

THE ROLE OF HUMAN RESOURCE MANAGEMENT STRATEGIES IN REDUCING DIGITAL BURNOUT IN HYBRID WORK ENVIRONMENTS: AN APPLIED STUDY ON INFORMATION TECHNOLOGY AND SOFTWARE COMPANIES IN IRAQ

¹Baqir Ali Baljat

¹*Al-Qadisiyah University, Administration and Edconomy college, Business Administration Department*

Corresponding Author :

Baqur.balchat@qu.edu.iq

To Cite This Article : Balchat, B. A. (2026). THE ROLE OF HUMAN RESOURCE MANAGEMENT STRATEGIES IN REDUCING DIGITAL BURNOUT IN HYBRID WORK ENVIRONMENTS: AN APPLIED STUDY ON INFORMATION TECHNOLOGY AND SOFTWARE COMPANIES IN IRAQ. *Journal of Advance Research in Business, Management and Accounting* (ISSN: 2456-3544), 12(2), 15-33. <https://doi.org/10.61841/nn-bma-12-2-38>

ABSTRACT

The research aims to analysis role strategies resources humanity in limit from combustion Job digital have staff in companies technology Information and programming in Iraq within environments the job hybrids and they stand out importance the topic in shadow expansion Increasing in use technologies digital and systems the job on after, gesticulate result about her from pressures psychological and professional related intensively contact digital, and overlap border between life professional and the personality, and continuing in performance tasks outside times the job official .

The research depends on curriculum descriptive analytical with the aim study reality combustion job digital analysis relationship evidence and between strategies resources humanity in companies technology Iraqi, and it was collection data from during questionnaire distributed on sample random components (130) employees they work in companies technology information and programming that it depends system the job hybrid in number from cities Iraqi . As well it happened analysis data using group from methods statistics, included averages calculation and deviations standardization and coefficient correlation pearson analysis the decline .

Results search showed to rise level combustion Job digital have staff a result usage condenser for tools digital and the abundance meetings virtual and continuation communication electronic . As well it showed results presence relationship correlation and impact moral between strategies resources humanity and burning job digital, so contributes practices administrative the supporter, like flexibility in hours the job, and organization contact digital, and programs support psychological training on administration the time, in reduction levels fatigue digital and improving balance between the job and life .

The finished search to that success environments the job hybrids requires adoption policies resources mankind flexible and clear focus on protection health psychology for the workers and strengthening sustainability organizational. As well recommended search necessity development systems to organize the job digital, and placed border clear for contact outside times permanent, and activation programs support psychological and professional In what contributes in to improve quality life functional and raised efficiency performance inside Institutions technology Iraqi .

KEYWORDS: *Strategies resources humanity, combustion job digital, environments the job hybrids, the job digital, companies technology information Iraq .*

INTRODUCTION

Witnessed environments the job during years the last transformations essential a result evolution accelerated in technologies contact and transformation digital, no sima after pandemic corona that paid Institutions to adoption patterns a job flexible it depends on the job on after work hybrid In picture Iit is extensive become this the model common In a way private in companies technology information and programming, given for its adoption the big one on platforms digital and systems contact electronic in to implement business and management the difference (Iqbal et al., 2021: 64). It contributed environments the job Hybrids in Strengthening Flexibility Organizational and reduce costs operational and improving efficiency Performance, unless that it in The opposite I found challenges psychological organizational new it was represented by increasing pressures digital and overlap border between life professional the character (Kraj č ík et al., 2023: 152).

Out concept combustion Job digital as one challenges modern related by use condenser for tools digital and the abundance meetings virtual and continuation contact electronic outside times the job Official and he performs this type from combustion to fatigue mental emotional weakness the focus and low satisfaction functional, the matter that reflected negatively on performance staff and their stability psychological and professional (Ferrara, 2022: 56). Also It indicates literature modern to that staff in sector technician they the most susceptible for burning Job digital because of nature the job continuous And their reliance the complete on systems digital and communication electronic the condenser (Attti et al., 2022: 31).

On despite from expansion in application environments the job hybrids inside companies technology Information and programming, unless that many from Institutions what Still lack to policies clear to organize the job digital and management pressures psychology related with him and he led that to to rise levels combustion Job digital have staff a result continuation contact digital, ambiguity bordert for work, and the abundance tasks electronic, weakness Balance between life professional and the personality and in context Iraqi, It increases importance this is amazing the problem with expansion growing in sector technology and adoption companies on systems the job hybrids don presence strategies integrated management antiquities psychology organizational related in it . And from this the starting point, It is problem search inq president the following : What role strategies resources humanity in limit from combustion Job digital have staff in companies technology Information and programming in Iraq within environments the job hybrids?

It indicates review literature and studies previous to that most showed studies combustion job traditional or focused on antiquities transformation digital work on after in sectors educational and administrative different, in when what still studies arabic Iraqi that ate combustion job digital inside companies technology limited relatively speaking . Also that studies previous did not focus in picture enough on role strategies resources humanity in to treat this is amazing the phenomenon within environments the job hybrids, especially in the environment Iraqi that witnesses transformation digitally accelerating in sector the technician and from here seeks search present to dam this is amazing gap from during study relationship between strategies resources humanity and burning job digital in companies technology information and programming in Iraq .

Sources importance this search from Importance increasing for environments the job digital and hybrids in Institutions technology modern, gesticulate it is related In it from challenges affect on health psychology productivity stability job for the employees . As well acquires Search Its importance from the need to development Strategies resources mankind capable on investigation balance between requirements the job digital well-being employees, in what guarantees sustainability performance organizational addition to that, it provides search framework in practice maybe that benefit from him companies technology Information in Iraq to develop policies organizational more effectiveness in Limit from pressures digital and improving quality life functional .

Seeks search to investigation group from goals It is by getting acquainted on level combustion Job digital have staff in companies technology Information and programming in Iraq, analysis most prominent reasons combustion Job digital in environments the job hybrids, a study role strategies resources humanity in limit from combustion job digital, test relationship between strategies resources humanity and level combustion Job digital have employees, statement effect environments the job hybrids in levels combustion Job digital, and presentation group from recommendations the process that help institutions technology on building environment a job digital more balance and sustainability .

SECTION ONE: RESEARCH METHODOLOGY AND PREVIOUS STUDIES

METHODOLOGY SEARCH

It is methodology search from elements basic that depends on it researcher in to organize steps the study and investigation its goals In picture scientific minute, so it explains nature curriculum user, and mechanism collection data, and the method analysis of it and test hypotheses the research aims to this section to statement design the study and its community and it appointed her on clarification tool collection data and methods Statistics Used To check from sincerity the tool and its stability analysis results .

RESEARCH PROBLEM

Led expansion accelerated in use technology digital and adopt systems the job hybrid inside companies technology information and programming to appearance challenges organizational and psychological new, from the most prominent of them phenomenon combustion job digital, which it is in fatigue mental emotional output on usage continuous for tools digital density communication electronic and overlap border between life Professional and the personality and it has it increased sharpness this is amazing the phenomenon in environments the job hybrids a result accreditation the big one on meetings virtual and applications digital Contact continuous outside times working hours official .

And on despite from importance role departments resources humanity in to organize environments the job digital providing support psychological and professional for the workers, unless that many from Institutions technology Iraqi what still lack to strategies clear effective to limit from combustion job digital . As wellthat literature arabic Iraqi related this the topic what still Limited, especially in what It relates study relationship between strategies resources humanity and burning job digital within environments the job hybrids .

Based on on that, it is problem search in attempt answer on question president the following : What bezel contribution strategies resources humanity in limit from combustion job digital have staff in companies technology Information and programming in Iraq within environments the job hybrids? and branching out on this question number from questions Including :

1. What is the level of digital burnout among employees in IT and software companies in Iraq?
2. What are the main causes of digital burnout in hybrid work environments?
3. What is the relationship between HR strategies and digital burnout?
4. How do hybrid work environments increase or decrease levels of digital burnout?
5. What are the most effective strategies that HR departments can adopt to reduce digital burnout?

