Effect of Supervisor Support, Co-Worker Support and Meaningful Work on Work Engagement of Pharmaceutical firms' employees in Thailand

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ABSTRACT

The study investigated how supervisor support, co-worker support and meaningful work can influence work engagement. To test the proposed relationship between supervisor support, co-worker support, meaningful work and work engagement, quantitative approach and cross-section method was carried out and collection of data was made by questionnaire. The bootstrapping results found significant positive influence of supervisor support on work engagement of employees in pharmaceutical firms. Findings also illustrated that co-worker support significantly enhance the work engagement of employees. Moreover, study found that meaningful work could significantly and positively affect work engagement of pharmaceutical firms' employees in Thailand. Results of this study offer new insight in the literature of organization management and human resource management regarding the influence of supervisor support, co-worker support and meaningful work on individual work well-being.

This study also highlights that there is need to focus on promoting supervisor support and social support at work at workplace to enhance the work engagement of employees and work engagement of employees could enhance the performance of firms.

Keywords: supervisor support, meaningful work, work engagement, co-worker support

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INTRODUCTION

Organizations globally, invest millions towards harnessing employee behaviours so that they are capable of dedicatedly working and willing to go an extra mile (Chughtai, 2013; Salanova & Schaufeli, 2008). Noticeably, business prosperity is only possible through effective human capital in place, and has therefore been noted as the key success prospect in the history of management and business (Iglesias, Singh, & Batista-Foguet, 2011). Importantly, for manufacturing sector especially pharmaceutical sector, human capital is even more crucial due to which, workforce with right work behaviours is a must to ensure competitive performance (Kinley & Ben-Hur, 2015). Similarly, competition in the business world has intensified (Rupert & Smith, 2016), hence making enterprises realize and appreciate the strategic importance of human resource (Gully et al., 2013).

In parallel, organizations have also understood that in the current evolving work circumstances, there is a need for going beyond conventional prospects of focusing on employee commitment and/or satisfaction (Geldenhuys, Laba, & Venter, 2014; Jermsittiparsert, Suan, & Kaliappen, 2019) in order to achieve promising results. Hence, organizations currently require employees who are full of energy and passionate about their job roles thus, expressing holistic involvement. In other words, the global economy requires employees with spark, energy, connectivity, and passion for their work which in simple words; brings up the need for engaged work force. Importantly, recent trends have started focusing on occupational psychology because of its impact on individual wellbeing and optimal functioning (Bernstein & Trimm, 2016; Roffey, 2013). This psychological resourcefulness is popularly known as work engagement (Schaufeli & Bakker, 2010). According to Bakker and Bal (2010), work involvement is a positive work-based state that encourages workers to show their best potential, concentration and involvement regarding task. Studies have discussed employees that engaged in work as very active, resilient, and successful (C. Barnes & E. Collier, 2013). They experience pleasure in their work and therefore the job becomes fun for them (Saari et al., 2017). Business environment have observed that highly engaged employees produce better performance than that of others (Haruna & Marthandan, 2017).

In the literature of management, concept of work engagement has gained wider attention of researchers as well as mangers (Kotze, 2018). The term work engagement is defined as "a persistent, positive, affective-emotional state of fulfilment in one's job" (Costantini et al., 2019). Moreover, it plays a vital and increasing role in world-wide competition. According to many researches, it has many

positive implications that include the forecasting of work effectiveness, lesser turnover intent (Alessandri et al., 2018; Kim & Hyun, 2017) and workers proactivity (Salanova & Schaufeli, 2008). Work engagement is also regarded as the financial achievement of associations (Matsuo, 2019). By keeping in view, the positive outcomes of work engagement with the perspective of employees and businesses, it is critical for businesses to recognize the most prominent predictors of it for the assurance of changes implementation and to be further competitive.

Globally, concept of work involvement remained widely under discussion. However, this topic has not been widely studying in the context of Thailand but only some dimensions of it remained under consideration (Saari et al., 2017). Hence, it is required to include Thai context in this field of investigation and discussion.

