

## **The Psychology and Administrative Inertia of the Deans of the Faculties from the Point of View of the Heads of the Scientific Departments**

**Prof. Dr. Yousef Yacoub Shehada, Baraa Hani Hussein**

University of Baghdad/ Faculty of Education Ibn Rushd for Human Sciences  
Yousif.jacob@ircoed.uobaghdad.edu.iq

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### **Abstract:**

The research aims to identify the reality of administrative inertia in the deans of colleges from the point of view of the heads of scientific departments, and for the purpose of achieving the objective of the research, the researcher has built a measure of administrative inertia, which consists of (24) items, and the research sample reached (396) members of the heads of scientific departments in government colleges in the province of Baghdad, and for the purpose of processing data was used using the program of repetitions, averages and standard deviation to analyze the results.

**Keywords:** administrative inertia, colleges, deans, heads of departments

### **Research Problem:**

All institutions without exception began to realize the fact that change is the basis for retention and the basis for excellence among them, which has become a threat to the entity of those institutions, or make them in a state of constant vigilance and constant conflict in the search for methods that make them invest their resources and harness them in order to satisfy the needs of their members, and since the humanelement is one of the most important of these resources and is the mainelement in the achievement of objective s within those institutions, becauseof its skills and mental abilities capable of finding solutions to problems andput forward advanced methods in the field of administrative work and innovation of all that is new in the world of technology. (Hariri et al., 2007: 11)

Administrative inertia is one of the management concepts that have begun to appear in many institutions and are forming an obstacle to the completion of work differently from the usual work routine. Inertia is the opposite of flexibility, which means the inability of the individual to find various ideas and administrative methods in order to solve a particular problem, which leads to the feeling of boredom and frustration of subordinates, in the sense that inertia means keeping new cases on their previous status without looking for a new method where the individual can not see away to change the solution or change it (Osman, 2017: 9)

Based on the above, and through the researcher's review of the literature and conferences, and the absence of the field of educational administration (to the best of the researcher's knowledge) from the studies that dealt with the administrative inertia of the administrative leaders in the universities, the researcher felt that there is an urgent need to know the important issues that limit the performance of deans within the colleges, which is administrative inertia, which prompted the researcher to do such research to alleviate the challenges and difficulties facing deans

### **Significance of the Research:**

The study of administrative inertia has received great attention recently becauseof the desire of institutions to get rid of the rigidity and stillness they suffer from and work to change and improve their reality. Administrative inertia is one of the topics that has received the attention of many researchers, as institutions are now moving towards expansion, and the work environment has become more complex than ever, and subordinates are increasing their needs and ambitions day by day, and of course institutions may be able to satisfy some of the desires of subordinates at times, but they certainly will not be able to satisfy this at all times, which will eventually lead to individuals feeling frustrated and thus will lead to administrative inertia (Daham, 2008: 5)  
The importance of research is highlighted through the following points:

1\_This researchis according to the knowledge of the first researcher in dealing with the concept of administrative inertia in the field of educational administration

2\_ Knowledge of administrative inertia and the development of solutions to it helps in overcoming many of the administrative problems that occur in educational institutions

3\_The study of administrative inertia plays a major role in the development of colleges by identifying its causes and causes to help develop the performance of the college

**Objectives of the research:** The current research aims to identify the reality of administrative inertia in the deans of colleges from the point of view of heads of scientific departments

\* **search limits :** The current research is determined by :

1\_Human Boundaries: Heads of Scientific Departments

2\_Spatial boundaries: Government colleges affiliated with the universities of Baghdad Governorate (University of Baghdad, Mustansiriyah, Iraqi, Nahrain, technological)

3\_Time Limits: Academic Year (2022\_ 2023)

## **Terminology**

### **Administrative inertia**

**Identified by (Al-Obaidi, 2017):** It is a property whereby the institution stays at its pace constantly or moves with all the dynamics at the same speed. Sometimes it seems that the entire institution is stationary and does not move at all. (Al-Obaidi, 2017: 11)

**Identified by (Al-Tai et al., 2019) -** The internal and external power that makes it difficult to change the strategy or organizational structure of the institution. The power of inertia includes these cognitive schemes, internal political constraints, organizational culture, strategic commitments and seminars, and external institutional constraints . (Al-Tai et al., 2019: 12)

## **Literary background/administrative inertia**

### **Introduction**

The term administrative inertia first appeared in physics under the name of inertia phenomenon, which means that the static body tends to continue to remain stationary and the moving body tends to continue to move at its original speed.

