



AMERICAN JOURNAL OF DEVELOPMENT STUDIES (AJDS)

ISSN: 2837-6676 (ONLINE)

VOLUME 2 ISSUE 2 (2024)

PUBLISHED BY
E-PALLI PUBLISHERS, DELAWARE, USA

Job Satisfaction of Career Service Providers in Qatar

Hamda Al Naimi^{*}

Article Information

Received: August 16, 2024

Accepted: September 20, 2024

Published: September 23, 2024

Keywords

*Career Service Providers,
Career Counselor, Community
Appreciation, Job Satisfaction,
Job Security, Work Environment*

ABSTRACT

Job satisfaction has a great influence on the performance of organizations. It enhances the employees' engagement and commitment towards their organization. Therefore, this research focuses on the job satisfaction of career service providers (CSPs) in Qatar. This field played a crucial role in facilitating successful career outcomes for individuals. This study mainly focuses on salary, job facilities, job security, work environment, administrative discretion, and community appreciation to assess the level of job satisfaction in career service providers. A quantitative research approach was used to collect data from 300 career service providers in Qatar. A structured questionnaire was designed and SPSS used to analyze the data statistically. The findings suggest that Qatari employees generally express high satisfaction with human resource practices, skill development, and overall well-being. However, the research identifies areas such as professional development opportunities, workplace culture, and cultural nuances that require more in-depth exploration. The study concludes by emphasizing the need to develop contextually relevant strategies for improving job satisfaction, retention, and career progression for CSPs in Qatar. The findings of the study inform organizational development and human resource practices to enhance the overall effectiveness of career services in the unique cultural context of Qatar.

INTRODUCTION

Human resource always consider the most important capital of all organizations (Goswami, 2018). Organizations need well educated and skilled people to run their businesses successfully (Kurdi & Alshurideh, 2020). Therefore, employees' motivation and job satisfaction towards their organization is very crucial to retain skilled and committed employees in the organization which has a direct impact on organizational productivity and effectiveness (Ali & Anwar, 2021; Irabor & Okolie, 2019). According to Koech *et al.*, (2020), job satisfaction can be determined and influenced by various factors such as salary, job facilities, job security, work environment, administrative discretion and community appreciation (Koech *et al.*, 2020; Norbu & Wetprasisit, 2021). Although these factors have been discussed many times in different studies but in this study we collectively examine and discuss the impact of all these factors on employees' job satisfaction. Employees job satisfaction nowadays is the problem of every company. Every company searching a competent and qualified Human Resources and to organize the work as to achieve the organizational goals, which allows the company to rise to a new level (Ali & Anwar, 2021). Employees job satisfaction is mandatory in every sector but this study specifically aimed to target the sector of career service providers (CSPs) or career counselors (Smith *et al.*, 2018) whose job satisfaction needs a critical evaluation because they provide a service which people mostly avail to choose the right path for their future destination (Savickas, 2019). Thus, career counselors or career service providers played a vital role in the career development of young individuals who trusted them and

accept their advices and implement it (Kapur, 2018).

After reviewing the previously published research articles of this domain, we come to know that career service providers played a critical role in facilitating successful career outcomes for individuals but there was a very limited literature that was published to understand the factors that influence job satisfaction among CSPs in the specific context of Qatar (Hooley & Rice, 2019; Kapur, 2018; Kenny *et al.*, 2018). This research seeks to reduce the gap and identify and analyze the various dimensions of job satisfaction, including organizational support, professional development opportunities, workplace culture, job facilities, salary, job security, community appreciation, and administrative discretion, and the overall impact of cultural nuances on job satisfaction of CSPs in Qatar (Kucharska & Bedford, 2019; Rutherford *et al.*, 2009; Schlaegel *et al.*, 2022; Wu *et al.*, 2021). In the current state Qatari employees was very well satisfied in association with the human resource practices (Mehreza & Bakria, 2019). Qatar also attracts young individuals, dynamic workforce and they have highly educated professionals in the middle east (Ewers & Shockley, 2018; Khadri & Shah, 2018). Employees' professional success is reflected in their contentment which contributes in the overall economic development (Tepayakul & Rinthaisong, 2018). Therefore, to assess the current state of job satisfaction among Career Services Providers (CSPs) in Qatar and to understand their perceptions, challenges and satisfaction level, this study thoroughly investigates the factors which influence the satisfaction level of CSPs.

In general, the employers in Qatar were better supported at work than their global peers. They address staff

¹ National Career Development Association, Qatar

^{*} Corresponding author's e-mail: dr.hamdaalnaimi@gmail.com

shortages, focus on employees' skill development, raising pay and offering more support for physical and mental well-being to their employees (Al Amri *et al.*, 2019). Therefore, employees' level of satisfaction is higher across the board in Qatar. They believe that their efforts were well recognized and appreciated, their work contributes to their team's success and they have the liberty to bring new ideas which was appreciated by their employers (Al-Shaiba, 2020). This study also investigates the impact of cultural nuances on job satisfaction of CSPs in Qatar because these cultural factors are unique and played a significant contribution to or mitigate job satisfaction levels (Lam *et al.*, 2022).

According to Al-Hemaidi (2022), the trust between colleagues and their employers is consistently high in Qatar and across the Middle East. In particular, on matters relating to their health and safety, addressing diversity and inclusion, impact on the environment and impact on the economy (Al-Hemaidi, 2022). Employees in Qatar are also marginally more likely to talk to each other about social and contemporary issues which indicates the high levels of trust that exist between colleagues and a greater confidence in expressing themselves (Badar *et al.*, 2023). These conversations were cited to help them better understand each other, and make the workplace more inclusive. This study also assess the organizational support provided to CSPs in Qatar, including resources, recognition, and support structures, and examine its correlation with job satisfaction (Bernarto *et al.*, 2020; Maan *et al.*, 2020). Studies proved that employees in Qatar were very aware of the fact that how technology skills give workers the edge (Al-Hitmi & Sherif, 2018; Alshare & Sewailem, 2018). Therefore, they learn advanced technologies because they were afraid that their role being replaced by technology (Nam, 2019). Qatar is highly innovative and transforming region, this anxiety is quite natural because 37% of employees in Qatar are tackling staff shortages by using technology to automate or enhance work (Hassen, 2019; Iskander & Iskander, 2021; Mahboob, 2021).

On the other hand, few Qatari employees are likely to resign from their jobs, which provides insight to the employers in Qatar to focus on attracting new talent and retaining high-performing employees (Hassanein & Özgit, 2022; Mehreza & Bakria, 2019). In particular, they also need to review and instigate a more flexible working approach, invest greater resources in digital skill development and continue to progress and encourage the transparent and inclusive working environment for a culturally diverse workforce (Mahboob, 2021). Employers also need to promote greater satisfaction and retention by upskilling gap and nurture a workforce that allow Qatar to continuously prosperous and develop in the future (de Villiers Scheepers *et al.*, 2023; Gomathi *et al.*, 2023). According to Wau (2021), job satisfaction directly impacts the effectiveness of career services provided by CSPs (Wau, 2021). By exploring these factors which contributes to the job satisfaction, the research aims to enhance the overall effectiveness of career services in Qatar, which

ultimately benefit the individuals seeking guidance. Qatar's unique cultural context requires a focused examination of job satisfaction factors that influenced by cultural nuances. Understanding these dynamics is crucial for developing contextually relevant strategies to improve job satisfaction among CSPs. The findings of this research provide valuable insights for organizational development and human resource professionals in designing policies and practices that enhance job satisfaction, retention, and career progression for CSPs in Qatar.

