

# **The Impact of Career Path Development on the Organizational Commitment: “A Field Study on Ministries and Agencies in the State of Qatar”**

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*This study aims mainly to analyze the impact of career path development on organizational commitment by providing a theoretical and practical framework on the concept of career path development for the sector under study in terms of its nature, philosophy and areas, the importance of its adoption, implementation strategies and related standards, and its impact on organizational commitment through the development of a list Questionnaire and use of Spearman's correlation coefficients, and the simple and gradual regression model to study the impact of independent variables, namely (career path development - integrated job description cards - training programs - use of skills stocks) on the dependent variable organizational commitment (emotional commitment - ongoing commitment - normative commitment) and is a community The study in workers in ministries and government agencies in the State of Qatar in accordance with demographic changes, and the study concluded, "There is a fundamental effect of the dimensions of career path development on the dimensions of the organizational commitment in the sector under study." The State of Qatar under study.*

*Keywords: government agencies, ministries, career path development, organizational commitment, ongoing commitment, normative commitment, emotional commitment, scope, consistency, timeframe*

## **INTRODUCTION**

Organizations in the public and private sector have faced a stage of economic, political, social, technical, and cultural changes and challenges, which made them strive to meet these challenges. This has brought about a tremendous development in the behavior of these organizations and in administrative practices in general, and modern management concepts have been adopted that enable them to achieve their goals efficiently and effectively, and it supports its competitiveness.

Therefore, the organizations and bodies have become using many modern and innovative tools for continuous improvement in their activities, and the choice for these organizations depends on which instrument suits them. The concept of career path development is one of these instruments that business organizations have begun to pay attention to in the last two decades, as career path development has become a topic of interest to researchers and thinkers. As it becomes an important resource of the organization became widely accepted and recognized by organizations. This study transfers the light from material resources to one of the non-material resources, which is the development of the career path, and the extent to which it has ownership of the organizational commitment.

As the career path development is a set of organizational decisions and procedures (training, promotion, transfer ...), which are collected in career path development programs.

Therefore, the attention to organizational commitment is one of the most important priorities of the organization because it has a significant impact on the relationship of the individual with the organization, and the consequent work turnover, organizational citizenship behavior, and job satisfaction, especially in times of crisis. The commitment represents a major challenge for organizations.

Based on the foregoing, the current research aims to study the impact of career path development, organizational commitment, in ministries and government agencies in the State of Qatar.

## **RESEARCH TERMS**

### **Career Path Development**

#### *Integrated Job Description Cards*

It is a list that clarifies the duties and responsibilities of the job and the conditions that must be fulfilled in its incumbent, as it is one of the main inputs to the career path planning system where the career path planner needs complete and accurate information about the job and the requirements of working so that the administration can nominate individuals for career paths appropriate to their capabilities, skills, and aspirations.

#### *Training Programs*

It means the total activities and procedures that aim to develop or change the capabilities, skills, and knowledge of workers in a way that leads to improved performance and ability to adapt to new methods and strategies of work as it is considered the essence of the career path plan because it requires the development of training programs to occupy jobs with greater responsibilities in the career path.

The professional in the 21st century have unlimited opportunities to learn through developmental and practical experiences, including education and training. Job learning enables people to uncover, communicate, adapt, and innovate to take achievement in a job market or a dynamic or competitive market. The individual is supported through processes and tools for acquiring, sharing, and using knowledge through education, development experiences, and work.

#### *Use of the Stock of Skills*

It is considered as an information system that includes a list of workers' names, job titles, and skills within the organization. This system is simple (records) or developed (computer programs), and this system provides information to the institution, whenever it wants to develop the course of its employees.

#### *Transfer Techniques and Promotion Maps*

Transfer means changing the person's current job or work to another job or work equal to it in the basic job title, responsibility and pay, and thus the transfer is considered a horizontal movement of the person in the organization, while the promotion is the transfer of the person from work or a job with specific responsibility to a job or another job with greater responsibility and a higher position in the career administrative ladder. Both transportation and promotion are remedial methods for the management to face situations that require a change or movement in workers' sites, whether in response to work requirements or in response to workers' conditions.

