

## Job Satisfaction and its Role in Promoting Helping Behavior

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### Abstract:

The research It seeks to determine the impact of “job satisfaction” and its effectiveness in enhancing helping behavior at the level of a sample of workers at the Babylon Technical Institute / Al-Furat Al-Awsat Technical University, based on a major problem represented by the company’s management’s lack of interest in job satisfaction. In enhancing helping behavior by surveying the opinions of a random sample of (65) employees. To process such data and information, a number of statistical programs have been used, such as Excel. And SPSS program. The research reached the conclusion that there is a reinforcing role for job satisfaction in helping behavior.

**Keywords:** Job satisfaction, helping behavior.

### Introduction:

The rapidly changing business environment and fierce competition from companies require the implementation of different strategies in order to survive. One of the strategies is related to active employee participation to achieve better progress. Organizations today face significant challenges on how to manage labor turnover ; instances of capital turnover, which may have resulted in decreased incentive to remain with the company; This is due to the lack of desire to work and the commitment of employees to the organization's labor management policies and practices and must be directed in a way that is consistent with the institutional approach and employee expectations. Therefore, it is important to study and understand the factors that can motivate and build job satisfaction among employees.

Given the lack of previous studies (to the researcher’s knowledge) that were concerned with analyzing The relationship between conviction in work and solidarity, the current study sought to provide a theoretical and field framework, based on the proposals of researchers in the field. Organizational behavior and organization theory. From this standpoint, and the impact of these variables on institutions in general, and on the Electric Power Transmission Company/Middle Euphrates in particular, this research came to evaluate this impact on one of the most important government institutions. Research has focused on the effect of work satisfaction on helping behavior.

### The first section: the methodological framework of the research

#### First: Search difficulties

The research difficulties can be expressed in “identifying job satisfaction and its role in enhancing helping behavior.” Aimes research is identify and measure the impact of work satisfaction on helping behavior, and achieving this goal requires the following.

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A-What is the level of professional satisfaction among technicians? the Babylon Technical Institute/Al-Furat Al-Awsat University?

B- What is the level of employees' awareness of the two research variables (professional satisfaction and helping style)?

T- What is the level of influence of the role of job satisfaction in enhancing helping behavior?

### **Second: The importance of research**

The necessity of the research comes from the necessity of the human element in organizations. Job satisfaction is a considered a solution to various administrative challenges, such as problems of delay, absence, and workload rate of leaving work. Therefore, understanding the dynamics of job satisfaction and the factors affecting it can have important effects on raising the level of organizations' performance. Work satisfaction in itself is an integral function of the worker's happiness, such as his stability in his work and a manifestation of professional adaptation and good performance. It is evidence of success at work and a reflection of satisfaction in the work environment.

Helping behavior is considered one of the major social issues facing individuals in organizations, due to the ignorance of many individuals about the methods of providing assistance in all its forms and colors. The individual cannot help himself unless he receives support or assistance from the outside. On the other hand, external assistance is of no use in Often times, it is not accompanied by a willingness on the part of the receiving party to accept this help, cooperation, and help himself, and from this we find that self-help is complementary to external help And vice versa.

Accordingly, the current research is an attempt to reach a broader and deeper understanding of the variables affecting helping behavior, with a special focus on job satisfaction variables, especially since studying and understanding The relationship between professional satisfaction and cooperation behavior has not become adequately addressed in Arab studies, as most researchers have depended on the impact of perceived justice and leadership style on behaviors.

### **Third: Research objectives**

The research seeks to accomplish "among other things", the most important of which are:

- 1- Presenting clarifying concepts related to theoretical frameworks and research variables
- 2- Identify the extent to which the researched organization adopts the concept of job satisfaction and uses it to achieve the desired job outcomes.
- 3- Measuring impact of scope of work satisfaction methods on organizational helping behavior.

### **Fourth: Research hypotheses**

Research hypotheses represent a statement of the topic under research and an explanation of the correlation and influence relationships between the research variables, as well as an attempt to answer the questions raised in the research problem. The research included two hypotheses:

- 1- There is a significant relationship between professional affiliation and helping behavior.
- 2- Job satisfaction affects helping behavior.