LITERATURE REVIEW

According to Savickas (2019), in all fields of life career counseling plays a fundamental role. Whether in the workplace, social, cultural or political scope (Savickas, 2019). The sector of career service provider or career counselling has become a key element that impacts the way people interact with each other and with their environment and also positively influence the motivation and satisfaction level (Gati *et al.*, 2019; Wang *et al.*, 2020). Career counselling has acquired increasing relevance, generate discussions, debates and research in various fields of knowledge (Patton & McMahon, 2021). It is a service provided by expert professionals which help the young individuals on the basis of their vast global exposure, knowledge and experience. It is a kind of advice which career counsellors provided to their clients on the basis of their requirements and analyzing the feasibility. They provide guidelines which includes career exploration, making career choices, managing career changes, lifelong career development and dealing with other career-related issues (Lynton, 2023). Although there was no agreed definition which describes the role of a career employment or counsellor throughout the world, because of conceptual, cultural and linguistic differences (Patton & McMahon, 2021). However, career service providers typically denote a professional mediation which conducted either one-on-one or with a small group of people. Counseling is not limited to career only, it was a service which people avail for other purposes also such as, counselling for marriage, clinical counselling, property consultation, travelling agencies which also provide consultancy to help people to plan their vacations and trips, the experts who also provide consultancy for investment in the shares market (Patton & McMahon, 2021). The basic element which unites all types of professional counseling is the role of practitioners, who give advice regarding the area of their expertise by employing the appropriate counseling techniques that support client in making complex decisions and the way to face difficult situations (Meier & Davis, 2019).

Studies suggest that counseling is an effective tool which has a positive impact on the decision making and conflict resolution (Bercovitch, 2019; Einarsen *et al.*, 2018). Career service providers guide their clients in the light of all their expertise in career development and labor markets, they consider the individuals' qualifications, experience, strengths and weakness in a wide perspective and also consider their desired salary, nature of job they required,

personal hobbies and interests, location, job market and the scope of growth (Hooley & Rice, 2019; Weber *et al.*, 2018). Due to the various benefits associated with the field of career counseling policy makers in many countries publicly fund and support these guidance services (Musset & Kurekova, 2018). According to Savickas (2019), the European Union career guidance and counseling is an instrument which effectively combat social exclusion and help the people to find the employment (Savickas, 2019). The biggest hurdle faced by the career counsellors was encouraging people to engage in the process (Musset & Kurekova, 2018). As the UK statistics shows that 70% of young people under 14 have had no careers advice while 45% of over 14 had a very poor/limited advice (Savickas, 2019). People in the young age has no realization that they need to consult a professional who help them to choose the right path after analyzing their strengths and weakness and they mostly pursue the career on the basis of their family influence (Agger *et al.*, 2018).

In addition to career counselors, the same kind of service provided by psychologists, teachers, managers, trainers and human resources (HR) specialists to provide the guidelines formally and informally to grow and develop their career (Savickas, 2019). Nowadays, people increasingly rely on career web portals to seek advice for different services which help to boost their career such as, resume writing and guidelines to appear in the interviews and to explore various professions and companies (Chen *et al.*, 2018; Chopra *et al.*, 2019; Kumar *et al.*, 2020; Raymond, 2021; Sayeem, 2021). Career counseling is not a new phenomenon; it pertains at least as far as the late nineteenth century (Savickas, 2019). Frank Parsons' define the work of this field by choosing a vocation published in 1909. Parsons was a member of American progressive social reform movement. In 1970s a strong normative approach for theories and practice of career counseling along with the new models was introduced to meet the individual needs and transferable skills of the clients to fill the gaps and biographical breaks (Wilson, 2013). According to Taylor & Savickas (2016), postmodern career counseling is a reflective process of assisting clients in creating self through writing and revising biographical narratives taking place in a context of multiple choice from a diversity of options and constraints (Taylor & Savickas, 2016).

Impact of Salary on Job Satisfaction

The "Two Factor theory" of motivation by Henry Herzberg's highlighted the two major factors for employee retention at any organization (Bryant, 2018). The theory was comprised on the two factors such as motivating factors and hygiene factors. Hygiene factors were considered as the element of dis satisfiers such as less pay which was not according to the educational level, skill set and experience of the individual (Soria, 2019). Another dis satisfying factor was insufficient and less favorable physical environment such as, poor system of rewarding the employees and providing no opportunities for career development (Murphy, 2020). The other factor of this theory were the motivators or satisfiers which has a positive influence on job satisfaction such

as, competitive salary packages, attractive and appealing reward system which helps to retain the employees in the organization and also increases their work performance, effectiveness and commitment towards the organization (Wambua *et al.*; Zámečník & Kožíšek, 2021)

H1

There is a significant positive/negative relationship between salary and job satisfaction among Career Service Providers in Qatar.

Job Facilities and Job Satisfaction

The organizations who appreciate the work and contribution of their employees by providing them rewards in terms of incentives and appraisal were more committed and dedicated towards their work and organization (Ngwa *et al.*, 2019). In recent years due to high rate of inflation and economic instability rewards got importance of both the employees and the organizations (Rikhardsson *et al.*, 2021). It is a major factor in retaining employees as well for job satisfaction. By providing these facilities employees feel respected, valued and appreciated. Organizations also facilitate the employees by providing time off, flexible work hours, option to work from home, committee involvement, career development and training, company organized discounts such as gym memberships, discounts on company products/services, organizing differ events to provide relief to the employees and many other options to facilitate the employees (Azar *et al.*, 2018; Kröll & Nüesch, 2019).

H2

There is a significant positive/negative relationship between job facilities and job satisfaction among Career Services Providers in Qatar.

Job Security and Job Satisfaction

Due to the economic instability throughout the world the most important concern of every employee is the job security or financial security which they demand from their organizations (Lee *et al.*, 2018). The organizations with high rate of turnover failed to improve their organizational performance because they strategies to retain the employees in the organization was not that effective (Al-Suraihi *et al.*, 2021). To retain competent employees in the organization for a longer period of time business corporations throughout the world give the opportunity to the employees to invest in the company shares which motivates them to work more efficiently to maximize the profit (Kong *et al.*, 2024). Organizations provide incentives by offering employees share in the stock of the of the company. Specifically, to the middle and senior management to resolve the principal-agent issues (Sahakiants & Festing, 2019).

H3

There is a significant positive/negative relationship between job security and job satisfaction among Career Services Providers in Qatar.

