

The Causal Relationship Model Affect to Career Path of Commercial Banks Employees in Bangkok: The Role of Supply Chain Management

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Abstract- The aim of the present study is to investigate the influence of The Causal Relationship Model affect to Career Path of Commercial Banks's Employees in Bangkok with the help of supply chain management. The research instrument is a questionnaire by using a Likert scale 5 level. A statistic to test an assumption is confirmatory factor analysis and structural equation modeling by smart-PLS program under empirical evidence from Commercial Bank sample in Bangkok. The finding found that the opinions about The Causal Relationship Model affect to Career Path of Commercial Banks's Employees in Bangkok; Job Characteristic has the highest average followed by Career Commitment, and Self – Confidence has a high average, for Motivation as well as Career Path, has the highest average as well. The confirmatory factor analysis result of Career Commitment, Self – Confidence, Motivation Factors, and Career Path models found that all indexes passed the criteria combined with observed variables capable of measuring latent variables, so all model from confirmatory factor analysis has relevant to empirical data. As a result, the Causal Relationship Model's effect on the Career Path of Commercial Banks's Employees in Bangkok has relevant to empirical data as well along with the help of supply chain management.

Keywords; *The Causal Relationship Model, Career path, Supply chain management, Banking*

1. Background

Career path development is a work goal that is essential to the worker and the organization, because work is part of the human life, and work success or career path development contributes to income and social status, including the life satisfaction of the worker. Opportunities for advancement in the organization are also an incentive for the worker to work and realize the organization's objectives. Career path development is a change in work roles that influences the psyche or remunerations in a way that is directly related to work. Therefore, these changes are the changes that cause work advancement, promotions, position changes, and salary adjustments, even life satisfaction, and feelings of self-worth. They might be represented in the form of greater authority, responsibilities, or status. Thus, career path development is an end result of occupational management started by job

planning before development toward professional development and finally career path development [2]. Career path development is a concept that helps to develop employees within organizations to work effectively. In addition, advancement opportunities follow the potential and preparedness of each employee. Therefore, career path development or career path development or career advancement is a human resource development tool that benefits both employees and organizations. The benefit of career path development is moving the organization toward success through shared objectives between the employee and the organization itself. In addition, it gives the employee the enthusiasm to develop for work in order to become accepted by the self and succeed in one's own work responsibilities. As a result, the employees develop high morale and work spirit, which is one way to reduce the rate of employee resignations. Finally, it is a way to put employees in the work that they are good at or in which their knowledge and capabilities will directly benefit the organization [2, 10].

The term supply chain management is not new to the business world. With the passage of time, the literature on supply chain management is increasing rapidly. The supply chain management in an organization affects in numerous ways. In the early stages, the supply chain was considered as part of the transportation, etc. Time has proved that the supply chain management has a connection with almost all the operations of the organization. In general, the supply chain management influences the organization operations in two ways. Internally and externally. Internally it does not only affect the production process but also the manpower attached to the operations of the system. In any organization of the world, the internal working of the organization managed and controlled through an information system [12]. This information and controlling system vary organization to organization. The manpower of any organization is considered as the blood of the organization. The manpower of any organization operated through the human resource management system of the organization. Additionally, supply chain management also a vital role in the human resource management system's success. As the

organization system operated through the organization information sharing system. Here the supply chain management deals and controlled this information sharing system of the organization. This information-sharing system has an effect on both the operations as well as the manpower and employees of the organization. There is an association reported between human resource management practices and the supply chain management system [17]. These associations range from positive to negative. The factors of the human resource management practices i.e. employee training, commitment, etc. also get effected from the supply chain management system. A number of times the supply chain management moderates the relationship with human resource management. In this present investigation, the supply chain management is employed as the moderating variable [15].