### **Fifth: Research sample**

The research form was distributed to a group of employees at the Babylon/Middle Euphrates Technical Institute, and their number reached (70) employees. The retrieved

questionnaires amounted to (64) questionnaires, thus the percentage of questionnaires subject to statistical analysis reached 100%.

Years of service						job position			Educational achievement				age categories				Social gender	
7.8	5	20-25	And more															
12.5	8	15=20																
21.9	14	10-15																
34.4	22	5-10																
23.4	15	From 5 or less																
62.5	40	Employees																
18.7	12	Unit official																
12.5	8	Division official																
6.3	4	Head of department																
3.1	2	Doctorate																
21.9	14	Higher Diploma and Master's																
34.4	22	Bachelor																
28.1	18	Technical Diploma																
12.5	8	Preparatory																
7.8	5	42-50																
46.9	30	30-42																
32.8	21	22-30																
12.5	8	20 –less than 20																
25%	16	Female																
75%	48	Male																

Table 1: Characteristics of the research sample

Table prepared by the researcher

#### Sixth: Research methodology

The research, its objectives and tools require adopting the descriptive and analytical approach, which is concerned with describing the features of the phenomenon and analyzing its dimensions. The researcher adopted this approach, which is one of the forms of description, analysis, and scientific interpretation that represents a reflection of the ideas emerging from knowledge of the problem, and an attempt to find solutions to it by adopting the questionnaire as the important tool. To collect them, accurate information is used about the researched variables, classify them, analyze them, interpret them, determine their dimensions, reveal the type of impact between them on the Babylon Technical Institute / Al-Furat Al-Awsat Technical University, and determine the most important conclusions that help to understand the reality of the institute.

#### Seventh: Research scheme

The hypothetical Scheme shows the overall concepts drawn for the combination of relationships that link the research variables and the direction of these relationships from the influencing variables to the affected variables. Then the hypothetical research diagram was formulated to clarify the nature of these relationships and their direction. The following are the variables included in the diagram:

1-Job satisfaction: It is the independent variable.

2-Helping behavior: which is the dependent variable. As shown in Figure (1)