Work Environment and Job Satisfaction

According to Sugiarti (2022), the healthy work environment not only impact employees' performance but also increases their efficiency and effectiveness (Sugiarti, 2022). Whereas the toxic work environment has a negative impact on employees' productivity which ultimately affect the organizational performance and most of the time employees change their organizations just because of the toxicity of the work environment (Anjum *et al.*, 2018). On the other hand, interaction between people at all levels defines the organization's culture and this interaction was driven by the attitudes of people who work in the organization (Hislop *et al.*, 2018). Most of the time cultural issues lead people to leave organizations and also the cultural values played a very significant role in employee retention (Singh, 2019). Therefore, the human resource policies and procedures consider and ensure the development, promotion and reward system (Stewart & Brown, 2019).

H4

There is a significant positive/negative relationship between work environment and job satisfaction among Career Services Providers in Qatar.

Administrative Discretion and Job Satisfaction

According to Ciulla & Ciulla (2020), administrators were established a reasonable level of discretion by which employees feel empowered and have the authority and of autonomy in their work (Ciulla & Ciulla, 2020). This autonomy contributes to job satisfaction because employees has the freedom to make decisions which best suits to the situation and align with their expertise and creativity (Shobe, 2018). On the other hand, excessive discretion without clear guidelines or accountability lead to uncertainty and anxiety among employees (Gore *et al.*, 2020). Meanwhile, lack of clarity result in dissatisfaction, especially if employees feel unsupported or decisions appear arbitrary. While fair and consistent application of administrative discretion contribute to a positive work environment by which employees were more likely to be satisfied when they perceive that decisions are made fairly and consistently which create a sense of trust and security (Leys, 2018). According to Hofmann & Strobel (2020), open communication regarding the administrative

decisions and transparency in the decision-making process enhance job satisfaction (Hofmann & Strobel, 2020). Because when employees understand the rationale for certain decisions, they were more likely to feel valued and included in the decision-making process.

H5

There is a significant positive/negative relationship between administrative discretion and job satisfaction among Career Services Providers in Qatar.

Community Appreciation and Job Satisfaction

According to Hofmann & Strobel (2020), there were multiple factors that influence employees job satisfaction out of which the most important factor was recognition for their contributions within the workplace community. When organizations appreciate and value the efforts of their employee's contribution it positively impacts their performance and commitment and develop a sense of value and accomplishment (Hofmann & Strobel, 2020). When employees receive positive feedback and appreciation from a broader community either on the departmental level or industrial level highly contribute to an individual's sense of worth and satisfaction. The strategies mostly used by the human resource personnel to create a healthy work environment was to foster positive relationships among colleagues, encourage team building and collaboration which increase the level of job satisfaction of an employee (Salas-Vallina *et al.*, 2021). According to, a workplace community that emphasizes professional growth and development also positively impact job satisfaction (Rahayu *et al.*, 2019). Moreover, a community that values work-life balance, invests in wellness programs, and aligns with an individual's values lead to increased job satisfaction. A strong workplace community fosters a positive organizational culture, encourages open communication, and provides a sense of purpose beyond individual tasks. Organizations that uphold ethical practices and values also enhance an individual's pride in their workplace which further contribute to job satisfaction (Cui, 2021).

H6

There is a significant positive/negative relationship between community appreciation and job satisfaction among Career Services Providers in Qatar.

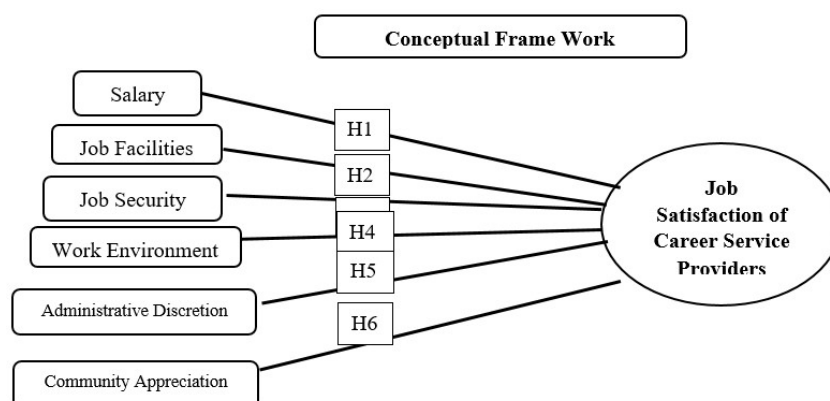


Figure 1: Conceptual Frame Work

MATERIALS AND METHODS

Research Design

This research encounters the problem of Job satisfaction in career service providers. Due to the drastic growth of this sector, many problems have been raised. Due to lack of awareness and trust many students from high school and universities not even consider career service providers. These career service providers have knowledge and awareness of the most demanding field globally and have the required skill set.

Cross-Sectional Study

This research incorporates cross-sectional approach to collect the data from a single time point and analyze the prevalence of job satisfaction.

Quantitative Approach

This study utilizes structured survey to collect quantitative data on job satisfaction levels. This approach allows for standardized responses and the data analyzed by applying statistical measures to identify the patterns. The questionnaire was designed according to the developed hypotheses to identify and explore the relationship of independent and dependent variables by using Likert scale to measure various aspects of job satisfaction, such as salary, job facilities, job security, work environment and community appreciation.

Population and Sample

The data was collected using a stratified random sampling method and the survey was conducted with the career service providers in Qatar by maintaining the confidentiality and meeting all ethical requirements. The size of the targeted sample was 55 employees providing career services in Qatar and having different nationalities

Data Collection

The data was collected through an online survey questionnaire from the targeted sample size of 300 employees providing career services to the young individuals.

Questionnaire Development

The questionnaire was developed according to the identified research objectives such as the factors that influence job satisfaction in the sector of career service providers from the review of literature. The items of the questionnaire were well defined and self-explanatory to explore the impact of salary, job facilities, job security,

work environment and community appreciation on job satisfaction of career service providers. The questionnaire was structured and has different types of questions such as demographic, Likert scale, rating scale and ranking scale questions. It allows the respondents to provide specific responses on each variable set to test the hypotheses. The questionnaire was initially shared with 15 career service providers for pilot testing then after the confirmation further shared with the other counselors to collect the responses.

Survey Administration

The questionnaire was created through a google form to save the time and resources and effectively utilizing the technology. The responses of this google form was stored in google sheet associated with the form. The survey form was shared through a link and also by emails, text messages and WhatsApp. To monitor the data collected from the respondents the google sheet associated with the google form.

Data Collection Timeline

The collection of data was initiated late 2023 and completed in the beginning of 2024. The total time consumed to collect the data was approximately 5 months.

Data Analysis

The data collected through the survey was first arranged in an excel sheet then it further analyzes in SPSS by applying descriptive statistics the study also checked the reliability by applying Cronbach alpha and validate the results

RESULTS AND DISCUSSION

The data collected from the questionnaire was analyzed through the SPSS and the results are given below:

Demographic Data

The above Table 1 reveals the gender distribution within a dataset of individuals collected from the survey. The majority of respondents were female which comprises 50.66% of the sample, while males constituted a smaller proportion at 49.3%. These percentages were consistent across both the valid percent and cumulative percent columns. The cumulative percent demonstrates that the combined contribution of females and males accounts for the entirety of the dataset. While females represent the predominant gender.