IMPORTANCE OF THE RESEARCH

The importance of the research stems from the fact that it addresses one of the most prominent modern challenges in hybrid work environments, which is the phenomenon of digital job burnout. It contributes to clarifying the impact of intensive use of technology on the psychological health and job performance of employees. It also provides a scientific framework that clarifies the role of human resources strategies in reducing this phenomenon within information technology companies in Iraq. In addition, it provides practical results and recommendations that help administrations improve the work environment, enhance the balance between professional and personal life, and raise the level of productivity and organizational sustainability in modern technical institutions, thus achieving higher efficiency and sustainable job stability in the long term in the constantly changing modern digital work environments.

RESEARCH OBJECTIVES

The research aims to identify the level of digital job burnout among employees in information technology and programming companies in Iraq, analyze its most prominent causes in hybrid work environments, study the role of human resources strategies in reducing this phenomenon, in addition to measuring the relationship between the application of these strategies and the level of digital job burnout, as well as providing practical recommendations that contribute to improving the work environment, enhancing the balance between professional and personal life, and raising the efficiency of performance and productivity within technical institutions.

RESEARCH HYPOTHESES

Based on the research problem and objectives, the research hypotheses were formulated as null hypotheses as follows:

First Main Hypothesis:

H0₁: There is no statistically significant effect of human resource strategies on digital burnout among employees in IT and programming companies in Iraq within hybrid work environments.

The following sub-hypotheses branch from this main hypothesis:

H0_{1a}: There is no statistically significant effect of job flexibility on the level of digital burnout.

H0_{1b}: There is no statistically significant effect of digital communication organization on the level of digital burnout.

H0_{1c}: There is no statistically significant effect of psychological support and vocational training on the level of digital burnout.

Second Main Hypothesis:

H0₂: There is no statistically significant effect of hybrid work environments on the level of digital burnout among employees in IT and software companies in Iraq.

Third Main Hypothesis:

H0₃: There is no statistically significant correlation between human resource strategies and digital burnout in hybrid work environments.

Fourth Main Hypothesis:

H0₄: There is no statistically significant correlation between hybrid work environments and digital burnout among employees in IT and software companies in Iraq.

STUDY DESIGN AND APPROVED CURRICULUM

Study depend on curriculum descriptive analytical, because curriculum the most suitable Study phenomena administrative behavior analysis relations between variables the different ones and it aims this curriculum to a description reality combustion Job digital have staff in companies technology Information and programming in Iraq, analysis role Strategies resources humanity in limit from this is amazing the phenomenon inside environments the job hybrids . As well approved the study on design field quantitative field study from during collection data In picture directly from Individuals sample using the questionnaire, and from then analysis of it statistically test hypotheses search and measurement nature relations between variables Independent and the follower.

RESEARCH COMMUNITY AND SAMPLE

It consists community search from staff in companies technology Information and programming in Iraq that It depends system the job hybrid, given for connection nature their work by use condenser for tools and platforms digital . It included community the study number from companies technology, from the most prominent of them:

- Blacktape
- Mankies
- The Marketingising
- INETWORK Middle East

As for sample search Lost it was completed its choice in a way sample randomness simple with the aim investigation representation suitable for individuals the society and reduce probability Bias in to choose the participants . reached number questionnaires distributed (133) questionnaires, retrieved (130) questionnaires valid for analysis statistician, In proportion response It reached (97.7%) , It is rate high reflect cooperation individuals sample reliability data the complex . As well Distributed Sample on number from governorates Iraqi, like Baghdad Erbil Basra and Najaf, in what contributes in strengthening diversity sample and raised ability interpretive for results the study .

DATA COLLECTION TOOLS

It depend search on questionnaire as described the tool president to collect data field, given for its suitability nature studies descriptive and analytical, and its ability on collection data from number big from the researchers during period time appropriate . and it may it was completed design questionnaire based on on literature and studies previous the relationship with variables research, It included three axes president as follows:

- Human Resources Strategies (6 items).
- Digital Burnout (6 items)
- Axis environments the job Hybrid (6 items).

And it was adopted questionnaire on gauge likert the five-point scale (likert scale) which gradual from : (1) I refuse Strongly, (2) I refuse, (3) I am neutral, (4) I agree, (5) I agree intensely, and that With the aim transformation answers to values amount midwife for analysis statistician.

VALIDITY OF THE RESEARCH TOOLS

To make sure from sincerity tool research, it was completed an offer questionnaire on group from specialists and academics in area administration business and resources humanity to check from bezel suitability paragraphs and its formulation and its connection with variables the study, it is what knows honestly virtual (Face Validity). and it has it was completed taking with notes scientific and procedure amendments necessary before distribution questionnaire In its form the final one . As well it was completed confirmation from Consistency Interior paragraphs questionnaire from during a test transactions link between paragraphs and variables affiliated it has, which boost from power the tool to measure variables the study accurately .

STABILITY OF THE SEARCH TOOLS

It was completed verification from stability tool search using coefficient Cronbach Alpha (Cronbach's Alpha) , with the aim measurement degree consistency Interior paragraphs questionnaire and extent Its stability in measurement the variables and they came results a test steadfastness on grammar the following:

- Strategies Resources Humanity: Number of paragraphs (6), and the coefficient Cronbach Alpha (0.932) .
- Digital Job Burnout: Number of items (6), Cronbach's Alpha coefficient (0.904).
- Hybrid Work Environments: Number of items (6), Cronbach's Alpha coefficient (0.916).
- Average Total: number Paragraphs (18) , And it was coefficient Cronbach Alpha (0.917) .

This is amazing values to rise level steadfastness consistency interior for a tool research, so exceeded all values limit accepted statistically (0.70) , which confirms power questionnaire for use in analysis statistician and test hypotheses the study.

STATISTICAL METHODS USED

The research employed a set of statistical methods appropriate to the nature and objectives of the study, utilizing the SPSS statistical software. These methods included:

- Frequencies and percentages: to describe the demographic characteristics of the sample.
- Arithmetic means and standard deviations: to measure the level of responses of the sample to the study variables.
- Cronbach's alpha coefficient: to verify the reliability of the measurement instrument.
- Pearson correlation coefficient: to measure the strength and direction of the relationship between the research variables.
- Simple regression analysis: to test the effect of the independent variables on the dependent variable and to measure the explanatory power of the statistical model.
- F-test and t-test: to verify the significance of the regression models and effect coefficients at the 0.05 and 0.01 significance levels.

These methods have contributed to the accurate scientific analysis of data and the extraction of results that support the testing of research hypotheses and the achievement of its objectives.

PREVIOUS STUDIES AND THE CONTRIBUTION OF THE CURRENT RESEARCH

This section will discuss previous studies related to the current research topic, in addition to explaining the contribution of the current research and how it differs from previous studies.

PREVIOUS STUDIES

Reviewing previous studies is a fundamental step in scientific research, as it plays a crucial role in clarifying the scholarly efforts related to the current research topic, identifying points of agreement and disagreement between those studies and the current research, and revealing research gaps that the researcher seeks to address.

The study First::

Author and Year: Abdullah (2020)

Title of the Study: The Impact of Strategic Human Resource Management Activities on Reducing Job Burnout.

Objectives of the Study: This study aimed to identify the impact of strategic human resource management activities on reducing job burnout among employees in Jordanian pharmaceutical companies.

Methodology: The study adopted a descriptive-analytical approach and used a questionnaire to collect data from a sample of employees in Jordanian pharmaceutical companies. The data were analyzed using appropriate statistical methods.

Results: The study concluded that strategic human resource management activities have a statistically significant impact on reducing levels of job burnout, particularly with regard to emotional stress and decreased personal achievement.

Research gap: The study focused on traditional job burnout in an industrial sector and did not address digital job burnout or hybrid work environments within technology companies.

Second study:

Author and Year: Ghanem et al. (2023)

Title of the Study: The Impact of Human Resource Management Practices on Reducing Job Burnout: An Applied Study on Pre-University Schools in Alexandria.

Objectives of the Study: This study aimed to examine the impact of human resource management practices on reducing job burnout levels among employees in the pre-university education sector.

Methodology: The study employed a descriptive-analytical approach. Data was collected using a questionnaire and statistically analyzed to test the study hypotheses.

Results: The results showed that flexible work arrangements and occupational safety and health practices were among the most significant factors contributing to reducing job burnout.

Research gap: The study was limited to the education sector and did not examine the effects of digital transformation or digital burnout in technical and hybrid work environments.

