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Diagnose the Availability of Dimensions Human Resource Attrition Modon Real Estate Development Company in Iraq as a Model

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ARTICLE INFO	ABSTRACT
	The current research aims to identify the extent to which the dimensions of human resource depletion are present in the studied organization. To achieve this objective and obtain more accurate and objective results, the descriptive-analytical approach was adopted. The field of study was represented by Modon Real Estate Development Company, which serves as the real estate arm of Al-Hanzal International Foundation in Iraq. The total population consisted of 1,200 employees working in the targeted company, while the study sample included 291 individuals who were provided with a questionnaire. The questionnaire served as the primary tool for data collection in the field. The present study concluded with a number of findings, the most significant of which is the absence of human resource depletion dimensions in the studied organization. **Keywords:** Human Resource Depletion, Modon Real Estate Development Company in Iraq.

Introduction:

Amid the ongoing disruptions facing the business environment marked by changes in political, economic, and technological factors modern business organizations of various types, sizes, and structures are increasingly confronted with numerous managerial and ethical dilemmas. These challenges, in turn, have created significant pressures on the human resources working within these organizations, negatively affecting their morale and diminishing their levels of job satisfaction. As a result, it has become imperative for organizations and their administrative leadership to focus on improving organizational health, enhancing employee satisfaction, and promoting positive behaviors to retain and sustain a motivated, effective workforce that is prepared to meet future challenges.

To achieve the objectives of the current research, the study is structured into four main sections: the first section outlines the research methodology, the second addresses the theoretical framework, the third focuses on the fieldwork, and the fourth presents the conclusions and recommendations.

Section One: Research Methodology

1. Research Problem

The success and distinction of today's business organizations increasingly rely on the quality of their intellectual capital. Consequently, the phenomenon of human resource depletion has emerged as one of the critical challenges facing these organizations, which strive to find suitable solutions due to its negative consequences on the organizational work environment. These consequences include low workplace morale, poor job satisfaction, reduced productivity, high costs of recruitment and training, a loss of expertise and knowledge, and the deterioration of organizational culture. Therefore, it is essential to adopt proper foundations and mechanisms to address this phenomenon, understand its

causes, and attempt to reduce its spread in order to ensure the sustainability and prosperity of organizations.

Accordingly, the problem of the current research can be summarized through the following questions:

1. What is the level of availability of the dimensions of human resource depletion in the studied organization?

2. To what extent do the levels of availability of human resource depletion dimensions vary according to the demographic characteristics of the study sample?

2. Research Significance

The significance of the current research can be outlined as follows:

a. The novelty and importance of the variable "human resource depletion," which has been addressed in only a limited number of studies, making this research a new scientific and intellectual contribution.

b. The relevance of the current study stems from its application within one of the key companies operating in the real estate sector   an essential and currently active sector in Iraq that can contribute to societal development and economic growth.

c. The study provides appropriate solutions and recommendations to enable the researched organization to understand the causes of human resource depletion and reduce its occurrence or prevent its emergence.

3. Research Objectives

The research aims to achieve the following objectives:

1. To identify the extent to which the study sample perceives the phenomenon of human resource depletion in the researched organization.

2. To determine the degree of variance in the respondents' views regarding the availability of human resource depletion dimensions according to their demographic characteristics.

4. Research Hypotheses

In line with the research problem and objectives, the study adopts the following primary hypotheses:

H1:   The dimensions of human resource depletion are perceived to be present in the researched organization according to the perceptions of the study sample.

H2:   The level of availability of human resource depletion dimensions varies according to the demographic characteristics of the individuals in the research sample.

5. Research Population and Sample

The field of study is represented by the real estate sector, specifically Modon Real Estate Development Company. This sector was selected due to its suitability for the topic of the study. The research population consists of all employees within the company, totaling 1,200 individuals. The researcher employed the   Stephen Thompson formula   to determine the ideal sample size, which was calculated to be 291 respondents. To achieve this, 300 questionnaires were distributed, of which 295 were returned. Out of these, 4 were deemed invalid for analysis, leaving 291 valid questionnaires, representing a 97% response rate   an excellent rate for conducting statistical analysis.

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6. Research Methodology

The present study adopted the descriptive-analytical approach, due to its effective contribution in accurately identifying the elements of the problem or phenomenon under investigation, and in collecting and analyzing relevant data.

