problem lies in the existence of a technological and administrative gap. While organizations adopt digital human resource management to enhance performance, they encounter the phenomenon of organizational bloat. The problems addressed in this study include the presence of redundant employees, complex organizational structures, slow decision-making, resistance to digital change, resource waste, and the contradiction between agility and sluggishness. Digitalization requires agility, while bloat necessitates sluggishness. The study explores how digital human resource management can contribute to mitigating this contradiction. Based on the above, the following questions can be asked to clarify the characteristics of the study problem:

a.Do the institutions in the research sample have a clear understanding of the concepts and dimensions of both digital human resource management and organizational obesity ?

b.What is the relationship between digital human resource management and organizational obesity?

c.Does digital human resource management have an impact on reducing organizational obesity in the organizations studied?

2. Research importance

a . The importance of this research stems from the significance of the variables studied. Digital human resource management and organizational obesity have become important and contemporary topics, attracting the attention of researchers and writers in the field of business administration. The research's importance is thus embodied in the following:

b.It addresses two very recent variables, considered contemporary topics that have occupied management thought: digital human resource management and organizational obesity.

c. It establishes a philosophical conceptual framework around the two research variables.

d. It promotes a culture of digitalization to mitigate organizational obesity in banking institutions.

e. It offers a modest contribution to banking institutions on how to achieve digitalization in their operations by developing and testing a research model.

3. Research aims

a. Research Goals: This study seeks to accomplish a number of goals, chief among them being::

b. Emphasizing the theoretical underpinnings of organizational obesity and digital HRM.

c. Analyzing how digital human resource management affects obesity at banks in Karbala.

4. *search Model:*

To do the fieldwork needed to solve the research problem, we need to come up with a hypothetical plan that shows how the research variables are logically related and makes the sub-dimensions clearer. This is what we need to do:

a. Independent Variable: Digital Human Resource Management, including workforce, work and tasks, support management, and HR technology modernization .

b. Dependent variable: Organizational obesity, including functional inflation, sloth, and low productivity.

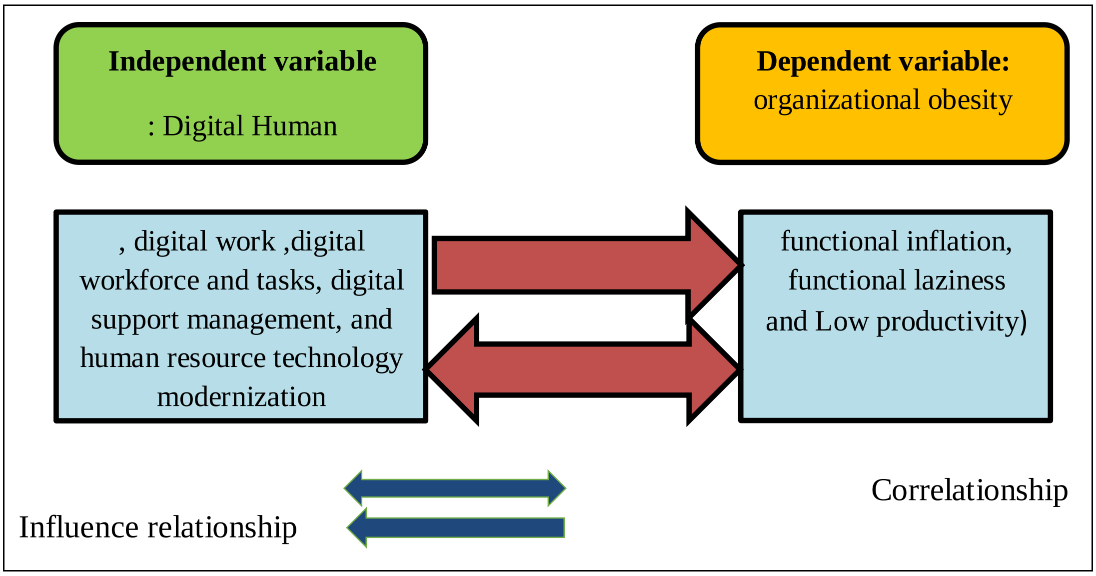

Figure (1))Hypothetical Research Plan

6. Research hypotheses

To evaluate the relationships mentioned in the hypothetical research plan, the following hypotheses were identified: -

Main Hypothesis (1H)

Digital human resource management and organizational obesity are statistically significantly correlated. The following is shown based on their dimensions at the overall and sub-dimension levels:-

a.There is a statistically significant relationship between the dimension digital workforce and organizational obesity.

b.There is a statistically significant relationship between the digital work and task dimension and organizational obesity.

c.The dimension of digital support management and organizational obesity are statistically significantly correlated.

d. There is a statistically significant relationship between the dimension HR technology modernization and organizational obesity.

