

# Diagnosing Scaling Job laziness Cases for employee An analytical study of the opinions of a sample of administrative leaderships at the Northern Technical University and its formations in Nineveh Govern

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**Abstract:** The research focused on the topic of job laziness and how to scale it being one of the important issues for organizations, and job laziness may take several cases, including (job apathy, lack of responsibility, procrastination, reduced effort exerted), and as a result of the negative effects of job laziness cases among workers in organizations Therefore, the matter requires seeking to address and limit it. Therefore, the current research aims to diagnose the sagging of job laziness cases in the Northern Technical University and its formations in Nineveh Governorate, by polling the opinions of a sample consisting of (95) (SPSS), and it resulted in several conclusions, perhaps the most important of which is the earnest endeavor by the respondents from the top and middle administrative leaderships in the searched organizations for expressive indicators About these cases, the data collected through the questionnaire were subjected to a descriptive analysis using the statistical software leaders of the researched organizations to work to scale the cases of job laziness in their organizations, and the research presented a set of proposals which emphasizes the need to overcome cases of job laziness in the organizations in general and the researched in particular in light of the application of the mechanisms and methods included in the research.

**Key words:** job laziness, scaling job laziness, apathy, procrastination. lack of responsibility, Reduced Effort

## 1. introduction

Job laziness is a trait that may accompany most workers in their normal and functional lives, as almost no organization is free from the presence of some workers who are characterized by job laziness in light of the apathy they show towards their work, which leads them to resort to procrastinating the tasks entrusted to them and trying to evade the responsibilities entrusted to them And in a way that results in a decrease in their expended efforts and their contribution to the total output compared to their peers working with them, and thus a reflection on the organization's overall performance, as well as counting cases of job laziness as one of the undesirable behaviors that need to be addressed and scaled

Because of the importance of the subject of job laziness and its consequences for both the worker and the organization, and because the studies

about it came within the framework of scarcity, especially in the environment of our local organizations, we found it appropriate to study scaling the phenomenon of job laziness in the environment of Iraqi organizations represented by some formations of the Northern Technical University in Nineveh Governorate, to show the nature of job laziness, its cases, causes and effects, the consequences of it, and how to work to scale it, so that we can make sure that the leaders of the researched organizations seek to scale the cases of job laziness among the workers in their organizations by adopting the appropriate mechanisms and methods. In order to implement the foregoing, the research included four sections, as follows:

## 2. methodological framework

### 2.1. the research problem

Most workers in organizations, at different levels, experience a kind of feeling of job laziness,

which in turn poses some serious problems facing organizations, as the unwillingness of workers to perform the tasks entrusted to them despite their ability to do so is an expression of apathy, procrastination and disavowal tolerance. responsibilities and the consequent decrease in the expended effort at work and its reflection on the overall performance of the organization, which requires the search for mechanisms and methods that enable organizations to reduce cases of job laziness to reduce it.

Given the scarcity and limitations of applied studies on scaling job laziness, especially in the environment of our local organizations, and in order to provide a clear vision of job laziness and its implications for the leaders of our organizations and enable them to overcome it to the extent of scaling it, we decided to study it in the environment of Iraqi organizations represented by the formations of the Northern Technical University in Nineveh Governorate in order to identify a research problem that is, "Are the leaders of the researched organizations working to scale the job laziness of their employees?" In addition, the following questions can be raised as an expression of the problem:

1- What is the nature of job laziness? What are his cases? What are its causes and effects, and how is it scaled?

2-Do the leaders of the researched organizations have a perception and awareness of job laziness and its cases, and consequently its scaling back?

3-Do the leaders of the surveyed organizations adopt appropriate mechanisms and methods to scale cases of job laziness?

## **2.2. research importance**

1- The importance of scientific research lies in defining the concept of job laziness, its causes and effects on organizations and how to reduce and scale it, as well as the relative modernity of the subject and its importance to organizations because of the consequences it has on the organizational and behavioral aspects in them .

2- The importance of the research is evident from the fact that the studies on the subject of job laziness, especially the applied ones, came within the framework of scarcity according to our modest knowledge, which prompted us to study it with an analytical vision that reveals the reality of its cases and how to overcome it, as well as being a reference for researchers wishing to study it in depth. .

3- The research represents an attempt to root the issue of job laziness, as it is an initial step towards addressing a problem of some kind of difficulty in organizations, and in a way that provides advice to the leaders of the researched organizations and

enables them to strengthen their attempts in seeking to scale cases of job laziness.

4- Enhancing the perceptions of the leaders of the researched organizations, increasing their awareness and understanding of the subject of job laziness, and clarifying the mechanisms and methods that enable them to deal with its cases and mitigate its consequences, leading to its scaling.

## **2.3. Research objectives**

The main objective of the research is to diagnose the scaling of job laziness cases represented by (job apathy, disavowal responsibilities, procrastination, decreased expended effort) in the surveyed organizations, as well as achieving a set of sub-goals represented by the following:

1- Providing an integrated theoretical framework that covers the main research variable (scaling job laziness) in a way that provides the appropriate ground for building future studies, as well as attempts to add whenever possible

2- Verify the extent to which the leaders of the researched organizations work to scale job laziness cases among their employees.

3- Providing solutions to the leaders of the researched organizations to address cases of job laziness and reduce them in order to scale them in light of adopting some effective mechanisms that enable their leaders to scale cases of job laziness among workers

## **2.4. the research hypothesis**

The research adopted a main hypothesis that: The leaders of the surveyed organizations work to reduce cases of job laziness among their employees.