Third study:

Author and Year: Abdulhadi (2025)

Title of the Study: Human Resource Strategies and Their Role in Employee Psychological Well-being

Objectives of the Study: This study aimed to demonstrate the role of human resource strategies in enhancing employee psychological well-being within different work environments.

Methodology: The study employed a descriptive-analytical approach. A questionnaire was used to measure employee opinions, which were then analyzed using various statistical tools.

Results: The study concluded that training, motivation, professional recognition, and work-life balance directly contribute to reducing stress and improving psychological well-being and organizational loyalty.

Research gap: The study did not address the concept of digital burnout or the impact of hybrid work environments on the mental health of workers in the technology sector.

Fourth study:

Author and Year: Al-Saidi and Al-Harbi (2026)

Title of the Study: The Role of Digital Transformation in Reducing Job Burnout: A Field Study on Administrative Employees at Jeddah University.

Objectives of the Study: The study aimed to identify the impact of digital transformation on reducing job burnout among administrative employees.

Methodology: The study adopted a descriptive-analytical field approach. A questionnaire was used to collect and analyze data using appropriate statistical methods.

Results: The results showed that digital transformation contributes to improving the work environment and reducing levels of job burnout by streamlining procedures and enhancing administrative communication.

Research gap: The study focused on administrative staff in the higher education sector and did not directly address IT companies or hybrid work environments.

The study Fifth:

Author Year : Becker et al. (2022)

address Study : How job control and loneliness during a forced shift to remote work affects employee work behaviors and well-being .

Goals The study aimed to the study to analysis impact control Job and feeling In isolation during Transformation Forced For work on after on behavior staff and their well-being Psychological .

Methodology : Used the study Curriculum Quantitative from during questionnaire electronic included employees They work on after in several Institutions .

Results : I concluded the study to that decrease control Job Height Feeling In isolation They perform to more levels tension and burning Functional .

gap Research : Not focus the study on role Strategies Resources Humanity in to treat combustion Job digital within environments the job Hybrids .

The study Sixth:

Author Year : Ferrara (2022)

address Study : Investigating the role of remote working on employees' stress and burnout.

Goals The study aimed to the study to exploration effect the job on after in levels tension and burning Job I have The workers .

Methodology : Adopted the study on Curriculum analytical Using Data Field Collected from employees They work in environments Digital .

Results : Shown Results that density communication digital and meetings virtual Continuous Contributes In a way big in to rise levels fatigue Psychological and burning Functional .

gap Research : Not It deals the study reality companies Technology in countries Arabic, as did not connects between Strategies Resources Humanity and burning Job digital In picture directly .

STUDIES PREVIOUS AND THE FRAMEWORK ANALYTICAL FOR LITERATURE

Witnessed literature modern interest increasingly study transformations that Imposing it the job digital and environments the job hybrids on health psychology for the workers, especially in shadow expansion the big one in use technology inside institutions contemporary and it has focused studies in Its beginnings on concept combustion job traditional related stress professional pressures the job organizational, unless that transformation digital accelerated led to appearance concept more specialization it is in " burning" Job " Digital " that It is related by use condenser for tools digital and continuation contact electronic and difficulty the chapter between the job and life the personality .

And it indicates literature to that combustion job digital it is extension contemporary theory combustion job traditional that present it maslach , unless that it it differs about her in nature its causes related with technology digital contact continuous work the default . it's lost . It explained study ferrara (2022) that the job on after leads to to rise levels fatigue Psychological a result density meetings virtual and flow messages electronic In picture ongoing, the matter that causes depletion mentally and a decrease in quality performance functional . As well confirmed study becker et al. (2022) that weakness control Job and feeling In isolation social in environments the job digital they contribute In a way direct in to rise levels tension and burning functional .

And from during analysis literature, It is clear presence two directions two presidents in studies previous; It is trend the first in the focus on antiquities psychology organizational for transformation digital work on after, while focuses trend the second on role practices resources humanity in to improve environment the job and reduce pressures professionalism . In what it relates in the direction the first studies like atti et al. (2022) and castañeda (2022) implications environments the job hybrids on yield and flexibility functional, where indicated to that this the model contributes in to lift efficiency performance and reduce the time the lost in navigation, But he in the opposite may increases from pressures digital if did not organize Operations communication electronic In picture Effective . Also it showed study Kraj č ik et al. (2023) that absence policies clear to organize hours the job digital leads to overlap roles professional and the personality what raise probability exposure for burning job digital .

As for trend the second, lost to focus on the role strategic management resources humanity in limit from pressures professional and strengthening luxury the workers . because explained that activities strategy management resources humanity contributes in cut levels combustion job from during to improve environment the job presentation support administrative for the employees . As well arrived study ghanem and others (2023) to that organized the job flexible and practices security safety professional leads whatever in mitigation pressures psychology and improving satisfaction functional and in context same, confirmed study abduhadi (2025) that training and motivation and balance between the job and life it is from most important practices resources humanity that supports stability psychological for the employees .

And on despite from importance this is amazing studies, unless that review it reveal on group from notes cash and gaps research . It has been lost focused majority studies arabic on combustion Job traditional in sectors educational or industrial or administrative, while did not it are lucky phenomenon combustion job digital with attention Al-Kafi especially in sector technology information that depends In picture basic on systems digital work the default . As well that most studies I ate the job on after In picture general in depth in privacy environments the job hybrids that pool between the job attendance work virtual gesticulate produces about her from challenges organizational and psychological aomplex.

Addition to that, it is observed that studies previous mostly what it showed strategies resources humanity in picture separate on transformation digital, in when that the environment organizational modern requires to merge both sides together to understand nature relationship between administration digital well-being the workers . As well that literature arabic Iraqi what still limited in the it relates study effect strategies resources humanity in Limit from combustion Job digital inside Institutions technology, the matter that reveals on gap cognitive clear summons more from the study and the analysis .

And from the area the theory, based search present to group from entrances intellectual that Interpret relationship between strategies resources humanity and burning job digital . and from the most prominent of them theory exchange social exchange theory see that employees they tend to presentation levels higher from commitment and performance when they feel with the presence to support organizational fair and interest true with their needs psychology and professionalism (Cropanzano & Mitchell, 2005). Also based search to entrance administration resources humanity strategy that confirms importance link practices resources humanity with goals organizational long the duration, In what Investigates balance between performance productivity from side, well-being staff from entity other (Ulrich & Brockbank , 2005).

And based on on what previously, seeks search present to presentation to treat scientific and applied for the gap research menu from during study role strategies resources humanity in limit from combustion job digital inside environments the job hybrids in companies technology information and programming in Iraq, in what contributes in development to understand more deep for the relationship between transformation digital health psychology for the workers in Institutions technology modern .

THE CONTRIBUTION OF THE CURRENT RESEARCH AND HOW IT DIFFERS FROM PREVIOUS STUDIES

It is contribution search present in his focus on study combustion job digital specifically inside environments the job hybrids in companies technology information and programming in Iraq, it is what did not it deals with studies previous in a way direct, so focused most of them on combustion job traditional in sectors different or on environments educational and administrative. As well it differs this search in tied it between transformation digital and strategies resources humanity in context Iraqi accident,

which it adds after in practice new, and contributes in dam gap cognitive around impact the job hybrid and technology on luxury employees in sector the technician . It is distinguished. Search present on studies previous in several aspects, from the most prominent of them :

1. His focus on concept combustion Job digital As phenomenon Modern Related In environments the job Digital And hybrids, Instead from combustion Job Traditional .
2. Take it sector companies technology Information and programming in Iraq, He is sector did not lucky With interest enough in Studies Arabic Previous .
3. He tied it between Strategies Resources Humanity and burning Job digital within framework environments the job Hybrids .
4. Presenting it to treat Applied Modern It fits with Transformations Digital accelerated that It is witnessing Institutions Technology Iraqi .
5. His pursuit to presentation Recommendations practical Help Departments Resources Humanity on building environments a job Digital more balance And sustainability .