Additionally, the impression of work engagement concerned with the association of workers with their work and the intensity of this association. It is defined as "a persistent, positive, affective-emotional state of fulfilment the job and the experience of being energised and fully dedicated to individual work" (Saari et al., 2018). B. Bakker et al. (2013) examined it for the first time as a motivational thought where physical, mental and emotive energies of a worker are dedicated for work. In the contemporary studies, the most widely recognized study on the topic is regarded the study of (Xu, Liu, & Chung, 2017). They have the opinion that work engagement is a mixture of vigour, dedication and absorption. Firstly, vigour associated with the employee's energy at workplace and intention to invest that energy in the work in the time of problem. It is in line with the idea of motivation and determination. Secondly, dedication refers to the emotions of application or sense of the job as well as passion towards and pride on the job. Thirdly, absorption describes the deep attentiveness in the work. This indicated the involvement off an employee in the work where the time appears to pass speedily and the worker face difficulty to disengage from the job (Xu et al., 2017). The concept of work engagement is positively influencing the work effectiveness, turnover chances, employees' proactivity (Schaufeli & Salanova, 2008). Furthermore, the research of Saari et al. (2017) recommended that work engagement mediates the association of appropriate commitment for good work performance and turnover purpose and greater involvement decrease turnover intention. The above discussed outcomes enhance the significance and need of investigation regarding this topic because it has significant influence on the employee and business outcomes. Evidence support that engaged workers perform 10% higher than disengaged workers, produce 21% more productivity and 22% more profitability.

With regard to the business success, work engagement is regarded as a crucial perspective (Rayton & Yalabik, 2014). Moreover, it increases business commitment (Malinowski & Lim, 2015), improve employee security (Ibrahim & Al Falasi, 2014) and job satisfaction (Malinowski & Lim,

2015). Nevertheless, the Gallup 2013 survey reported that among total of the global employees, only13% are appropriately engaged in their work (Lyu, 2016). For the purpose, it is critical to find out the new methods and ways for enhancing the work engagement of employees that will result in the long-term competitive benefit. Here are numerous studies in the academic literature that discuss the topic of mindfulness and work involvement, but is lack of studies that address the association of job resources and engagement. Additionally, research of (Gupta & Shaheen, 2017b) and Hoole and Hotz (2016) examined the association of these variables with the intention to consider job resources as a one dimension to impact work engagement. The current study has an intention to address the association of various elements of job resources with work engagement that will provide new dimensions to improve work engagement.

LITERATURE REVIEW
Work engagement

Work engagement concept gained wider attention of the researchers in the contemporary studies (Rayton & Yalabik, 2014; Ghani, Kaliappen, & Jermsittiparsert, 2019). Saks (2006) dined it firstly as "an act of expressing preferred self through the simultaneous investment of cognitive and affective energies into role performance that promotes connections to work and with others". Therefore, it is regarded as the prominent dimension of business achievement in enhancing the business assurance (Saks & Gruman, 2014) employee welfare (Hoole & Bonnema, 2015) and job satisfaction (Gupta & Shaheen, 2017a).

In the literature of management, work engagement is commonly understood in the context of definition of (Schaufeli et al., 2002). They describe that work engagement is a strong optimistic work-based condition when people combine energy, devotion and commitment for their work. Agyemang and Ofei (2013) provide another significant explanation of work engagement and state that it is an active state of participation with the individual activities that increase intelligence of professional ability. Similarly, Gupta and Kumar (2015) described work engagement in the way that employees put their physical, mental, and emotional efforts for work performance. In the similar way, Mehta and Mehta (2013) contextualized engagement in the context where an individual deeply involve himself in the work with regard to the intellectual, emotional and physical dynamisms. Hence, employees who are highly involved in the work show high potential in their jobs that enables them to resolve all the challenges associated with their work. They state great work devotion, participation and connection by showing the approaches of interest, pride, experiment and reputation (Araya, 2015). In the similar way, people who are highly involved in their jobs, they even don't feel that how quickly time has been passed (Ahmed et al., 2019). Hence, work involvement results in the affiliation and energy that ultimately promote hard work with advanced quantity of unrestricted attempts.