Section Two: Human Resource Depletion

1. Concepts of Human Resource Depletion

Linguistically, the term "depletion" (as referenced in Lisan al-Arab, Vol. 3) is derived from the verb istanzafa, which denotes exhaustion, consumption, and extinction. For example, to say "he depleted his energy" means his energy was drained and exhausted. Conceptually, "depletion" refers to the stress and pressure experienced by an individual, which exhausts their energy and skills and diminishes their willingness to perform tasks (Abu Shukair, 2018, p. 77).

From an administrative perspective, the term "depletion" is relatively modern and has recently emerged in management and organizational literature. It refers to the permanent departure of highly skilled and well-trained employees from an organization to join competing firms (Subhani & Kakulapati, 2023, p. 23). Islam and Rahman (2023, p. 179) describe depletion as a serious phenomenon and a major concern for contemporary organizations due to its consequences, such as diminished morale, weakened employee-leader relationships, and declining performance levels. This phenomenon often arises from unfair and arbitrary administrative procedures, prompting employees to leave the organization in search of better opportunities elsewhere.

According to Nithya et al. (2024, p. 1144), human resource depletion is one of the challenges facing modern business organizations as a result of workplace pressures and limited opportunities for career growth, which drive competent employees to leave their organizations thereby negatively impacting overall organizational performance.

Based on the foregoing, the researcher concludes that human resource depletion refers to the condition in which employees' energy and skills are drained and consumed in the workplace due to poor leadership decisions and an unhealthy work culture. This leads to increased pressure on employees, negatively affecting their performance, morale, and job satisfaction, and ultimately pushing them to consider permanently leaving the organization.

2. Negative Outcomes and Impacts of Human Resource Depletion on Organizations

Human resource depletion is considered one of the most critical challenges facing organizations of various types, sizes, and forms. It poses a significant concern for business leaders regarding how to manage, combat, and reduce its effects due to its long-term adverse consequences on both organizations and employees. Accordingly, a number of negative outcomes and impacts that organizations may face as a result of human resource depletion can be identified as **follows:**

1. Loss of Market Share and Decline in Performance: Organizations may lose their market share and experience a decline in performance due to the departure of talented employees and the resulting shortage of essential expertise, skills, and knowledge, which often transfer to competing organizations (Harasudha & Priya, 2022, p. 115).

2. Decline in Workplace Morale and Creativity: Employee morale may drop significantly in the workplace, accompanied by a lack of self-confidence in handling stress, anxiety, and problems. Employees may feel unable to assume responsibility, leading to reduced levels of creativity and efficiency within the organization (Al-Hasso & Al-Shallama, 2023, p. 256).

3. Reputation and Trust Erosion: The organization may lose its value and reputation among peers and become a source of concern and reluctance for potential employees due to strained relationships between staff and leadership and the absence of mutual trust (Al-Douri, 2024, p. 108).

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4.   Loss of Valuable Knowledge and Skills   : Organizations risk losing highly valuable knowledge, skills, and information to competitors, particularly when employees are pressured to complete tasks quickly and the organization fails to retain this critical resource (Korkmaz & Kaya, 2021, p. 914).

   3. Dimensions of Human Resource Depletion

The human resource is considered the most important asset possessed by business organizations today. Therefore, organizations strive by all means to preserve their workforce and protect them from falling into the serious phenomenon of human resource depletion. To identify its dimensions, this study relies on the frameworks of Islam & Rahman (2023, p. 180) and Dariano (2023, p. 45), as detailed below:

1.   Work Pressure

   This concept refers to the exposure of highly skilled and experienced employees in business organizations to neglect and lack of empathy, while being assigned numerous tasks simultaneously. This causes a misalignment in task completion (Al-Douri, 2024, p. 109). Similarly, Al-Zoubi et al. (2024, p. 2) point out that work pressure results from poor managerial practices and the excessive responsibilities imposed by leadership, combined with social obligations, leading to high levels of stress, depression, anxiety, and reduced job satisfaction due to employees' inability to adapt to changing work conditions. This, in turn, results in the loss of talented employees.