The second main hypothesis (H2)

digital Human resource management has a statistically significant influence in alleviating organizational obesity, based on their dimensions at the overall level and at the sub-dimension level, as follows:

a. There is a statistically significant is an influence relationship between the digital workforce dimension and organizational obesity.

b. There is a statistically significant effect between digital work and tasks organizational dimension obesity.

c. The dimension of digital support management and organizational obesity have a statistically significant influence.

d. Organizational obesity and the upgrading of HR technology have a statistically significant influence.

7. Search tools

A. **Data Collection Methods**: To achieve the research objectives and test its hypotheses, two types of statistical methods were adopted for data and information collection, as follows:

1. Theoretical Aspect: The researcher used a variety of Arabic and foreign literature, including books, dissertations, university theses, and research published in international journals, to address the theoretical framework of the current study..
2. Practical part: The main and conventional method for gathering data and information pertaining to the practical part of the research was a questionnaire. Digital human resource management was the independent variable and organizational obesity was the dependent variable in the questionnaire. As seen in Table (1), which illustrates the questionnaire form's structure, each of these variables has a collection of sub-dimensions

Table (2) shows how phrases and questions are distributed throughout study variables and dimensions.

ت	Key Variables	Bvariates	Number Of Paragraphs	Scale Sources
1	Personal information	Gender	1	Researcher
		Educational Qualification	2	
		Age	3	
		Service	4	
2	Digital human resource management	digital workforce	20	(Halid et al., 2020: 97-98)
		digital work and tasks,		
		digital support administration		
		Modernization of HR technologies		
3	**Organizational obesity**	functional inflation	16	**(Herold, 2020)**
		functional laziness		
		Low productivity		

The source was prepared by the researcher based on the final research questionnaire.

B. Questionnaire validity and reliability testing: This refers to the questionnaire's ability to measure what it was designed to measure. This is one of the most crucial conditions that must be met in the construction of scales, and the lack of this condition means the scale is invalid and its results cannot be relied on.. The research questionnaire, with its approved scales, underwent validity and reliability tests as follows:

1. Pre-distribution questionnaire testing (evaluating face validity): Expert reviewers provide feedback on the questionnaire's items to ensure accuracy in design.
2. Cronbach's alpha is a frequently used statistical approach for determining reliability of questionnaires after distribution. Cronbach's alpha, if available, was computed at 81%, which is an excellent proportion for the study and demonstrates the reliability of the questionnaire.

8. Statistical Methods for Data Analysis:

Based on the research's orientation and intellectual and philosophical content, as well as to demonstrate the validity of its hypotheses, the statistical analysis tool (SPSS version 24) was utilized to evaluate the data connected to the field element of the research. The tools can be classified as follows:

a. Cronbach's Test: To assess the questionnaire questions' internal consistency, validity, and reliability.

b. Arithmetic means, standard deviations, and coefficients of variation among the research variables and their respective dimensions
c. Pearson's correlation coefficient: To ascertain how strongly the research variables and their dimensions are correlated.
d. Simple linear regression analysis: To illustrate the influence of the independent variable on the dependent variable.

9. ***Study Methodology***: to achieve the study objectives, we used a descriptive-analytical approach to review the theoretical framework, which included both digital transformation and organizational obesity. For the field study, we relied on a questionnaire as the primary tool for collecting primary data, employing appropriate statistical methods to analyze impact relationships.

10. ***Study limits***: The study population was selected from the employees of banks in the holy city of Karbala during the period between 23/9/5 /2020 and 30/4/2026.

11. The research population he sample consisted of employees from several government banks in the holy city of Karbala. A random sample of 150 individuals was selected, and 120 questionnaires were collected, of which (114) were valid, representing a 95% response rate.

Table (2) describes the research sample as follows:

Table(3) Demographic profile of respondents

Characteristics	Frequencies	Percentage
Gender		
Male	67	59%
Female	47	41%
Age		
< 30	14	12.28%
31-40	62	54.38%
41-50	24	21.06%
51-60	14	12.28%
Education		
Diploma	28	25%
Bachelor's	46	40%
Higher Diploma	8	7%
Master's	16	14%
Doctorate	16	14%
Tenure		
< 5	30	26%
5-10	45	39%
11-15	15	13%
16-20	10	9%
21-25	7	6%
26-30	4	4%
31 or older	3	3%

Source: Prepared by The Researcher

Table **(3)** shows that the majority of the surveyed sample were males, representing (67%), which is higher than the percentage of females, which was (47%). Regarding age groups, the majority of the surveyed sample were young adults, specifically those aged

31-40 (0.54%). The surveyed organization lacked individuals in the older age group (51-60 years), representing (12.28%). It is noteworthy that the surveyed organizations had the highest percentage of young, experienced individuals with service ranging from (1-5) years, representing (30%). This was followed by individuals with more experience, having served for more than (10) years, representing (45%), and then those with less experience (11-15) years, representing (15%). The table also indicates that the majority of The sample, in terms of academic achievement, consists of those with a bachelor's degree, with a percentage of (40%), followed by (25%) with a diploma, and then (14%) with master's and doctoral degrees. This enhances the credibility of the answers in a better way due to the high level of academic achievement of most of the members of the researched sample.