#### *Working Outside the Institution*

The Human Resources Unit is looking for some of its employees who want to take advantage of their absence (to open the way for promotion in front of others), to find suitable jobs for them outside the institution by contacting with other institutions or agreeing with parties outside the country to benefit from their expertise.

### *Using Early Retirement Techniques*

The Human Resources Unit encourages senior workers to retire early and who stands as a barrier to some promising workers by ensuring all job benefits, such as the end of service benefits and pension, while benefiting from them as consultants in the institution.

### *Recycling Techniques*

The organization transfers workers from one job to another for the purpose of training and preparing them for other jobs.

### *Replacement Maps*

There are only potential plans prepared in advance to meet the vacancy conditions of the important positions in the institution. These plans clarify the persons who are nominated to occupy sensitive positions if they are vacant.

## **Organizational Commitment**

A psychological state is represented by the individual's adherence to his organization, and his conviction of its goals, which is reflected in his behaviors as he seeks the success of this organization, and exerts all his efforts, and a commitment to achieve that. The dimensions of the organizational commitment are as follows:

### *Emotional Commitment*

It is the emotional commitment of the sympathetic employee and participation with the organization, and this dimension is affected by the degree of employee awareness of the distinct characteristics of his work in terms of the degree of independence, importance, entity and diversity of skills and supervisors and effective participation through a good and effective organizational environment.

### *Continuous Commitment*

It is called an accounting obligation; where it is based on calculating the cost to the employee when leaving work. Hence, the degree of employee commitment to the organization is determined by the investment value that can be achieved by continuing with the organization in exchange for what he loses if he decides to move to another authority. This dimension is affected by several factors such as age, career longevity.

### *Normative Commitment*

It is seen as the employee's feelings that compel him to stay with the organization, in contrast to the sentimental and continuing commitment; the normative commitment focuses on the correct ethical aspect to be done; which is produced through the process of socialization that binds the employee to the values and goals of the organization. It means the employee's sense of commitment to staying with the organization and this feeling of good support is often reinforced by the organization's management of its members.

## **PREVIOUS STUDIES**

### **The Most Important Studies Dealing With Career Path Development**

There are many studies on **career path development - Study of (Al-Asab, Abdel-Hadi, 2017)** Entitled "The Impact of Career Path Planning and Development on Improving the Performance of Workers Status of the Public Works Directorate - Adrar Province" This study aims to study the topic of the impact of planning and developing the career path on the performance of employees in the Public Works Directorate of Adrar Province, and the study aimed to shed light on the extent of awareness of the concept of planning and developing the career path Among workers, and the knowledge of the correlation

between the respondents, and to address the problem of the study, the questionnaire was used for the purpose of data collection, as it was distributed to the study sample of 44 employees.

The study reached a set of results, the most important of which is that most employees need to carry out training courses, and there is an intermediate correlation between planning the career path and the performance of workers.

**A study (Piip, J., 2019)** entitled "Guidance for career development, organizational approaches to employee engagement and retention". This study aimed to identify (the professional experiences of global railway professionals from a wide cross-section of countries. It outlines the results that are applied to developing a mentoring model that organizations can use for development professionals. Regarding "soft skills". The study concluded that mentoring is a learning and development tool that is widely used in organizations through formal processes that develop skills for special groups, including trainees and graduates who are identified in terms of the talent. As a result of changing the demographics of the workforce. Moreover, The survey results highlighted issues that the professions of railway professionals have more support for the development of the entire person at work while supporting "above" and "below the line" issues. These issues relate to career advancement and talent recognition, but also include the development of interpersonal skills, self-awareness, self-confidence, professional learning, and networking that leads to organizational connectedness and the ability to see oneself in perspective within a larger system.

### **The Most Important Studies Dealing With Organizational Commitment**

There are many studies that address the **organizational commitment**, including the study (Oyewobi et. Al., 2019) that aimed to assess the mediating role of organizational commitment in the relationship between work-life balance and organizational performance. The results show that the effect of the balance between life and work on organizational performance has increased in the presence of organizational commitment as an intermediate variable.