2.   Low Job Satisfaction

   This dimension represents one of the main drivers of employee depletion, often pushing employees to leave the organization and seek other institutions that provide higher satisfaction (Islam & Rahman, 2023, p. 180). Rao & Avr (2024, p. 122) consider job satisfaction a fundamental element of employee well-being, as higher satisfaction correlates with increased employee engagement and commitment. Muchtadin (2024, p. 127) also notes that if organizations wish to retain experienced staff and improve their performance and loyalty, they must invest in employee satisfaction and enhance their participation and engagement in the workplace.

3.   Poor Work-Life Balance

   Work-life balance refers to employees' ability to manage their work and personal lives harmoniously without excessive stress (Tijani et al., 2020, p. 2). Chauhan et al. (2024, p. 39) describe work-life balance as a crucial mechanism that enables employees to allocate their time based on priorities, achieve their professional goals, and avoid personal and workplace problems. Aithal & Ganapathi (2024, p. 6) argue that poor work-life balance is one of the leading causes pushing skilled employees to leave their organizations due to the resulting depression, stress, and increased workplace conflicts, all of which negatively affect personal life.

4.   Limited Career Growth Opportunities

   Career growth is one of the most significant factors influencing employees' choice of an organization that ensures suitable professional development. When organizations fail to provide growth and development opportunities, it negatively affects employee morale and performance (Salendu & Solihat, 2023, p. 1013). Adeyeye & Ede (2024, p. 10) emphasize that career growth is a dynamic and outcome-focused process; thus, the lack or limitation of such opportunities leads to diminished employee performance and job satisfaction due to the exhaustion of their energy and capacities.

5.   Unhealthy Workplace Culture

   An unhealthy workplace culture has become a critical issue in organizations due to its negative impact on employee well-being, productivity, and overall organizational success (Arifin, 2024, p. 390). Purwanti & Gustiawan (2024, p. 2035) add that unhealthy cultures within organizations adversely affect employee performance and general organizational productivity by reducing motivation and

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enthusiasm, which ultimately impacts performance. Zaman & Atta (2024, p. 1172) emphasize the role and responsibility of organizations in fostering a healthy, inclusive, and positive workplace culture that promotes skill diversity and equality among employees, and in focusing on training, development, and positive interaction with the workforce.

Section Three: Fieldwork of the Study

The fieldwork aspect of this study includes several components as outlined below:

1. Research Instrument: Description and Variable Measurement

The present research focuses on a single variable: human resource depletion . This variable was measured using a questionnaire specifically developed by the researcher. The questionnaire was structured into two main sections:

The first section addressed demographic information , aimed at identifying the personal and professional characteristics of the respondents.

The second section focused on measuring the core research variable . A total of 15 items were included to assess the human resource depletion variable across five dimensions , with three items per dimension :

Work pressure

Low job satisfaction

Poor work-life balance

Limited opportunities for career growth

Unhealthy workplace culture

The demographic information collected in the questionnaire consisted of five categories : age, gender, academic qualification, job type, and years of service. These categories reflect the personal characteristics and professional profiles of the sample population.

Table (1) presents the distribution of respondents according to their demographic characteristics.

Information	The symbol	Categories	repetition	%
the age	D1	25 years and below	62	21.3
		26−30 years	101	34.7
		31−35 years	62	21.3
		36−40 years	35	12.0
		41 years and above	31	10.7
Sex	D2	male	216	74.2
		feminine	75	25.8
Academic qualification	D3	Higher degree	46	15.8
		Bachelor's	180	61.9

		diploma	28	9.6
		Preparatory school	37	12.7
Job type	**D4**	**administrative**	132	45.4
		geometric	123	42.3
		technical	21	7.2
		My vice	15	5.1
Years of service	**D5**	**1−3 years**	130	44.7
		4−6 years	84	28.9
		7−9 years	46	15.8
		10 years and above	31	10.6

Source: Table prepared by the researcher based on SPSS software.

2. Validity and Reliability of the Research Instrument

To assess the appropriateness of the questionnaire as a research instrument in terms of its validity and reliability, the validity coefficient was calculated using the square root of the Cronbach's Alpha coefficient. As shown in Table (2), the validity values range between   0.916 and 0.983   , which are considered high and indicate strong internal validity of the questionnaire. This enhances the credibility of the data and supports their reliability for subsequent analytical procedures.