It has to be called structural inertia, and since that time it has taken a large place in the writings of researchers after them, as they dealt with research and study in various terms, including structural inertia, organizational momentum and others. (Yasser, Al-Sharifi, 2020: 156)

### **Causes of administrative inertia:**

Stagnation, like many of the problems experienced by contemporary man because he seeks and seeks change in everything, and stagnation with its various definitions and axes means reliability and non-renewal and away from flexibility, which leads to failure to perform duties properly, and thus difficulty in reaching the objectives to be accomplished. - Reliability of the behavior of subordinates: The reliability of behavior leads to the inertia of the organization, where the inertia comes due to the full commitment of subordinates to the regulations and instructions, and this means increasing routine, increasing control and inspection, and wasting effort and money on this control instead of aiming towards achieving the objectives of the institution that was established to achieve them (Shehada, 2014: 364)

1. Circulating plans and procedures: Some decision-makers may resort to circulating plans and strategies in certain situations over other situations that may not be suitable for these procedures because they do not take into account the external environment and its impact on the institution or the changes that occur in it when circulating these procedures and plans, and even the skills and capabilities of subordinates, which will lead to administrative inertia (Al-Balghi, Al-Zubaidi, 2021: 52)
2. Lack of flexibility: One of the main reasons that lead to inertia is the lack of flexibility in everything. Institutions that are characterized by the inflexibility of their organizational structure and its acceptance of change, modernization and renewal and do not adapt to these internal and external variables, which leads to their administrative inertia (Riziqa, Nabila, 2021: 52)
3. The imbalance in the performance adequacy reports of the annual performance reports of the employees lacks objectivity due to their reliance on individual estimates by the competent superiors, which makes them vulnerable to personal air and ultimately affects the job relations that should be established between employees and management. (Al-Khafaji, 2021: 115)

### **Previous studies**

#### **Study (Riziqa, Nabila:2021)**

**Study Objective:** The study aimed to

- Access to control the relationship between the two variables of the study organizational rigidity and professional compatibility
- Knowledge of the nature of the relationship between organizational inertia and professional compatibility in the Public Institution for Neighborhood Health

**Study sample:** The study sample consists of 52 workers, or 50% of the original study population

#### **Search tool:**

This study relied on a number of research tools: observation, interview, form, documents and records

**Statistical means:** duplicates, percentage, compatibility coefficient, phi coefficient, Kai test, observation,

Form, interview, documents and records.

- The institution does not care about the employees' concerns and aspirations
- Workers are not well informed about the laws and regulations and the absence of training opportunities in the institution
- The existence of discipline for workers and their keenness to come to work at the specified times
- The workers adhere to the instructions and orders issued . - Most of the workers are distributed to them on the basis of specialization

Relatively non-strong relationship between regulatory inertia and professional alignment

This chapter will deal with a detailed description of the procedures followed in the implementation of the research, including the research methodology, the description of the research community, the identification of the research sample, the preparation of the research tools (questionnaire), the verification of their validity and reliability , and the statistical methods used in the processing of data.

#### **First: Research Methodology:**

The descriptive and relational approach has been adopted to achieve the objectives of the current research, as well as the study of the phenomenon in terms of its characteristics and factors affecting it, as an accurate description, and as it exists on the ground ( Obaidat , 1997: 74).

The achievement of students and the acquisition of certain knowledge and skills is one of the priorities of educational institutions, so the measurement of achievement is one of the important sources to define the outputs of educational processes on the sectors of education with the necessary information necessary to make educational decisions such as success or failure or classify students in categories according to their levels of achievement (Jubouri and Kazemi, 2014 : 423).

## **Second : Search Procedures**

### **Research community:**

By the research community, we mean all the vocabulary of the phenomenon that the researcher is studying , as well as the total group with the elements that the researcher seeks to generalize the results to ( Odeh and Malkawi, 1998 : 59).In order for any of the means of testing to be used with high accuracy, this must be preceded by an accurate description of the study community because each community has different characteristics from the other community (Ali, 2020: 47). The current research community consists of all heads of scientific departments in the colleges of the universities of the province of Baghdad exclusively for the academic year (2022-2023) .The number of (396) heads of department are divided into (five) universities

### **2- Research Sample:**

The sample is part of the community that is being studied , and in order for the sample to represent the community accurately and honestly, there must be equality and equality in the selection of any element of the study population, and the need for the sample size to be sufficient to ensure the accuracy of the results , the larger the sample size, the better its representation of the study community and the results are better and more accurate.(Abu Allam ,2009: 92) After conducting the identification of the original community of the study, the researcher selected the research sample, which amounted to (316) head of department by (225) males and(91) females. According to the scientific title, those with the title of professorship (73) and those with the title of assistant professor (145) and with the title of teacher (98) head of department, distributed over five public universities,were chosen in a random way and from scientific and humanitarian specialties, i.e. (80%) of the original community, and this percentage can be relied upon in its representation of the community according to many sources of educational research, as well as measurement and educational evaluation, including that the lowest number of sample members in descriptive research is: (80%) of the size of the community if it is (a few hundred ). (Odeh and Malakawi: 1992, 134-135)