The (Safeen, 2019) study aims to identify the nature of the relationship between administrative corruption and the dimensions of organizational commitment (continuous commitment, normative commitment, emotional commitment). The study concluded that there is a strong correlation relationship and a strong influence relationship between the dimensions of administrative corruption and the dimensions of organizational commitment.

**By reviewing the most important previous studies**, it is clear that they are similar to the current study in dealing with the topic of career path development as well as the topic of organizational commitment. Most of the previous studies emphasized the need to pay attention to studying these issues, and considered them to be important factors affecting the performance of organizations and workers in them. To complement this importance, the current research focuses on developing the career path and its impact on organizational commitment in the Qatari ministries and government agencies under study.

## **RESEARCH PROBLEM**

The research problem is the weak awareness of workers regarding organizational commitment, which may be due to the low degree of career path development.

### **The Research Problem Can Also Be Formulated in the Following Question**

What is the impact of career path development on the organizational commitment in the ministries and government agencies in question?

### **The Following Sub-Questions Emerge from This Question**

The first question: What is the availability of career path development in the ministries and government agencies in question?

The second question: What is the extent of the availability of the dimensions of the organizational commitment in the ministries and government agencies in question?

The third question: Is there a link between the development of the career path and the dimensions of organizational commitment?

The Fourth question: What is the impact of career path development on the dimensions of organizational commitment and which are more affected?

## RESEARCH OBJECTIVES

The research aims to:

- recognize the impact of career path development on the dimensions of organizational commitment and which are more affected.
- provide some recommendations and proposals to the administrative leaders, regarding the importance of developing the career path and its role in achieving the organizational commitment in the ministries and government agencies under discussion.

## RESEARCH IMPORTANCE

The importance of the research is due to the following:

### Scientific Importance

This research aims to define "the relationship between the development of the career path and the organizational commitment". This research deals with recent trends and approaches in human resource management, as this topic is an important subject in enriching the Arab library and scientific research centers, especially those interested in administrative studies.

### Practical Importance

Present the results and recommendations of the research in a way that contributes to defining the expected relationship between the career path and organizational commitment. Allow researchers to find other research aspects related to the current study, the area of which has not been expanded.

## RESEARCH HYPOTHESES

*The first hypothesis: The employees' perception of the dimensions of career development varies according to the different ministries and government agencies under study.*

*The second hypothesis: The employees' awareness of the dimensions of the organizational commitment differs in the different ministries and government agencies under study.*

*The third hypothesis: There is a fundamental impact of career path development on the organizational commitment of the ministries and government agencies under study.*

From this hypothesis, the following sub-hypotheses emerge:

*The first sub-hypothesis: There is a fundamental effect of the career development dimensions (integrated job description cards, training programs, use of skills stocks) on emotional commitment (as one of the dimensions of organizational commitment).*

*The second sub-hypothesis: There is a fundamental effect of the career path dimensions (integrated job description cards, training programs, use of skills stocks) on continuous commitment (as one of the dimensions of organizational commitment).*

*The third sub-hypothesis: There is a fundamental effect of the career path dimensions (integrated job description cards, training programs, use of skills stocks) on normative commitment (as one of the dimensions of organizational commitment).*

## RESEARCH APPROACH

Based on the nature of the subject of the research and the information to be obtained to focus on the development of the career path on the organizational commitment in the ministries and the Qatari government agencies, it was relied in the current research on the **descriptive analytical approach**. The achievement of this approach was based on two types of data from the following sources:

### Secondary Data

It was relied on to identify the theoretical research background, in the various references from Arab and foreign books, articles, previous studies, academic and published research, which dealt with the topic of career path development and organizational commitment.

### Initial Data

It is the data collected in the field through the survey list in the field study to test the validity or the error of the hypotheses upon which the study is based, as this study aimed to complete the theoretical data of the study to be familiar with all dimensions of the subject, through doing a field survey with some workers in government ministries and agencies, from the viewpoint of workers in the field of study, regarding obtaining these data.

## SOCIETY AND STUDY SAMPLE

The study community includes workers in ministries and government agencies, which number (226123) workers.