Furthermore, Crabtree (2013) concluded that a large number of disengaged workers in the organization that may need to have a new methods helping in the generation of enough engaged workers. Researchers have the opinion that mindfulness will prove to be helpful for the generation of engaged workers. In the further detain, a core component of mindfulness describer before "acceptance of the present reality" will result in the more flexible workers regarding the business culture that ultimately will produce greater work associated outcomes (Malinda et al., 2018) more probably in the form of work engagement. Moreover, some of the researchers (Gupta & Shaheen, 2017a; Malinowski & Lim, 2015) in the recent times have attempted to study the association of mindfulness and work-related outcomes. However, with relevant to predicting work engagement there is no study available that emphasized on the evaluation of mindfulness impact on work engagement at the firm level. For the reason, work engagement is focused on the investigation of employees' outlooks and manners with respect to their tasks that is sometimes termed as employee engagement or work engagement alternatively (Sonnentag, 2003). In this sturdy, researcher contextualizes the "work engagement" accordingly with the selection of Utrecht Work Engagement Scale (Seppälä et al., 2009). Therefore, it is proposed that workers that are more active, resilient and passionate regarding their job, they would deal work-related issues optimistically and certainly and would be highly satisfied with their jobs (Schaufeli, Bakker, & Salanova, 2006). Afterward, highly engaged workers participate in the business success with high commitment (Al Mehrzi & Singh, 2016; Bakker et al., 2008). In spite of having the extensive literature that studies the factors affecting work engagement, there is a lack of explanation that what causes actually create of work engagement. In the context of this study, a distinctive way has been followed by the researcher to increase level of work engagement by examining the impact of each individual aspect of mindfulness with regard to engagement. With the accessibility of inadequate information, researcher implements COR model theory to explain more the association of each aspect of mindfulness and work engagement.

Moreover, Gupta (2018) have comprehended that engaged workers associate themselves entirely in their job responsibilities. Study by Gorgievski, Bakker, and Schaufeli (2010) concluded that engaged employees feel happy and for that they enjoy their work. Moreover, they present complete physical and mental presence in their works and are cooperate with co-workers. Resultantly, it can be deduced that engaged workers present dynamic input at their workplace that is required and desired by each business organization. Further, Hoole and Hotz (2016) concluded in his study that work engagement results in the benefits of high extraversion, joyfulness, sociability, emotive stability, hardworking, positive, resilient, and energetic in dealing with the burden. Hence, it highlights that work engagement is more that the efforts invested by workers in their task and include the component of energy and desire. Moreover, work involvement not only enhance self-efficacy, energy, and resilience (Xanthopoulou et al., 2009) of an employee but also encourage them to perform better in comparison to others. Additionally, Bakker et al. (2008) highlighted that engaged workers commonly enjoy excitement about the work, experience pleasure, and are psychologically stronger. In a nutshell, highly engaged workers perform prominently better than the disengaged.

Job Resources
In the literature, job resources are regarded as one of the most significant factors of work engagement while explaining it (Kotze, 2018; Van den Broeck et al., 2013). By considering these researches, job resources occupy greater significance as they have greater role in psychological strength of the employees. Furthermore, resources play a motivational role at workplace with regard to workers in gaining energy to accomplish assigned tasks (Ning & Alikaj, 2019). Schaufeli and Bakker (2004) stated that job resources possess an inspirational characteristic that resultantly act as backgrounds of critical worker behaviour and its performance. In the same way, researchers have highlighted the greater significance of support components regarding development of psychological abilities and support workers to perform with more energy and devotion that also include work engagement. Studies have empirical support that that job resources that include manager support, co-worker support, job variety, and performance response enhance a healthier engagement of worker towards their work (Bresó et al., 2007). Illustratively, research on Dutch employees of diverse professional groups (Schaufeli & Bakker, 2004) concluded that significant resources that include supervisory training, performance response, and social assistance may greatly enhance work engagement. Moreover, study concluded that supervisor and workers support and combined with the performance feedback significantly assist employees to remain engage in their work.

Job resources play an instrumental role in the attainment of work goals and absence of these can potentially obstruct in performing responsively and attaining work goals. The JD-R model of work engagement outlines job resources as vital predictors of work engagement (Jakubik, 2018). Many studies exist that have investigated the robustness of JD-R model and, on the antecedents, it offers for predicting work engagement. Importantly, since the current research study aimed to extend the JD-R model of work engagement, this chapter therefore critically reviewed the studies accordingly. Empirical findings have concluded that job resources such as supervisor and co-worker assistance can significantly predict work engagement (Bakker et al., 2008).