### **3- Research Tool**

Since the current research aims to identify the reality of administrative inertia in the deans of colleges from the point of view of the heads of scientific departments, therefore, the nature of the current research requires that the researcher has a measure aimed at measuring the reality of administrative inertia, and the following is an explanation of the numbers of the tool:

#### **First: Administrative Inertia Questionnaire**

##### **Steps to build an administrative inertia tool:**

\_ Literature: After reviewing the literature related to administrative inertia and focusing on what is related to the educational administration, and previous studies related to the research variable, the following has been identified:

The concept of administrative inertia

(It is a characteristic whereby the institution constantly stays at its pace or moves with all the dynamics at the same speed, and sometimes it seems that the entire institution is stationary and does not move at all) (Al-Obaidi, 2017: 11)

Sources of building the questionnaire items : This tool was built after doing many of the procedures that enabled the formulation of the various questionnaire items , in a way that is environmentally and administratively compatible with the values of the respondents according to the foundations and rules of public universities, including:

- View a number of educational standards for previous studies (Arabic, foreign) related to the concept of inertia
- Discussion of a group of experts and specialists in the field of educational administration, measurement, evaluation and educational psychology
- Reconnaissance Questionnaire: A reconnaissance questionnaire (open question) was directed to (12) heads of scientific departments for the purpose of obtaining a set of items ,
- Preparation of the questionnaire items in their initial form: After obtaining some items from the exploratory sample and adding other items from the literature and previous studies, they consisted of (24) items before presenting them to the arbitrators.
- Answer Alternatives and their scores: The five-tiered scale was adopted as it gives a wider freedom for the respondent to choose the most appropriate alternative from his point of view and more precisely, and the alternatives are (very strongly agree, highly agree, medium agree, slightly agree, very little) and weights were given respectively (5, 4, 3, 2, 1)

#### Face validity

**Reliability is one of the basic standard characteristics of psychological scales with reliability which comes first, a reliable scale is considered stable but a stable scale is not necessarily reliable. Therefore, we can say every reliable scale is stable (Abbas. Etal, 2022 : 378).**

The face validity was verified by presenting the questionnaire to a group of arbitrators and experts in the field of educational administration and educational and psychological sciences, showing the names of experts and arbitrators according to the scientific title, competence and place of work. 80% and more of the opinions of experts were adopted, as (Bloom, 1983) indicated that the percentage of agreement between arbitrators and experts if 75% or more can be satisfied in terms of the validity of the questionnaire

#### Statistical analysis of the items of the administrative inertia questionnaire:

##### 1. Discriminatory power of items :

The purpose of this step is to analyse the items statistically as well as to identify the discriminating power of each item of the scale , noting that the discriminating power is intended to be the extent to which the item is able to distinguish between the members of the total sample of the upper and lower levels in relation to the attribute or that it measures. Through this analysis, the accuracy of the items of the scale is ascertained in detecting individual differences between the members of the sample .

It is a parameter that is usually expressed by the ability of the item to distinguish between the exams whose ability to answer the item passes correctly and the exams whose ability does not enable them to answer the item correctly (Alwan & Jasim, 2022 : 1153).

By calculating the arithmetic mean and standard deviation of the upper group, as well as the arithmetic mean and standard deviation of the lower group on the items of the questionnaire , and the T-test was applied to two independent samples to identify the significance of the difference between the upper groups and the lower group according to each item , and then compare the T-value calculated with the T-table value, and the judgment on the degree of distinction of the item is accordingly , and after conducting the statistical analysis, it was found that all items are significant because they are higher than the table value, and all items are valid for application

## **2-The validity of the items : The items are related to the overall degree of the questionnaire :**

The correlation of the score of the item with the overall score of the scale is an indicator of the validity of the item . This means determines the homogeneity of these items in measuring a certain behavioral phenomenon to be measured (Allen-1979:124), where the Pearson correlation coefficient was used in accessing and extracting the correlation of items with the overall score of the scale. The table value of the Pearson correlation coefficient (0.139) at the level of significance (0.05) and with a degree of freedom(228). Then, a comparison was made of the correlation coefficient values of all items with the value of the table correlation coefficient. It was found that all the correlation coefficients of items are statistically significant .

### **Tool reliability :**

through which we can identify the range of internal consistency between items of the scale with each other and we can infer the factorial validity of the grand total of the scale if the correlation coefficient among items and the scale are very high (Noori & Jassim, 2022 : 635).