12. Justification for Choosing the Research Population

Determining the research field is of paramount importance in practical research, as the appropriate selection of a research field significantly contributes to the validity of the results and the testing of hypotheses. Given the modern trend in organizations, the researcher believes there is an urgent need to implement the dimensions of digital human resource management among bank employees in the Holy Karbala Governorate. This would lead to a reduction in organizational bloat. Based on the foregoing, the justifications for choosing the research population are as follows:

1. The nature and objectives of the research align with the reality of banking institutions in terms of the nature of their activities.
2. The vital role played by banking institutions in providing banking services to all residents of the governorate.
3. The presence of highly qualified employees in banking institutions who are capable of providing appropriate solutions.
4. The existence of a strong organizational culture in banking institutions that enables us to obtain the necessary information for the success of the research.

13. Obstacles and Limitations Faced by the Researcher

The researcher encountered several obstacles and limitations that may affect the scope, procedures, and results of the research. These can be summarized as follows:

1- Obstacles related to the scientific methodology of the research: Due to the novelty of the topic of digital human resource management, Arabic literature in this field remains relatively limited. Furthermore, measuring the concept of organizational obesity is somewhat difficult due to its connection to overlapping structural and behavioral dimensions and the absence of standardized, unified measures.

2- Obstacles to Data Collection: The researcher faced difficulty in obtaining accurate data from bank employees, who were reluctant to disclose information for fear of administrative repercussions.

3- Organizational Obstacles: Some leaders and employees resisted the possibility of obtaining objective information about digital human resource management.

4- Legal Obstacles: Some Iraqi laws and regulations related to human resource management, particularly in the public sector, may pose a restriction on restructuring processes or reducing surplus staff, which could affect the research results.

Second: Theoretical framework

1.Digital Homan Resources Management

A. The Digital Human Resource Management concept

The phrases "digitization," "digitalization," "digital transformation," and "digital disruption" are currently among the most often used and discussed. In general, such themes refer to an expanding use of technology and the resulting significant changes in a wide range of commercial and societal spheres. This is also true in the field of human resource management (HRM). In HRM, the concept of digital HRM and related concepts such as digitization digitalization, digital transformation, and digital disruption of HRM are increasingly used. Conceptual components such as “transformation” and even more “disruption” imply substantial changes for HRM, hinting at a clearly considerable importance of these concepts(Strohmeier,2020:346), HR governance software is seen to be highly helpful in attempts to increase the quality and productivity of HR in every organizational unit or company. This is because the time and opportunities spent on fulfilling worker activities are extremely efficient. This electronic device can also conserve energy by presenting information and conducting HR governance training activities. Dealing with showcase, coordination, human resources, materials, and financing is also finished through digitalization interactions and internet connections, which are extremely reliable in the current period (Sitaniapessy et al., 2021: 407) .

As digital technologies evolve, HR's approach to handling information and data has been radically altered, transforming traditional HR functions into proactive and data-driven activities. More specifically, the adoption of digital technologies has profoundly revised (HRM) processes, including workforce recruitment, assessment of employee performance, and human resource (HR) employee training and development, elevating the level of service offered to stakeholders by increasing efficiency., accuracy and engagement(Ahmic,2025:113), Digital Human Resource Management (Digital HRM) refers to the application of digital technologies and tools to streamline and enhance various aspects of human resource management (HRM) processes and functions, According to Watson (2009: 9), human resources can be defined as the efforts, knowledge, capabilities, and committed behaviors that people contribute to a work organization as part of an employment exchange. HRM can therefore be explained as the managing of human resources in order to enable the organization to develop. It also uses technology to automate routine HR tasks, improve efficiency, and provide data-driven insights for decision-making.. defined (Fiaz& Qureshi,2024:10) it as ‘digital or electronic HRM deals with the nature, role, and contribution of technology in strategically managing talent in a digital world, it incorporates social, mobile, analytics, cloud (SMaC), and other emerging technologies . Based on the aforementioned, digital human resources management can be defined as the use of contemporary technology, such as computer software, the Internet, and the World Wide Communications Network, to carry out the duties, responsibilities, and functions of the administrative apparatus with regard to human resources and to achieve integration with the business's operations. This is apparent in the way it invests its resources and accomplishes its objectives. Improving its performance at the lowest possible cost.