The stratified random sample was chosen in the study sample selection. By applying in the sample size equation with a 95% confidence factor (i.e. with a 5% error), the sample size is determined as follows:

whereas:

**P:** The maximum percentage of the availability of characteristics to be studied in any society, which the researcher considered 50%.

**E:** The percentage of permissible error, which the researcher considered 5%.

**Z:** The standard score corresponding to the confidence factor chosen by the researcher is 95%, thus the corresponding standard score is 1.96.

**N1:** The size of the research community is equal to (226123).

**N:** The sample size is equal to (996).

Therefore, the sample size using the previous equation is (996) items, then it is randomly distributed to the workers in the ministries and government agencies under study, and they are: (Ministry of Development Planning and Statistics, Ministry of Interior, Ministry of Transport and Communications, Ministry of Administrative Development, Labor and Social Affairs, Ministry of Economy and Trade, Ministry of Culture and Sports, Ministry of Municipal and Environment, Ministry of Education and Higher Education, Ministry of Justice, Ministry of Finance, Ministry of Awqaf and Islamic Affairs, Ministry of Defense, Ministry of Energy and Industry, Ministry of Public Health, Financial Markets Authority, Qatar Investment Authority, Qatar Museums Authority, General Authority for Retirement and Social Insurance, Public Ashghal Authority, General Authority for Tourism, Central Bank, Central Tenders Committee, State Audit Bureau), which was chosen according to their size and consideration of all ministries and the best government agencies, and the multiplicity of products and services provided to

clients, and also given the size of their employees and their difference in terms of personal and organizational factors. The following table shows the size of the study sample, the number of forms distributed to workers, and the response rate, as shown in the following table (1):

**TABLE 1  
NUMBER AND PERCENTAGE OF WORKERS ACCORDING TO MINISTRIES AND  
GOVERNMENT AGENCIES**

<b>Ministry</b>	<b>Number</b>	<b>Percentage</b>	<b>Authority</b>	<b>Number</b>	<b>Percentage</b>
Ministry of Development Planning and Statistics	85	11.24%	Financial Markets Authority	29	12.08%
Ministry of Foreign Affairs	53	7.01%	Qatar Investment Authority	31	12.92%
Ministry of Transport and Communications	65	8.60%	Qatar Museums Authority	28	11.67%
Ministry of Administrative Development, Labor and Social Affairs	95	12.57%	General Retirement and Social Insurance Authority	27	11.25%
Ministry of Economy and Trade	76	10.05%	Public Works Authority	34	14.17%
Ministry of Culture and Sport	51	6.75%	Public Ashghal Authority	25	10.42%
Ministry of Municipality and Environment	43	5.69%	The Central Bank	22	9.17%
The Ministry of Education and Higher Education	55	7.28%	Central Tenders Committee	12	5.00%
Ministry of Justice	41	5.42%	State Audit Bureau	32	13.33%
Ministry of Finance	33	4.37%			
The Ministry of Awqaf and Islamic Affairs	31	4.10%			
Ministry of Interior	62	8.20%			
Ministry of Energy and Industry	34	4.50%			
Ministry of Public Health	32	4.23%			
<b>Total</b>	<b>756</b>	<b>100%</b>		<b>240</b>	<b>100%</b>

**Source:** Prepared by the researcher, with the assistance of the Human Resources Department at the General Secretariat of the Council of Ministers in the State of Qatar.

## **HYPOTHESIS TESTING**

**This test is the main goal of the field research, which the researcher seeks by knowing the impact of each dimension of the independent variable (career path development) on the dependent variable (organizational commitment), in the sector of ministries and government agencies in question, and the following is the test of the first hypothesis of the research, which states:** The employees' perception of the dimensions of career path development varies according to the different mentioned ministries and government agencies.