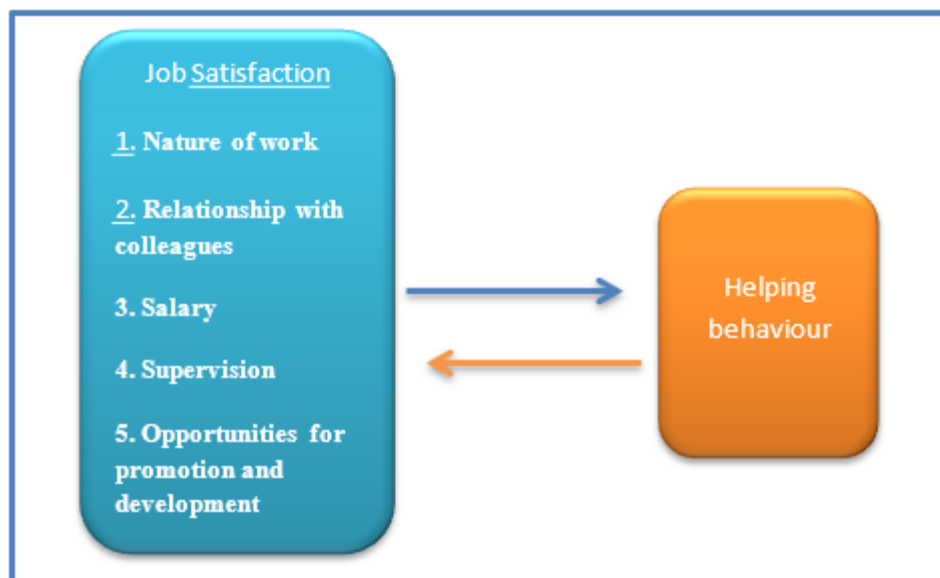


Figure (1) shows the hypothetical diagram of the research

## The second part: The theoretical background of the research

### First: job satisfaction

#### 1- The concept of work satisfaction

Job satisfaction is an emotional or positive state resulting from job appreciation or job experiences (Locke, 1976:1304). It is defined by (Robbins, Judge, 2007) Feeling happy and satisfied with the job results from evaluating its characteristics in a broad and clear manner (Robbins, Judge, 2007: 38). Vroom (1964) referred to in Goff, defines job Satisfaction is an individual's feelings about his job. Optimism is professional satisfaction, while a bad feeling is followed by professional dissatisfaction. (Omar, 2015) defined it as an individual feeling happy while working, and this is achieved. This is through the balance between the individual's expectations for work and the amount of actual income for this work, and that job satisfaction is represented by the components that drive the individual to work and produce (Al-Rashidiya, et al., 2024: 274). Occupational satisfaction is an assessment of perceived job characteristics and emotional experiences at work.(Luthans, 2010: 137); (Luthans, 2009). Many studies have identified five factors as predictors of job satisfaction (Eskildsen, Kristensen, 2010: 370-371)

1- Organizational structure: This field means the comprehensive perception of the organization

2-Strategic goal: attention to the cultural/ethical standards of the organization, and the efficiency of management in making appropriate decisions. in addition to informing employees of the status and direction of the organization.

3- Supervisors: The relationship between the professional and his direct leader, that is, the guidance and supervision that the manager enjoys

4- Peers at work: This field focuses on the social environment between work peers, the degree of professional cooperation, as well as the sense of social identity.

5- Work environment: This focuses on various aspects of the job itself when viewed as isolated from the social and cultural framework.

There are factors affecting work satisfaction, including (self-respect, withstanding pressures, social standing) (Al-Dais, 2016: 146).

Job satisfaction is a structure at the individual level, as each individual enjoys a level of satisfaction that varies depending on the value system he believes in (Joharis, 2016: 4). work satisfaction is linked to feelings and emotions" positive and negative" (Joharis, 2017: 1419).

Be seen(Ahamed, Mahmood, 2015) believe that work satisfaction t is a general attitude of professionals towards the profession and is directly related to individual needs, including tiring work, rewards, a supportive work environment and colleagues. (Ahamed, Mahmood 2015:166). In general, five work dimensions have been identified to represent the most important job characteristics about which employees hade emotional reactions, which were: self-work, Salaries and opportunities for increase in rank, management and cooperation (Joharis, 2016:4); (Luthans, 2010:141).

## 2- The importance of work satisfaction

Job satisfaction is considered one of the topics of great interest to psychologists, because individuals spend most of their time at work, and therefore job satisfaction and its role must be researched in the context of their personal and professional lives. There is also an opinion that job satisfaction may lead to.. Raising efficiency and benefiting institutions and professionals. Therefore, there has been much research in the field of administrative psychology on job satisfaction. Some research has revealed that individuals who are satisfied with work "live longer than dissatisfied individuals, have less psychological anxiety, and have a greater ability to adapt socially." Some confirm that there is a relationship." Document between life satisfaction and job satisfaction(Jihad, Ali, 2024: 36).

The real reasons behind the importance of employee satisfaction lie in the fact that productive is affected by the relationship between individuals and the job that is performed in the organization, and job satisfaction represents an important response to those positive and effective human relationships within the framework of organizational work (Al-Moussawi, 2008: 11). The best indicator of work acceptance occurs when employees' personal values match the work environment (Scott et al., 2005:2). Job satisfaction for professionals is considered one of the important factors for the health and well-being of the organization and the extent of its productivity, which leads to increased psychological satisfaction with satisfaction and happiness with the satisfaction of needs, desires, and the content of the work environment, and with trust. Job satisfaction is not only important for employees but also for leaders. It has been proven that professional satisfaction increases work productivity and commitment to responsibilities, and maintain membership in the organization (Agho et al., 1992), (Yating et al., 2019:5) and reduce turnover (Tiemann et al., 2019: 68). It also helps to reduce losses that occur as a result of disturbances in the relationships between employees and their families or friends due to employees' dissatisfaction with their jobs, which generates a state of frustration and low morale among employees. On the one hand, on the other hand, the organizational image of the organization will be subject to distortion and vibration when... Individuals who are outside the organization because individuals who are job-dissatisfied convey a negative image of the nature of work within this organization, which causes a great loss to the organizations and exposes their organizational image to vibration and distortion (Al-Rubaie, 1998: 62) (Yulia&Rini,2024:1028) Reducing the phenomenon of absenteeism and reducing the rate of work turnover: as The job satisfaction achieved among employees helps reduce absences from work as well as reduce the rate of turnover, and thus the organization avoids major losses resulting from these two phenomena (Al-Shamaa, 1991: 56).