Commercial banks are financial institutions that play an important role as the primary intermediary for financing and resource allocation in the economy. They function as a source of financing by directing funds from people with savings for people who need capital. They are a primary business that serves as an important driver in the overall financial and economic systems of the country and in ensuring growth and stability. Furthermore, they serve as a primary channel for the implementation of fiscal policies. The main businesses engaged by banks include dealing with savings and deposits, financing, loans, and credit, whether private or corporate, investment, and other financial services such as guarantees and certification and international currency exchanges. With the intense competition currently in existence, commercial banks are faced with various risks such as impacts to the businesses of debtors to the financial institutes or changes in commercial banking systems to various regulations, whereby commercial banks have to gather more funds between financial institutes. As a result, commercial banks have to strengthen their position and performance in order to achieve effective credibility ranking to ensure confidence in their cash depositors and to develop financial institutes. As a result, commercial banks totally change the work characteristics of systems of their employees, whether by creating goals toward higher income, career path development, or more reliable and faster work systems, thereby creating increasing work pressure on their employees [9]. However, overwork in employees might impact career path development and cause a reduction in the work effectiveness of employees to the extent that employees resign. Because the resignation rates of commercial banks in Thailand are rapidly rising, businesses are being impacted, since the loss of effective employees cost organizations both money and time in Intra organization human resource management.

A study into the nature of causal relationships contributing to the career path development of the

employees of large Thai commercial banks in the Bangkok area will provide information for creating opportunities and supporting Thai commercial bank employees in having opportunities for career path development to the benefit of personnel in professional planning and self-improvement and the benefit of organizations in finding ways to develop their human resources [13].

This research explored the causal relationships contributing to the career path developments of employees of large Thai commercial banks in Bangkok. Related factors included job characteristics, career commitment, employability, self-confidence, internal motivations, external motivations, and career path development. The population used in this research consisted of 600 employees of large Thai commercial banks. This research was an exploration of the causal relationships contributing to the career path developments of large Thai commercial bank employees in Bangkok. Data were collected from the employees of large Thai commercial banks in Bangkok from November to December 2019 or over a period of 2 months.

The findings of the research on the causal relationships contributing to the career path development of employees of large Thai commercial banks in Bangkok are expected to create benefits in two areas as follows:

The research findings should be applicable and add to the existing academic knowledge by expanding knowledge related to the causal relationships contributing to the career path development of employees of large Thai commercial banks in Bangkok (job characteristic, career commitment, employability, self-confidence, internal motivations, external motivations, and career path development) and should add to future knowledge.

To provide guidelines for organization executives for applying the research findings in planning the career paths of their employees, manpower planning, and planning for retaining Thai commercial bank human resources to prevent losses of talents to competitors or other organizations. To provide information for succession planning in preparation for passing on important job positions in the future for the organization.

2. Hypotheses development

The job characteristics are divided into the following five categories: 1) skill variety; 2) task identity; 3) task significance; 4) autonomy; and 5) feedback. Academics who have studied the relationships between job characteristics and career path development concluded that job characteristics contributed to the career path development of individuals. Furthermore, additional studies conducted by academics support the notion that job characteristics contribute to career commitment, whereby job characteristics were found to be the primary work context factor in determining the job commitment of

employees. Therefore, jobs with low capacity for incentivizing will lead to low career commitment, while job characteristics also contribute to self-confidence. It has been stated that employees who successfully deal with situations and problems caused by work develop greater self-confidence in work, and so it was possible to conclude that job characteristics are directly correlated with career path development and that job characteristics have an indirect correlation with career path development through career commitment and self-confidence [3, 7].

Occupational commitment as the affective attachment of a person to the person's occupation. This meaning is similar to other attachments such as professional and career attachments. However, Meyer avoided these terms due to the fact that professional commitment was applicable only if the person was in the profession, but people without a profession can also experience attachment in their own careers, while career commitment means a form of work plan covering from the start of work to retirement. Meanwhile, Operational definition to career commitment as the person believes in accepting the value of the person's chosen occupation for which the person was willing to preserve membership in the occupation, and the person desires to remain in the occupation even though other options exist [20].

Furthermore, the motivation of a person to remain in the person's chosen or interested occupation, and the person chooses to remain in the occupational role the person has chosen, whereby the factors for career commitment consisted of feelings of attachment to the profession, desire for advancement and realization of goals in the profession and resistance or elimination of obstacles in the current occupation.