Table (2): Validity Coefficient and Cronbach's Alpha Values

Dimensions	Symbol	Validity Coefficient	Cronbach's Alpha Coefficient
Work Pressure	**yy1**	0.935	0.874
Low Job Satisfaction	**yy2**	0.957	0.916
Poor Work-Life Balance	**yy3**	0.958	0.917
Limited Career Growth Opportunities	**yy4**	0.961	0.924
Unhealthy Workplace Culture	**yy5**	0.962	0.925
Human Resource Depletion	**Y**	0.983	0.966

Source: Table prepared by the researcher based on SPSS software.

3. Normality Test

To verify the assumption of normality for the data related to the research variable (human resource depletion) and its dimensions, the researcher conducted a normality test using   skewness   and kurtosis   coefficients. The data are considered normally distributed if the skewness values fall within the range of   +1 to -1   , and the kurtosis values fall within the range of   +3 to -3   . As shown in Table (3), the skewness and kurtosis values fall within the specified ranges, indicating that the data for the research variable and its dimensions approximate a normal distribution. Therefore, the assumption of normality is met, allowing for the application of   parametric statistical methods   in subsequent analyses.

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Table (3): Skewness and Kurtosis Coefficients

Variable and Dimensions	Symbol	Skewness	Kurtosis
Work Pressure	yy1	0.090	-1.298
Low Job Satisfaction	yy2	0.281	-1.165
Poor Work-Life Balance	yy3	0.397	-1.151
Limited Career Growth Opportunities	yy4	0.147	-1.339
Unhealthy Workplace Culture	yy5	0.366	-1.212
Human Resource Depletion	Y	0.098	-1.276

Source: Table prepared by the researcher based on SPSS software.

4. Description of the Research Variable

Human resource depletion consists of five dimensions: work pressure, low job satisfaction, poor work-life balance, limited career growth opportunities, and unhealthy workplace culture . Table (5) presents the descriptive results of the items related to human resource depletion using the mean , standard deviation , relative importance , and degree of agreement .

Table (5): Description of Human Resource Depletion Items

s	phrase	arithmetic mean	standard deviation	relative importance	intensity of agreement
Y1	.I am tasked with completing more than one task at the same time	3,030	1.542	60.60%	acceptable
Y2	Work instructions are conflicting because they are issued by multiple entities.	2,700	1,420	54.00%	acceptable
Y3	.My responsibilities exceed my ability to work	2,450	1.334	49.00%	weak
Y4	.Lack of management interest in creative efforts and ideas	2,570	1.438	51.40%	weak
Y5	.Work tasks are distributed unfairly	2,500	1.335	50.00%	weak
Y6	.My effort is not commensurate with my salary	2,650	1.439	53.00%	acceptable
Y7	.I am assigned to do work outside of work hours	2,540	1,400	50.80%	weak
Y8	.I am having difficulty getting time off to care for my family	2,400	1.336	48.00%	weak
Y9	My work negatively affects my personal relationships with family and friends.	2,440	1.349	48.80%	weak
Y10	.Promotion opportunities are presented unfairly	2.640	1.468	52.80%	acceptable
Y11	.We lack training programs to develop our cognitive skills	2.620	1.402	52.40%	acceptable
Y12	.On-the-job learning programs are limited	2,670	1.425	53.40%	acceptable
Y13	The work environment is characterized by tension, conflict, and instability.	2,530	1.446	50.60%	weak
Y14	.We lack sufficient support to work as a team	2,420	1.348	48.40%	weak
Y15	Lack of targeted awareness and guidance programs in the workplace.	2,530	1,407	50.60%	weak

Source: Table prepared by the researcher based on SPSS output.

It is observed from Table (5) that the level of agreement regarding the items of the dependent variable human resource depletion is low. This is indicated by the mean values being below the benchmark mean value of 3 , as well as by the low relative importance percentages . The items recorded a weak level of agreement , suggesting that the levels of human resource depletion are low within the studied environment, represented by Modon Real Estate Development Company .

Item Y1 ("I am assigned to perform more than one task at the same time") recorded the highest level of agreement among all the items of the dependent variable, with a mean of 3.030 and relative importance of 60.60% . In contrast, item Y8 ("I face difficulty in obtaining leave to take care of my family members") recorded the lowest level of agreement , with a mean of 2.400 and relative importance of 48.00% .

The low standard deviation values indicate a high level of consistency and low dispersion in the respondents' perceptions of the questionnaire items. This supports the reliability of the mean values , which consistently reflect the low level of agreement across all items of the dependent variable.