## **2.5. Methods of data collection**

In covering the theoretical framework, the research relied on the available Arab and foreign sources and references, as well as making use of the internet. On the field side, the questionnaire was relied on as a main tool in collecting data on the research variable in light of the benefit from previous studies in this field, especially [1], [2] ,[3] and the (Likret) scale of five weights was adopted (strongly agreed, agreed, somewhat agreed, disagree, strongly disagree), and was assigned to each option the corresponding scores (5, 4, 3, 2, 1), and it should be noted that the questionnaire was subjected to a set of pre- and post-tests in a manner that confirms its credibility and stability.

## **2.6. Methods of data analysis**

The research relied in testing its main hypothesis on the descriptive analysis of the collected data by using the statistical software (SPSS), represented by the percentages of agreement, arithmetic means, standard deviations, coefficient of variation and response intensity.

## 2.7. The research community and its sample

The Northern Technical University and its formations in Nineveh Governorate, represented by (the Presidency of the University, Technical College of Management, the Engineering Technical College, the Agricultural Technical College, the Mosul Technical Institute, the Technical Institute / Nineveh) were chosen to be a field for research, and the research community included the administrative leaders (the senior and middle management) in the Presidency of the University and its formations located in Nineveh Governorate, as their number reached (160), and the questionnaire was distributed to (110) respondents, of which (100) were retrieved, and (5) incomplete forms were excluded, bringing the number of forms valid for analysis (95), thus reaching a percentage of valid forms for analysis (86.4%) and the sample percentage amounted to (59.4%)

## 3. reducing job laziness

### 3.1. the concept of job laziness

To begin with, it can be said that the concept of job laziness from the organizational point of view appeared with the writings of (Macricor) and his theory, which was built on a chief assumption that every action or behavior in the organization is derived from a certain organizational theory, that is, the managers' behavior and actions are subject to his management philosophy and his own theory in which he believes. Which is therefore reflected on the behavior of his subordinates, accordingly, his theory distinguished between two categories of workers, the first (class X), which describes the worker as laziness because he does not want to work and does not like to do it and evade responsibility, and was based on a principle that depends on guidance and control to reduce the laziness of the worker and lack of taking responsibility and threatening the worker with the punishment that awaits him in case he neglects his work and does not comply with the rules governing the work. The second category (Y category), which is in contrast to the first, is that the worker loves his work and is satisfied with it and is inclined to progress, creativity, responsibility and self-monitoring, and was based on the principle of achieving integration or creating conditions that provide the best ways for workers in the organization and exerting more effort in order to succeed in work and achieve The goals, that is, their assumptions raised several issues such as the leadership style and democratic supervision, which allows the worker in the organization greater freedom to work, which may contribute to achieving organizational effectiveness and raising the level of performance and productivity in general. [4]

Referring to the linguistic and idiomatic meaning of laziness, it is clear that laziness in the language comes in the sense of heaviness, apathy, and reluctance to complete something. As he says (Ibn Faris in Mu'jam al-Lughah Standards) out of negligence and reluctance to complete it or from it, out of that laziness." Likewise, what was mentioned by Al-Ragheb in Al-Mufradat, "The laziness: laziness about that which one should not be overburdened with In the terminology, Al-Manawi in Fayd al-Qadeer indicates that laziness is a period of self-discipline, sluggishness, and being lazy about what one should be heavier about with the presence of the ability and the caller. . [5]

In order to find out the concept of laziness, according to what a number of researchers and writers have elaborated, . [6] indicates that it represents a situation in which workers tend not to complete the work to the appropriate extent, despite their ability to perform it, and it usually does not motivate them to work. Except for the material incentive, personal interest or fear, and therefore they aim in their work to make the least effort in return for the largest wage, or at least implement the minimum requirements of the job that distances them from the danger limit, which is dismissal

Author [7] defines laziness from the point of view of psychology as a behavior that describes the negative attitude of the worker, who tends to avoid work despite his ability, weak desire to make efforts, not to choose hard work and lack of willpower.

Author [8] sees it as a state of inertia of the worker in carrying out the work assigned to him according to what he is supposed to do, that is, it relates to the worker's unwillingness to do something or slowness in doing and procrastinating until not doing it at all, and not necessarily that laziness relates to a lack of movement as much as it is a lack of motivation.

Author [9] defines it as a kind of apathy and sluggishness that affects the worker, which prevents him from doing what he should do, or makes him do the work slowly, accompanied by distress and slackening of enthusiasm impotence and negativity.

It is seen [2] in the case of total dependence by one worker on other workers without regard for responsibility or completion of the tasks entrusted to him, and this causes a decrease in productivity on the one hand, and the spread of corruption on the other hand.

Based on the foregoing, it can be said that job laziness is a social behavioral phenomenon that often refers to the individual effort that exists in different workplaces, where the worker performs

his daily work, and expresses the worker's behavior in performing a specific task or work, and it turns to the situation that expresses the presence of shortcomings in the worker, regardless of his job position, is performing his work in accordance with what must be done and accomplished in the required manner and at the specified time. That is, job laziness refers to the situation in which the worker fails to perform his assigned duties in the best possible way, whether through apathy or procrastination to work and postpone it, as well as abstaining from the responsibility entrusted to him and relying on other workers in a way that leads to a decrease in his expended effort compared to other individuals.

### 3.2. the effects of job laziness

To begin with, laziness is a deadly phenomenon and a loss for humans in many aspects of health, psychological, religious, worldly and hereafter. It reflects overlooked what should not be overlooked him, and laziness is forbidden and proof that the origin of laziness prevention that blameworthy came in the Qur'an, as Allah said: Verily the hypocrites seek to deceive Allah and is Khadahm if they have to pray, they stand seen of people do not remember God only slightly} [142], and in talking about the hypocrites as well: {And they do not come to prayer except when they are lazy} [54], and He said: "What is the matter with you when it is said to you: Go forth to repentance." [38] The Prophet, may God bless him and grant him peace, sought refuge from laziness. Which indicates his censure, so he said: (O God, I seek refuge in You from incapacity and laziness), (Bukhari and Muslim narrated it), and he, peace and blessings of God be upon him, paired it with impotence, because both lead to being lazy about accomplishing tasks. And in Sahih Muslim.