According to the review of related research and documents, academics have given various definitions for career commitment as follows: Career commitment to mean a personal attitude toward the person's own career or profession. The motivation of a person to work in a person's chosen occupation. A set of ideas held toward work and the expressed behaviors of a person in dealing with obstacles in order to realize occupational goals. The loyalty that a person possessed for the person's current occupation. Based on the research findings of academics who studied the relationship between career commitment and career path development, it can be concluded that career commitment contributes to the career path development of individuals. Similarly, the relationship between career commitment and professional success, finding that career commitment contributes to both objective professional successes such as salary levels and subjective professional success such as job satisfaction. Career commitment contributed to objective and subjective professional successes. The relationship between career commitment and professional success and found that career commitment contributed to salary levels,

performance, and job satisfaction of workers [4]. In addition, success in the teaching profession was influenced directly by career commitment, meaning that teachers with high career commitment were more likely to succeed in their professions. In the same direction, career commitment directly contributed to professional success. From the above, it was possible to conclude that career commitment is directly correlated with the career path development of individuals, whereby individuals with greater career commitment are more likely to advance professionally since people who are committed to their careers are more likely to fully work and dedicate their time to work, which translates into higher work performance and greater remunerations.

Self-confidence is a social attribute that should be fostered and promoted for continuous improvement because of people who are self-confident view the world optimistically and find success in life and work because self-confidence guides the person to be himself or herself, which forms the foundation for daring to complete actions by himself or herself. Although outcomes might be successes or failures, the experiences that are gained serve as important lessons for future decisions and can cause the person to think forward as well as to dare to think and act in the right way, to dare to make decisions, to dare to face obstacles and difficulty, to view the world optimistically, to have responsibility for work assignments, to succeed in adapting to the person's environment as well as to work effectively with other people and make decisions effectively [16]. These people are valuable and beneficial people for growing and developing in society in the future. From the aforementioned, it can be concluded that self-confidence is a personality attribute that is enormously important to individuals, because it can lead to a person to recognizing the person's own value and abilities and to express them appropriately in addition to having initiative, creativity and responsibility in the person's own work responsibilities; leadership; and effective cooperation with other people [18]. Additionally, people with self-confidence will be able to live in a society with contentment. Thus, self-confidence is a personality trait that should be instilled from a young age in order to lay the foundation for growing up into high-quality adults in the future.

Two-factor theory of motivation factors contributing to job satisfaction and factors contributing to job dissatisfaction are separate and dissimilar and that they are derived from two groups. Thus, the theory bearing the person's name became called the two-factor theory of motivation. Its assumption is that job satisfaction is a motivation for good work performance. There are two important factors to job satisfaction as follows: 1) Motivators, which serve as satisfiers and supporters for people to work harder, due to the fact that internal motivations in work are factors that lead to positive

attitudes and true motivation toward

- 1.1) Work achievement, which is success that causes the worker to feel accomplished or fulfilled in the desire to succeed in the necessary task of work, which should be challenging and capable of motivating work success, which is composed of two levels, namely, motivation for success and work capabilities;
- 1.2) Advancement, which is promotion or changes in work positions toward higher ones with opportunities for gaining additional knowledge;
- 1.3) Recognition, which is a product of achievement and can emerge in many forms such as in spoken words or writing or frequent encouragement, all of which are necessary for maintaining continuous motivation;
- 1.4) Responsibility, whereby a person who is given the responsibility to make decisions about the person's work will feel attachment, and people need to be given the opportunity to have responsibilities, as responsibilities reduce external control;
- 1.5) Work itself, meaning that the person's job satisfaction depends also on being able to perform work the person enjoys.

2) Hygiene factors, which are preventers of dissatisfaction and external motivators caused by the work environment and linked very little to motivation factors such as the following:

- 2.1) Policy and administration, which means the ability to organize work events to reflect the overall policy of the agency and work management capabilities in line with policies;
- 2.2) Salary, which means work remunerations, whether in the form of wages, salaries or other things from work;
- 2.3) Supervision, which means guidance and analysis of the capabilities of workers regardless of whether the situation is within a defined scope or the work is independent;
- 2.4) Working conditions, which means the work environment, volume or convenience and comfort are appropriate;
- 2.5) Relationship with supervision, which means feelings toward supervisors;
- 2.6) Relationships with peers;
- 2.7) Relationships with subordinates;
- 2.8) Status, which means status in the work of the employee in the eyes of other people or as perceived by other people;
- 2.9) Personal life, which means the person's situation gives happiness to the person while not at work, which in turn gives the person positive feelings about the person's work;
- 2.10) Job security, which means the person's sense of security in the person's work position and place, which is an important factor contributing to job satisfaction; when it is present, the person will be able to work effectively; while the maintenance factor prevents job dissatisfaction; whenever a person is sufficient met by this factor, dissatisfaction will disappear, but this does not mean that satisfaction will appear afterwards; in other words, if adequate maintenance factor does not necessarily mean that the person will work to the fullest extent of the person's capabilities; whether or not the person will work fully according to the person's abilities depends only on motivating factors, which is why this theory is known as the "motivation-hygiene theory"; for