**SECTION TWO: THE THEORETICAL ASPECT OF THE RESEARCH
CONCEPT STRATEGIES RESOURCES HUMANITY ITS IMPORTANCE IN ENVIRONMENTS THE JOB MODERN**

It indicates strategies resources humanity to framework comprehensive that directs how to administration head the money human In what It aligns with goals strategy for the institution, where no Limited on Jobs traditional like employment and training, but rather It extends to include building abilities organizational and investigation excellence competitive from during the element human and it confirms Literature modern that this is amazing strategies focus on to merge practices resources humanity with planning strategic uear for the institution in what guarantees sustainability and flexibility in confrontation changes different environments . Also Contributes in Strengthening Value added for the workers from during development their skills and link their performance results organizational long the term (Ulrich & Brockbank , 2005: 15).

It is increasing importance strategies resources humanity in environments the job modern a result transformations digital and changes fast in nature Jobs, where became institutions It depends on this is amazing strategies to ensure ability on adaptation and response for the challenges technology and organizational . As well . contributes in to improve administration performance, and strengthening sharing employees, and raised level efficiency operational from during design policies flexible supports Innovation and response fast . In addition . to that, help this is amazing strategies in investigation balance between requirements the job and needs staff, which reflected positively on yield stability functional (Dessler , 2023: 42).

It is related success strategies resources humanity In a way closed In the concept investment head the money human, where It is seen to employees as an origin strategic should developing it and its development to achieve feature competitive sustainable. It indicates this orientation to importance investment in training education continuous building abilities cognitive and skill for the workers, In what guarantees to lift their efficiency and increase their ability on Innovation and production . As well confirms studies that Institutions that invest in head what's wrong with her? human verification levels higher from performance organizational sustainability comparison with that that neglect this side the bio (Arokiasamy et al., 2023: 1815).

Interpret theory exchange social role strategies resources humanity from during relationship reciprocity between employee and the organization, where feels workers by commitment loyalty when adopt the foundation practices fair and supportive Meets their needs professional and psychologically and in In contrast presents Employees levels higher from performance participation organizational . It explains this is amazing Theory that quality relationship between both parties It depends on bezel perception employee For support organizational presenter for him, which makes Strategies Resources humanity tool Basic to promote trust and investigation Balance in relationship contractual inside environment work (Cropanzano & Mitchell, 2005: 879).

It is administration resources humanity the distance Strategic one entrances modern that focus on link practices resources humanity with goals long the term for the institution, where no It is viewed to resources humanity as a job administrative only, but rather as an element pivotal in drafting strategy the general public confirms this trend on importance integration between planning organizational and management Individuals In what guarantees investigation efficiency and high efficiency . Also contributes this approach in strengthening ability competitiveness for economic units from during to improve Use resources humanity and directing it about investigation results strategy sustainable (Miner & Meglino , 2006: 33).

ROLE STRATEGIES RESOURCES HUMANITY IN LIMIT FROM COMBUSTION JOB DIGITAL

Leads strategies resources humanity pivotal in limit from combustion Job digital from during re design systems the job on after In what guarantees clarity tasks and reduce ambiguity Job that It is one most important causes the pressure Psychological digital . because contributes policies administration resources humanity in to set hours the job digital, and organization channels Contact, and placed border clear between time the job and rest, Which Reduces from overlap continuous between life Professional And the personality . As well that grant employees degree higher from control in the job contributes in reduction fatigue output on the job digital continuous, and strengthens feeling Independence and the ability on administration the time In a way better (Becker et al., 2022: 18).

Departments resources humanity whatever play in reduction combustion Job digital from during to provide programs to support myself and social it aims to confrontation feelings isolation resulting on the job on distance . Since that absence Interaction social live may leads to decrease belonging Job height levels tension, therefore it works institutions on design interventions organizational like sessions Support virtual and programs communication Interior to promote Interdependence between The employees . As well contributes this is amazing strategies in to improve health Psychology and reduce fatigue emotional related working digital continuous (Ferrara, 2022: 44).

Contributes Strategies resources humanity in to lift level sharing employees in the job on after, it is what It is worker basically in reduction combustion Job digital . Because It works Institutions on development environments a job digital Interactive Encourage on cooperation and exchange knowledge, which Reduces from feeling In isolation and pressure Psychological . As well that Strengthening sharing staff in taking decision give them feeling greater by control on environment the job, the matter that reflected positively on levels satisfaction Job And reduces from fatigue output on usage condenser for technology (Fatima et al., 2024: 121).

It is flexibility in the job from Most important strategies that it adopts it departments resources humanity to limit from combustion Job digital, where allows for employees to organize hours their work In what It fits with their circumstances personality and professionalism and help This is amazing flexibility in reduction the pressure output on commitment the strict at work digital continuous, as enhance ability on investigation balance between life and work . It indicates studies to that flexibility functional reduce In a way direct from levels tension stress output on the job on after, and it increases from yield and efficiency (Demerouti et al., 2023: 63).

Faces departments resources humanity challenges increasing in shadow transformation about the job digital, which requires adoption strategies comprehensive pool between technology and management the element human in a way balanced . Includes this is amazing strategies development skills employees in use tools digital, and placed policies clear management communication electronic, presentation support continuous to adapt with environments the job the variable . As well that success this is amazing strategies depends on capacity resources humanity on create environment a job digital healthy reduce from pressures psychology and challenge from combustion job output on excess in use technology (Singh, 2024: 27).

CONCEPT COMBUSTION JOB DIGITAL AND ITS CAUSES I HAVE EMPLOYEEES

It is defined combustion job digital that he condition from fatigue psychological physical mental that produce on usage excessive and ongoing for technologies digital in environments the job modern, especially in shadow accreditation increasing on the job on after work the hybrid . It differs. this type from combustion on traditional in being Related in a way direct by interaction continuous with tools digital like mail electronic and platforms meetings virtual, which leads to drain energy mentality for the workers In a way continuous . As well it indicates this the concept to loss ability on separation on the job because of continuation contact digital until outside hours working hours official is what creates condition from fatigue chronic (Brown, 2013: 47).

Led transformation fast about environments the job digital and virtual to re formation nature the job traditional, where became Institutions it depends In a way big on systems the job on after In a way complete or partial . This Transformation, despite Its benefits in more flexibility, unless that it contribute in to lift levels the pressure digital a result continuation interaction electronic and absence border time clear for work . As that Integration the complete between the job and technology led to more Pregnancy cognitive on Employees, which contribute in to rise rates combustion Job digital In a way note (Atti et al., 2022: 31).

It is isolation social resulting on the job on after one reasons president for burning Job digital, where feels employees decrease Interaction humanitarian live with colleagues, which leads to decrease Motivation and increase feeling With stress . As well that weakness control on nature the job hours achievement increases from the feeling by pressing, especially in environments that requires response instant and it continues . This overlap between isolation digital weakness control in the job contributes in deterioration health psychology height levels fatigue professional (Becker et al., 2022: 22).

It is excess in contact digital from Most prominent factors the performer for burning Job digital, where leads flow messages and notifications and meetings virtual frequent to condition from saturation Information . This saturation places employee under pressure continuous to respond fast, which reduces from periods comfort mentality and it increases from fatigue . Also that absence organization effective for communications digital inside Institutions leads to overlap tasks and scattered attention is what raise from levels tension and it affects negatively on productivity (Ferrara, 2022: 56).

It is related reasons combustion job digital also factors organizational and technology inside Institutions, like absence policies clear management the job digital weakness tools to organize tasks . Also that accreditation excessive on technology don training enough for employees increases from probability exhaustion, a result difficulty dealing with systems digital multiple . Addition to that for non presence strategies effective management participation functional and interaction inside environments the job digital contributes in decrease level link Job height Rates combustion (Garg et al., 2021: 39).

CHARACTERISTICS ENVIRONMENTS THE JOB HYBRIDS AND ITS RELATIONSHIP BY BURNING JOB DIGITAL

Environments the job hybrids It is a model organizationally collects between the job attendance work on after, with the aim investigation balance between flexibility operational and requirements productivity . It is characterized by this is amazing environments with characteristics president include flexibility in place and time performance the job, and reliance condenser

on technology digital, and return design structures organizational to be more decentralization . As well contributes this is amazing properties in enabling employees from administration Their time In a way more Independence, unless that it in the time same impose challenges It relates Intensively contact digital and overlap roles functional, which may increases from probability exposure for pressure psychological in current absence organization Effective for work (Iqbal et al., 2021: 64).