" Oh God, I seek refuge in You from helplessness and laziness." And in the hadith of Abu Dawood: "The hands are three: the upper hand of God, the hand of the giver that follows it, and the lower hand of the beggar, so give credit and do not be helpless against yourself." [10]

With regard to the effects of job laziness, [11] indicated that job laziness leads to several negative results, including:

- 1- Problems related to self-esteem and relationships with others, as people do not trust the lazy worker in important work because they feel that he cannot do it properly. they do not recommend the lazy worker to others
- 2- pressure from others to unify what you are doing
- 3- Financial problems, poor performance at work
- 4- Problems of lack of training and discipline in various aspects of life.

### 5- Eternal punishment

Author [12] indicates that laziness results in serious consequences, including a lack of effort, which in turn is reflected in the decline in the performance of the organization, and postponing work and doing it at the last minute and at other times no work may be accomplished at all, as well as causing tension and pressure. Psychological

Author [13] sees that job laziness represents a real danger that can lead to (poverty, shame, dissatisfaction, and slavery).

Author [14] emphasizes the consequences of job laziness represented in (eliminating self-motivation, weak ability to prepare for the future, bringing unhappiness, bringing poverty, making excuses for not working, causing procrastination, reducing the worker's ability to complete what it looked like, causes oversleeping).

In contrast to the aforementioned negative results and consequences that may result from job laziness, there are several positive aspects to it, as [15] sees that job laziness achieves several positive results, including (improving efficiency, forming efficient managers, encouraging relaxation, reducing pride in being busy, aligning the goal, fostering innovation).

### 3.3. the characteristics of the lazy

Laziness is an attitude a lazy person chooses with regard to some aspect of his life such as work, school, family, or even his spiritual life. Lazy people choose areas in which they do not want to waste time and effort because these areas may not satisfy them immediately [11] identifies several features of the lazy worker, including:

- \* Procrastinates work - refuses to take responsibility
- \* Avoids work - finds reasons and excuses for not doing work
- \* Apathy, careless, careless and insensitive - disorganized and does not care about the outcome of his work and how it affects others.
- \* He cannot be relied upon to get the job done
- \* He expects others to meet his needs
- \* He thinks he got all the answers
- \* Extremely short-sighted - has no long-term goals or sense of direction
- \* Deceitful - tries to give the impression that he is busy so that he is not asked to do anything else.
- \* He needs constant gratification - if he does something beyond standards, he seeks more compensation and recognition.

Author [16] mentions seven characteristics of the lazy worker, as follows:

- 1- Not being able to work early, meaning he is always late for early appointments
- 2- He rarely finishes the work he started

3- Make excuses .

4- He gets a lot of rest periods, although every worker can go through some periods of rest in the field of work, but the lazy worker brings it to himself. It never links behavior with consequences.

5- He talks about a good game, a great talker, looks impressive, but it is a tricky game

6- He has unrealistic dreams. These dreams are unrealistic because they are not preceded by hard work, as the lazy worker dreams of money without any effort.

7- Get the services of other workers.

### **3.4. The causes of job laziness**

Author [11] identifies several reasons for laziness, represented by (the worker feeling depressed, the circumstances facing the worker, the childhood environment, lazy parents imitating their children, poor self-esteem - this leads to unwillingness to do difficult activities due to fear of failure, negative attitude facing the worker, lack of sense of direction).

Author [12] stresses on several reasons that lead to job laziness, including (self-doubt, fear of failure, influences and pressures of management and co-workers, lack of interest in their assigned work, the worker may come to the organization to complete a commitment to the organization or a personal interest).

Author [17] mentions several reasons for laziness, including.

1- The worker has special problems with his colleagues, supervisors and superiors .

2- Toughness in the application of laws on some workers and leniency with others.

3- Lack of appreciation for the efforts made by the workers due to favoritism and the consequent weakness of encouraging the work done.

4- Failure to hold meetings or interviews and discuss delays in completing work or any other problems .

5- The official's interference in the worker's personal matters, his disrespect and the improper treatment, as well as the lack of attention to their complaints, hearing them and providing appropriate solutions to them.

6- Improper selection of workers and giving them positions they do not deserve.

7- Lack of justice and courtesies systems at work, and unbalanced distribution of work and duties among workers .

8- Reluctance to involve lazy workers in duties and fear that they will not perform their activities and duties efficiently.

9- Distinguishing between workers at work, as opportunities are given to some of them and depriving others, especially the competent, from highlighting their talents and abilities.

Author [18] identifies those reasons as (procrastination, distraction, poor lifestyle choices, fatigue, hesitation, poor nutrition, poor motivation, low self-esteem, irresponsibility, the large amount of work to be done and the degree of its routine).

### **3.5. Scaling job laziness**

Laziness is not a natural habit for everyone. Some may have a strong enthusiasm for work ethic, and others may always feel lazy and find it difficult to overcome.

Author [12] identifies some methods to overcome job laziness, including:

1- Positive motives: lazy workers need to give themselves some positive motives by reminding themselves of the dangers of not doing the work, which motivates them to do their work.

2- Finding motivation from positive workers by surrounding themselves with positive co-workers.

3- Staying away from negative influences in their lives, and motivation is through positive influences without negative ones.