this research the researcher conducted the study according to the two groups of factors of; the studied topics will be summarized in 15 items divided according to the two groups of factors of Herzberg as follows: motivation factors [1]

1. Work achievement;
2. Career path development or job promotion;
3. Recognition;
4. Responsibility, which means being assigned to take charge of work;
5. Job description, whereby the job is suitable to the skills or abilities or interest of the employee to an extent;

maintenance factors

1. Policy and management;
2. Salary or wage;
3. Supervision;
4. Work condition;
5. relationships with supervisors;
6. Relationship with colleagues;
7. Relationship subordinates;
8. Job or position status;
9. Living conditions;
10. Job security.

Concerning the concepts and theories related to motivation, researched the job responsibilities of people and concluded that workers felt that motivation was an overall measure of people working together, development opportunities, fame, money, and benefits. To create work motivations, it is necessary to create motivations for colleagues, development opportunities, fame, money, and benefits, and although work hours and good work conditions are related to motivation, even though good work condition is desired, it, in reality, does not make job special in any way. Instead, job satisfaction is only a part of work motivation, and supervisors and people in other work responsibilities are also components of work motivation [11].

Every organization in the world has some rules and regulations. The organization operates within the limit of these rules, regulations, and SOPs. The human resource management formulates and controls these rules, regulations, and SOPs. Here the supply chain management also plays its vital role in order for the implementation of these rules, regulations, and SOPs. As every organization has an information system. The supply chain management deals in this information sharing system. The supply chain management receives the information externally from the external stakeholder like shareholders etc. as well as from the internal stakeholder's i.e. employee [5]. Once the supply chain management receives, in the next step the supply chain management process this information according to the standards decided by the human resource management. Upon completion of the information processing the supply chain management share the information according to the need and demand of the organization. There is a very strong relationship reported between human resource management and the supply chain management system. Human resource management deals in the different factors associated with the employee's career path like career commitment, self, confidence, training, motivation factors, etc. These are also factors that affect the career path of the employees. As there is an association reported between human resource practices and the supply chain management

system of the organization in the same way there is an association between career commitments, self, confidence, training, motivation factors, and the supply chain management system [6]. The human resource management formulates the SOPs and the supply chain management with the help of a sound information sharing system also ensures the implementation of the human resource management designed SOPs. As the career path gets effected by human resource management practices and these practices further get the effect from the supply chain management. The supply chain management vides human resource management has also effect on the career path. The researchers proposed that the supply chain management in the past act as moderating or mediating variable with the human resource management practices and the career [8]. Thus, based on this literature the current study has developed the following hypotheses:

H1: There is an association between career commitment and employee career path.

H2: There is an association between self-confidence and employee career path.

H3: There is an association between motivation factors and employee career path.

H4: The supply chain management positively moderates the association between career commitment and employee career path.

H5: The supply chain management positively moderates the association between self-confidence and employee career path.

H6: The supply chain management positively moderates the association between motivation factors and employee career path.

3. Methodology

The research on the causal relationships contributing to the career path development of large Thai commercial bank employees in Bangkok was a quantitative survey research with a confirmatory factor analysis (CFA) format aimed at studying the causal relationship (causal research) through descriptions of relationships among causal variables and outcome variables in line with the research conceptual framework with hypothesis testing by statistics and research outcome confirmation consistent with the empirical concepts, theories and research in Thailand and abroad. The instruments in this research consisted of a questionnaire for surveying the opinions of large Thai commercial bank employees in Bangkok. The details about the research procedures are as follows:

The population in this research consisted of 600 employees of large Thai commercial banks in Bangkok. In specifying the size of the sample group appropriately and sufficiently to represent the target population, the minimum sample size was set, and path analysis was

performed using structural equation modeling (SEM). In addition, the researcher set the sample size by using the rule of thumb.