Supervisor Support
Supervisor support refers to the general opinion and belief that one's supervisor cares about their well-being and

appreciates their contribution (Eisenberger et al., 2002). Studies (Maertz Jr et al., 2007; Pasamehmetoglu et al., 2017; Shanock & Eisenberger, 2006), have reported supervisor support as an important predictor of work engagement. In addition to this, studies of Park, Kang, and Kim (2018) and Choo and Mohd Nasurdin (2016) have also outlined job resources involving supervisor support and co-worker support as the prominently important forecasters of work engagement. Study by Dawley, Andrews, and Bucklew (2008) is considered as one of the most noted studies in the engagement domain, reporting supervisor support as a key towards enhancing work engagement. Prominently, study of Rich, Lepine, and Crawford (2010) found that a perception about supervisory support significantly enhances work engagement. This indicates that employees' perceiving positive about their immediate supervisor`s support, and recognition feel more energetic, equipped and engaged at work. Perceptions of employees about the organization are of considerable importance as they depict the true comparison of what is provided by the company and what is received by the employees at the end. Growing research stream highlights that the fairness perceptions of an employee regarding organizations and what they offer exerts a strong influence on employees' behaviour and reaction at work (Shu, Chiang, & Lu, 2018).

Accordingly, prominent studies, conducted in different occupational settings and work sectors have also confirmed the importance of supervisor support in boosting employees' work wellbeing hence, predicting work engagement (Caesens, Stinglhamber, & Luypaert, 2014; Hidayah Ibrahim, Suan, & Karatepe, 2019). These studies have agreed that regardless of the job nature and sector, supervisor support is of critical significance for everyone. Supervisors support brings balance in work and family life which helps them to work with more engagement (Rathi & Lee, 2017). In view of that, the way supervisors coach, recognize and acknowledge helps employees to boost wellbeing at work (Caesens et al., 2014). Similar agreement and explanations have been forwarded by Xanthopoulou, Bakker, and Fischbach (2013) on the topic of supervisor support and work engagement relationship.

Poortvliet, Anseel, and Theuwis (2015) investigated the extent support at work from supervisor can influence work engagement in the employees of education and insurance sector. The study found that since every employee comes to work with different goals and therefore the instrumental support from supervisor concluded in a significant negative relationship with work engagement. According to the authors, this is primarily because people at work bring in varied objectives which they tend to keep beforehand whilst working and any officially guided support from supervisor therefore may deplete their psychological capabilities. Accordingly, study by Pasamehmetoglu et al. (2017) on construction workers of six different companies from Denmark found no significant effects for work engagement from supervisors. The research concluded that support features do not make any influence on the psychological

aspects and work wellbeing of blue-collar employees. Since the study found supervisor support positively impacting on employees' self-efficacy but not on work engagement, the authors have recommended further study and the need for employers to understand how they can responsively utilize an important job resource like supervisor support to make people more engaged at work. This leads to a new knowledge arena, highlighting overturned influence of supervisor support for employees having freedom in their work and option to work at their own pace.

Co-worker Support

Co-worker support denotes to the amount of support an employee perceives at work from colleagues (Karatepe, Keshavarz, & Nejati, 2010). Co-worker support plays a vital role in facilitating employees to perform well at work through boosting their psychological wellbeing. Work environment where employees receive adequate support from their co-workers can enable employees to showcase energy and dedication towards their work and thus perform with full immersion (Poon, 2011). Studies have outlined that co-worker support develops a sense of belonging amongst the peers at work and active support in job related problems and friendly relationship significantly boosts work wellbeing (Avery, McKay, & Wilson, 2007). Co-worker support and facilitation during problems at work; appreciation on job related accomplishments and maintenance of good working relationship can help boost energy, commitment and immersion in work hence, fostering work engagement (Abraham, 2012; U. Ahmed, A. H. A. Majid, & M. M. Zin, 2016). These studies have confirmed the promising nature and influence of co-worker support towards predicting work engagement.