Table 1: Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	152	50.66	50.66	50.66
	Male	148	49.3	49.3	100.0
	Total	300	100.0	100.0	

Table 2: Age

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30 - 39	95	30.66	30.66	30.66
	40 - 49	85	28.33	28.33	58.99
	50 - 59	48	16	16	74.99
	Below 30	72	24	24	98.99
	Total	300	100.0	100.0	

The above Table 2 provided the data regarding the age distribution within a dataset of individuals. The majority falls within the age group of 30-39 years, which constitute 30.66% of the sample. The next significant group was individuals aged 40-49, which comprises 28.33% of the total sample, followed by those in the 50-59 age bracket at 16.0%. Participants below 30 years old represent the

remaining 24.0%. This breakdown of the different age distribution provides valuable information regarding the age demographics of the surveyed population, which represent a varied distribution with a concentration in the 30-39 age group, followed by a gradual decline across the subsequent age brackets.

Table 3: Educational Qualification

Educational Qualification		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA	120	40	40	40
	MA	110	36.66	36.66	76.66
	PhD	70	23.33	23.33	99.99
	Total	300	100.0	100.0	

The above Table 3 presents the data regarding the educational qualifications of a group of individuals. The most prevalent category was individuals with a Bachelor's degree (BA), which constitutes 40.0% of the sample. Equally, 36.66% of the respondents hold a Master's degree (MA), which makes it the second most common qualification. The data also shows that a smaller proportion, 23.33%, possess a Doctorate (PhD). The

cumulative percent column reveals that nearly half of the individuals have a BA, and the majority (76.66%) have at least a Bachelor's or Master's degree. The dataset was diverse in terms of educational attainment, with a significant presence of individuals holding advanced degrees, which reflect a well-educated and varied group with a range of academic qualifications of the career service providers.

Table 4: Job Title

Job Title		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		16	5.33	5.33	5.33
		11	3.66	3.66	8.99
	ACADEMIC ADVICER	10	3.33	3.33	12.32
	Academic advisor	14	4.66	4.66	16.98
	Academic Advisor	23	7.66	7.66	24.46
	Academic counselor	20	6.66	6.66	31.12
	Academic/ Career counsellor	10	3.33	3.33	34.45
	Admin assistant	13	4.33	4.33	38.78
	Advisor, counselor	15	5.0	5.0	43.78
	Career Education Department Head & Career Counselor	26	8.66	8.66	52.44
	Career Program Coordinator	13	4.33	4.33	56.77
	Careers and Education Adviser	14	4.66	4.66	61.43

College counselor	13	3.33	3.33	64.76
Counselor	12	4.0	4.0	68.76
Director of Enablement	11	3.66	3.66	72.42
Head of student affairs	12	4.0	4.0	76.42
Life Skills Teacher – Academic Advisor	11	3.66	3.66	80.08
Manager-HR and Advisor to Counselling team	11	3.66	3.66	83.74
School Counsellor	11	3.66	3.66	87.40
Senior Career Counselor	11	3.66	3.66	91.06
Student Affairs Officer	11	3.66	3.66	94.72
University advisor	12	4.0	4.0	98.72
Total	300	98.72	98.72	

The dataset presents the distribution of various job titles within a specified population, offering insights into the frequency and relative proportions of these roles. Out of a total sample of 300, the most common job title is “Career Education Department Head & Career Counselor,” constituting 8.66% of the sample. This is followed by “Academic Advisor” at 7.66%, and “Academic counselor” at 6.66%. Notably, there were variations in the capitalization and phrasing of similar roles, such as “ACADEMIC ADVICER,” collectively representing

a significant portion when aggregated. Other notable positions include “Advisor, counselor” (5.0%), “Careers and Education Adviser” (4.66%), and “Admin assistant” (4.33%). The cumulative percentage indicates that by the time “University advisor” is reached, 98.72% of the job titles are accounted for, showing a high level of coverage within the dataset. This distribution highlights the diversity and overlap in job titles related to academic and career advising roles, reflecting varied terminologies and possibly differing scopes of responsibility across institutions.

Table 5: Years of Experience

Years of Experience in Career Guidance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11 - 15 years	122	40.66	40.66	40.66
	6 - 10 years	102	34.0	34.0	74.66
	Less than 5 years	38	12.66	12.66	87.32
	More than 15 years	38	12.66	12.66	99.98
	Total	300	100.0	100.0	

The data represented in the above Table 5 provides a comprehensive view of the years of experience in career guidance among a group of individuals. The majority of respondents, constitutes 40.66 % of the total sample, having 11-15 years of experience which indicates a relatively large proportion of individuals that belongs to this career field. Another substantial group, comprises 34.0%, having 6-10 years of experience,

which demonstrates a mid-level range of expertise. Additionally, 12.66% of the respondents having less than 5 years of experience and 12.66 having more than 15 years of experience. This breakdown highlights a diverse mix of career guidance professionals at different stages of their careers, which contributes to a well-rounded and experienced group within the surveyed population.

Table 6: Nationality

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African	13	4.33	4.33	4.33
	Egyptian	11	3.66	3.66	7.99
	Algerian	14	4.66	4.66	12.65
	American	13	4.33	4.33	16.98
	British	13	4.33	4.33	21.31
	Canadian	14	4.66	4.66	25.97
	English	13	4.33	4.33	30.3
	Spanish	15	5.0	5.0	35.3

Indian	27	9.0	9.0	44.3
Jordan	23	7.66	7.66	51.96
Bangladeshi	12	4.0	4.0	55.96
Lebanese	24	8.0	8.0	63.96
Pakistan	11	3.66	3.66	67.62
Qatari	25	8.33	8.33	75.95
Oman	11	3.66	3.66	79.61
German	21	7.0	7.0	86.61
United States	18	6.0	6.0	92.61
France	11	3.66	3.66	96.27
Yemeni	11	3.66	3.66	99.93
Total	300	100.0	100.0	

The dataset provides a detailed breakdown of the nationalities within a sample population of 300 individuals, highlighting their distribution and cumulative representation. The most prevalent nationality is Indian, accounting for 9% of the sample, followed by Qatari at 8.33%, and Lebanese at 8%. Other significant nationalities include Jordanian (7.66%), German (7%), and United States (6%). Each of the remaining nationalities, such as African, American, British, and Canadian, each constitute approximately 4.33% to 4.66% of the sample.

The cumulative percentage reveals that the inclusion of Yemeni nationals brings the total coverage to nearly 100%, indicating a comprehensive representation within the dataset. This distribution underscores the diversity of the sample, with a notable concentration of individuals from South Asian and Middle Eastern countries, alongside a broad spectrum of other nationalities.