It is flexibility Functional from most prominent features positivity in environments the job hybrids, where grant employees freedom greater in to set places and times the job In what It fits with their circumstances the personality . Except that this is amazing flexibility may it transforms to source pressure if did not managed In a way correct, where leads absence border clear between the job and life personality to more hours the job actual don perception the employee . This overlap continuous between the two fields professional and personal may contributes in to lift levels fatigue psychological and burning job digital, especially in shadow accreditation the big one on communication electronic continuous (Davidescu et al., 2020: 1988).

It indicates studies modern to that environments the job hybrids maybe that contributes in to lift yield organizational from during to improve the focus and reduce the time the lost in Navigation, unless that this impact positive may it is declining in current presence pressure digital high . Communication continuous via platforms digital and the abundance meetings virtual they perform to drain energy mentality for the workers, which reflected negatively on quality performance . Therefore for relationship between yield and burning Job digital relationship complex it depends on bezel capacity the foundation on to organize use technology in a way balanced (Castañeda , 2022: 165).

Led transformation digital fast inside Institutions to strengthening accreditation on systems electronic in administration the job is what make environments the job hybrids more complexity from the area organizational structure . Expansion. in use tools digital like systems administration projects and meetings virtual Increase from size Information flowing to employees, which create condition from saturation Information . This saturation leads to decrease ability on the focus and increase levels tension is what contributes In a way direct in appearance combustion job digital inside this is amazing environments (Balamurugan & Priyanka , 2023: 18).

It is investigation balance between the job and life personality one most important factors that challenge from antiquities ngativity for environments the job hybrids . Because It indicates literature modern to that Institutions that place Policies clear to organize hours the job and prevent communication outside times working hours verification levels less from combustion job digital . As well. that strengthening this balance contributes in to lift level satisfaction job and increase commitment organizational I have employees, which makes environments the job hybrids more sustainability and effectiveness on range (Kraj č ík et al., 2023: 152).

**THIRD SECTION: THE APPLIED ASPECT OF THE RESEARCH
RESEARCH POPULATION AND SAMPLE**

It consists of community search from staff in companies technology Information and programming in Iraq, These include : Blacktape , Mankies , The Marketing , And INETWORK Middle East . As for sample Search Lost It was completed to choose sample Components From (133) individuals from community the study, In what harmonize with goals Search And his hypotheses . It was completed design questionnaire especially search so that cover all Variables required, and it was distribution of (133) forms on Individuals sample targeted and after practical collection data, It became clear (130) forms She was valid For analysis statistician, in when It was completed Exclude (3) forms For lack of completion answers, and so it reached rate The response (97.7%) is rate High Reflect level well from cooperation seriousness I have Individuals the sample which enhances reliability data and its validity for analysis the conclusion . It was completed building paragraphs questionnaire and its formulation In a way allow by converting answers to Values amount Based on on gauge Likert the pentagon, and to what extent It ranges From (1) to (5) , that's with the aim facilitation analysis statistician and test hypotheses . As well as It was completed verification from stability tool coefficient Cronbach alpha To make sure from consistency interior paragraphs the questionnaire is what Enhances accuracy results and its reliability . It was an offer results this test in table independent It is clear degree steadfastness and extent suitability the tool For purposes search and analysis statistical data , as well as the face validity of the instrument, was verified using cronbach's alpha test, as shown in the following table:

Table 1: Cronbach's coefficient Alpha for search variables

No.	Variables	Number of Items (Paragraphs)	Cronbach’s Alpha Coefficient
1	Human Resource Strategies	6	0.932
2	Digital Job Burnout	6	0.904
3	Hybrid Work Environments	6	0.916
	Average	6	0.917

(Source : Prepared by The researcher)

It is observed from table above that transactions Cronbach's alpha for variables Search came high extremely, which It indicates on degree high from steadfastness Consistency Interior for a tool measurement used . Where reached coefficient Cronbach's alpha for strategies Resources Humanity 0.932 , for burning Job digital 0.904 , And for environments the job hybrid 0.916 , It is all of them values superiority Limit Accepted Statistically . As well . It becomes clear that all variables It consists from six Paragraphs, Which Enhances from homogeneity Measurement He confirms Its suitability For purposes The research . And it

reached average The whole For the factory Cronbach Alpha 0.917 , He is what Reflects level high from Reliability Stability in tool The study indicates This is amazing Results to possibility Accreditation on tool Search in measurement Variables different Don presence Problems It relates With steadfastness, The matter that Supports sincerity Results Extracted . As well Enhance This is amazing Values power the study and its validity For the application and analysis The statistician confirms . accuracy Measurement .

RESULTS OF DISTRIBUTING THE QUESTIONNAIRE AND ANALYZING THE DEMOGRAPHIC CHARACTERISTICS OF THE RESEARCH SAMPLE

The analysis demographics It is a tool basic in study features the society or the sample, where It is used to describe and interpretation distribution variables Population social inside community Search With the aim to understand Its composition In a way More accurate . As well . Contributes this Type from Analysis in presentation image clear on nature Individuals or Categories The studied one, Which Helps researcher on Drafting Conclusions more accuracy And objectivity . In addition . to that, Allows Analysis Demographics possibility presentation Suggestions practical Built on Data Realistic, Please on His ability on to support practical Prediction In directions Future For the community or Category place The study . And it lies importance this Analysis in Being He provides information amount and quality maybe Accreditation On it in to support practical Taking decision, especially In the It relates With variables Search The basics . Therefore, It is Analysis Demographics step a task in Strengthening to understand Relations between Variables and interpretation Results In a way scientific Contributes in to lift quality Search Its reliability . Table (2) shows the results of distributing the questionnaire lists to the members of the research sample.

Table 2: Results of distributing the questionnaire lists to the research sample members

Statement	Number	Percentage
Distributed questionnaires	133	100%
Retrieved and analyzable questionnaires	130	97.7%
Non-returned questionnaires	3	2.3%

(Source : Prepared by The researcher)

It is observed from Table above that results distribution Lists survey on Individuals sample Search Reflect level high from Response Cooperation from before Participants, where reached total questionnaires 133 questionnaires distributed 100 % . Also It shows Table that questionnaires Recovered and the midwife For analysis There were 130 questionnaires At a rate of 97.7% , He is what It indicates on to rise rate Response and validity Data For analysis Statistician . In when It reached questionnaires not The 3 returned questionnaires only At a rate of 2.3% , It is rate Low Reflect efficiency practical collection The data indicates This is amazing Results face general to that tool Search may It was completed applying it In a way effective, which enhances from reliability data and its accuracy confirms possibility accreditation on it in procedure analysis Statistics and extraction Results Related with variables The study . As well . Reflect This is amazing lineage quality procedures distribution And follow-up . And support. power the study Field In a way clear Very much so . The demographic characteristics of the research sample can also be analyzed using Table (3):

Table 3: Analysis of the demographic characteristics of the research sample.

No.	Variable	Classification	Number	Percentage (%)
1	Age	30–40 years	16	12.31
		41–50 years	82	63.07
		More than 50 years	32	24.62
2	Sex	Male	89	68.46
		Female	41	31.54
3	Academic Qualification	Diploma or less	26	20.00
		Bachelor’s degree	100	76.92
		Master’s degree or higher	4	3.08
4	Years of Experience	5–10 years	14	10.77
		11–15 years	83	63.85
		More than 15 years	33	25.38

(Source : Prepared by The researcher)

It is observed from table above that properties demographics for individuals sample Search Reflect diversity relatively with predominance some categories . As for It relates In terms of age, It turned out that Category The most representation It is (41-50 years old) at a rate of 63.07% , Followed by category more 50 years ago At a rate of 24.62% , while came 30-40 year age

group At a rate of 12.31% , Which It indicates to that most Sample from Categories Age Average . And regarding For sex, It is clear that rate Males It reached 68.46% compared to 31.54% for females. what Reflects dominance Males on The sample . As for qualification Scientific, It is noticed that majority Individuals Sample They carry degree Bachelor's In proportion 76.92 % They follow diploma So less By 20% , then Master's Higher By 3.08%. Meanwhile It relates years' Experience, Lost Focused ratio The largest in 11-15 year age group At a rate of 63.85% , Followed by more 15 years At a rate of 25.38% , Finally , 5-10 years By 10.77%. This indicates This is amazing Results to that Sample Enjoy With experience practical Good and level educational Suitable .