B. Benefits of Digital Human Resources Administration

The following are some of the benefits of digital human resources, which are essential for the organization to successfully implement and enhance performance (Kaur et al., 2023:3721.(

1. Enhanced efficiency: Digital HR systems eliminate time-consuming administrative chores including data entry, document management, and payroll

processing. This enables HR professionals to focus on more strategic projects and value-added operations, hence increasing overall efficiency and productivity.(Lennick-Hall and Mortiz, 2003; Nawaz and Gomes, 2014.(.(

2. Improved accuracy: Manual HR operations are prone to errors, including data entry and calculations. Digital HR solutions limit the possibility of errors by automating routine processes and assuring data consistency. This leads to more accurate HR data, payroll, and compliance tasks. (Limoncelli 2018; Tillman 2009 .(
3. Improved employee experience: Digital HR systems provide self-service, allowing employees to update personal information, seek leave, and access relevant policies and documents. This self-service option boosts employee satisfaction and engagement by providing more autonomy and decreasing administrative burdens(Chauhan, Sharma, & Tyagi ,2011 &Weeks ,2013 .(
4. Data-driven decision-making: Digital HR systems collect and retain extensive employee data, allowing HR professionals to gain useful insights and analytics. These findings can assist guide strategic workforce planning, personnel management, and performance evaluation, resulting in better data-driven decision making .
5. improved communication and cooperation: Digital HR platforms frequently incorporate communication and collaboration tools like employee directories, social feeds, and instant messaging. These tools improve communication between employees and HR staff, encouraging collaboration and knowledge exchange (Upadhyay and Khandelwal, 2018.(
6. Improved compliance and security: Digital HR solutions automate operations like leave accruals, overtime calculations, and reporting, ensuring firms adhere to employment laws and regulations. Furthermore, these systems frequently have strong security mechanisms in place to secure critical employee information .
7. Simplified hiring and onboarding: Applicant tracking systems (ATS) and online onboarding modules are two elements of digital HR technologies that make hiring and onboarding more efficient. HR departments can effectively handle job advertising, screen applicants, set up interviews, and provide onboarding materials thanks to these technologies. (Bondarouk & Brewster, 2016; Stone, Deadrick, Lukaszewski & Johnson, 2015 (
8. Flexibility and scalability: Digital HR systems can readily adapt to changes in HR requirements or corporate expansion. They provide customizable flexibility, enabling businesses to adapt the system to their unique needs, procedures, and guidelines. Karra (2019) All things considered, digital HR offers businesses several advantages, such as higher productivity, better accuracy, a better employee experience, data-driven decision-making, streamlined procedures, and compliance. HR departments can concentrate on important projects, promote corporate performance, and provide employees with superior HR services by utilizing technology. Numerous businesses have adopted digital HR solutions. to streamline their human resources processes and enhance employee experiences

.

C. Digital H RM Dimensions

According to researchers (Halid et al., 2020: 97-98), (Varadaraj & Al Wad, 2021: 46), and (Althabhawee & Saeed, 2024: 7) (Hamza & Mohamed, 2025:70), there are four dimensions of digital human resource management (HRM): digital workforce, digital work and tasks, digital support management, and HR technology modernization. With the advent of the term "digital management," human resource management (HRM) has experienced a digital shift. The HR management process is supported by information technology (IT), social media, mobile and electronic media, and the internet. These tools will all make HRM more crucial in the modern world.. The ability to perform human functions using software, a variety of applications, and the internet is also a feature of digital HRM. Achieving a transformation in HRM requires the availability of the following elements: (digital workforce, digital work and tasks, digital support management, and HR technology modernization-:(

A. The Digital Workforce

In the millennial era, contemporary generations are called the digital workforce; they own internet-connected gadgets, and web-based applications and services have always intrigued them in their daily lives. By having these personnel, the organization needs to be digital in order to engage with digital employee technologies achieve a level of proficiency. (Aggarwal, V.& Sharon S,2017:24) ,(Doshi, Shukla, & Patel ,2021: 432) , (Hamza& Mohamed,2025:70), emphasize that anticipating and embracing change is crucial for a digital workforce, especially in the context of digital transformation. If an organization is digitizing its operations, particularly in the field of human resources, it is essential that employees and HR managers possess the necessary proficiency and knowledge in using technology and software. Without a digitally skilled workforce, any attempt at digital transformation could become a fatal mistake or a disastrous failure.

B. Digital work and task :

Integrating digital elements into work processes is a fundamental aspect of successful digitalization. Converting traditional manual tasks into digital workflows is key. Employees, seeking purpose and engagement in their work, may resist new technologies if the content or processes on digital platforms lack relevance and motivation. Organizations must strive to make work digitally engaging and leverage digital tools for effective communication with employees(Hamza& Mohamed,2025:70), Through the use of technology in the workplace and in the human resource management function, where organizations must incorporate digital components into work processes and transform regular manual work to digital work., the contents of the work become digital (Halid et al.,2020: 97-98), And (Varadaraj & Al Wad, 2021:46) implies that in order to communicate with their employees, businesses must also use digital tools and media .