Salary and Job Satisfaction

The dataset outlines the salary distribution of career

Table 7: Salary of Career Service Provider

Salary of Career Service Providers					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10000 QR - 20000 QR	58	19.33	19.33	19.33
	20000 QR - 30000 QR	50	16.66	16.66	35.99
	30000 QR - 40000 QR	48	16.0	16.0	51.99
	40000 QR - 50000 QR	53	17.66	17.66	69.65
	5000 QR - 10000 QR	52	17.33	17.33	86.98
	Less than 5000 QR	39	13.0	13.0	99.98
	Total	300	100.0		

service providers, classified into six salary brackets and comprising a total sample of 300 individuals. The most common salary range is 10,000 QR to 20,000 QR, encompassing 19.33% of the sample.

This is followed closely by the 40,000 QR to 50,000 QR range at 17.66%, and the 5,000 QR to 10,000 QR range at 17.33%. Salaries between 20,000 QR and 30,000 QR account for 16.66%, while those earning 30,000 QR to 40,000 QR represent 16% of the sample. The

least represented group is those earning less than 5,000 QR, making up 13% of the sample. The cumulative percentages indicate that by including the highest salary bracket, the dataset nearly reaches full coverage at 99.98%. This distribution illustrates a relatively balanced spread across different salary ranges, with a slight concentration in the lower to mid-range brackets, reflecting the varied compensation structures within the career services field.

Table 8: Satisfaction with the Salary Amount

Satisfaction with the Salary Amount					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	68	22.66	22.66	22.66
	Not Satisfied	42	23.5	14.0	36.66
	Not Satisfied at all	49	14.7	16.33	52.99
	Satisfied	75	26.5	25.0	77.99

	Very Satisfied	66	22.0	22,0	99.99
	Total	300	100.0	100.0	

The dataset provides an analysis of salary satisfaction among 300 career service providers, categorized into five levels of satisfaction. The most prevalent response is “Satisfied,” with 25% of the participants expressing this sentiment, followed closely by “Neutral” at 22.66% and “Very Satisfied” at 22%. “Not Satisfied at all” accounts for 16.33%, while “Not Satisfied” represents 14%. The cumulative percentages indicate that by the time “Very Satisfied” responses are

included, nearly all participants are accounted for, totaling 99.99%. This distribution suggests a generally positive outlook towards salary among the career service providers, with nearly half (47%) of the respondents expressing satisfaction or high satisfaction, although a significant portion remains neutral or dissatisfied.

Job Security and Job Satisfaction

Table 9: Type of Employment Contract

Type of Employment Contract					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Full time	154	51.33	51.33	51.33
	Part time	146	48.66	48.66	99.99
	Total	300	100.0	100.0	

The above Table-9 presents a clear picture of the type of employment contracts held by a group of individuals in the field of career services. The overwhelming majority, constitutes 51.33%, who were engaged in full-time employment contracts. In contrast, a smaller percentage, 48.66%, holds part-time positions. This data reflects that most of the respondents have a secured nature of job which was full time. The cumulative percent column demonstrates that nearly all individuals in the surveyed population have full-time employment. This

distribution suggests a predominant trend toward full-time engagement within the profession which potentially indicates the prevalent nature of more traditional and comprehensive roles in career services. However, it’s crucial to consider the potential impact of part-time employment on job satisfaction, career progression, and overall work-life balance for those in the minority with such contracts.

Job Facilities and Job Satisfaction

Table 10: Member of International Career Development Association

Member of International Career Development Association					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	164	54.66	54.66	54.66
	Yes	136	45.33	45.33	99.99
	Total	300	100.0	100.0	

The above Table 10 provides information regarding the affiliation of a group of individuals in the field of career services with the International Career Development Association (ICDA). The majority, comprises 54.66%, report not being members of ICDA, while a smaller percentage, 45.33%, were affiliated with the association. The findings suggest that a substantial portion of career

service providers were not having the opportunity to become an active member of this international professional association which indicates that further investigation was needed to explore the reasons behind this pattern, such as awareness, perceived benefits, individual preferences or the facility provided by the organization regarding professional affiliations within the field of career development.

Table 11: Career Development

Does your Institute offer Career Development					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Don't know	60	20.0	20.0	20.0
	No	90	30.0	30.0	50.0
	Yes	150	50.0	50.0	100.0
	Total	300	100.0		

The above Table 11 represents the information on whether the institutions of a group of individuals in the field of career services has been offered career development opportunities from their institute. A notable percentage, 50.0%, indicates that their institutes provide career development services. On the contrary, 30.0% report that their institutions do not offer such opportunities. Additionally, 20.0% respond with “Don’t know.” The cumulative percent column shows a progression from

uncertainty to a majority affirming the provision of career development services in their respective institutes. The presence of uncertainty in a notable percentage suggests a potential lack of awareness or clarity regarding the availability of career development opportunities within some institutions. Further exploration into the reasons for this uncertainty and the overall landscape of career development services within educational and professional settings needed to provide more valuable information.

Table 12: Level of Satisfaction from Career Development Opportunities

Level of Satisfaction from Career Development Opportunities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	73	24.33	24.33	24.33
	Not Satisfied	73	24.33	24.33	48.66
	Satisfied	43	14.33	14.33	62.99
	Very Satisfied	111	37.0	37.0	99.99
	Total	300	100.0	100.0	

The above Table 12 provides insights into the level of satisfaction among individuals regarding career development opportunities. Out of the total valid responses, a significant portion 37.0% reported a very satisfied response on their satisfaction with career development opportunities. On the positive side, 43% expressed satisfaction, and 24.33% reported being neutral. However, a notable 24.33% indicated dissatisfaction. The cumulative percentages demonstrate that the majority

of respondents hold positive sentiments towards career development opportunities, emphasizing the significance of such opportunities in fostering job satisfaction. The data suggests that, while a substantial portion was content with the available career development prospects, there was a room for improvement to address the needs of those who expressed dissatisfaction.

Job Satisfaction and Administrative Discretion

Table 13: Level of Managerial Support

Level of Managerial Support					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	86	28.66	28.66	28.66
	Not Satisfied	70	23.33	23.33	51.99
	Not Satisfied at all	46	15.33	15.33	67.32
	Satisfied	50	16.66	16.66	83.98
	Very Satisfied	48	16.0	16.0	99.98
	Total	300	100.0	100.0	

The dataset examines the level of managerial support experienced by 300 career service providers, segmented into five categories of satisfaction. The largest group of respondents, 28.66%, indicated a neutral stance towards their managerial support. Following this, 23.33% reported being “Not Satisfied,” and 15.33% were “Not Satisfied at all,” collectively showing that nearly 39% of respondents experienced some level of dissatisfaction. On the other end of the spectrum, 16.66% of participants were

“Satisfied,” and 16% were “Very Satisfied,” indicating that approximately one-third of the respondents had a positive perception of managerial support. The cumulative percentages reveal that by the time all responses are considered, the dataset achieves near total coverage at 99.98%. This distribution suggests a significant portion of career service providers are either ambivalent or dissatisfied with the managerial support they receive, with a smaller but notable fraction expressing satisfaction.