Figure (2) below shows the necessity of work satisfaction for the individual, the organization and society.

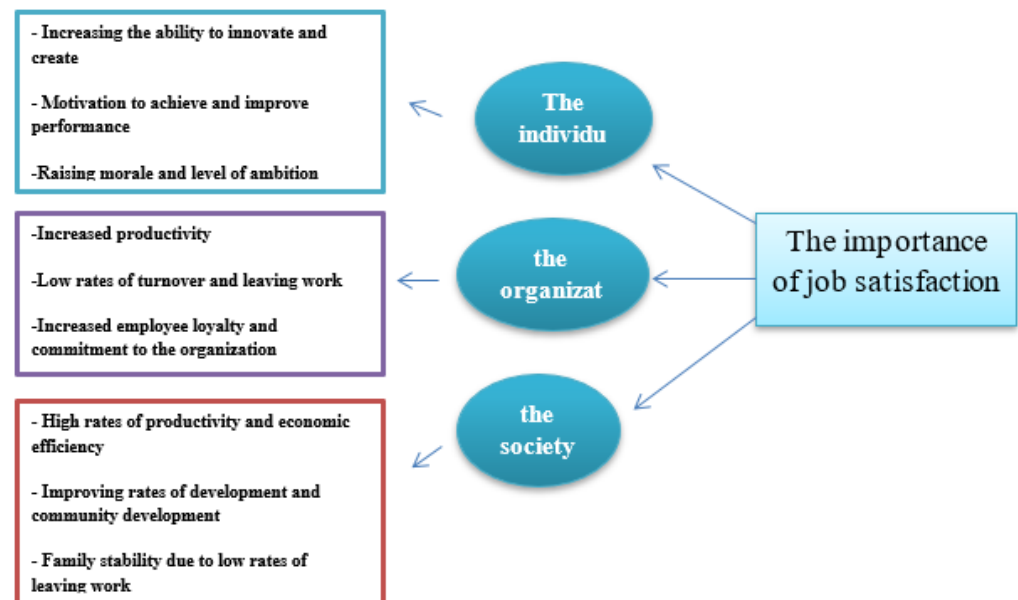


Figure (2) the necessity of work satisfaction for the individual, the organization and society

The source was prepared by the researcher

Modern organizations have realized the importance of motivated and satisfied employees, as they are considered vital elements in achieving long-term goals. This awareness has led organizations to understand the expectations and needs of their employees better, which enables them to predict their response and meet their requirements. (Varma, 2018: 11).

### 3- Factors affecting job satisfaction

Many studies have been conducted to investigate job satisfaction, including (Al-Dais, 2016: 146) :

A- Self-respect: The more an individual has a tendency to be confident in his opinion and self-respect, and the higher his level, the closer he is to being satisfied with work. As for those who feel low in their value, or lack of self-esteem, they are usually dissatisfied with work.

B- Withstand pressures: The more an individual is able to withstand pressures at work and deal with and adapt to them, the more satisfied he is. As for those who quickly fail and collapse as soon as there are obstacles in front of them, they are usually dissatisfied with work.

C- Social standing: The higher the social status or job, the greater the individual's satisfaction with his work. However, if the individual's job status decreases, the individual's resentment increases.

D- General life satisfaction: Individuals who are happy in their lives tend to be happy in their work, while those who are unhappy in their lives and dissatisfied with their family or social lifestyle usually transfer this unhappiness to their work.

Research suggests that employees who are satisfied at work they tend to be healthier, acquire new, job-related skills more quickly, and have fewer workplace accidents, and reduce complaints. Stress can also be reduced, which also helps improve performance and reduce absenteeism (Luthans, 2010:146).