These studies have underlined that co-workers can actively keep each other engaged at work through supporting; acknowledging and facilitating thus, this notion outlines the critical nature and importance of co-workers. This leads towards comprehending that since co-worker support is an immediate, first hand social support prospect, its importance and significance is evidently understandable. Correspondingly and similar to supervisor support, studies conducted on work engagement in the banking sector have also confirmed the prominence of co-worker support (Caesens et al., 2014; Halbesleben & Wheeler, 2015; Reio Jr & Sanders-Reio, 2011). In parallel, the JD-R model of Work engagement (Xanthopoulou et al., 2007) outlines co-worker support as a significant job resource to boost work engagement. Interestingly, despite of all this, there have been researches, specifically criticizing the role of co-worker support empirically in the engagement literatures. Studies like Poortvliet et al. (2015) on the employees of education and insurance sector and Knight, Patterson, and Dawson (2017) on construction workers of six different companies also reported insignificant and association of co-worker support and employees' work engagement. According to the authors, this is primarily because people at work bring in varied objectives which they tend to keep beforehand whilst working and any officially guided

support from co-worker therefore may hinders their engagement at work. These studies concluded that support features do not necessarily make any influence on the psychological aspects and work wellbeing of blue-collar employees. van Woerkom, Bakker, and Nishii (2016) empirically indicated towards service sector by examining nurses whereby they have suggested that handling a tough situation like an angry patient may acknowledge the supervisor support differently from the normal situations. On a general note, workplace support including support from the supervisor and co-workers is critical for any working environment. Supervisor support is necessary for facilitating the employees to achieve the desired employee outcomes (van Woerkom, Oerlemans, & Bakker, 2016). Importantly, majority of these inconsistent results have been reported (Caesens et al., 2014; Halbesleben & Wheeler, 2015; Poortvliet et al., 2015), hence marking the need for further study of these variables.

Meaningful Work

Literature on positive employee and general work wellbeing underlines a significant contribution of meaningful work. According to Hackman and Oldham (1976), meaningful work denotes to employee perception about the job being generally significant, valuable, and worthwhile. Meaningful work is basically judgment of an individual about their work being purposeful and important (Rosso, Dekas, & Wrzesniewski, 2010). An employee is likely to experience work as meaningful when he/she clearly understands the work; their personal abilities, and how efforts made by them can make a valuable contribution towards the organization and social life. Popular literature on the consequences of meaningful work relates it with job satisfaction, work motivation (Albrecht, 2013) and organizational commitment (Steger, Dik, & Duffy, 2012). Meaningful work is the significance of work personally perceived by the individual with considerable role in enhancing work engagement (Tan, Lew, & Sim, 2019). Scholars have also lined meaningful work with spirituality at work as it brings inner joy and content (U. Ahmed, A. H. A. Majid, & M. L. M. Zin, 2016). S Rothmann and Olivier (2007) reported positive link between meaningful work and work engagement. The study has outlined that the aspect of work being meaningful provides a sense of purpose for doing the job. Hence, the work gets more acceptable, joyful, and worthy. Joshi and Jain (2016) have done a major work on it whereby, his study found important relationship between meaningful work and work engagement. Importantly, the study also found significant influence of expressive work on other employee outcomes. Accordingly, Similar findings are outlined by Grama and Todericiu (2017) and (Sebastiaan Rothmann & Buys, 2011).

According to Rasheed, Khan, and Ramzan (2013) meaningful work is the most important and highly pivotal job resource in determining work engagement. Additionally, Menguc et al. (2013) have also emphasized upon meaningful work to be important for employee

outcomes. These evidences have brought us to the understanding that meaningful work is an important job resource with high significance towards enhancing work engagement. Decisively, on the grounds of dearth of research and knowledge gaps in the literature pertaining to meaningful work and work engagement relationship; recommendations by researchers for further empirical evidence (Kaur, 2017; Lee, 2012; Moussa, 2013); proposition of meaningful work for HR practitioners concerning to work engagement (Shuck & Rose, 2013); identification of meaningful work as the core requirement for every work aspect (Dalal et al., 2008); potential and contributory nature of meaningful work towards serving individual as well as organizational goals (ArunKumar & Renugadevi, 2013; Sebastiaan Rothmann & Buys, 2011); and above all, no underlining of meaningful work in the core JD-R model (Xanthopoulou et al., 2007) hence, theoretically motivated the present study to examine meaningful work as a notable job resource towards predict work engagement in the present study.