Table 14: Satisfaction with Manger Performance

Satisfaction with the Manager Performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	155	51.66	51.66	51.66

	Disagree	60	20.0	20.0	71.66
	Neutral	85	28.33	28.33	99.99
	Total	300	100.0	100.0	

The above Table 14 represent valuable information about the satisfaction levels regarding manager performance among a group of individuals in the field of career services. The majority, constituting 51.66%, agrees with or expresses satisfaction with their manager's performance. Conversely, 20% disagree with their manager's performance. A significant but smaller percentage, 28.33%, remains neutral on the matter. The cumulative percent column indicates a gradual progression from agreement to neutrality, encompassing 100% of the responses. The findings suggest

that a substantial portion of individuals were content with their manager's performance, but the presence of neutral and dissenting responses highlights varying sentiments within the group. Further exploration into the specific aspects contributes to satisfaction or dissatisfaction which provide valuable insights for fostering effective leadership and improving overall job satisfaction within the career services profession.

Job Satisfaction and Work Environment

Table 15: Colleagues

Colleagues					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	80	26.66	26.66	26.66
	Not Satisfied	35	11.66	11.66	38.32
	Not Satisfied at all	15	5.0	5.0	43.32
	Satisfied	110	36.66	36.66	79.98
	Very Satisfied	60	20.0	20.0	99.98
	Total	300	100.0	100.0	

The above Table 15 provides information about the satisfaction levels regarding colleagues among a group of 300 individuals in the field of career services. The majority, constitutes 36.66%, reports satisfaction with their colleagues, with an additional 20% expressing being very satisfied. A smaller but notable portion, 26.66%, remains neutral regarding their satisfaction with colleagues.

On the negative side, 11.66% report not being satisfied, and 5% indicates not being satisfied at all. The findings suggest that a significant majority of individuals in the

field were content with their relationships with colleagues, contributing positively to the overall work environment. However, the presence of neutral and negative responses indicates potential areas for fostering stronger teamwork and collaboration among career service professionals. Further exploration into specific aspects contributes to satisfaction or dissatisfaction with colleagues which offers valuable insights for improving team dynamics in the profession.

Community Appreciation

Table 16: Honorable Job for the Society

Honorable Job for the Society					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	166	55.33	55.33	55.33
	Neutral	134	44.66	44.66	99.99
	Total	300	100.0	100.0	

The data presented in the above Table 16 reveals that a substantial majority, comprising 55.33% of a group of individuals in the field of career services, agrees that their job was honorable and contributes positively to society. A significant percentage, 44.66%, remains neutral on this aspect. The cumulative percent column shows that 100% of the responses fall within the agree and neutral categories. These findings suggest a strong sense of

pride and recognition among career service professionals regarding the significance and societal impact of their work. The presence of neutral responses indicates diverse perspectives or varying levels of awareness regarding the broader societal contribution of their profession. Further exploration into the specific aspects that individuals find honorable in their roles can provide deeper insights into the perceived societal value of career services.

Table 17: Feel Valued

I feel valued in my community		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	122	40.66	40.66	40.66
	Disagree	84	28.0	28.0	68.66
	Neutral	94	31.33	31.33	99.99
	Total		100.0	100.0	

The above Table 17 provides information into the perceived sense of value within the community among a group of individuals in the field of career services. A significant majority, comprising 40.66%, agrees that they feel valued in their community. On the contrary, 28% disagrees with this statement. Additionally, 31.33% express a neutral stance on feeling valued in their community. The cumulative percent column indicates a progressive distribution, with 100% of the responses

falling within the agree, disagree, and neutral categories. The findings suggest that a substantial portion of individuals in this profession feels a sense of value within their community, contributing positively to their overall job satisfaction. The presence of neutral and dissenting responses warrants further investigation into the factors influencing these perceptions and opportunities for strengthening community engagement within the career services field.

Table 18: Correlation Analysis

Correlations		SLY	JS	JF	WE	AD	CA
Salary	Pearson Correlation	1	.303*	.889**	.889**	1.000**	1.000**
	Sig. (2-tailed)		.025	.000	.000	.000	.000
	N	300	300	300	300	300	300
aJobSecurity	Pearson Correlation	.303*	1	.337*	.337*	.303*	.303*
	Sig. (2-tailed)	.025		.012	.012	.025	.025
	N	300	300	300	300	300	300
JobFacility	Pearson Correlation	.889**	.337*	1	1.000**	.889**	.889**
	Sig. (2-tailed)	.000	.012		.000	.000	.000
	N	300	300	300	300	300	300
WorkEnvironment	Pearson Correlation	.889**	.337*	1.000**	1	.889**	.889**
	Sig. (2-tailed)	.000	.012	.000		.000	.000
	N	300	300	300	300	300	300
AdministrativeDiscretion	Pearson Correlation	1.000**	.303*	.889**	.889**	1	1.000**
	Sig. (2-tailed)	.000	.025	.000	.000		.000
	N	300	300	300	300	300	300
CommunityAppreciation	Pearson Correlation	1.000**	.303*	.889**	.889**	1.000**	1
	Sig. (2-tailed)	.000	.025	.000	.000	.000	
	N	300	300	300	300	300	300

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The above Table 18 reveals significant positive correlations between Salary and Job Facility (0.889) and Salary and Work Environment (0.889), both at the 0.01 significance level. Job Facility and Work Environment also show a high positive correlation of 1.000. Additionally, Job Security exhibits a moderate positive correlation with Salary (0.303), Job Facility (0.337), and Work Environment (0.337), all significant at the 0.05 level. Administrative Discretion and Community Appreciation demonstrate

perfect positive correlations with Salary, Job Facility, and Work Environment, implying that as one variable increases, the other also increases, and vice versa.

LIMITATION

This study has several limitations such as, the absence of demographic details such as geographic location restricts a comprehensive understanding of job satisfaction in career service providers. This study solely relies

on quantitative data which diminishing the depth of understanding regarding respondents' experiences and perspectives. The generalizability of the findings was also a concern, as the specific population and a small sample size not enough to represent the broader community of career guidance professionals. Moreover, the self-reporting nature of the data introduces the possibility of bias or inaccuracies in reported factors that influence their level of satisfaction. These limitations emphasize on the importance of considering a more diverse set of variables and incorporating qualitative methods in future research.

CONCLUSION

The emerging field of career counselling or career service providers has great influence on the development of future generations. Thus, this study examines the job satisfaction level of the career service providers. Job satisfaction increase the level of engagement and commitment of these employees towards their organization. Thus, this study elaborates the influence of major factors such as salary, job facility, job security, administrative discretion, work environment and community appreciation. The results of the study conclude that the satisfaction level of career service providers in Qatar was high in association with the factors examined in the study.