Table (6) presents the descriptive analysis at the level of the research dimensions, based on measures of central tendency including mean, standard deviation, minimum and maximum values , in addition to relative importance .

Table (6): Descriptive Analysis of the Research Dimensions

Variable and Dimensions	Symbol	Mean	Standard Deviation	Minimum Value	Maximum Value	Relative Importance	Degree of Agreement
Work Pressure	yy1	2.731	1.282	1.00	5.00	54.62%	Acceptable
Low Job Satisfaction	yy2	2.573	1.299	1.00	5.00	51.45%	Weak
Poor Work-Life Balance	yy3	2.460	1.261	1.00	5.00	49.21%	Weak
Limited Career Growth Opportunities	yy4	2.644	1.334	1.00	5.00	52.88%	Acceptable
Unhealthy Workplace Culture	yy5	2.493	1.306	1.00	5.00	49.85%	Weak
Human Resource Depletion	Y	2.580	1.159	1.00	5.00	51.60%	Weak

Source: Table prepared by the researcher based on SPSS output.

It is observed from Table (6) that there is a low level of agreement regarding the availability of human resource depletion across all its five dimensions (work pressure, low job satisfaction, poor work-life balance, limited career growth opportunities, and unhealthy workplace culture), as perceived by employees in Modon Real Estate Development Company . The calculated mean values for all dimensions of the variable did not exceed the theoretical mean of 3 , which further confirms the low perceived presence of these dimensions in the organization.

The overall mean for the human resource depletion variable was 2.580 , with a relative importance of 51.60% values that support the finding that this phenomenon is not prevalent in the studied organization. The highest level of agreement was found for the work pressure dimension, with a mean of 2.731 and relative importance of 54.62% , followed by limited career growth opportunities (mean = 2.644, relative importance = 52.88%), low job satisfaction (mean = 2.573, relative importance = 51.45%), unhealthy workplace culture (mean = 2.493, relative importance = 49.85%), and finally poor work-life balance (mean = 2.460, relative importance = 49.21%).

The low standard deviation values reflect a high level of consistency and low dispersion in respondents' perceptions, which supports the reliability of the mean values in representing the entire sample.

5. Hypothesis Testing: Availability Hypothesis

This section includes one main hypothesis:

Main Hypothesis (H1):

The organization under study exhibits the dimensions of human resource depletion as perceived by the research sample.

To test this hypothesis, the One Sample T-Test was employed, which is used to test significant differences from the theoretical mean. The significance of this test helps determine whether the five dimensions of human resource depletion (work pressure, low job satisfaction, poor work-life balance, limited career growth opportunities, unhealthy workplace culture) are present or not in the organization under study.

Table (7) presents the test results.

Table (7): One Sample T-Test for the Availability of Human Resource Depletion Dimensions

Variable and Dimensions	Symbol	Theoretical Mean = 3		
		T	**df**	**Sig. (2-tailed)**
Work Pressure	**yy1**	-3.582	290	0.000
Low Job Satisfaction	**yy2**	-5.609	290	0.000
Poor Work-Life Balance	**yy3**	-7.296	290	0.000
Limited Career Growth Opportunities	**yy4**	-4.556	290	0.000
Unhealthy Workplace Culture	**yy5**	-6.626	290	0.000
Human Resource Depletion	**Y**	-6.183	290	0.000

Source: Table prepared by the researcher based on SPSS output.

It is observed from Table (7) that the negative T-value was statistically significant at a p-value less than 5% , indicating the presence of significant differences. This implies that the dimensions of human resource depletion are not perceived as available in the studied organization, according to the perceptions of the study sample. The negative T-value supports this conclusion. Therefore, the first main hypothesis is rejected .

6. Testing the Variance Hypothesis

This section includes one main hypothesis:

Main Hypothesis (H2):

The level of availability of human resource depletion dimensions varies according to the demographic characteristics of the study sample.

This main hypothesis branches into the following sub-hypotheses:

Sub-Hypothesis (H2.1):

The level of availability of human resource depletion dimensions varies according to the age of the individuals in the study sample.

To test this hypothesis, the   One-Way ANOVA   test was used to determine whether there are significant differences among   more than two age groups   . This test helps verify if the mean differences between groups are statistically significant.