Discussion of the results of the field study of the independent variable through the calculation of the descriptive statistics procedure and the T test for one sample. Table (2) presents the results of descriptive statistics and the T test for one sample after the career path planning, where the results came as follows:

**TABLE 2**  
**RESULTS OF DESCRIPTIVE STATISTICS AND T-TEST FOR ONE SAMPLE FOR THE CAREER PATH DEVELOPMENT DIMENSION**

Variables	Arithmetic mean	Standard deviation	Coefficient of Variation	T Value	Significance level	ranking
The Ministry/ Authority relies on modern technologies to develop the career path for its employees.	3.85	1.086	28.21	62.196	0.000	2
You have sufficient awareness of the concept of career path development.	3.78	1.065	28.17	62.311	0.000	4
You share with the relevant units in the Ministry/ Authority the development of your career path.	3.74	1.093	29.22	60.110	0.000	5
• There is a link between your level of education and your current job.	3.71	1.097	29.57	59.297	0.000	6
You believe that the development of the path should take into account family and personal needs.	3.93	1.093	27.81	63.108	0.000	1
You occupy your position while realizing the career path that awaits you.	3.85	1.12	29.09	60.336	0.000	3
<b>After developing a career path</b>	3.8101	0.979	25.70	68.30	0.000	

**Source:** Prepared by the researcher based on SPSS V25 program output.

The following table shows: The responses of the study sample were the dimensions of career path development higher than the average, where the average of responses reached (3.81) with a standard deviation of (0.979) and T value = (68,300) reached a significance level (0.000), which means that it differs significantly from the average value, and the positive value means that it is greater than the mean value, meaning that most opinions range from strongly agree to strongly agree and tend to be strongly agree.

Some phrases are highly available and are in order: phrase number 5 “You believe that the development of the path should take into account family and personal needs”, as it ranked first among phrases after developing the career path, phrase number 1 “The Ministry/ Authority relies on modern technologies to develop the career path for its employees.”, phrase number 6 “You occupy your position while realizing the career path that awaits you.”, phrase number 2 “You have sufficient awareness of the concept of career path development.”, phrase number 3 “You share with the relevant units in the Ministry/ Authority the development of your career path.”, phrase number 4 “There is a link between your level of education and your current job”, where the level of significance of the T value was less than (0.05), which indicates its morale, which confirms that it differs significantly from the average value.



The values of the difference coefficient indicate that the views of the sample items regarding the element (You believe that the development of the path should take into account family and personal needs), as one of the elements (career path development) was higher consistency and harmonious with a different coefficient of (27.81%) and thus the percentage of agreement between the opinions of the study sample on this element (72.19%), while the views of the sample vocabulary regarding the element (There is a link between your level of education and your current job), as one of the elements (career path development) is the least consistent and consistent with a different coefficient of (29.57%).

We conclude from this that after developing the career path, it is sufficiently available, and it comes to acceptance and approval from the study sample.

**In the following, the second hypothesis:** the employee’s awareness of the dimensions of the organizational commitment differs in the different ministries and government agencies under study.

### **Descriptive Statistic for the Dependent Variable (Organizational Commitment)**

To determine the relative importance of the (organizational commitment) dimension in its multiple terms, descriptive statistics and T test were performed for one sample. Table (3) presents the results of descriptive statistics and T test for one sample for (organizational commitment) dimension, where the results are as follows:

**TABLE 3  
RESULTS OF DESCRIPTIVE STATISTICS AND T TEST FOR ONE SAMPLE FOR THE  
DIMENSION OF (ORGANIZATIONAL COMMITMENT)**

<b>Variables</b>	<b>Arithmetic mean</b>	<b>Standard deviation</b>	<b>Coefficient of Variation</b>	<b>T Value</b>	<b>Significance level</b>	<b>ranking</b>
You talk about your job and the knowledge you gained in your work in front of your friends with pride.	3.75	0.992	26.45	66.27	0.000	6
You are willing to make more effort than is necessary to preserve the current position.	4.21	0.933	22.16	79.204	0.000	1
You are willing to work with sincerity and honesty to realize the importance of developing your career path.	3.95	1.08	27.34	64.192	0.000	4
You are willing to work faithfully and honestly and share with others the knowledge you possess to realize the importance of your role in achieving the goals of the ministry/ authority.	4.03	0.98	24.32	72.169	0.000	3
There is a lot to gain from your skills and knowledge by remaining in this Ministry/ Organization.	3.76	1.073	28.54	61.526	0.000	5
Any change in your current position will not lead you to leave work in the ministry / authority.	4.09	1.078	28.54	66.559	0.000	2
<b>Organizational Commitment</b>	<b>3.9648</b>	<b>0.7933</b>	<b>20.01</b>	<b>87.713</b>	<b>0.000</b>	

Source: Prepared by the researcher based on SPSS V25 program output.