The researcher studied and reviewed relevant literature and previous studies to construct the conceptual framework for guiding the development of the questionnaire for collection data from the sample population by survey. The tools were constructed based on studying of relevant concepts, theories, documents and research. The questionnaire was divided into 8 parts. Part 1 covered the demographic data of the questionnaire respondents such as gender, age, education, salary level, work age, and job position. The questions were closed-ended multiple-choice questions. There were 6 questions total, and the respondents were asked to only choose the answers that most accurately reflected reality. The variables show that supply chain management (SCM) used as moderator and has eight items while employee career path (ECP) has used as dependent variable and has five items. In addition, career commitment (CC), self-confidence (SC) and factor motivation (FM) have used as predictors and have five, four and seven items respectively. These are shown in Figure 1.

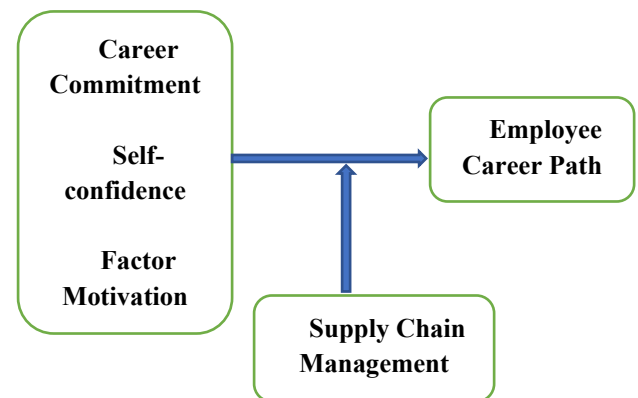


Figure 1. Theoretical model

4. Results

The findings of convergent validity of the study exposed the valid convergent validity and has high links among the items because the standards are meet by the figures such as loadings and AVE cross the limits of 0.50 while Alpha and CR are also cross the limits of 0.70. These values are shown in Table 1.

Table 1. Convergent validity

Items	Loadings	Alpha	CR	AVE
CC1	0.982	0.964	0.974	0.884
CC2	0.980			
CC3	0.981			
CC4	0.754			
CC5	0.981			
ECP2	0.856	0.821	0.893	0.736

ECP4	0.840			
ECP5	0.878			
MF1	0.847	0.936	0.948	0.722
MF2	0.861			
MF3	0.853			
MF4	0.867			
MF5	0.868			
MF6	0.854			
MF7	0.795			
SC2	0.740	0.755	0.858	0.670
SC3	0.805			
SC4	0.902			
SCM1	0.570	0.894	0.909	0.600
SCM2	0.910			
SCM3	0.890			
SCM4	0.573			
SCM5	0.906			
SCM6	0.877			
SCM8	0.579			

The results of discriminant validity of the study exposed the valid discriminant validity and has no high links among the variables because the standards are meet by the figures such as the values of Heterotrait Monotrait ratio are lower than 0.90. These values are shown in Table 2.