C. Digital Support management

Digitalization extends to planning, implementing, and utilizing digital technologies to support various HRM (Human Resource Management) activities. This includes, but is not limited to, onboarding procedures, recruitment, payroll processing, reward and compensation administration, performance evaluation, and training and development programs. Efficient integration of digital support management ensures a streamlined and technologically sophisticated HR environment (Hamza and Mohamed, 2025:70). This includes creating, putting into practice, and using digital technology to help with human resource management duties including processing payroll, giving bonuses and compensation, managing performance, offering training and development, etc. (Varadaraj & Al Wad, 2021:46.(

D. Modern technology for human resources :

The technological domain encompasses the evaluation of elements such as IT infrastructure, technological compatibility, technology complexity, and the comparative benefits of technology,(Alam et al., 2016; Muhammad, 2018). According to Alam et al. (2016), IT infrastructure plays a crucial role in adopting digital Human Resource Management (HRM). It includes the availability of laptops, hardware software, data, networks, resources for computing, applications, and devices. Al-Mobaideen et al. (2013) support thispoint of view by demonstrating a favorable relationship between a robust technological foundation and the successful implementation of digital HRM,(Munodani, Mey, & Werner, 2022, p. 4). As HR applications have moved to mobile devices, traditional HR software is experiencing a notable shift towards more modern platforms like clouds (Halid et al., 2020: 97-98). According to him (Varadaraj & Al Wad, 2021:46), traditional HR practices have significantly changed in favor of digital HR thanks to a technology-based networking structure. Additionally, the HR industry has shifted from traditional operations to mobile device operations, where social and mobile jobs are crucial for HR recruitment decisions.

2. Organizational Obesity

A. Concept of Obesity in organizations

Organizational obesity refers to the undesirable phenomenon in the organization represented by functional slackness and functional slackness, which in turn has a negative impact on the fall in growth rates and low productivity in business organizations. The advent of functional slackness is caused by the loss of procedures and laws that allow organizations to hire more people than they require. The reason for the increase in job laziness is due to insufficient coordination amongst workers, which, in turn, implies a low level of productivity, that is, a low ratio of outputs to inputs. Organizational obesity is described as a detrimental phenomena that arises from instances of flabbiness and functional lethargy (Fakhry et al., 2024:169). This has a negative impact on poor productivity and low rates of organizational growth (Mahmoud, Al-Aissawi, 2023: 231).

And as for ((Naziha, Hussein, Radhia, Barmaqi, 2024: 18), he sees organizational obesity as expressing the swelling of the number of employees to perform a specific job, and this surplus does not affect the required work, whether in terms of quantity or quality. These employees receive salaries and bonuses without giving any consideration to the institution, authority, or department in which they work, and they waste their time that could have been used in a productive, effective, and useful manner, (Levay ,2014, 565) asserts that the topic of organizational obesity is considered a neglected topic that deserves investigation in organizational studies, as organizational obesity plays an important role in organizational life as a source of distinction and creativity. Organizational obesity is a completely regular phenomenon, and is interpreted as a problem that most organizations suffer from.

From the perspective of (Gordon, etal , 2017), he sees that organizational obesity is a serious epidemic that affects most organizations, affecting recreational and social activities at work. With the increasing prevalence of obesity in organizational institutions, It causes the negative effects of work methods to spread more widely, which leads to employee abuse, particularly in manufacturing and service businesses that experience organizational obesity. This discrimination is clear in various environments, including the workplace, health care, and education. In addition, field studies have also shown that organizations that suffer from organizational obesity mostly suffer from the following negative aspects: (laziness), (lack of self-discipline), (negligence), and (inefficiency)

B. dimensions of Organizational Obesity

By reviewing studies and research that addressed the phenomenon of organizational obesity, most researchers (Bell, 2006); (Khalif, 2012) ,(Devaro ,2016), (Herold, 2020) agreed on a single scale consisting of three main dimensions (functional inflation, functional laziness and Low productivity), These dimensions were adopted because they align with the current study.

1. Functional Inflation

define job inflation as a common phenomenon affecting both developed and developing societies, albeit with varying degrees of impact. Job inflation is simply defined as an excess of personnel in companies and institutions who are not required for productive, administrative, or technical duties. It represents an overstaffing that exceeds the organization's demands and leads to disguised unemployment (Fadel, 2023:862).

According to Ahmed (2024:232), job inflation is defined as an increase in the number of workers and organizations combined with an increase in the number of jobs at rates that surpass those organizations' actual and anticipated labor needs. According to researchers, job inflation is the most dangerous form of unemployment because people work but produce nothing. It has negative effects on organizations, such as a decline in worker productivity and a failure to fully utilize resources and energies, as well as an expansion of organizational structures and the emergence of numerous administrative issues..