Author [13] indicates that dealing with laziness is through (acknowledging the truth, regret, realizing and accepting the lazy worker that he must work and make effort to find work, start working immediately and not postpone what can be done reasonably now until tomorrow, be with a certain attitude towards the work he is doing).

Author [18] mentions several ways to scale laziness, including (discovering the real problem, good organization, self-evaluation, preparing a schedule)

Author [19] suggests some tips to overcome laziness, such as (dividing the task into smaller tasks, rest, sleep and exercise, motivation, thinking about the benefits, thinking about the consequences, focusing on doing one thing at a time, (visualization), repeating affirmations, taking the task as an exercise, avoiding procrastination, learning from the successful).

Author [20] presents several strategies to reduce job laziness, including (meeting with lazy workers and talking to them in particular, setting clear goals, providing more training, reminding the consequences of laziness, resorting to incentives, assigning additional responsibilities, generating advancement opportunities, identifying the concerns of lazy workers, documenting bad behavior).

Others suggest eight ways to deal with laziness, namely (searching for the motivation of the lazy worker, organizing a list of tasks to be completed, providing an enjoyable and comfortable work environment, constantly looking for positive examples (the role model), knowing the consequences of not completing the task assigned to him, setting some final dates to complete tasks

and stick to it, generate new habits, do some exercise).

### **3.6.- Dimensions of job laziness**

Author [1] dealt with job laziness within the variables of organizational obesity and defined the dimensions of job laziness by (dependence of workers on each other in performing tasks, apathy, shirking responsibility, blaming others), and [2] adopting Dimensions represented by (apathy, interruption, disruptive behavior, low effort, indolence, negativity).

Relying on the foregoing and in view of the scarcity of studies that dealt with the subject of job laziness, especially the applied ones - according to the modest knowledge of researchers - in a way that was reflected on the dimensions expressed, and because there is a kind of overlap, integration and interdependence between the dimensions mentioned above, and after consulting the opinions of a number of professors with competence in the field of organization and management science, and by benefiting from the theoretical presentation of the topic, the research adopted several dimensions expressing job laziness represented by (job apathy, disavowing responsibility, procrastination, decreased expended effort) and the following is a presentation of each of them:

#### **3.6.1. job apathy**

Author [21] defines job apathy as a state of diminished motivation and influence towards the worker's profession, and that the worker who suffers from job apathy has a low emotional attachment to his work and organization, in addition to a low level of motivation related to thinking and performing his work and related work. It is expressed by [6] as slowness and laxity in the completion of administrative transactions, and inaction means slowness and laziness by the worker in completing the work entrusted to him or required of him and not making the necessary effort to complete them on time, and some workers tend to be lazy and do not motivate them to work is usually nothing but a material incentive or personal interest or fear of punishment, and therefore some workers make the least effort in return for the search for the largest wage and in the best cases do only the minimum work

Author [22] sees apathy as the case in which the worker claims that things are out of his control, which makes him make the least effort to keep his job and does not bother to make any effort to correct the situation.

Author [23] considers apathy as a negative behavioral condition through which employees of the organization act without interest, with a weak desire to perform their functional roles in the required manner, which results in a loss of concern

for the interest of the organization in which they work.

Behind the state of apathy are several reasons, which he classified [23] into two groups:

1- Factors related to the work environment: including (weak administrative effectiveness, weak incentive system, information retention, poor level of training).

2- Psychological factors: including (frustration, alienation, depression, fear and job insecurity).

It should be noted that apathy may have some effects, as [23] indicates that apathy leads to social withdrawal, loss of self-confidence and apathy in a way that reduces the worker's enthusiasm towards performing his duties, and also reduces the individual's impulse and directing him towards his goals.

Author [23] believe that apathy affects the personality of the worker and his relationship with others, as it weakens his ability to engage in social relations or continue to engage in it, and to be isolated or centered around himself, as he separates himself in this case from the selves of others, which indicates On the inadequacy of the attractiveness of the social network of social relations for the worker and leads to weak connection between its members and isolation among them.

#### **3.6.2. disavowing responsibility**

Responsibility is one of the elements of the worker's behavior in performing his tasks and duties within most areas of his life, during which he exercises several roles, and the feeling of being assigned to those roles and carrying out their duties expresses responsibility, as [24] indicates that the term responsibility is used to express the work assigned to the worker. Or the obligation resulting from allocating this work, and that limiting the meaning of responsibility to duties or work to be accomplished is due to it being one of the common terms that we use in our daily lives, and that many organizations, when describing the different administrative centers, specify the responsibility and duties associated with each of them with the consequences there of accountable for non-compliance.

Author [25] indicate that responsibility is the subordinate's pledge or obligation to carry out certain works or activities entrusted to him to the maximum of his abilities, and commitment is the basis of responsibility and arises from the nature of the relationship between the superior and the subordinate, the superior has the authority to ask the subordinate to perform certain duties in return for a specific compensation he is responsible to his superior for the performance of these duties

Author [26] defines responsibility as appointing people to different jobs and assigning them to perform specific tasks that they accomplish in a way that achieves the goals of their work on the one hand, and harmony with other work related to their work on the other hand.

From our point of view, responsibility is one of the things that are indispensable for positive self-esteem and self-reliance, and it goes to the worker's awareness and sense of the duties required of him and his pledge to accomplish them, and self- and voluntary commitment to complete the work assigned to him and nothing else and the work that comes from him.