Table 2. Discriminant validity

	CC	ECP	MF	SC	SCM
CC					
ECP	0.500				
MF	0.394	0.465			
SC	0.414	0.782	0.383		
SCM	0.467	0.436	0.716	0.453	

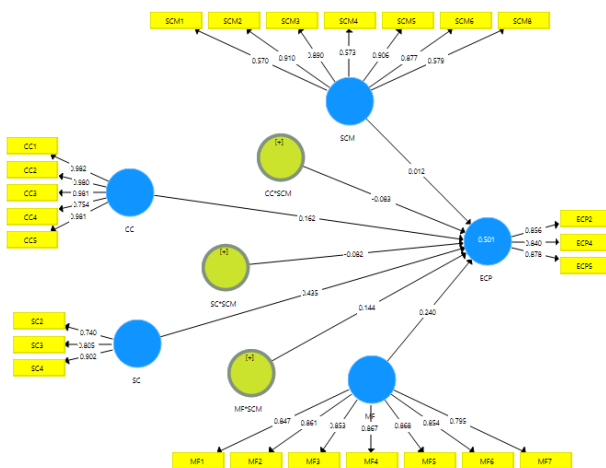


Figure 2. Measurement model assessment

The path analysis exposed that career commitment (CC), self-confidence (SC) and factor motivation (FM) have positive association with employee career path (ECP) and accept H1, H2 and H3. In addition, supply chain management has positively moderated among the links of motivation factor and employee career path and accept H6. However, supply chain management insignificantly or negatively moderated among the links of career commitment, self-confidence and employee career path and reject H4 and H5. These relationships are mentioned in Table 3.

Table 3. Path analysis

Relationships	Beta	S.D.	t-statistics	p-values
CC -> ECP	0.162	0.053	3.062	0.002
CC*SCM -> ECP	-0.083	0.060	1.387	0.166
MF -> ECP	0.240	0.063	3.780	0.000
MF*SCM -> ECP	0.144	0.059	2.426	0.016
SC -> ECP	0.435	0.047	9.292	0.000
SC*SCM -> ECP	-0.082	0.058	1.398	0.163

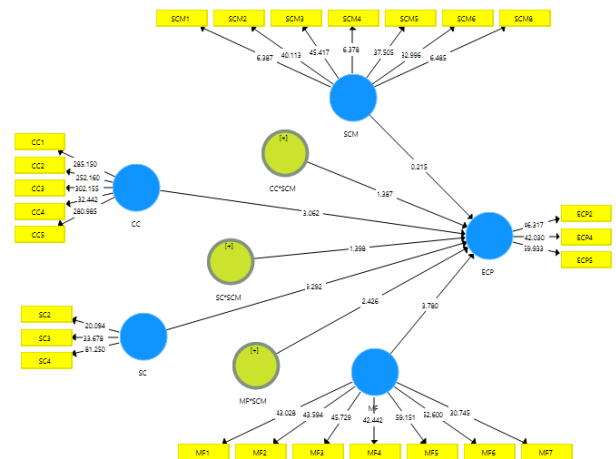


Figure 3. Structural model assessment

5. Discussion and conclusion

The discussion of the findings of this study can be presented according to the research objectives as follows: For analysis of career commitment, the large Thai commercial bank employees in Bangkok had overall high opinions about career commitment. The finding concurs with research on the relationship between career commitment and professional success, which found that career commitment contributed to both objective professional success such as salaries and subjective professional success such as job satisfaction. Furthermore, the finding concurs with the study by which found that career commitment contributed to objective and subjective professional success. The same is true for the study on the relationship between career commitment and professional

success, which found that career commitment contributed to salary levels, work achievements and job satisfaction in workers, because most banking employees when working in large Thai commercial banks, will feel proud of their occupations and strong attachment to their jobs, because large Thai commercial banks such as Siam Commercial Bank, Bangkok Bank, and Thai Kasikorn Bank produce large returns annually and can pay bonuses to employees along with other benefits, which can provide employees with satisfaction and pride in their work along with love for their work and willingness to preserve membership in their jobs, and their desire to achieve professional objectives causes bank employees to feel attached to their jobs.

For analysis of self-confidence, the large Thai commercial bank employees in Bangkok had overall high opinions on self-confidence. The finding concurs with research by on mediating the effects of self-confidence in self-management in occupations and career flexibilities of first-generation employees in business management, which found that self-confidence in professional self-management had significant and direct and indirect impacts between self-confidence and occupational flexibility. These lead to new knowledge and awareness about the work performance of organizations and job management to retain capable employees in their organizations, because most bank employees are confident in themselves, dare to make decisions and dare to express themselves, and they also are capable of relying on themselves and adapting effectively to new situations, as evidenced by the fact that present-day bank employees have changed the way they work from the past such as by selling life insurance and credit cards, neither of which was possible in the past, and these tasks require self-reliance and the ability to adapt to new situations because modern banking does not only involve cash deposits and withdrawals. Instead, there are other additional work responsibilities. Therefore, self-confidence is an important factor that contributes to the career path development of bank employees.