### The Following Table Shows

The responses of the study sample came to the dimension of (organizational commitment) as a dependent variable above the average, where the average of responses reached (3.96) with a standard deviation of (0.793), and T value reached (87.713) with a significance level (0.000), which means that it differs significantly from the mean value, A positive value means that it is greater than the average value, meaning that most opinions range from agree to strongly agree and tend to be strongly agree.

The phrases are highly available and are in order: the phrases “You are willing to make more effort than is necessary to preserve the current position”, as it ranked first among phrases after (organizational commitment), “Any change in your current position will not lead you to leave work in the ministry/ authority”, “You are willing to work faithfully and honestly and share with others the knowledge you possess to realize the importance of your role in achieving the goals of the ministry/ authority”, “You are willing to work with sincerity and honesty to realize the importance of developing your career path.”, “There is a lot to gain from your skills and knowledge by remaining in this Ministry/ Organization.”, and “You talk about your job and the knowledge you gained in your work in front of your friends with pride”. The significance level of the value of T was less than (0.05), which indicates its significance, which confirms that it differs morally from the average value.

The values of the difference coefficient indicate that the views of the sample items with respect to the element (You are willing to make more effort than is necessary to preserve the current position) as one of the elements (organizational commitment) was higher consistency and harmonious with a different coefficient of (22.16%), thus, the percentage of agreement between the opinions of the study sample on this item is (81.84%), whereas the opinions of the sample items regarding the element (there is a lot to gain from your skills and knowledge by remaining in this Ministry/ Organization) as one of the elements (organizational commitment) is the least consistent and harmonious with a different coefficient of (28.54%), **and it is noted that this element was developed by the researcher with inverse values during data entry for the computer, which indicates the great rejection and lack of agreement of the study sample opinions on this element and their dispersal and inconsistency.**

We conclude from that that after (the organizational commitment) is sufficiently available, and it comes to acceptance and approval from the study sample.

### The Third Hypothesis

There is a fundamental impact of career path development on the organizational commitment of the ministries and government agencies under study.

To test this hypothesis, two correlation and regression analyzes were conducted between career path development and organizational commitment. The results are as follows:

### Pearson Correlation Coefficient

By conducting Pearson's correlation analysis between the dimensions of career development and organizational commitment, the results are as follows:

**TABLE 4**  
**PEARSON'S CORRELATION BETWEEN THE DIMENSIONS OF CAREER PATH DEVELOPMENT AND ORGANIZATIONAL COMMITMENT**

Variables	Correlation Coefficient	Significance Level
Career path development	0.877**	0.000
Integrated Job Description Cards	0.668**	0.000
Training programs	0.898**	0.000
Use stock of skills	0.814**	0.000

(\*\*) significance level of 0.01. (\*) significance level of 0.05

Source: Prepared by the researcher based on SPSS V25 program output

**The Following Table Shows**

There is a positive correlation relationship between all dimensions of the independent variable (career path development) and organizational commitment as a dependent variable according to the opinions of the sample in the sector under study, and the highest correlation value was between training programs and organizational commitment where the correlation coefficient reached 0.898 \*\* with a level of significance 0,000; This confirms the significance of the relationship at the level of significance of 0.01, while the lowest correlation value between the cards for the integrated characterization of functions and organizational commitment, the correlation coefficient reached 0.668\*\* with the level of significance 0.000, which confirms the significance of the relationship at the level of significance 0.01. Despite this, they are strong correlation coefficients.

**Stepwise Regression Analysis**

To determine the formulas for regression equations that explain the relationship between the dimensions of planning and career development and organizational commitment, the Stepwise Regression was performed and the results were as follows:

Table No. (5) presents estimates of the stepwise regression model for the dependent variable regression (average study sample opinions on organizational commitment) on the independent variables (dimensions of career path development).