In general, there are three work satisfaction. acceptable

- work satisfaction is an emotional to work situations. Thus, it cannot be observed, but can only be Inference

- Job satisfaction is often defined as results that meet or exceed expectations. For example, workers who feel that they work harder than others in the organization but receive fewer rewards may develop negative attitudes toward their work, their boss, or their coworkers, in turn. If they feel that they are treated very well and that they are paid fairly, they are more likely to have a positive attitude towards their work. They will be satisfied
- work satisfaction represents several interrelated, which are among the most necessary job characteristics, such as the work itself, salary, supervision, and coworkers (Iravani, 2012: 1397) ; (Jihad, Ali, 2024: 39) .

## **Second: Helping Behavior**

### **1-The concept of helping behavior**

Employees' support behaviors directly benefit their colleagues to focus on work and improve performance. Employees show support behaviors when they actively participate, care about work tasks, are motivated, and have a positive outcome (Zhu, et al., 2024: 757); (Azeem, et al., 2022: 1) Agencies' reliance on construct dispositions to deal with non-routine aspects of the work environment (Mossholder et al., 2011: 33) and support dispositions is considered a strong indicator of team competence and organizational performance. (Podsakoff et al., 2000:515), becoming more important in light of the movement for greater professional involvement (Boxall, Macky, 2009:8), interactive work structures (Frenkel, Sanders, 2007:797), Human resource flexibility (HR) within organizations: Given that helping behavior involves actions that positively affect individuals, a number of studies have sought to identify the direct antecedents of situations in which fewer resources are allocated to work to create broader mechanisms that organizations can use to harness human resources in an approved manner.(Organ et al., 2006:1595).

Positive behavioral outcomes also lead to positive and voluntary behavior and participation in support organizational functions to make employees more active, (Sani et al., 2018:3), and the former is likely to entail solving personal problems and support emotional, while The latter is more like to include active assistance and support informational.

Helping behavior is considered one of "the broadest and most complex forms", consisting of altruism (Organ's, 1988, 1990), courtesy, peacemaking, encouragement dimensions. In addition, encouragement can be considered "helping" behavior when an encourages a employee co-worker about his or her accomplishments or development professional (Podsakoff et al. 1997: 263) ; (Podsakoff et al., 2000: 516-517); (Spitzmuller et al. ,2008:107).

It can also be defined as voluntary behavior that deals with non-routine aspects of work and encourages employees to participate to achieve the organization's goals (Mossholder, 2011:33), and it is defined (Furnham et al., 2016) The principles of telephony are based on the legal value of a person only to influence other people, and what concerns them over the individual himself (Furnham et al., 2016: 359). Collaboration goes beyond important actions between employees. These actions are voluntary and not directly recognized in the reward system (Organ et al., 2006). Some researchers define support behaviors as context-bound activities (Borman and Motowidlo, 1993). Automatic behaviors (George and Brave, 1992) and prosocial processes in organization (Briff and Motowidlo, 1986). In addition to the different definitions of helping behavior, scholars agree In general, cooperation in the workplace can generate importance for employees and the department because it enhances... Social performance(Bolino and Grant, 2016) ; (Yating, et al., 2019:2).

### **2- The importance and reasons for engaging in helping behavior**

#### **A- The importance of helping behavior**

When experienced "employees" help people less experienced addressing job-related issues, or searching for more effective methods to do their work, the less experienced employee's efficiency is likely to enhance performance. The employees help each other to solve work-problems, the less time spent. The leader needs to be dedicated to activity; Thus enabling the manager to carry out more productive activities (Hoeven, Zoonen, 2023: 63). It is expected that high degrees of support behaviors will further enhance team cohesion, make the organization a more attractive environment for work, and reduce the rate of employee turnover, thus improving the efficiency of the organization. (George & Bettenhausen, 1990) (Podsakoff et al., 1997:263). Engaged employees who feel optimism and obliged spontaneity also tend to display a good attitude and proactive action at work (Organ, 1994); (Schaufeli, Bakker, 2004) They are more capable of doing things aimed at improving the effectiveness of the organization (Saks, 2006:603).

The growing importance has also led scholars to acknowledge helping behavior as one of the basic elements of job motivation, and some research indicates that management has a beneficial effect on human behavior, such as employees' dedication to helping behavior. (Supriyanto et al., 2020:738).