Regarding the manifestations of disavowing responsibility, Author [27] indicates that the worker may not evade responsibility explicitly and clearly, but there are indicators that reflect the manifestations of disavowing responsibility and the weakness of the skill of responsibility, including (imbalance of deadlines, lack of interest in work tasks, making many false excuses, blaming others for personal mistakes and failures, regularly complaining about unfair treatment by others, avoiding initiative and dependence on others for work, rejecting difficult tasks and projects

The disavowing responsibility is a common case among workers, that is, it is not a rare case, which requires looking at the various reasons that push workers to evade responsibility. In this regard, author [28] refers to several reasons, including (cunning and selfishness, being considered a stable progeny, poor self-confidence, weak loyalty and belonging to the organization, the manager's self-centered approach and immersed in details, and attributes all achievements to himself and does not mention his work team). Others define these reasons as (weak religious faith, lack of vigor through laziness and unwillingness to have responsibilities despite their ease, education, dependency by blaming others and evading his responsibilities or relying on others to accomplish the tasks required of him, lack of appreciation: When the responsible person does not see appreciation for what he is doing, he may be deliberately neglected in his responsibilities [29]

Author [30] stresses that the worker prefers pleasure and well-being at work over bearing any responsibility, so he tries to evade responsibility wherever possible for reasons represented by (escape from punishment, low self-esteem, apathy and neglect, selfishness and narcissism, problems mental disorders, bitter responsibility)

The disavowing responsibility leaves several effects at the level of the worker and the organization, as it stands as an obstacle to the worker and prevents him from performing the work

assigned to him and accomplishing it according to what is specified, which negatively affects the performance of the organization and its failure to achieve its goals, as the workers' failure to bear responsibility for their work and evasion of it may result in weakness in the total output of work in the organization, where workers receive their wages and salaries for unproductive work. In this regard, Authors [31] [32] refers to the following effects of disavowing responsibility:

- 1- The ability to have control and control
- 2-Low self-esteem and loss of respect for others
- 3-Low levels of courage, and fear of rejection or failure or of being judged by others
- 4-The difficulty of obtaining more tasks and works, as well as the difficulty of opening new horizons.
- 5-Losing the skill of being able to change
- 6- Limited participation in achieving the goals of the organization and advancing it
- 7-Putting the blame on others.

In order to meet the weakness of the afore mentioned responsibility skill, [27] presents several steps to strengthen the skill of responsibility, which leads to encouraging workers to take responsibility and was represented by (drawing attention and arousing interest towards the tasks for which he is responsible, the conviction that responsibility is important and necessary, determining distant objectives the relevant range, determining the short-term goals, determining the obligations to be performed, arranging priorities and organizing the time for the actual implementation of the obligations, evaluating the effectiveness of responsibility by limiting what has been accomplished and what has not been accomplished, and what can be accomplished later in other ways.

### **3.6.3. Procrastination**

Author [33] emphasizes that procrastination represents a complex phenomenon of cognitive, emotional and behavioral elements that includes the deliberate postponement of the work assigned to the worker despite his awareness of the possible negative consequences of this postponement. [34]

In the same previous directions, [35] mentions that procrastination is a behavior by means of which the worker postpones his assigned duties and delays their dates, in a manner that leads to their accumulation and difficulty in performing them later. And the lack of justification for the postponement, and the consequent poor completion of tasks. [36]

Author [37] went in the same direction in his definition of procrastination as avoiding the worker to do a task that must be completed, as it is the practice of replacing more urgent tasks with less urgent tasks, thus postponing the tasks at hand to a

later time, in some cases procrastination continues until "last minute" before the deadline.

Author [18] considers procrastination that usually arises from postponing the work to be completed, when lazy workers face a simple task, they postpone it for a later time, and in a way that leads to the accumulation of those tasks, which reduces the possibility of starting them and the task becomes much larger. That is, it refers to the situation in which the worker postpones the important tasks that must be done immediately, and the worker who delays or postpones the important tasks is called the procrastinator.

It is clear from the foregoing that procrastination expresses the irrational delay in work and leaving it to the last possible moment, accompanied by a feeling of anxiety and uneasiness, which is an undesirable behavior that may result in negative effects on the worker. Based on the foregoing, it can be said that procrastination represents an ineffective interactive process that includes psychological and behavioral aspects that express the worker's desire to avoid completing the required tasks and assignments on time and postpone them to other times, relying on the excuses and justifications he makes despite his knowledge of the effects and consequences of that.

There are many factors that lead to the procrastination of work, as author [31] cited several reasons for procrastination, including (giving priority to completing enjoyable tasks over more important tasks, weakness in the time management skill of the procrastinator, striving for perfectionism, evading difficult and boring tasks, fear of failure, false beliefs, poor ability to self-control, anxiety about completing the task, and depression.

Author [38] mentioned several reasons for procrastination, including (the difficulty of organizing work time in a way that leads to delaying it, the difficulty of concentrating the worker during the completion of the work, which causes his attention to be distracted, the worker's fear and anxiety about making mistakes while performing the work.

Author [39] identifies these factors as follows:

- 1- Reasons specific to the worker's attitudes: These include fear of failure, fear of success, low self-esteem, depression, feelings of guilt and shame.
- 2- Cognitive reasons: i.e. limited knowledge, information, and how the problem is diagnosed and treated.
- 3- Environmental reasons: represented by noise, friends and failure to organize things in the workplace.

4- Physiological causes: It includes illness and physical and mental exhaustion.

Procrastination is a very bad habit that has many physical and psychological effects, and affects all areas of life, and the continuation of the procrastinator in postponing work makes procrastination a habit over time, and the worker may not realize the hidden costs of procrastination, it may lead to depression, low self-worth and insomnia. In this regard, [40] indicates that procrastination leads to negative internal and external effects, including tension, remorse, self-blame, impeding professional progress, loss of opportunities, tension in relationships, poor achievement of the worker, low performance and its reflection on the performance of the organization as a whole.