Table (8): Variance in Human Resource Depletion Levels According to Age

Variable and Dimensions	Symbol	F	Sig.
A. Work Pressure	**yy1**	0.135	0.969
B. Low Job Satisfaction	**yy2**	0.492	0.742
C. Poor Work-Life Balance	**yy3**	0.830	0.507
D. Limited Career Growth Opportunities	**yy4**	0.395	0.812
E. Unhealthy Workplace Culture	**yy5**	0.638	0.636
Human Resource Depletion	**Y**	0.397	0.811

Source: Table prepared by the researcher using SPSS.

It is observed from   Table (8)   that the   F-value was not statistically significant   , as the significance level exceeded 5% for the variable   Human Resource Depletion   and its five dimensions (Work Pressure, Low Job Satisfaction, Poor Work-Life Balance, Limited Career Growth Opportunities, and Unhealthy Workplace Culture). This indicates a   lack of statistically significant variance   in the level of availability of the dimensions of human resource depletion   based on the age   of the study sample. Accordingly,   Sub-Hypothesis H2.1 is rejected   .

Sub-Hypothesis (H2.2):

The level of availability of human resource depletion dimensions varies according to the gender of individuals in the study sample.

To test this hypothesis, the   Independent T-Test   was used, which assesses whether there are significant differences between   two independent samples   in this case,   males and females   under the gender variable.

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Table (9): Variance in Human Resource Depletion Levels According to Gender

Variable and Dimensions	Symbol	Statement	F	Sig.	T	df	Sig. (2-tailed)
Work Pressure	**yy1**	Equal variances	3.465	0.064	-0.333	289	0.739
		Unequal variances			-.350	141.538	0.727
Low Job Satisfaction	**yy2**	Equal variances	1.747	0.187	-0.314	289	0.754
		Unequal variances			-.329	140.830	0.743
Poor Work-Life Balance	**yy3**	Equal variances	13.655	0.000	0.340	289	0.734
		Unequal variances			.381	162.242	0.704
Limited Career Growth Opportunities	**yy4**	Equal variances	0.160	0.689	-1.178	289	0.240
		Unequal variances			-1.173	128.051	0.243
Unhealthy Workplace Culture	**yy5**	Equal variances	0.847	0.358	-.826	289	0.409
		Unequal variances			-.855	137.497	.394
Human Resource Depletion	**Y**	Equal variances	4.001	0.046	-.527	289	0.599
		Unequal variances			-.564	147.060	0.573

Source: Table prepared by the researcher based on SPSS program.

It is observed from Table (9) that there is heterogeneity in the variances between the two groups (males and females) as indicated by the significance level of the F value being less than 5% for both the overall variable "Human Resource Depletion" and the dimension "Weak Work-Life Balance." This indicates a lack of statistical significance. Conversely, there is homogeneity in the variances between the male and female groups, as evidenced by the F value having a non-significant level (greater than 5%) for the dimensions of "Work Pressure," "Low Job Satisfaction," "Limited Career Growth Opportunities," and "Unhealthy Workplace Culture," indicating statistical significance.

Moreover, the T-test results showed significance levels greater than 5% corresponding to "unequal variances" for the overall variable and the dimension "Weak Work-Life Balance," and corresponding to "equal variances" for the other dimensions mentioned above. These findings indicate that the level of availability of human resource depletion dimensions does not vary according to the gender of the sample participants. Therefore, the second sub-hypothesis is rejected.

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Sub-Hypothesis 3 (H2.3):

The level of availability of human resource depletion dimensions varies according to the educational qualification of the study sample individuals.

To test this hypothesis, the One-Way ANOVA test was used to examine significant differences among more than two groups within the educational qualification variable. This test ensures whether differences exist between multiple groups. Table (10) shows the results of the test.

Table (10): Variation in the Level of Human Resource Depletion According to Educational Qualification

Variable and Dimensions	Symbol	F	Sig.
Work Pressure	yy1	1.661	0.176
Low Job Satisfaction	yy2	0.487	0.692
Weak Work-Life Balance	yy3	1.465	0.224
Limited Career Growth Opportunities	yy4	0.240	0.868
Unhealthy Workplace Culture	yy5	0.332	0.802
Human Resource Depletion	Y	0.546	0.651

Source   : Table prepared by the researcher based on SPSS output.