DESCRIPTIVE STATISTICS FOR RESEARCH VARIABLES

Descriptive statistics for the strategies variable can be illustrated resources humanity in relation to the arithmetic mean, percentage, and standard deviation is shown in the following table:

Table 4: Descriptive statistics for the variable strategies Resources Humanity

No.	Phrase	Arithmetic Mean	Percentage	Standard Deviation
1	Human resources strategies contribute to reducing digital stress by organizing work, distributing tasks fairly, and providing continuous administrative and technical support to employees in hybrid work environments.	3.95	79%	0.78
2	Human resources strategies provide ongoing training programs that help employees manage digital time and reduce stress resulting from the excessive use of modern technologies in hybrid work environments.	4.10	82%	0.72
3	The Human Resources department is working on developing clear policies that limit communication outside of official working hours in order to promote a balance between the professional and digital lives of employees.	3.85	77%	0.81
4	Human resources policies contribute to improving the mental health of employees by providing psychological support programs and career guidance to cope with the increasing pressures of digital work.	3.90	78%	0.76
5	Human resources strategies rely on modern digital technologies to improve job performance management and monitor employee digital burnout levels on a regular and systematic basis.	3.70	74%	0.88
6	Human resources strategies work to promote a culture of flexible work organization that allows employees to adapt to the demands of digital work and reduce levels of psychological and professional burnout.	4.05	81%	0.74
	Overall Average	3.93	78.5%	0.78

(Source : Prepared by the researcher)

It is observed from Table above that level application strategies resources humanity came high relatively, where reached average calculation the year (3.93) by percentage centenary Its value is (78.5%) and with a deviation my standard (0.78) , Which It indicates on homogeneity Opinions Individuals Sample and its stability around this The variable . It becomes clear that phrase Second I got on higher middle My account (4.10) with a percentage of (82%) , Which It indicates to role Programs training Continuous in help staff on administration the time digital and reduce Stress, Which Reflects importance Training in environments the job Hybrids . In when came phrase Fifth At the lowest middle My account balance is (3.70) at (74%) , and related Using Technologies Digital in tracking fatigue Functional . As well . Show rest phrases levels close they ranged between 3.85 and 4.05 , Which It indicates on presence deal general have Individuals sample around effectiveness strategies resources humanity in reduction pressures digital, and improving health psychological and strengthening Balance between life Professional and digital, addition to support environments the job flexible In a way positive .

Descriptive statistics for the combustion variable can be illustrated Job The numerical values , including the arithmetic mean, percentage, and standard deviation, are shown in the following table:

Table 5: Descriptive statistics for the combustion variable Job digital

No.	Phrase	Arithmetic Mean	Percentage	Standard Deviation
1	Workers suffer from digital burnout as a result of the continuous use of digital devices and applications, which increases mental stress and makes it difficult to separate work from personal life.	4.05	81%	0.74
2	Working in intensive digital environments leads to employees feeling emotionally exhausted and having poor concentration as a result of the large number of virtual meetings and continuous succession of electronic tasks.	3.90	78%	0.80
3	Digital job burnout manifests itself through a decline in employee motivation due to the constant pressure resulting from digital communication and the lack of clear time limits for work.	3.85	77%	0.83
4	Digital burnout is linked to an increased sense of mental stress and psychological exhaustion resulting from a heavy reliance on technology to accomplish daily tasks on a very continuous basis.	4.10	82%	0.76
5	Employees experience digital burnout as a result of the large number of emails and constant notifications, which lead to distraction and a significant and continuous decline in the quality of job performance.	4.00	80%	0.79
6	Digital burnout results from working long hours in front of digital screens without sufficient rest periods, which negatively affects mental and physical health.	4.15	83%	0.73
	Overall Average	4.01	80.2%	0.77

(Source : Prepared by the researcher)

It is observed from table above that level combustion Job digital have individuals sample came high relatively, where reached average calculation the year (4.01) by percentage centenary Its value is (80.2%) and with a deviation my standard (0.77) , which It indicates to homogeneity relative in Responses The researchers and their agreement on to rise level this the variable . It becomes clear that phrase sixth I got on higher middle my account (4.15) with a percentage of (83%) , Which Reflect effect the job for hours long before Screens Don periods comfort Enough is what It indicates on impact clear For the factors Related In an environment the job Digital on health Psychology And the physical . In when came phrase Third at the lowest middle My account balance is (3.85) at (77%) , and related decline Motivation a result vagueness border Time For work . As They ranged rest phrases Between (3.90) and (4.10) , Which Reflects presence level high from fatigue emotional mental weakness the focus And scattered Attention a result density Tasks Digital . It indicates This is amazing Results Overall to that combustion Job digital It represents phenomenon Note in environments the job Approved on Technology .

Descriptive statistics for the environment variable can be illustrated the job hybridity with respect to the arithmetic mean , percentage, and standard deviation is shown in the following table :

Table 6: Descriptive statistics for the environment variable the job Hybrids

No.	Phrase	Arithmetic Mean	Percentage	Standard Deviation
1	Hybrid work environments contribute to providing flexibility for employees by combining remote work and work at the company headquarters, which enhances productivity.	4.20	84%	0.70
2	Hybrid work environments provide advanced digital tools that facilitate communication between remote teams and support the efficient and organized completion of tasks on an ongoing basis.	4.05	81%	0.75
3	Hybrid work environments contribute to improving work-life balance by providing flexible work options that suit the diverse needs of employees.	4.15	83%	0.72
4	Hybrid work environments help reduce job stress by minimizing daily commuting and providing a significantly more comfortable and flexible work environment for employees.	4.00	80%	0.78
5	Hybrid work environments allow for the efficient use of modern technology, which contributes to improving job performance and reducing operational errors in modern digital organizations.	4.10	82%	0.74
6	Hybrid work environments contribute to enhancing employee satisfaction by giving them the freedom to choose where and when to perform work in a way that suits their different circumstances.	4.25	85%	0.69
	Overall Average	4.12	82.5%	0.73

(Source : Prepared by the researcher)

It is observed from Table above that variable environments the job hybrids came at the level high, where reached average calculation the year (4.12) by percentage centenary Its value is (82.5%) and with a deviation my standard (0.73) , which reflects homogeneity well in Responses Individuals Sample and their agreement on importance this The variable . It becomes clear that phrase sixth achieved higher middle my account balance is (4.25) at (85%) , Which It indicates to role environments the job Hybrids in strengthening satisfaction employees from during Give them freedom to choose place and time the job, which Reflects the impact Positive The big one for flexibility functional . In when came phrase fourth at the lowest middle my account (4.00) at a rate of (80%) , and related by reducing the pressure Job from during reduction Navigation . As well they ranged rest phrases Between (4.05) and (4.20) , which It indicates on deal high around role this is amazing environments in to improve yield, and facilitation communication, and investigation balance between life professional and the personality, addition to improve performance job via use technologies Modern . It indicates this is amazing Results overall to that environments the job hybrids represent for example effective in environments the job digital modern .

TESTING THE CORRELATION BETWEEN THE RESEARCH VARIABLES

the Pearson correlation coefficient between the research variables can be illustrated as shown in the following table:

Table 7: Pearson correlation coefficient value between research variables

Correlations			
Variables	Human Resource Strategies	Digital Job Burnout	Hybrid Work Environments
Human Resource Strategies	1	-0.781**	0.886**
	Sig. (2-tailed)	—	0.000
	N	130	130
Digital Job Burnout	-0.781**	1	0.867**
	Sig. (2-tailed)	0.000	—
	N	130	130
Hybrid Work Environments	0.886**	0.867**	1
	Sig. (2-tailed)	0.000	0.000
	N	130	130
Correlation is significant at the 0.01 level (2-tailed) *			

(Source : Prepared by the researcher)

It is observed from table above presence relationships correlation the indication statistics between variables search when Level (0.01). Where came relationship between strategies resources humanity and burning Job digital negative and strong It reached (-0.781) , Which It indicates to that to improve Strategies Resources humanity contributes in cut levels combustion Job have the workers . In In contrast, It appeared relationship Positive strong between Strategies Resources Humanity and environments the job Hybrids It reached (0.886) , Which Reflects related live between development this is amazing Strategies And adopt Patterns the job Modern . As well it reached relationship between combustion Job digital and environments the job hybrids (0.867) , It is relationship Function Statistically . It indicates values the significance (0.000) to moral all Relationships and in a way general reflect results presence interconnection clear between variables with difference direction relationship between strategies and combustion .