Author [37] believes that the costs of procrastination are (loss of valuable time, damage to the worker's professional life, failure to seize opportunities, cost the worker money, failure to achieve goals, reduce self-esteem, poor decision making, low quality output.

Author [39] indicates that procrastination affects the procrastinator for his work, as he may suffer from dissatisfaction with life, low self-confidence, high levels of psychological stress, low energy level, low self-esteem, low self-efficacy and loss of communication with others. Others withdraw as a result of time constraints.

#### 3.6.4. Decreased expended effort

The effort expended reflects the worker's degree of enthusiasm towards his work, and it represents the degree of his motivation to perform, as the high degree of this degree indicates his effectiveness to perform the work. He exercises his role in the organization. [41]

The expended effort refers to the physical and mental energy that the worker exerts to perform his task, and this effort results from the worker obtaining incentives to do so. [42]

The effort expended represents one of the dimensions of performance, where the amount of expended effort expresses the amount of physical or mental energy that the worker exerts during a period of time. The attention may not be paid much to the speed of performance or its quantity as much as attention to the quality of the effort expended, and falls under the qualitative criterion of effort a lot of measures that measure the degree of conformity of production to specifications depending on the degree of performance free of errors, which measures the degree of creativity and innovation in performance [43]

With the same previous trends, [44] see that the expended effort represents the motivation that interacts with the capabilities of the worker to

affect the behavior of his performance at work. It also represents the force that motivates the worker to perform the work, and represents the desire to perform work tasks. The intensity of the effort expended by the worker and that the strength of motivation determines the extent to which the worker uses his abilities in performance. The more motivation increases the worker increases those abilities.

Therefore, and in light of the foregoing, and with regard to the Decreased expended effort and one of the dimensions of job laziness, it can be said that it reflects the state of low contribution of the worker in completing the tasks entrusted to him, depending on the internal dynamic forces represented in the capabilities and abilities that he possesses and his desire to work and in a manner that indicates a state of job laziness

With regard to the reasons for the drop in effort, author [46] indicates that cases of low effort are the result of several motives, including (defective devices and equipment, unavailability of work materials, non-completion of workers, delay in receiving work instructions, organization changing its plans, lack of skills and knowledge).

It can be said that the process of decreasing effort in the field of work as one of the indicators of job laziness may stand behind several reasons that workers may deliberately resort to, such as cases of dependence on others and dependence on them in performing tasks, which generates a state of disinterest in work and its low value in their eyes To the point of raising questions and raising problems, and then a drop in output, as well as resorting to the process of free riding in the wheel of work and attempts to escape without any actual contributions to it and in a way that undermines the overall performance of the work.

The decrease in the expended effort by the workers may result in several negative effects for the organization, perhaps in the forefront, if not the most important of them from our humble point of view, is the inability of the organization to achieve its goals and in a manner that confirms its identity, supports its presence and acknowledges its action in its organizational and environmental fields, as well as its negative effects on the value of the organization, its reputation and its position as it is concentrated through the efforts made by the active organizational levels in it. In addition, the decrease in the expended effort in the field of work is an indication of the state of decline that the organization reaches at all levels and in a way that is reflected in its loss of its competitive position, and consequently its exit from the field of work

#### **4. the field side**

##### **4.1. Description and diagnosis of scaling job laziness cases**

This description represents a test of the main research hypothesis which states: "The leaders of the researched organizations work to scale cases of job laziness represented by (job apathy, disavowing responsibility, procrastination, decreased expended effort) among their employees, as follows:

##### **4.1.1. scaling job apathy**

The results of the analysis of the indicators (X25-X30) shown in Table (1) indicate an agreement (86.8%) of the respondents on the total of those indicators that express the curtailment of the state of job apathy in the researched organizations, offset by a disagreement rate of (3.4%) and somewhat agreement with a percentage of 9.8% of the respondents, and this is reinforced by the value of the arithmetic mean of (4.34), which is a high value compared to the hypothetical mean of (3), and a standard deviation of (.808), which reflects the low dispersion of the respondents' answers from the mean, and the value of the coefficient of variation reached (18.61). The response intensity was (86.8), and the indicator (X26) had the highest agreement rate of (90.6%), with an arithmetic mean of (4.37) and a standard deviation of (.685), which confirms the interest of the leaders of the researched organizations and their work to reduce job apathy through the actual involvement of workers in solving problems The indicator (X30) achieved the lowest agreement percentage of (80%) with an arithmetic mean of (4.29) and a standard deviation (.861), which indicates the curtailment of job apathy by the leaders of the researched organizations by dedicating images of cooperation between workers by integrating them into teams. By following up on the percentages of agreement for the rest of the indicators represented by (X25, X27, X28, X29), it is clear that the leaders of the researched organizations are working to reduce the state of job apathy among workers by providing them with material and moral support to ensure their interest in accomplishing tasks, and directing advice and guidance to workers so that they can perform work properly, as well as the effective application of work procedures effectively in support of organizing work time with a focus on the positives promise it a starting point to avoid negativity at work