2. Functional laziness

The term "job laziness" describes the unfavorable actions of employees and their perception that they are not accountable for the outcome. It also relates to maximizing one's own interests, the absence of cash rewards, and the belief that one's efforts are not commensurate with one's compensation. which causes him to waste time and fail to finish the tasks assigned to him. There are a number of ways to deal with job laziness, such as placing the right man in the right position and maintaining an open-door policy, which entails paying attention to the issues and pressures people face at work. carrying out their duties. Job laziness refers to an individual's desire to provide the least amount of effort at work (Alkhazraje, 2024: 169-170). Most business organizations suffer from the phenomenon of job apathy, which is one of the issues that organizations must address. Job apathy is viewed as performing assigned tasks at the lowest possible level and exerting minimal effort This poses a major obstacle for organizations and society, as it indicates a tendency among employees to perform their work with less effort, whether individually or collectively, which affects the organization's future aspirations, (Fadel ,2023: 863).

(Ahmed, 2024: 233) feels that being lazy at work is a sign of a person's departure from performing a specific task as a result of personal interests and not receiving sufficient financial incentives, i.e., the individual feels that his efforts do not match the wage or salary he receives, and these factors make the individual deliberately waste time and not complete the tasks assigned to him correctly for psychological or organizational reasons.

3. Low productivity

Low productivity is defined as a low ratio of outputs to inputs due to poor management, low academic credentials among employees, and a lack of accountability, all of which cause the company to lose its competitive edge. Organizations must motivate their employees in order to boost production and become internationally superior. To provide their utmost effort in order to stand out and succeed (Fakhry,et al ,2024:170), Low productivity means a decrease in the ratio of outputs to inputs used. Indicators of low productivity usually appear when there is job inflation and an increase in cases of laziness in the organization. This prompts the organization to look for effective ways to increase productivity, and these ways may include replacing ordinary employees with others who have higher skills and knowledge (Radia, Naziha ,2024:20).

Productivity is generally defined as the relationship between outputs and inputs. It is a fundamental variable governing economic production activities and one of the most important factors affecting the competitiveness of organizations. However, it is rarely measured appropriately, leading to its neglect or even decisions that contradict productivity, ultimately resulting in decreased productivity levels((Fadel ,2023: 863).

Third: The Practical Side of the Study:

First axis. Description and diagnosis of the research dimensions and variable

This axis will explain the procedure for the statistical description of the variable through its dimensions and questions, according to the five-point Likert scale used in the questionnaire administered to the sample, The four dimensions of the independent variable (digital human resources management) came with good averages, in relation to the responses of the research sample. These dimensions are as follows: (digital workforce, digital tasks and work, digital management and support, modernizing HR technology). This indicates that the research sample depends on digital support, information management, and effective use of digital systems through modernizing HR technology, which results in the workforce's digital preparedness for tasks and work.

1. Digital Workforce

his dimension, one of the independent variable's dimensions, had a total arithmetic mean of (3.64), which is greater than the supposed mean level of (3). which indicates the extent of the readiness of the researched sample to deal with digital tools through good handling of digital training and good skills, as well as good adoption of digital practices. It came with a standard deviation with a total mean value of (0.829). The dimensions of digital human resource management for the research sample organization are described and diagnosed in Table (4).

TABLE(4) Statistical Description of Digital Workforce

digital workforce, digital	N		Mean	Std. Deviation
	Valid	Missing		
DF1	114	0	.463	0.952
DF2	114	0	.683	0.865
DF3	114	0	.443	0.831
DF4	114	0	.323	0.779
DF5	114	0	.314	0.718
Total			3.64	0.829

Source: Prepared by the researcher using the outputs of (Microsoft Excel SPSS) programs.

2. *Digital Work & Tasks*

This dimension, which is one of the dimensions of the independent variable, came with a total arithmetic mean of (3.62), which is a value higher than the hypothetical mean of (3), which indicates the actual shift of tasks from the traditional format to the digital, and the extent of employees' reliance on digital systems instead of manual methods, and the extent of adoption of resource planning systems and digital operating applications, as it came with a standard deviation with a total mean of (0.6306).

TABLE(5)Statistical Description of Digital Work & Tasks

work and tasks, digital	N		Mean	Std. Deviation
	Valid	Missing		
DW1	114	0	.043	0.609
DW2	114	0	.363	0.640

DW3	114	0	.374	0.502
DW4	114	0	3.61	0.735
DW5	114	0	3.64	0.667
total			3.62	0.6306

The source was prepared by the researcher using the output of an electronic computer.

3. Digital Support Management: This dimension, one of the independent variable's dimensions, had a total arithmetic mean of (3.75), which exceeded the supposed mean of (3). This indicates that digital support is good for employees, and that there is strength in internal communication and information exchange systems, as well as a supportive infrastructure.

TABLE (6) Statistical Description of Digital Support Management

support management,	N		Mean	Std. Deviation
	Valid	Missing		
DM1	114	0	.293	0.700
DM2	114	0	.214	0.602
DM3	114	0	.354	0.809
DM4	114	0	3.45	0.730
DM5	114	0	3.46	0.822
total			3.75	0.782

The source was prepared by the researcher using the output of an electronic computer.

4. HR Technology Modernization

This dimension, one of the independent variable's dimensions, has a total arithmetic mean of (3.55), which exceeded the supposed mean of (3). This confirms the quick speed of updating digital human resource systems and the use of digital data analysis technologies., system integration, and automation. This dimension came with a standard deviation of a total mean of (0.8902).