It is observed from Table (10) that the (F) value was not statistically significant at a significance level greater than 5% for the variable of human resource depletion and its five dimensions (work pressure, low job satisfaction, weak work-life balance, limited career growth opportunities, unhealthy workplace culture). This means that the differences are not statistically significant, indicating that the level of human resource depletion does not vary according to the educational qualification of the study sample individuals. Therefore, the third sub-hypothesis is rejected.

Sub-hypothesis four (H2.4)   : The level of human resource depletion dimensions varies according to the job type of the individuals in the study sample.

To test this hypothesis, the One-Way ANOVA test was used to assess the significance of differences among more than two groups based on job type. This test is used to verify the presence of differences among multiple groups. Table (11) displays the results of the test.

Table (11): Variation in the level of human resource depletion by job type   .

Variable and Dimensions	Symbol	F	Sig.
Work Pressure	yy1	2.231	0.085
Low Job Satisfaction	yy2	1.431	0.234
Weak Work-Life Balance	yy3	2.404	0.068
Limited Career Growth Opportunities	yy4	1.081	0.357
Unhealthy Workplace Culture	yy5	1.009	0.389
Human Resource Depletion	Y	1.830	0.142

Source: Table prepared by the researcher based on SPSS output.

It is observed from Table (11) that the F-value is not statistically significant at a significance level greater than 5% for the variable of human resource depletion and its five dimensions (work pressure, low job satisfaction, poor work-life balance, limited career growth opportunities, unhealthy workplace

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culture). This means that the results are not statistically significant, indicating that the level of availability of human resource depletion dimensions does not vary according to the job type information of the study sample. Therefore, the fourth sub-hypothesis is rejected.

Fifth Sub-Hypothesis (H2.5):   The level of availability of human resource depletion dimensions varies according to the years of service of the individuals in the study sample.

To test this hypothesis, the One-Way ANOVA test was used to assess the significance of differences among more than two groups based on years of service. This test is used to determine if differences exist among multiple groups. Table (12) shows the results of the test.

Table (12): Variance in the Level of Human Resource Depletion According to Years of Service

Variable and Dimensions	Symbol	F	Sig.
Work Pressure	**yy1**	1.967	0.119
Low Job Satisfaction	**yy2**	3.663	0.013
Poor Work-Life Balance	**yy3**	5.336	0.001
Limited Career Growth Opportunities	**yy4**	2.783	0.041
Unhealthy Workplace Culture	**yy5**	4.677	0.003
Human Resource Depletion	**Y**	4.228	0.006

Source: Table prepared by the researcher based on SPSS output

It is observed from Table (12) that the value of (F) was statistically significant at a significance level of less than 5% for the human resource depletion variable in its dimensions (low job satisfaction, poor work-life balance, limited career growth opportunities, and unhealthy workplace culture), with the exception of the work pressure dimension. This indicates that there are statistically significant differences, meaning that the level of availability of human resource depletion dimensions varies according to the information on years of service of the study sample. Therefore, the fifth sub-hypothesis is accepted. Based on the results of the sub-hypotheses, the second main hypothesis is also accepted.

Chapter Five: Conclusions and Recommendations

First: Conclusions

The current study presents a set of conclusions as follows:

1. The dimensions of human resource depletion are not present in the organization under study, according to the perceptions of the sample. This may be attributed to the presence of certain positive factors in the work environment that limit the occurrence of human resource depletion within the company.

2. There is no variation in the level of perceived human resource depletion dimensions among the sample based on their demographic characteristics (age, gender, educational qualification, and job type).

3. There is a variation in the level of perceived human resource depletion dimensions among the sample based on years of service.

Second: Recommendations

Based on the conclusions drawn, the current study offers the following recommendations:

1. Emphasize motivating employees both materially and morally by implementing programs aimed at enhancing well-being. This could include establishing a unit dedicated to employee sustainability, training, and skill development, while ensuring well-being is achieved according to realistic and objective standards to reduce the phenomenon of employee burnout.

2. Administrative leadership within the company should work to enhance job satisfaction by adopting a fair system for wages and incentives and allowing employees to participate in conferences and seminars.

3. Establish a fair system that provides employees with opportunities for career advancement and growth within the company.

4. Create a supportive organizational climate that fosters employee participation in decision-making and makes them feel like an important and influential part of the organization.

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