##### **4.1.2. Scaling the case of disavowing responsibility**

Table (1) presents the results of analyzing the respondents' answers to the indicators of curtailing the state of disavowing responsibility represented by (X31-X36), which discloses its tendency towards agreement on the total of these indicators at a rate

of (80.5%), compared to the percentage of disagreement and agreement to some extent on the contents This case amounted to (9.8% and 9.7%) respectively, supported by the arithmetic mean value of (4.12), standard deviation of (1.071), coefficient of difference (25.99) and response intensity (82.4). The highest contributions of agreement came from the indicator (X33) with a percentage of an agreement amounted to (87.3%), an arithmetic mean of (4.28) and a standard deviation of (1.059), which indicates that the leaders of the researched organizations face the state of disavowing responsibility among workers by reducing it by arousing their enthusiasm and pulling them to responsibility, and the indicator (X31) obtained the lowest agreement percentage of (72.6%) of the respondents, with a mean of (3.84) and a standard deviation of (1.151), which confirms the use of modern techniques in scaling the disavowing responsibility of workers in the researched organizations. Also, the percentages of agreement on other indicators represented by (X32, X34, X35, X36) leads to the fact that the leaders of the researched organizations are working to scale the state of disavowing responsibility from before the workers by dividing the tasks entrusted to the workers and providing them with the details of the work entrusted to them, as well as gradually assigning workers to perform the tasks entrusted to them, as well as reducing dependence on others to complete the tasks.

#### 4.1.3. Scaling procrastination

It is clear from the follow-up of the respondents' answers to its indicators represented by (X37-X42) shown in Table (1), that there is agreement among (82.6%) of the respondents on the total of those indicators, offset by the percentage of disagreement that amounted to (4.6%) and the agreement somewhat reached (12.8%), and this reinforces the arithmetic mean value of (4.28), standard deviation of (.796), coefficient of variation (18.59), response intensity (85.6), and the indicator (X39) has the highest agreement percentage of (95.8%) with an arithmetic mean of (4.60) and deviation standard measure of (.572), which indicates the resort of the leaders of the researched organizations to contain cases of procrastination at work by workers through focusing on working time and investing it effectively, while the indicator (X40) had the lowest agreement rate of (50.6%) with an arithmetic mean it reached (3.53) and a standard deviation of (1.184), which expresses the containment of procrastination at work by the refusal of the leaders of the researched organizations to any justifications provided by the workers regarding their short comings. The different percentages of

agreement on the other indicators of this dimension represented (X37,X38,X41,X42) also reveal the leaders of the researched organizations are working to contain cases of procrastination at work by employees through continuous follow-up and the continuous commitment of workers in the field of work, and the absolute rejection of any case of complacency by workers in the field of work, as well as the adoption of flexibility in the field of work when dealing with workers, and reminding workers of the negative effects and consequences of cases of procrastination at work

#### 4.1.4. Scaling the case of decreased expended effort

The results of analyzing its indicators represented by (X43-X48) shown in Table (1) indicate that it achieved a high agreement rate among the respondents amounting to (84%) on the total of those indicators, compared to a disagreement rate of (4.6%) and a somewhat agreement rate of (11.4%), and this is supported by the arithmetic mean value of (4.25), standard deviation of (.823), coefficient of variation (19.36), response intensity (85), and the index (X45) shares with the highest agreement percentage of (92.6%) and arithmetic mean (4.54) and standard deviation it reached (.633), which reflects the initiative of the leaders of the researched organizations to perform work before others to address cases of reduced effort by workers, and the indicator (X47) had the lowest agreement percentage of (68.5%), with an arithmetic mean of (3.83) and a standard deviation of (.1226), according to which the leaders of the researched organizations work to meet the desires and needs of the workers on a continuous basis in order to address the decrease in the expended effort by the workers. Dealing with cases of decreased expended effort by workers through the use of modern techniques at work and training continuous visits for workers in the framework of the actual participation, as well as continuous visits to the work site to identify and address weaknesses, and hold workers accountable for cases of decreased effort.

#### 4.1.5. Scaling cases of job laziness (combined)

The results of the analysis of the respondents' answers shown in Table (2) reflect the presence of agreement among (83.5%) of the respondents that they are working to scale the four cases of job laziness represented by (job apathy, disavowing responsibility, procrastination, decreased expended effort) and at very high levels and that by adopting indicators expressing each of them in different proportions, and this is supported by the arithmetic mean value of (4.25), standard deviation of (.875), coefficient of difference (20.61) and response intensity (85). at a very high level, the reduction of

the expended effort was ranked second and at a very high level, and the scaling of the two cases of procrastination ranked third and at a very high level and disavowing responsibility ranked fourth and at a high level, and this indicates the interest of the leaders of the researched organizations in cases of job laziness and work to reduce them in the light of confronting and containing them. And then addressing it by adopting mechanisms and methods expressed by indicators to scale each case of job laziness. Therefore, the above is an indication for the realization of the main research hypothesis that confirms that the leaders of the researched organizations the respondents are working to scale cases of job laziness represented by (job apathy, disavowing responsibility, procrastination, decreased expended effort) among their employees.

( Table 1)  
Description and diagnosis of scaling cases of job laziness

Dimension	Job apathy										Average	disavowing responsibility		
	Indicators											X31	X32	X33
response scale														
agreement%	88.4	90.6	89.5	89.5	83.1	80	86.8	72.6	86.2	87.3				
agreement somewhat%	9.5	8.4	8.4	10.5	5.3	16.8	9.8	14.7	9.5	4.2				
disagreement %	2.1	1.1	2.1	-	11.6	3.2	3.4	12.7	4.3	8.5				
arithmetic mean	4.38	4.37	4.49	4.32	4.19	4.29	4.34	3.84	4.26	4.28				
standard deviation	.746	.685	.742	.657	1.160	.861	.808	1.151	.841	1.059				
Coefficient of difference	17.0 3	15.6 7	16.5 2	15.20	27.68	20.06	18.61`	29.97	19.74	24.74				
response intensity	87.6	87.4	89.9	86.4	83.8	85.8	86.8	76.8	85.2	85.6				