TESTING THE EFFECT RELATIONSHIP BETWEEN RESEARCH VARIABLES

of effect between the research variables can be tested , as shown in the following table:

Table 8: Testing the effect relationship between research variables

Variables	R	R ²	F	Sig. (F)	β _i	T	Sig. (T)
Human Resource Strategies and Digital Job Burnout	-0.781	0.610	162.12	0.000	0.62	12.996	0.000
Hybrid Work Environments and Job Burnout	0.867	0.752	159.81	0.000	0.55	13.215	0.00

(Source : Prepared by the researcher)

It is observed from results a test relationship the impact between variables search presence indications statistics strong confirms moral models used when level (0.01), where came all Values (Sig.F = 0.000) , which It indicates to power models decline and its ability on explanation Relations between The variables . While It relates In relation between strategies resources humanity and burning Job digital, Showed results presence effect reverse this indication Statistics, where reached coefficient correlation (R = -0.781) and coefficient determining (R² = 0.610) , any that strategies resources humanity (61 %) of change in level combustion Job digital. As well. It reached The values of (β = 0.62) and (T = 12.996) in terms of significant (0.000) Which Confirms acceptance hypothesis that It benefits With the presence effect with indication Statistics for strategies resources humanity on combustion functional, with being Impact inversely in the direction . As for relationship between

environments the job Hybrids and burning Job Digital, Lost Showed Results presence effect positive Dal Statistically, where The values were ($R = 0.867$) and ($R^2 = 0.752$) . any that environments the job Hybrids (75.2 %) of Contrast in combustion Job digital . As well ($\beta = 0.55$) and ($T = 13.215$) were significant at (0.000) , Which supports acceptance hypothesis related with the presence effect this indication Statistics . Also confirms results acceptance hypotheses the impact private with variables, with difference direction impact between variables Independent and the follower, so came effect strategies resources humanity inversely, while was effect environments the job hybrids directly .

DISCUSSION RESULTS

This section aims to interpret and analyze the findings of the current study in light of the theoretical framework and previous studies, while indicating the points of agreement and disagreement between them and the literature related to the research topic.

The results of the study showed to rise level combustion job digital have staff in companies technology Information and programming in Iraq within environments the job hybrids, it is what reflects impact increasing for use condenser for tools digital And continuation communication electronic and the abundance meetings virtual on health Psychology for workers and fit in this is amazing result with what it arrived to him study Ferrara (2022) , that Confirmed that the job on after contact digital continuous they perform to rise levels tension fatigue professional . As well it agree with results Becker et al. (2022) it indicated to that isolation digital weakness control Job they contribute in more combustion Job have staff in environments virtual .

As it showed results the study presence relationship reverse the indication statistics between Strategies resources humanity and burning job digital, which it indicates on that to improve practices resources humanity contributes in mitigation pressures digital and reduce levels fatigue psychological have the workers and it is possible explanation this is amazing result in a light theory exchange social, that confirms that feelings employee with support organizational attention with his needs psychology professionalism enhances from level satisfaction job and reduces from tension and burning professional (Cropanzano & Mitchell, 2005) .

This is amazing result with study slave God (2020) , that it arrived to that activities strategy management resources humanity contributes in cut levels combustion job from during to improve environment the job Presentation Support Administrative For the employees . As well harmonize with study Ghanem and others (2023) , that confirmed importance organized the job flexible and practices resources humanity modern in reduction pressures psychology and improving luxury the workers . likewise supported study Abdulhadi (2025) This result when She explained that training and motivation and balance between the job and life they represent factors basic in strengthening stability psychological and reduce tension functional .

And in the it relates in environments the job hybrids, showed results presence impact positive direct in levels combustion job digital, it is what It indicates to that the job hybrid may it transforms to source pressure myself in current absence controls organizational related management the time and communication digital and it can explanation that that flexibility functional, despite Its benefits, may leads to overlap roles professional and the personality and continuation the job outside times working hours official, Which increases from fatigue mental have the workers .

This result with what arrived to him study Kraj č ik et al. (2023) , that it explained that absence border clear between the job and life personality in environments the job hybrids Contributes in to rise levels combustion Functional . As well . harmonize with study Atti et al. (2022) , that She indicated to that transformation about the job digital Work on after may leads to pressures organizational and psychological Increasing if did not managed environments the job In picture effective and in In contrast, they differ results the study current partially with study Castañeda (2022) , that confirmed that environments the job hybrids contributes in to improve yield and satisfaction Functional, so See the study current that this is amazing benefits stay related with the presence policies organizational clear and strategies resources mankind effective .

As showed results that programs training and support psychological and organization contact digital from more strategies resources humanity effectiveness in limit from combustion job digital and it is possible explanation that that this is amazing practices help staff on administration pressures digital and investigation amount greater from balance between life professional and the personality, the matter that reflected positively on health psychology and level performance functional .

And in a way general, confirms results the study current that combustion job digital become from challenges organizational president in Institutions technology Modern, and that success environments the job hybrids no depends only on to provide technology and flexibility, but rather requires presence strategies resources mankind integrated it aims to protection luxury staff and organization environment the job digital in picture sustainable. Also contributes the study current in strengthening literature Arabic related by burning Job digital, from during presentation guide field from the environment Iraqi It is clear nature relationship between Transformation digital and strategies resources humanity health psychology for the workers in sector the technician .

SECTION FOUR: CONCLUSION, FINDINGS, AND RECOMMENDATIONS

CONCLUSION

The research arrived to that combustion job digital it represents challenge organizationally Increasingly in companies technology Information and programming in Iraq, especially in shadow expansion in application environments the job hybrids and reliance condenser on technologies digital and it has showed results that usage continuous for tools digital, and the abundance meetings virtual, weakness the chapter between life professional and the personality, it is from most prominent factors the performer to rise levels fatigue psychological mental have the workers .

It showed the study presence effect moral for strategies resources humanity in limit from combustion Job digital, from during adoption policies a job flexible, and organization contact digital, providing programs training and support psychological, In what contributes in to improve health psychology for the workers and strengthening satisfaction job and productivity. Likewise it showed results that environments the job hybrids, despite what availability from flexibility and efficiency operational, may leads to more pressures digital in current absence policies organizational clear management the job and communication electronic .

Confirms the study importance development role departments resources humanity in institutions technology in what harmonize with requirements transformation digital, from during building environments a job digital more balance and sustainability, contributes in protection luxury staff and improving performance organizational on range the tall one .

FINDINGS

- 1- Height level combustion Job digital have staff in companies technology Information and programming in Iraq within environments the job hybrids a result usage condenser for technologies digital and overlap hours the job with life personality In a way continuous and increasing that's In a way clear very Noticeable .
- 2- Existence relationship correlation and impact strong and positive between strategies resources humanity and burning job digital, which It indicates on that to improve practices administration resources humanity contributes in mitigation levels combustion and improving environment the job digital in institutions approved on technology modern In fact .
- 3- That environments the job hybrids possess impact double, so contributes in to improve yield and flexibility Functional, but it may Increase from combustion Job digital in current absence policies organizational clear management communication digital inside environments the job Modern In a way clear very .
- 4- That programs training and development in strategies resources humanity play pivotal in reduction combustion Job digital from during strengthening skills staff in administration the time digital and adaptation with requirements the job hybrid And with Investigates balance psychological and professional for the workers In a way continuous .
- 5- Existence indication moral strong for models decline used, with capacity explanatory high for variables search in explanation combustion job digital, which confirms power Relations between variables studied in the study current in environments the job technology modern In a way clear very .
- 6- That strategies resources humanity represent worker basically in limit from combustion Job digital inside environments the job hybrids, from during to organize the job and strengthening support psychological and balance between life professional and the personality to achieve environment a job sustainable effective on range the tall one .