REFERENCES

- Agger, C., Meece, J., & Byun, S.-y. (2018). The influences of family and place on rural adolescents' educational aspirations and post-secondary enrollment. *Journal of youth and adolescence*, 47, 24-2568.
- Al-Hemaidi, F. M. S. (2022). *Working across cultures: Knowledge sharing in higher education institutions: A perspective from Qatar*.
- Al-Hitmi, M., & Sherif, K. (2018). Employee perceptions of fairness toward IoT monitoring. *VINE Journal of Information and Knowledge Management Systems*, 48(4), 504-516.
- Al-Shaiba, A. S. A. (2020). *Organizational efficiency for sustainability: The case of Qatar Hamad Bin Khalifa University (Qatar)*.
- Al-Suraihi, W. A., Samikon, S. A., & Ibrahim, I. (2021). Employee Turnover Causes, Importance and Retention Strategies. *European Journal of Business and Management Research (EJBMR)*.
- Al Amri, F. H., Das, A., & Ben-Ayed, O. (2019). The impact of perceived corporate social responsibility on employee engagement: The case of Qatar. *Business Strategy & Development*, 2(3), 180-191.
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Alshare, K., & Sewailem, M. F. (2018). A gap analysis of business students' skills in the 21st century: A case study of Qatar. *Academy of Educational Leadership Journal*, 22(1), 1-22.
- Anjum, A., Ming, X., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *International journal of environmental research and public health*, 15(5), 1035.
- Azar, S., Khan, A., & Van Eerde, W. (2018). Modelling linkages between flexible work arrangements' use and organizational outcomes. *Journal of Business Research*, 91, 155-143.
- Badar, K., Aboramadan, M., Alhabil, W., Dahleez, K. A., & Farao, C. (2023). Does employee relations climate mediate the effect of Islamic work ethics on organizational performance? Evidence from Qatar. *Journal of Islamic Accounting and Business Research*(ahead-of-print).
- Bercovitch, J. (2019). *Social conflicts and third parties: Strategies of conflict resolution*. Routledge.
- Bernarto, I., Bachtiar, D., Sudibjo, N., Suryawan, I. N., Purwanto, A., & Asbari, M. (2020). Effect of transformational leadership, perceived organizational support, job satisfaction toward life satisfaction: Evidences from indonesian teachers.
- Bryant, O. A. (2018). Employee turnover in the long-term care industry using Herzberg's motivation-hygiene theory. *International Journal of Academic Research in Business and Social Sciences*, 8(4), 57-76.
- Chen, J., Zhang, C., & Niu, Z. (2018). A two-step resume information extraction algorithm. *Mathematical Problems in Engineering*, 2018.
- Chopra, G., Madan, P., Jaisingh, P., & Bhaskar, P. (2019). Effectiveness of e-learning portal from students' perspective: A structural equation model (SEM) approach. *Interactive Technology and Smart Education*, 16(2), 94-116.
- Ciulla, J. B., & Ciulla, J. B. (2020). Leadership and the problem of bogus empowerment. In *The search for ethics in leadership, business, and beyond* (pp. 177-195).
- Cui, Y. (2021). The role of emotional intelligence in workplace transparency and open communication. *Aggression and Violent Behavior*, 101602.
- de Villiers Scheepers, R., Menzies, J., Becker, K., Schmidt, M., Hellyer, R., Anwar, S., & McLeod, M. W. (2023). *Regional Workforce Attraction, Development, and Retention: Sunshine Coast*.
- Einarsen, S., Skogstad, A., Rørvik, E., Lande, Å. B., & Nielsen, M. B. (2018). Climate for conflict management, exposure to workplace bullying and work engagement: a moderated mediation analysis. *The International Journal of Human Resource Management*, 29(3), 549-570.
- Ewers, M. C., & Shockley, B. (2018). Attracting and retaining expatriates in Qatar during an era of uncertainty: Would you stay or would you go? *Population, Space and Place*, 24(5), e2155.
- Gati, I., Levin, N., & Landman-Tal, S. (2019). Decision-making models and career guidance. In *International handbook of career guidance* (pp. 115-145).

- Gomathi, S., Rajeswari, A., & Kadry, S. (2023). Emerging HR Practices—Digital Upskilling: A Strategic Way of Talent Management and Engagement. In *Disruptive Artificial Intelligence and Sustainable Human Resource Management* (pp. 51-63). River Publishers.
- Gore, O., Mcdermott, I., Checkland, K., Allen, P., & Moran, V. (2020). Discretion drift in primary care commissioning in England: Towards a conceptualization of hybrid accountability obligations. *Public Administration*, 98(2), 291-307.
- Goswami, A. (2018). Human resource management and its importance for today's organizations. *Journal of Advances and Scholarly Researches in Allied Education*, 15(3), 128-135.
- Hassanein, F., & Özgüt, H. (2022). Sustaining human resources through talent management strategies and employee engagement in the Middle East hotel industry. *Sustainability*, 14(22), 15365.
- Hassen, T. B. (2019). Entrepreneurship, ICT, and innovation: State of Qatar transformation to a knowledge-based economy. *Political, Economic and Social Issues*, 191.
- Hislop, D., Bosua, R., & Helms, R. (2018). *Knowledge management in organizations: A critical introduction*. Oxford university press.
- Hofmann, Y. E., & Strobel, M. (2020). Transparency goes a long way: information transparency and its effect on job satisfaction and turnover intentions of the professoriate. *Journal of Business Economics*, 90, 713-732.
- Hooley, T., & Rice, S. (2019). Ensuring quality in career guidance: A critical review. *British Journal of Guidance & Counselling*, 47(4), 472-486.
- Irabor, I. E., & Okolie, U. C. (2019). A review of employees' job satisfaction and its affect on their retention. Annals of Spiru Haret University. *Economic Series*, 19(2), 93-114.
- Iskander, N., & Iskander, N. N. (2021). *Does skill make us human?: Migrant workers in 21st-Century Qatar and beyond*. Princeton University Press.
- Kapur, R. (2018). Career Guidance and Student Counseling. In.
- Kenny, M. E., Blustein, D. L., & Meerkins, T. M. (2018). Integrating relational perspectives in career counseling practice. *The Career Development Quarterly*, 66(2), 135-148.
- Khadri, S. A., & Shah, N. (2018). Highly-skilled professionals in the GCC: migration policies and government outlook. *Migration to the gulf: policies in sending and receiving countries*, 81.
- Koech, S. J., Chepkilot, R. K., & Waiganjo, M. (2020). Influence of job design on job satisfaction of security personnel in public secondary schools in Baringo County, Kenya.
- Kong, D., Liu, J., Wang, Y., & Zhu, L. (2024). Employee stock ownership plans and corporate environmental engagement. *Journal of Business Ethics*, 189(1), 177-199.
- Kröll, C., & Nüesch, S. (2019). The effects of flexible work practices on employee attitudes: evidence from a large-scale panel study in Germany. *The International Journal of Human Resource Management*, 30(9), 1505-1525.
- Kucharska, W., & Bedford, D. A. (2019). Knowledge sharing and organizational culture dimensions: does job satisfaction matter? *Electronic Journal of Knowledge Management*, 17(1), 1-18.
- Kumar, S. G., Jain, R., & Chauhan, A. S. (2020). A novel job portal with resume evaluation system based on text mining and NLP techniques. *Journal of Critical Reviews*, 7(8), 1255-1236.
- Kurdi, B., & Alshurideh, M. (2020). Employee retention and organizational performance: Evidence from banking industry. *Management Science Letters*, 10(16), 3981-3990.
- Lam, R., Cheung, C., & Lugosi, P. (2022). The impacts of cultural intelligence and emotional labor on the job satisfaction of luxury hotel employees. *International Journal of Hospitality Management*, 100, 103084.
- Lee, C., Huang, G.-H., & Ashford, S. J. (2018). Job insecurity and the changing workplace: Recent developments and the future trends in job insecurity research. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 335-359.
- Leys, W. A. (2018). Ethics and administrative discretion. In *Classics of administrative ethics* (pp. 27-47). Routledge.
- Lynton, E. A. (2023). *Making the case for professional service*. Taylor & Francis.
- Maan, A. T., Abid, G., Butt, T. H., Ashfaq, F., & Ahmed, S. (2020). Perceived organizational support and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. *Future Business Journal*, 6, 1-12.
- Mahboob, S. (2021). *Study of Flexible Working Arrangements in context of Covid-19 in Qatar*.
- Mehreza, A., & Bakria, A. (2019). The impact of human resource practices on job satisfaction and intention to stay in emerging economies: Model development and empirical investigation among high caliber governmental employees in Qatar.
- Meier, S. T., & Davis, S. R. (2019). *The elements of counseling*. Waveland Press.
- Murphy, K. R. (2020). Performance evaluation will not die, but it should. *Human Resource Management Journal*, 30(1), 13-31.
- Musset, P., & Kurekova, L. M. (2018). *Working it out: Career guidance and employer engagement*.
- Nam, T. (2019). Technology usage, expected job sustainability, and perceived job insecurity. *Technological Forecasting and Social Change*, 138, 1-165.
- Ngwa, W. T., Adeleke, B. S., Agbaeze, E. K., Ghasi, N. C., & Imhanrenialena, B. O. (2019). Effect of reward system on employee performance among selected manufacturing firms in the Litoral region of Cameroon. *Academy of Strategic Management Journal*, 18(3), 1-16.
- Norbu, J., & Wetprasit, P. (2021). The study of job