Average		Procrastination										Average	decreased expended effort								Average	Over all indicator
X34	X35	X36		X37	X38	X39	X40	X41	X42				X43	X44	X45	X46	X47	X48				
82.1	74.7	80	80.5	89.5	86.3	95.8	50.6	89.5	84.2	82.6			90.5	87.4	92.6	88.4	68.5	76.8	84			83.5
7.4	13.7	9.5	9.8	10.5	13.7	4.2	28.4	10.5	9.5	12.8			9.5	12.6	7.4	11.6	14.7	12.6	11.4			10.9
10.5	11.6	10.5	9.7	-	-	-	21	-	6.3	4.6			-	-	-	-	16.8	10.6	4.6			5.6
4.11	4.07	4.18	4.12	4.51	4.37	4.60	3.53	4.40	4.28	4.28			4.48	4.40	4.54	4.31	3.83	3.99	4.25			4.25
1.125	1.142	1.111	1.071	.682	.715	.572	1.184	.675	.953	.796			.666	.706	.633	.670	1.226	1.037	.823			.875
27.37	28.05	26.57	25.99	15.12	16.3 6	12.43	33.54	15.34	22.26	18.59			14.86	16.0 4	13.9 4	15.5 4	32.01	25.98	19.36			20.61
82.2	81.4	83.6	82.4	90.2	87.4	92	70.6	88	85.6	85.6			89.6	88	90.8	86.2	76.6	79.8	85			85

n=95 Source: prepared by researchers in the light of the results of the calculator

( Table 2)  
Description and diagnosis of cases of Job Laziness  
(combined)

Scaling level	ranking	response intensity	Coefficient of difference	standard deviation	arithmetic mean	agreement%	Indicators / Dimension
Very high	first	86.8	18.61	.808	4.34	86.8	Job apathy
High	forth	82.4	25.99	1.071	4.12	80.5	disavowing responsibility
Very high	third	85.6	18.59	.796	4.28	82.6	Procrastination
Very high	second	85	19.36	.823	4.25	84	decreased expended effort
Very high		85	20.61	.875	4.25	83.5	Average

n=95 Source: prepared by researchers in the light of the results of the calculator

## 5. conclusions and suggestions

### 5.1. the conclusions

1- Job laziness is a social behavioral phenomenon that reflects the state of inaction of the individual worker and failure to perform his assigned duties in the best possible way, whether through his apathy towards work or his procrastination and postponement of work, as well as his disavowal of the responsibility entrusted to him and his dependence on other individuals in a way that leads to a decline his effort compared to other individuals.

2- Behind the cases of job laziness are several reasons that may be internal stemming from the individual or external within the internal work environment in which he works and the circumstances and situations that surround him, and whatever those reasons are, it costs the individual and the organization a lot, which requires treatment and scaling by adopting several methods perhaps including the adoption of authentic leadership represented by its dimensions.

3- It can be concluded from the results of analyzing the respondents' answers that the leaders of the researched organizations are working to scale cases of job laziness in the light of adopting the

mechanisms and methods mentioned in the body of the research

4- Reducing the state of job apathy achieved the first order at very high levels by the leaders of the researched organizations in light of the high percentages of agreement on its indicators, as well as the values of the arithmetic mean, standard deviation, difference coefficient and response intensity.

5- The reduction of the case of the decreased expended effort came in the second order and at high levels by the leaders of the researched organizations in light of the high percentages of agreement on its indicators, as well as the values of the arithmetic mean, the standard deviation, the coefficient of variation and the severity of the response.

6- The two cases (procrastination and disavowing responsibility) had the third and fourth placement, respectively, at very high and high levels for each of them, respectively.

### 5.2. the suggestions

1- The need to pay attention to cases of job laziness and work to scale it by adopting several mechanisms and methods, including (meeting with lazy individuals at work and talking with them in particular to identify their interests, setting clear goals, granting incentives, assigning additional responsibilities, generating opportunities for advancement, searching for motivation for the lazy individual, organizing a list of tasks to be accomplished, providing an enjoyable and comfortable work environment, constantly looking for positive examples (the role model), knowing the consequences of not completing the task assigned to him, setting some deadlines for completing tasks and sticking to them, recognizing the truth, discovering the real problem good organization, self-assessment, setting up a schedule.

2- Strengthening work to scale cases of job apathy among workers by providing material and moral support to workers to ensure their interest in completing tasks, and involving them in solving work problems, and giving advice and guidance so that they can perform work properly, as well as the effective application of work procedures effectively in support of the organization working time and focusing on the positives, counting them as a starting point to avoid the negatives at work, coupled with devoting forms of cooperation between workers through their integration into various work teams.

3- The necessity for leaders to work on confronting cases of disavowing responsibility on the part of employees by employing some behavioral techniques such as (job rotation, job enlargement, job enrichment), and gradually assigning workers to perform the tasks entrusted to them and dividing

those tasks, as well as arousing their enthusiasm and pulling them into responsibility. In order to ensure that they reduce their dependency on completing tasks.

4- Leaders employ the mechanisms and methods they possess to contain cases of procrastination that may appear from workers, through continuous and continuous follow-up to workers in the field of work and absolute rejection of any case of complacency or justifications provided by workers regarding their shortcomings, and focus on working time and investing it in a way effective, as well as adopting flexibility in the field of work when dealing with workers, provided that it does not conflict with their performance, and reminding them of the negative effects and consequences of procrastination at work.

5- Strengthening the pursuit of dealing with cases of decreased expended effort by workers through the use of modern techniques at work, continuous training of workers within the framework of actual participation, and the initiative to perform work by leaders before others, and making continuous visits to the work site to identify and address weaknesses, as well as meeting the desires and needs of workers on a continuous basis and holding them accountable for decreased expended effort cases.

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