The reliability of the scale is intended to give the same result if repeated on the same sample more than once under the same conditions or in other words that the reliability of the scale means reliability in the results of the scale and not significantly changed if redistributed to the sample several times in certain periods of time (Al-Zubaie, 1981 : 59) , and for the purpose of obtaining the reliability of the tool the following methods were used:

### **1- Method of re-testing ( reapplication) :**

This method is conducted on the idea of reapplying or testing on a sufficient group over a period of time that is not short so that it is affected by familiarity or exercise, and not long so that it leads to divergence between the respondents at the time of application, so that each individual gets a degree of the first application and a degree of the second application, then it is possible to find a correlation coefficient between the two degrees, if it is high, it indicates that the answers in the second time were not different from the answers in the first time, and if it is low, it indicates that the tool is not fixed, and cannot be relied upon (Al-Gharib, 1985: 54)

The Pearson correlation coefficient is usually used, so the correlation coefficient is the reliability coefficient, and it is assumed that the reliability coefficient is from zero to the correct one, and this method indicates the reliability of the output , and it was applied to the research sample of (45) department heads in a random manner, and the interval was (14) days .

Re-applied to the same sample, and by calculating the correlation coefficient between the scores, not the individuals of the same sample, as the correlation coefficient for the variable (administrative inertia) reached (0.85), which is a good coefficient, which makes the search tool has a high degree of reliability and thus can be relied upon

### **\_Reliability coefficient for internal consistency ( Fakronbach) :**

The reliability coefficient is meant in this way (internal consistency of the scale items ) as it depends on the relationship between one item and another item for all items . The researcher adopted the Fakronbach equation to find the consistency coefficient of ( 89.0) for the administrative inertia questionnaire

Criterion-based measurement sciences represents an important input in the study and appreciation of various phenomena, which led to increased accuracy in measurement in the educational and psychological aspects, which helped to understand the phenomenon and to the accuracy of prediction and its control (Kadhim, 2020 : 23).

### **The tool in its final version:**

After the procedures for building the questionnaire and the procedures that were followed, the questionnaire in its final form consisted of :

1-The administrative inertia tool consists of (24) items , which are matched by the scale gradation. It was pentagonal and generic (very strongly agreed, highly agreed, moderately agreed, slightly agreed, very little agreed) and is matched in grades ( 5 , 4, 3, 2 , 1 ).

### Final application of the tool

After the completion of the construction of the tool and confirmation of its validity, it became possible to apply it for the purpose of achieving the objectives of the research , as the final application sample was determined consisting of (316) department heads, it became ready for application in its final form to measure what the researcher distributed the tool on (7/12/2022) and completed the collection of the questionnaires on (31/1/2022), noting that the researcher distributed herself , and the sample was clarified for the purposes of the research and that the research is used for scientific purposes.

### Presentation and interpretation of results

This chapter includes a presentation of the research results, their interpretation and discussion, by answering the research objective , and reviewing the responses of the sample on the tool after analyzing its items . Statistical treatments of the data collected from the research tool have been conducted to obtain the research results that will be presented, interpreted and discussed in this chapter , which are as follows:

#### The first objective : to identify the reality of administrative inertia in the deans of colleges from the point of view of heads of scientific departments:

To achieve this objective , the arithmetic mean of the research sample scores was calculated on the administrative inertia tool, reaching (59.677 ) with a standard deviation of (11.434) and to calculate the significance of the difference between the arithmetic mean of the sample scores and the hypothetical average of (72) using the T-test of one sample - t .test, which reached the calculated T-value (19.15), which is greater than the table T-value (1.96) at the level of significance (0.05) and with a degree of freedom (315)

It is clear from the table (1) that there are differences between the arithmetic average of the scores of the sample and the hypothetical average, in favor of the hypothetical average of the (administrative inertia) scale. This is an indication that the deans of the faculties do not have administrative inertia in their work in the management of the deanship of colleges, as they have practical experience. Administrative and keeping pace with all information and technology developments in modern administrations, this study differed in terms of objective and outcome with the study (Zarifa and Nabila, 2021).

Table (1)

Administrative inertia	SAMPLE	Degree of freedom	Arithmetic mean	working mean	Standard Deviation	T value		Significance level 0.05
						Calculated	tabular	
	316	315	59.677	72	11.434	19.15	1.96	statistically non-functional

It shows the results of the T-test of one sample to identify the administrative inertia of the deans of the colleges from the point of view of the heads of scientific departments

### Findings:

- 1- Routine and repetitive procedures far from development can lead to many problems, including administrative inertia
- 2-The phenomenon of administrative inertia needs to develop alternative and diverse plans in order to address it and reduce its effects

### Recommendations

1. The senior management should be keen to investigate the factors that can contribute to the growing phenomenon of stagnation and work to develop effective solutions
2. The need for universities to pay attention to the development of professional and personal skills of administrative leaders through the provision of Training courses and workshops to achieve quality in the work

### Suggestion

- 1- Administrative inertia and its relevance to the organizational climate of heads of scientific departments from the point of view of faculty members
- 2- Organizational inertia and its relevance to administrative pressures of the deans of the faculties of the University of Baghdad from the point of view of assistants and heads of scientific department

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