- motivational factors and its influence on job satisfaction for hotel employees of Thimphu, Bhutan. *Journal of Quality Assurance in Hospitality & Tourism*, 22(2), 245-266.
- Patton, W., & McMahon, M. (2021). Career development and systems theory: Connecting theory and practice. In *Career Development and Systems Theory*. Brill.
- Rahayu, M., Rasid, F., & Tannady, H. (2019). The effect of career training and development on job satisfaction and its implications for the organizational commitment of regional secretariat (SETDA) employees of Jambi provincial government. *International Review of Management and Marketing*, 9(1), 79.
- Raymond, B. K. (2021). A web based job application portal for Strathmore University.
- Rikhardsson, P., Rohde, C., Christensen, L., & Batt, C. E. (2021). Management controls and crisis: evidence from the banking sector. *Accounting, Auditing & Accountability Journal*, 55(4), 757-785.
- Rutherford, B., Boles, J., Hamwi, G. A., Madupalli, R., & Rutherford, L. (2009). The role of the seven dimensions of job satisfaction in salesperson's attitudes and behaviors. *Journal of business research*, 62(11), 1146-1151.
- Sahakiant, I., & Festing, M. (2019). The use of executive share-based compensation in Poland: Investigating institutional and agency-based determinants in an emerging market. *The International Journal of Human Resource Management*, 30(6), 1036-1057.
- Salas-Vallina, A., Alegre, J., & López-Cabral, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, 60(3), 333-557.
- Savickas, M. (2019). *Career counseling*. American Psychological Association Washington, DC.
- Sayeem, M. M. (2021). Student Job Portal.
- Schlaegel, C., Engle, R. L., & Lang, G. (2022). The unique and common effects of emotional intelligence dimensions on job satisfaction and facets of job performance: an exploratory study in three countries. *The International Journal of Human Resource Management*, 33(8), 1562-1605.
- Shobe, K. (2018). Productivity driven by job satisfaction, physical work environment, management support and job autonomy. *Business and Economics Journal*, 9(2), 1-9.
- Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6(1), 425-431.
- Smith, M., Bell, K., Bennett, D., & McAlpine, A. (2018). *Employability in a global context: Evolving policy and practice in employability, work integrated learning, and career development learning*.
- Soria, H. (2019). *A comparative analysis of pay for performance and GS pay systems, motivation, and employee retention in federal government* (Unpublished master's thesis). University of La Verne.
- Stewart, G. L., & Brown, K. G. (2019). *Human resource management*. John Wiley & Sons.
- Sugiarti, E. (2022). The Influence of Training, Work Environment and Career Development on Work Motivation That Has an Impact on Employee Performance at PT. Suryamas Elsindo Primatama In West Jakarta. *International Journal of Artificial Intelligence Research*, 6(1), 1-11.
- Taylor, J. M., & Savickas, S. (2016). Narrative career counseling: My career story and pictorial narratives. *Journal of Vocational Behavior*, 97, 68-77.
- TePAYAKUL, R., & Rinthaisong, I. (2018). Job satisfaction and employee engagement among human resources staff of Thai private higher education institutions. *The Journal of Behavioral Science*, 13(2), 68-81.
- Wambua, R., Michael, F., & Chalu, H. Conceptual Model on the Effects Human Resource Management Practices on Retention of University Academic Staff. MESSAGE FROM THE CONFERENCE CHAIRMAN,
- Wang, H., Jin, Y., Wang, D., Zhao, S., Sang, X., & Yuan, B. (2020). Job satisfaction, burnout, and turnover intention among primary care providers in rural China: results from structural equation modeling. *BMC family practice*, 21, 1-10.
- Wau, J. (2021). The Effect Of Career Development, Work Motivation, And Job Satisfaction On Employee Performance. *Jurnal Aplikasi Bisnis dan Manajemen (JABM)*, 7(2), 262-262.
- Weber, P. C., Katsarov, J., Cohen-Scali, V., Mulvey, R., Nota, L., Rossier, J., & Thomsen, R. (2018). European research agenda for career guidance and counselling. In *New perspectives on career counseling and guidance in Europe: Building careers in changing and diverse societies* (pp. 219-250).
- Wilson, F. (2013). *The creation of the National Vocational Guidance Association*. National Vocational Guidance Association.
- Wu, F., Ren, Z., Wang, Q., He, M., Xiong, W., Ma, G., Fan, X., Guo, X., Liu, H., & Zhang, X. (2021). The relationship between job stress and job burnout: the mediating effects of perceived social support and job satisfaction. *Psychology, health & medicine*, 26(2), 204-211.
- Zámečník, S., & Kožíšek, R. (2021). Employee retention in selected Spanish hotels: Motivation and satisfaction. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 69(3), 1-11.