**TABLE 5  
RESULTS OF THE STEPWISE REGRESSION ANALYSIS OF THE DIMENSIONS OF  
CAREER PATH DEVELOPMENT ON ORGANIZATIONAL COMMITMENT**

R2 coefficient of determination	F (sig.)	Independent variables of the model	Estimates			
				b	T	Sig.
0.871	872.362 (0.000)	Training Program  Career Path Development	Fixed	1.397	14363	0.000
			Training Program	0.445	7.060	0.000
			Career Path Development	0.203	3.191	0.002

Source: Prepared by the researcher based on SPSS V25 program output

It is clear from the previous table the significance of the estimated regression model by the value of F (872.362), and the value of (sig = 0.000), as the significance of the regression coefficients and the significance of the constant limit through the values of t and values (sig.), at the level of significance of 5%. It is noted that the dimensions of the cards (integrated job descriptions - the use of skills stocks) are excluded from the model because they were not significant, which amounted to (0.094 and 0.108) respectively. The researcher believes that the two dimensions of **training programs and career path development** are the most influential from the point of view of the study sample on the dependent variable (Organizational commitment).

It is clear from the table that the most important dimensions of career path development that affect organizational commitment in ministries and government agencies are:

## TRAINING PROGRAM

### Career Path Development

The value of the coefficient of determination was (0.871), which indicates that the independent variables explain 87.1% of the changes that occur in the dependent variable (the average opinions of the sample on the organizational commitment), and the rest of the ratio is due to the random error in the equation or perhaps not to include other independent variables that were supposed to be included within the model or because of the different nature of a model Regression from the linear model.

It is clear from the table that the reference for regression coefficients is positive, indicating a direct relationship between the dimensions of the application of career path development and the organizational commitment in ministries and government agencies, so the more attention has been paid to the dimensions of the application of career path development, the more it has led to the strengthening of the organizational commitment of workers in ministries and government agencies.

The research came to analyze the direction of the relationship and its impact between developing the career path and organizational commitment in the sector of ministries and government agencies in the State of Qatar, due to the great importance of that relationship with the state, which is what has been exposed.

The researcher believes that this result may be very accurate due to the fact that when the researcher was in the stage of distributing the forms, he was very interested in distributing the forms to all employees and leaders in the ministries and government agencies under study.

The sector of ministries and government agencies is considered one of the most important sectors, and one of the strategic services that are indispensable to any society or country, and Qatar suffers almost continuously from the development of this sector due to the absence of a clear strategy to develop the system, and the lack of attention to the dimensions of career path development in the required form, which affects the dimensions of organizational commitment.

## FINDINGS AND RECOMMENDATIONS

### Summary of Results

Accept the main hypothesis that "there is a significant effect of the career path development dimensions (career path development - integrated job description cards - training programs - the use of skills stocks) on the dimensions of organizational commitment (emotional commitment - continuous commitment - normative commitment) from the point of view of workers in ministries and government authorities in question.

The researcher believes that the availability of career path development affects the presence of strong and interactive relationships on organizational commitment, which is reflected at the level of the organization as a whole.

## RECOMMENDATIONS

In light of the previous results, the following recommendations can be made:

- Work to spread sufficient awareness of the concept of career path development, which supports organizational commitment for workers in ministries and government agencies. The Ministry/ Commission is making sufficient efforts in the area of developing its employees, which contributes to increasing organizational commitment. *لم يتم العثور على إدخال فهرسة.*
- Ensure that the employee occupies his position while realizing the career path that awaits him. The Ministry/ Commission is keen to ensure that the position of the worker is in line with his educational qualifications.
- Work to ensure that the employee feels the chiefs' recognition and appreciation of what he is doing, which achieves organizational commitment.

- Ensure that the employee has a willingness to work sincerely, honestly and share with others the knowledge he possesses and his awareness of the importance of his role in achieving the goals of the ministry/ authorities.
- Allow employees to participate in decisions related to the employee's career path
- Develop strategies to enhance organizational commitment in government institutions.
- Work on employee training courses and reduce the degree of red tape in ministries and government agencies.

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