TABLE(7)Statistical Description of Digital HR Technology Modernization

HR technology modernization	N		Mean	Std. Deviation
	Valid	Missing		
DA1	114	0	.263	0.610
DA2	114	0	.394	0.815
DA3	114	0	.123	1.256
DA4	114	0	.523	0.895
DA5	114	0	.483	0.875
total			3.55	0.8902

Source: Prepared by the researcher based on the outputs of (Microsoft Excel SPSS) programs.

Second: Describing and diagnosis of organizational obesity

The three dimensions of the dependent variable (organizational obesity) came with good averages, related to the responses of the research sample. These dimensions are as follows: (job inflation, job laziness, low productivity), which reflects that the research sample has no redundant tasks without added value, as well as high motivation as a result of the presence of digitization and incentive tools, the strength and effectiveness of resources, and the speed of task completion.

1. Functional Inflation

Functional inflation, which is one of the dimensions of the dependent variable, came with a total average of (3.53), which is a value higher than the hypothetical average of (3), which indicates in the field that the research sample does not have duplication of roles, no redundant tasks without added value, and good process re-engineering, which leads to the absence of functional inflation in the research sample, as this dimension came with a standard deviation with a total average of (1.004).

TABLE(8) Statistical Description of Functional Inflation

functional inflation,	N		Mean	Std. Deviation
	Valid	Missing		
JI1	114	0	4.11	0.648
JI2	114	0	3.54	1.041
JI3	114	0	3.49	1.075
JI4	114	0	3.46	1.082
JI5	114	0	3.02	0.995
JI6	114	0	3.55	1.183
total			3.53	1.004

Source: Created by the researcher using the results of (Microsoft Excel SPSS) programs.

2- Functional laziness

Functional laziness, which is one of the dimensions of the dependent variable, came with a total mean of (3.55), which is a value higher than the hypothetical mean of (3), which indicates in the field that the sample being studied has high motivation as a result of the presence of digitization and motivation tools, a decrease in wasted time, and good electronic monitoring of performance, which indicates that the sample being studied does not suffer from functional laziness, as this dimension came with a standard deviation of (1.177).

TABLE(9)Statistical Description of Functional Laziness

functional laziness	N		Mean	Std. Deviation
	Valid	Missing		
JL1	114	0	3.18	1.154
JL2	114	0	3.49	1.422
JL3	114	0	3.17	1.303
JL4	114	0	4.06	1.229
JL5	114	0	3.93	1.002
JL6	114	0	3.46	0.952
total			3.55	1.177

Source: Prepared by the researcher based on the outputs of (Microsoft Excel SPSS) programs.

3- Low productivity

Low productivity, which is one of the dimensions of the dependent variable, came with a total average of (3.55), which is a value higher than the hypothetical average of (3), which indicates in the field that the sample being studied has a direct relationship between the presence of digital tools and high operational efficiency, which indicates that there is no decrease in productivity, as this dimension came with a standard deviation of (2.8615).

TABLE(10)Statistical Description of Low Productivity

Low productivity	N		Mean	Std. Deviation
	Valid	Missing		
PI1	114	0	3.24	0.708
PI2	114	0	3.58	1.088
PI3	114	0	3.34	0.829
PI4	114	0	3.25	0.946
total			3.55	2.8615

The source was prepared by the researcher using the output of an electronic computer.

Third: Validity and Reliability

1. Cronbach's alpha scale is one of the most important and well-known scales used to measure questionnaire reliability among researchers in various fields of scientific research. Its value is considered reliable and trustworthy whenever it exceeds the percentage (0.70) at the level of research and behavioral and social phenomena, while if the percentage is less than that, it is an indication of the weakness of the scales' reliability at the level of the application environment (Tavakol & Dennick, 2011: 54).Reliability of the independent variable (Cronbach's Alpha = 0.857).This indicates high internal reliability, and the scale has a high degree of consistency between its items, making it suitable for use in psychological and administrative studies.

TABAL (11)Validity & Reliability of the independent variable

Reliability Statistics	
Cronbach's Alpha	N of Items
0.857	25

Source: Based on the results of (Microsoft Excel SPSS) programs, prepared by the researcher.

2. The reliability of the dependent variable (Cronbach's Alpha = 0.946) indicates a very high degree of reliability, reflecting strong homogeneity between the items that measure regulatory obesity.

TABAL (12)Validity & Reliability of the dependent variable

Reliability Statistics	
Cronbach's Alpha	N of Items
.946	20

Source: Prepared by the researcher using the outputs of (Microsoft Excel SPSS) programs.

3. Construct Validity: When Cronbach's coefficient reaches more than (0.70) for both variables, this means that its items are related to each other, as each variable measures the theoretical concept for which it was designed. Therefore, the scale enjoys strong content and construct validity.