#### B- Reasons behind the Reasons for practicing supportive behavior

Some studies have indicated that there are three motives focus on organization, useful social values, and impression regulation. Organizational focus: those collaborative, goal-focused relationships between the organization and employees that are important for organizational success. The organization requires special contributions from employees that cannot be fully achieved without employees' acceptance of the organizational goals except on their own initiative (Mossholder et al., 2011:35). The second motivation is the desire to help, and the need to establish constructive relationships with others (Vieweg, 2018:4)), which are represented by positive social values (Rioux and Penner, 2001: 1310), which are: helping, volunteering, cooperating, donating, sharing, implementing production, maintaining the well-being and safety of others, and maintaining a positive relationship with others. It represents the ways in which an individual can naturally and voluntarily follow the goals of the organization (Brief, Motowidlo, 1986:710). People with prosocial motives are more likely to cooperate voluntarily than selfishly motivated (Irfan et al., 2022:25), while they will refuse to cooperate if their partners repeatedly destroy win-win agreements (Ding et al., 2018:163-164). The third motive, called "impression management", is the study of individuals who seek to deal with others' opinions of them (Dror, Zaidman, 2007). Management to direct opinions through controlling information in an individual social situation (Fawzy, Mahrous, 2017:23) and it is a function of perceived discrepancies between feedback received from the target and the reference target (Argyle, 1988; Green & Welsh, 1988). If individuals realize that their image is being correctly conveyed to those around them, there is no need to take any corrective action. When their images are conveyed incorrectly, they will make corrective adjustments by use "impression management techniques" in order to smooth out the discrepancies. People use impression management techniques to reduce the gap between how they want to be perceived and how others currently perceive them." (Wu et al., 2020:109) Impression management can be practiced at the overall organizational level. Organizations use instant communication methods to manage their reputation for the organization and build a positive impression among the public outside the organization (Terrell, Kwok, 2011) (Fawzy, Mahrous, 2017:24).

#### Third: The relationship between" job satisfaction" and helping behavior

Robbins (2006) it indicates that a satisfied employee tends to speak positively about the organization, support peers, perform their work better than normally expected, in addition to being more dedicated to duty. Because employees who feel satisfied with their jobs are willing to help the organization and the people who have contributed to those positive



feelings, by engaging in community work within the organization, studies have shown that the more people are satisfied with their jobs, the higher the individuals' satisfaction with their jobs. Contributions to community work (Claudia, 2018: 30). Employees can increase social connection by supporting others, which may lead to perceived social support. Social support is considered a powerful and valuable resource that supports people to adapt to their surroundings and reach their goals (Hobfoll, 2002; Schu2mm et al., 2006) while alleviating personal stress and improving job satisfaction (Yating et al., 2019:2).

Therefore, the act of support reinforces the idea of doing good deeds and may lead to a feeling of satisfaction, as the act of helping is positively linked to participation (Hoeven, Zoonen, 2023: 62).

### Third: Testing research hypotheses

The correlation between job satisfaction and helping behavior

Hypothesis (H0): Employees at the researched institute do not enjoy job satisfaction

Hypothesis (H1): Employees at the institute included in the study enjoy job satisfaction..

This axis was devoted to testing the hypotheses and discussing the correlation relationships between the variables of the current research at the overall level. The researcher relied on the simple correlation coefficient (Pearson) to conduct the research hypotheses test, and to find the correlation coefficients and indicate the type of relationships between the variables for the purpose of building an initial conception of the independent variable (job satisfaction) and the independent variable (helping behavior). (74) questionnaires were distributed, including (64) valid questionnaires at the Babylon Technical Institute.

### 1- Frequency distributions of the independent variable (job satisfaction)

It is noted from the table below that paragraph (X4) of the second dimension (relationship with colleagues) obtained the highest weighted arithmetic mean of (2.97), with a standard deviation of (1.45), which is one of the highest values indicating the strength of the consistency of the sample members' answers, while the relative importance value reached (59%), and the calculated (variance) value reached (2.09), which is greater than the tabular (t) value of (1.645) at a significance level of (5%). The above result means that the study sample enjoys high job satisfaction. As for the third dimension (salary), it obtained the lowest arithmetic means, which reached (2.48) with a standard deviation of (1.45), and the relative importance of this paragraph reached (50%) from the point of view of the sample members, while the calculated (variance) value reached (1.75), which is higher than its tabular value of (1.645), and the coefficient of variation reached (53%). The fact that paragraph (X4) has the highest arithmetic mean indicates the strength of its application in the institute under study compared to the other paragraphs.