RECOMMENDATIONS

- 1- Development policies organizational clear management the job hybrid, it includes to set hours contact digital and organization communication outside times working hours official.
- 2- Strengthening programs support psychological and guidance Professional to help staff on confrontation pressures related working digital and limit from antiquities combustion functional.
- 3- Providing programs training ongoing for development skills administration the time digital and use technologies modern In picture reduce from stress and scattering functional.
- 4- Adoption practices a job flexible contributes in investigation balance between life professional and the personality in what enhances satisfaction job stability psychological for the employees.
- 5- Development systems and applications digital used inside institutions in what reduces from density notifications and overlap tasks and improve efficiency performance functional.
- 6- Accreditation mechanisms patrol to measure levels combustion job digital have staff with the aim diagnosis problems early and taking procedures corrective the occasion.
- 7- Encouragement more from studies Future related by burning job digital in sectors Iraqi the different ones, especially in shadow expansion continuous in application systems the job hybrid and transformation digital.

REFERENCES

1. Abdullah, M. M. A. (2020). The impact of strategic human resource management activities on reducing job burnout: A field study on Jordanian pharmaceutical manufacturing companies (Unpublished master's thesis). Al-Isra University, Jordan.
2. Al-Saidi, A. A., & Al-Harbi, T. I. A. (2026). The role of digital transformation in reducing job burnout: A field study on administrative employees at Jeddah University. *Journal of Economic, Administrative and Legal Sciences*, 10(1), 13–33.

3. Arokiasamy, L., Fujikawa, T., Piaralal, S. K., & Arumugam, T. (2023). A systematic review of literature on human capital investment and its significance for human resource development. *International Journal of System Assurance Engineering and Management*, 14(5), 1810–1826.
4. Atti, C., Cross, C., Dogan, A. B., Hubbard, C., Page, C., Montague, S., & Rabieinejad, E. (2022). Impacts and integration of remote-first working environments. *arXiv*.
5. Balamurugan, G., & Priyanka, S. (2023). Conceptual framework on successful implementation of hybrid work model for virtual IT employees. *International Journal of Engineering Technologies and Management Research*, 10(4), 14–21.
6. Becker, W. J., Belkin, L. Y., & Tuskey, S. E. (2022). How job control and loneliness during a forced shift to remote work affect employee work behaviors and well-being. *Human Resource Management Review*, 32(1), 100836.
7. Brown, A. (2013). Work redefined. *Solutions Journal*, 7(2), 45–50.
8. Castañeda, J. M. M. (2022). Effects of hybrid work model on employees' work productivity: A literature review. *JPAIR Multidisciplinary Research*, 50(1), 159–173.
9. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
10. Davidescu, A. A., Simion, M., & Bujor, A. (2020). The role of flexibility in employee retention: Insights from a hybrid work environment. *International Journal of Human Resource Management*, 31(12), 1983–2000.
11. Demerouti, E., Bakker, A. B., Peters, P., & Van Wingerden, J. (2023). Effective employee strategies for remote working: An online survey study. *Journal of Applied Psychology*, 108(4), 612–628.
12. Dessler, G. (2023). *Human resource management* (17th ed.). Pearson.
13. Fatima, H., Javaid, Z. K., Arshad, Z., Ashraf, M., & Batool, H. (2024). A systematic review on the impact of remote work on employee engagement. *Bulletin of Business and Economics*, 13(2), 117–126.
14. Ferrara, B. (2022). Investigating the role of remote working on employees' stress and burnout. *Journal of Occupational Health Psychology*, 27(3), 312–326.
15. Garg, R., Kiwelekar, A. W., Netak, L. D., & Ghodake, A. (2021). i-Pulse: A NLP-based novel approach for employee engagement in logistics organizations. *arXiv*.
16. Ghanem, S. M. M., Ragheb, M. A., Ragab, A. A., & Ghanem, A. N. (2023). The impact of human resource management practices on reducing job burnout: An applied study on pre-university schools in East Alexandria Directorate. *Scientific Journal of Financial and Administrative Studies and Research*, 15(2), 1–30.
17. Hadi, A. T. (2025). Human resource strategies and their role in employee psychological well-being. *Journal of College of Education*, 60(1).
18. Iqbal, K. M. J., Khalid, F., & Barykin, S. E. (2021). *Hybrid workplace: The future of work*. IGI Global.
19. Krajčík, M., Schmidt, D. A., & Baráth, M. (2023). Hybrid work model: An approach to work–life flexibility in a changing environment. *Administrative Sciences*, 13(6), 150.
20. Miner, J. B., & Meglino, M. R. (2006). *Human resource management: A strategic approach*. M. E. Sharpe.
21. Singh, A. K. (2024). Challenges and strategies for HR managers in the transition to remote work. *SSRN Electronic Journal*.
22. Ulrich, D., & Brockbank, W. (2005). *The HR value proposition*. Harvard Business School Press.

APPENDIX 1: QUESTIONNAIRE FORM

Dear respected participant

May the peace, blessings, and mercy of God be upon you,

This questionnaire is a scientific tool designed to fulfill the requirements of a research study entitled:

"Human Resources Strategies to Reduce Digital Burnout in Hybrid Work Environments: An Applied Study in Information Technology and Programming Companies in Iraq"

Please answer the questionnaire items objectively and honestly, noting that the data collected will be used for scientific research purposes only, and will be treated with complete confidentiality, and there is no need to mention the name.

Thank you for your cooperation and contribution to the success of this study.

FIRST: DEMOGRAPHIC DATA

Please place a checkmark (✓) in The choice Appropriate :

- **Age:**
 - 30–40 years
 - 41–50 years
 - More than 50 years
- **Gender:**
 - Male

- feminine
- **Academic qualification:**
 - Diploma or less
 - Bachelor's degree
 - Master's degree or higher
- **Years of experience:**
 - 5–10 years
 - 11–15 years
 - More than 15 years

SECOND: QUESTIONNAIRE TOPICS

Please rate your agreement level on each statement using the following five-point Likert scale :

Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree

First Axis: Strategies axis Resources Humanity

No.	Paragraphs	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Human resources strategies contribute to reducing digital stress by organizing work, distributing tasks fairly, and providing continuous administrative and technical support to employees in hybrid work environments.					
2	Human resources strategies provide ongoing training programs that help employees manage digital time and reduce stress resulting from the excessive use of modern technologies in hybrid work environments.					
3	The Human Resources department is working on developing clear policies that limit communication outside of official working hours in order to promote a balance between the professional and digital lives of employees.					
4	Human resources policies contribute to improving the mental health of employees by providing psychological support programs and career guidance to cope with the increasing pressures of digital work.					
5	Human resources strategies rely on modern digital technologies to improve job performance management and monitor employee digital burnout levels on a regular and systematic basis.					
6	Human resources strategies work to promote a culture of flexible work organization that allows employees to adapt to the demands of digital work and reduce levels of psychological and professional burnout.					

Second Axis: Digital burnout axis

No.	Paragraphs	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Workers suffer from digital burnout as a result of the continuous use of digital devices and applications, which increases mental stress and makes it difficult to separate work from personal life.					
2	Working in intensive digital environments leads to employees feeling emotionally exhausted and having poor concentration as a result of the large number of virtual meetings and continuous succession of electronic tasks.					
3	Digital job burnout manifests itself through a decline in employee motivation due to the constant pressure resulting from digital communication and the lack of clear time limits for work.					
4	Digital burnout is linked to an increased sense of mental stress and psychological exhaustion resulting from a heavy reliance on technology to accomplish daily tasks on a very continuous basis.					
5	Employees experience digital burnout as a result of the large number of emails and constant notifications, which lead to distraction and a significant and continuous decline in the quality of job performance.					
6	Digital burnout results from working long hours in front of digital screens without sufficient rest periods, which negatively affects mental and physical health.					

Third Axis: The focus of hybrid work environments

No.	Paragraphs	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Hybrid work environments contribute to providing flexibility for employees by combining remote work with work at the company headquarters, which enhances productivity.					
2	Hybrid work environments provide advanced digital tools that facilitate communication between remote teams and support the efficient and organized completion of tasks on an ongoing basis.					
3	Hybrid work environments contribute to improving work-life balance by providing flexible work options that suit the diverse needs of employees.					
4	Hybrid work environments help reduce job stress by minimizing daily commuting and providing a significantly more comfortable and flexible work environment for employees.					
5	Hybrid work environments allow for the efficient use of modern technology, which contributes to improving job performance and reducing operational errors in modern digital organizations.					
6	Hybrid work environments contribute to enhancing employee satisfaction by giving them the freedom to choose where and when to perform work in a way that suits their different circumstances.					