Fourth: Correlation analysis between research variables

TABLE (13) Strength of the relationship

Relationship	Correlation Value	Significance

DHR → RO	(0.739)	(0.01)

Source: Prepared by the researcher based on the outputs of (Microsoft Excel SPSS) program

TABLE(14) correlations analysis between research variable

Correlations			
		DHR	RO
DHR	Pearson Correlation	1	.739**–
	Sig. (tow -tailed)		.000
	N	114	114
RO	Pearson Correlation	.739**–	1
	Sig. (2-tailed)	.000	
	N	114	114
**. Correlation is significant at the 0.01 level (tow-tailed).			

. Source: Prepared by the researcher based on the outputs of (Microsoft Excel SPSS) programs

Fifth: Regression Analysis

TABL(15) Regression analysis between research variables

Index	Value
R = - 0.739	Total Correlation Strength
R^2 = - 0.547	Explanation Ratio
β = - 0.739	Effect Strength
B = - 1.461	Magnitude of Change
Sig = - 0.000	Very High Significance

Source: Based on the results of (Microsoft Excel SPSS) programs, prepared by the researcher

The model explains (-54.7%) of the change in organizational obesity, which represents a very strong explanation in management science. The Beta coefficient (Beta = - 0.739) indicates that the effect of digital human resource management on organizational obesity is strong and direct. The B coefficient (B = -1.461) indicates that every increase of 1 unit in the level of digital human resource management leads to a decrease in organizational obesity by (-1.461) units, as the value of T reached (T = 11.621), This suggests that the independent variable (digital human resource management) has a significant impact on the dependent variable (organizational obesity).

TABL(16) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-.739[a]	-.547	-.543	.46651
a. Predictors: (Constant), DHR				

Source: Based on the results of (Microsoft Excel SPSS) programs, prepared by the researcher

TABLE (17) Coefficients

Coefficients				
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	-1.180-	.303		-3.890-	.000
	DHR	1.461	.126	.739	11.621	.000
a. Dependent Variable: RO						

. Source: Prepared by the researcher based on the outputs of (Microsoft Excel SPSS) programs

Four topic: Conclusions and Recommendations

First: Conclusions

1. The greater the availability of digital HRM capabilities and indicators, the more it contributes to mitigating the phenomenon of organizational bloat in its various forms.
2. The statistical analysis's findings demonstrated that the digital human resource management variable had a beneficial effect on reducing organizational bloat. The dimensions that showed a beneficial influence made this impact clear.
3. Statistical study shows that banking organizations prioritize digital work and assist management. This is evidenced by their focus on people, responsiveness to technical tasks, and embrace of new ideas and trends inside the firm.
4. The research findings indicated that the banking institutions under investigation were very interested in eliminating instances of employee laziness and inactivity and raising their productivity levels in order to mitigate the phenomena of organizational bloat.
5. The descriptive study of the organizational bloat variable revealed a good level overall. This outcome suggests that the banking institutions in question are working to reduce their current organizational bloat in order to offer better services .
6. The relationship of influence at the macro level demonstrated that the research sample's banking institutions' adoption of digital HRM dimensions has a significant impact on the decrease of organizational obesity. This is because bank employees' eagerness to implement digital HRM in the workplace will undoubtedly increase the organization's productive efficiency and help it accomplish its future objectives.

Second: Recommendations

1. The banking organizations in question implement employee training and development programs aimed at improving, adapting, and exploiting tacit knowledge, as well as developing technical concepts. These are some of the most significant techniques that should be created and applied within the internal work environment.
2. Finding a common vision among the administrative leaders in banking institutions that organizational obesity is a negative indicator that causes a decrease in the level of services that banking institutions provide to their customers, through the development of a clear strategy that enables them to utilize their resources in a positive and effective way, if not in the optimal way.
3. It is crucial to concentrate on the digital workforce, which facilitates the quick exchange of information and the ability to adjust and react proactively to changes that will impact future job satisfaction and well-being.

4. Understanding the many aspects of human resource technology modernization is vital. This entails employees learning new abilities and moving beyond a predetermined strategy to produce fresh concepts and tactics. Conferences, seminars, and workshops should encourage the interchange of ideas and participation, ultimately improving individual talents and intellectual capabilities.
5. Developing a clear plan that allows them to make good use of their resources in order to create a common understanding among the management of the banks in the research sample that organizational obesity is a bad sign that results in a drop in the quality of banking services offered to their clients..

Third : Mechanisms for Implementing the Recommendations

1- Banking institutions must attract highly skilled digital talent and experienced employees in the digital field of human resources management and leverage their expertise to develop and enhance digital transformation, thereby reducing job inflation and stagnation.

2- Banking institutions' management should define a shared vision regarding the negative role that organizational bloat plays in lowering their performance levels, and develop integrated future plans to achieve sustainable productivity and enhance performance by adopting digital transformation methods and technologies to reduce its repercussions.

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