For analysis of internal motivations, the large Thai commercial bank employees in Bangkok had the highest level of overall opinions on internal motivations. The finding concurs with research by Creed, Patton, & Prideaux, [2] on the effects of internal motivations on the job satisfaction of employees, which found that the relationships among job security, achievement satisfaction, work responsibility satisfaction and job satisfaction of employees were significant and positive, with emphasis on organization executives focusing on enhancing the effectiveness of personnel and organizations because internal motivations are composed of recognition and praises, initiative and creativity, full work authority and new work assignments. These are factors highly consistent with modern bank employees

because modern banking work contexts have significantly changed from the past. Bank employees nowadays have to constantly initiate and create new things all the time. Otherwise, they might lose an advantage to competitors or lose their revenue to competitors. Therefore, internal motivations are important factors that contribute to or career path development or improvement in bank employees.

For analysis of external motivations, the large Thai commercial bank employees had the highest level of overall opinions on external motivations. The research concurs with on the impacts of motivations and external motivations on research findings: empirical case study of a university in Turkey, which found that external motivations, which included salary, work safety, company management policies, supervision of interpersonal relationships, status and work environment, contributed to the success, advancement, and acceptance in the positive work of organizations because external motivations such as remunerations and welfare, positive relations with colleagues, organization policies and management and physical environmental characteristics are factors that are very important to bank employees. These factors contribute to bank employees currently being able to make their living, as can be seen from the remunerations and benefits, particularly since most of the large Thai commercial banks the researcher used as the sample are banks that provide good and appropriate remunerations and benefits for their employees.

There are numerous results reported in the literature about the relationship between human resource management practices, career path, and supply chain management. Numerous studies proposed that there is a positive association reported between human resource management practices and the career path. In the past, a number of times the literature proposed that supply chain management positively moderates with the human resource management practices which have an effect on the career path. The results of this present study proposed that there is a positive association between career commitment, self-confidence, motivation factors, and the employee career path. Further, the supply chain management positively moderates the relationship [14, 19].

The followings are the recommendation of the study: 1) Studies should be conducted on the same topic. However, studies should also be qualitative in order to provide data with greater depth, which will be more beneficial for describing the specific contexts desired for study with a focus on consistency with actual situations and reflection of the thoughts and feelings of each group in every dimension. Otherwise, focus groups should be used instead of in-depth interviews in order to provide opportunities to specifically chosen discussion participants

to engage in exchanges and discuss problems and trade viewpoints broadly in the topics set by the researcher.

2) Studies should be conducted into the career path development of other private company employees in order to provide insights into the appropriate methods for career path development. In addition, the model of this research can be applied to studies in jobs or professions that are in short or in demand by the market in the digital age as well as to helping organizations operate similarly and acquire employee data and opinions to create a future competitive edge. Of particular importance are employees which organizations set to be part of succession plans since said activities constitute the creation of a strategic shield to prevent the aforementioned employees from resigning from their work and to instead succeed in the work positions intended by their organizations while being consistent with the visions and strategies for national development toward sustainability in regards to personnel development for the succession of organization leaders from one generation to the next.

3) Studies should be conducted into career path development by studying specific job positions such as those in accounting or legal affairs in order to produce in-depth career path development guidelines for each respective field.

4) Industrial psychology theories can be applied as basic research theories to describe additional models to create depth for the contexts desired for study, as the science related to human nature in the industry is an important branch of science founded on psychology aimed at building positive relations among every department in the organization. Thus, gaining an in-depth understanding of the nature of human behaviors in organizations is like a precursor for producing good research findings with greater coverage.

5) Research can be conducted in other formats such as experimental research with experimental group and control group to give the researcher clear understanding on how the group given treatment produces different outcomes from the control group, such as whether or not the various variables the experimental group is exposed to such as positive work experience, empowerment, and supervisor support, contribute to employees having greater internal rewards than the control group.

6) Quantitative research procedures can be added to the research plan with exploratory factor analysis ahead of confirmatory factor analysis to extract weighted component values (eigenvalue) in line with standards and new component arrangements consistent with study contexts before confirmatory factor analysis.

7) The research model can be developed or improved through the addition of other variables through systematic literature studies and reviews and confirmation by experienced experts specializing in the study contexts.

8) It is also recommended for future researchers to incorporate the supply chain management as the mediating variable.

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