Table (2) Arithmetic means, response intensity and standard deviation for the job satisfaction dimension (n=64)

Job satisfaction	Arithmetic mean	Relative importance	Contrast	Standard deviation	Coefficient of difference	Arrangement
The first dimension (nature of work)						
X1	2.64	53%	2.17	1.47	56%	10
X2	2.67	53%	1.97	1.40	53%	8
X3	2.77	55%	2.15	1.47	53%	2
General Index	2.69	%54	2.10	1.45	%54	
The second dimension (relationship with colleagues)						
X4	2.97	59%	2.09	1.45	49%	1
X5	2.73	55%	2.04	1.43	52%	5

X6	2.75	55%	2.22	1.49	54%	4
General Index	2.82	56%	2.12	1.46	52%	
The third dimension (salary)						
X7	2.63	53%	2.11	1.45	55%	11
X8	2.48	50%	1.75	1.32	53%	15
X9	2.59	52%	1.83	1.35	52%	13
General Index	2.57	51%	1.90	1.38	54%	
The fourth dimension (supervision)						
X10	2.56	51%	1.84	1.36	53%	14
X11	2.66	53%	2.04	1.43	54%	9
X12	2.61	52%	1.99	1.41	54%	12
General Index	2.61	%52	1.95	1.40	%54	
Total Index	2.69	%54	2.01	1.42	%53	

The researcher concludes from the above results that the employees in the researched institute enjoy job satisfaction, which is reflected in the strength of their attachment to it, especially since the work is consistent with their previous perceptions and ambitions. The researcher concludes by rejecting the null hypothesis (H0) and accepting the alternative hypothesis (H1), meaning (the employees in the researched institute enjoy job satisfaction).

## 2- Frequency distributions of the dependent variable (helping behavior)

Hypothesis (H0): Employees at the researched institute do not enjoy a helping behavior.

Hypothesis (H1): The employees in the researched institute have a helping behavior

It is noted from the table below that paragraph (X6) obtained the highest weighted arithmetic mean of (2.89) and a standard deviation of (1.40), which indicates the strength of the consistency of the sample members' answers, while the relative importance value reached (58%), and the calculated (variance) value reached (1.97), which is greater than the tabular (t) value of (1.645) at a significance level of (5%) and the coefficient of variation reached ((49%). The above result means that the study sample believes that the behavior of helping employees is a common method in the institute. As for paragraph (X7), it obtained the lowest arithmetic means, which reached (2.64) with a standard deviation of (1.42), and the relative importance of this paragraph reached (53%) from the point of view of the sample members, while the calculated (variance) value reached (2.01), which is greater than its tabular value of (1.645) and the coefficient of variation reached (54%). The fact that this paragraph obtained the lowest arithmetic means means that its application in the researched institute is weak compared to the other paragraphs.

The table shows that the helping behavior achieved a general weighted arithmetic mean of (2.78) and a standard deviation of (1.42), and the relative importance reached (56%), and the calculated (variance) value reached (2.03), which is greater than its tabular value of (1.645), and the coefficient of variation reached ((51%).

Table (3) of weighted arithmetic means, response intensity, standard deviation and response level

Helping behavior	Arithmetic mean	Relative importance	Contrast	Standard deviation	Coefficient of difference	Arrangement
X1	2.80	56%	2.01	1.42	51%	6
X2	2.73	55%	1.94	1.39	51%	10
X3	2.81	56%	2.06	1.44	51%	5
X4	2.86	57%	2.06	1.44	50%	2
X5	2.84	57%	2.07	1.44	51%	3

X6	2.89	58%	1.97	1.40	49%	1
X7	2.64	53%	2.01	1.42	54%	13
X8	2.80	56%	1.91	1.38	49%	6
X9	2.73	55%	2.04	1.43	52%	10
X10	2.75	55%	2.22	1.49	54%	9
X11	2.84	57%	2.13	1.46	51%	3
X12	2.80	56%	2.01	1.42	51%	6
X13	2.73	55%	1.94	1.39	51%	10
Total Index	2.78	%56	2.03	1.42	%51	

Source: Prepared by the researcher

The researcher infers from the above results that the employees of the researched institute enjoy the behavior of helping or volunteering to perform some of the institute's tasks, or submitting suggestions or assisting colleagues in the event of their absence or taking leave. The researcher concludes by rejecting the null hypothesis (H0) and accepting the alternative hypothesis (H1), meaning (the employees in the researched institute enjoy the behavior of helping).

### Correlation relationship between job satisfaction and helping behavior (Table 3)

Dependent variable Independent variable	Helping behavior			
	R	Calculated T value	Tabulated T value	Morale level
Nature of work	0.094	22.1	2	0.05
Supervision	0.093	20.94		
Relationships with colleagues	0.096	28.55		
Salary	0.091	18.35		
Opportunities for promotion and development	0.092	18.75		
Job satisfaction	93.2	21.74		
Decision (result)	The correlation is positive and significant			

Table (4) shows

1- The nature of work affects the helping behavior by an amount of (22.1) if it changes by one unit, noting that this effect was significant at the level of (1%), i.e. with a confidence level of (99%), because the value of (t) calculated for the regression coefficient reached (2)

2- As for supervision, it affects the helping behavior by an amount of (20.94) if it changes by one unit, noting that this effect was significant at the level of (1%), i.e. with a confidence level of (99%), because the value of (t) calculated for the regression coefficient reached (2).

3- Relationships with colleagues affect the helping behavior by an amount of (28.55) if it changes by one unit, noting that this effect was significant at the level of (1%), i.e. with a confidence level of (99%), because the value of (t) calculated for the regression coefficient reached (2), which indicates the strength of the association between relationships with colleagues and the helping behavior.

4- Salary affects helping behavior by (18.35) if it changes by one unit, noting that this effect was significant at the (1%) level, i.e. with a confidence level of (99%), because the calculated (t) value for the regression coefficient reached (2).

5- Promotion and development opportunities affect helping behavior by (18.75) if it changes by one unit, noting that this effect was significant at the (1%) level, i.e. with a confidence level of (99%), because the calculated (t) value for the regression coefficient reached (2).

6- While the total effect of the independent variable job satisfaction on helping behavior

reached (21.74) if it changes by one unit, noting that this effect was significant at the (1%) level, i.e. with a confidence level of (99%), because the calculated (t) value for the regression coefficient reached (2), and this indicates a strong association between job satisfaction and helping behavior.

Table No. (5) Results of estimating the simple linear regression model

Dependent variable Independent variable	Helping behavior			
	R2	Calculated F value	Table F value	The decision
Nature of work	88.1%	23.55	10.1 at 0.05 confidence level	Strong and moral impact
Supervision	87.6%	21.22		
Relationships with colleagues	92.9%	39.26		
Salary	84.5%	16.40		
Promotion and development opportunities	85.1%	17.19		
Job satisfaction	87.64%	23.52		

There is a significant effect of job satisfaction on helping behavior, as the calculated (F) value reached (23.52), which is greater than its tabular value at a significance level of (0.05) and a degree of freedom of (10.1), indicating a strong and significant effect between job satisfaction and helping behavior

#### Fourth : Conclusions and recommendations

##### 1- The most important conclusions

The most important conclusions reached by the research from the institute included the research sample, which can be displayed in the following image:

The surveyed institute employees enjoyed job satisfaction, which was reflected in the strength of their attachment to it, especially since the work was consistent with their previous perceptions and ambitions.

##### 2.Recommendations

Based on the conclusions reached in the previous paragraph, a set of necessary recommendations were presented to the institute, the research sample.

A- The institute, the research sample, must work continuously to improve job satisfaction, because this has a positive impact on organizational performance by reducing the rate of job turnover, reducing the rate of absenteeism from work, and encouraging innovation and creativity.

B- The Institute's interest, the research sample, is in the quality of work life, including variables such as salaries and wages and their adequacy, providing an appropriate work environment in which there is safety and security for the lives of workers, providing development opportunities for all workers without discrimination, and equality in granting various rewards, privileges, and promotions, which reflects positively on satisfaction. Career.

c- Reviewing the levels of job satisfaction among employees at the institute to avoid a decline in employee morale and addressing it on a regular basis to develop human performance and productivity results.

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