RESEARCH FRAMEWORK AND HYPOTHESES

The proposed research framework of this study is presented Figure 1.

Figure 1: Proposed research framework
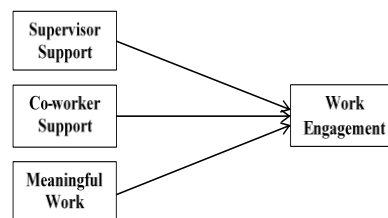
H₁: Supervisor support has significant positive effect on work engagement of pharmaceutical firms' employees in Thailand.
H₂: Co-worker support has significant positive effect on work engagement of pharmaceutical firms' employees in Thailand.
H₃: Meaningful work has significant positive effect on work engagement of pharmaceutical firms' employees in Thailand.

METHODOLOGY

This study was aimed to examine the association and statistical link of job resources with work engagement. Since work engagement relates to employees' personal self therefore, the unit of analysis was kept individual. This study was conducted on the employees of pharmaceutical firm of Thailand. Quantitative approach was applied to study the association of job resources (supervisor and co-worker support, and meaningful work) and work engagement. Furthermore, cross-sectional method was

applied because of time and financial constraints. Therein, notable scholars (Sekaran & Bougie, 2010; Zikmund et al., 2013) have also encouraged doing so. Importantly, cross sectional approach was also found appropriate due to the academic nature of the present study. Henceforth, the data was collected for the study all at once through employing survey method to forward statistical interpretations, inferences, and conclusions. The present study collected data from non-managerial pharmaceutical staff in order to determine their perception regarding the influence of job resources, demands and developmental resources on work engagement.

ANALYSIS AND DISCUSSION:

The current study deployed structural equation modeling approach through using Smart-PLS 3.0 software (Ringle, Wende, & Will, 2005). Notable scholars in the area have recommended and confirmed the significance of PLS path modeling on several grounds. First of all, prominent studies have acknowledged that structural equation modeling is ideally better when it comes to testing or developing theories (F. Hair Jr et al., 2014; J. F. Hair, Ringle, & Sarstedt, 2013)

Measurement Model
In the first stage, individual item "reliability and internal consistency reliability" were assessed followed by "convergent and discriminant validity" evaluation. Figure 2 illustrates results pertaining to the measurement model, outlining individual item reliability, internal consistency along with discriminant and convergent validity (Hair et al., 2014; J. F. Hair et al., 2013). The current study opted alpha and composite reliability for construct reliability assessment. According to Chin, Gopal, and Salisbury (1997) and Hair et al. (2012), alpha and composite reliability score of 0.70 or above is considered sufficient. According to Fornell and Larcker (1981), "convergent validity" is appraised through assessing "average variance extracted" (AVE). Chin (1998) recommended that the AVE value should be 0.50 or above to ensure sufficient convergent validity.
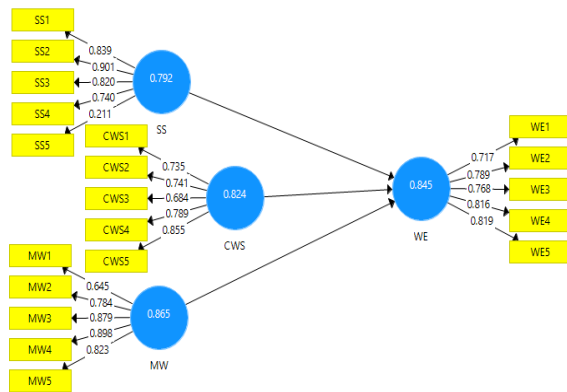

Figure 2. Measurement Model Assessment

Table 1: Values of alpha, CR and AVE

Sr#	Constructs	Cronbach's alpha	CR	AVE
1	CWS	0.824	0.874	0.583
2	MW	0.865	0.904	0.657
3	SS	0.792	0.847	0.556
4	WE	0.845	0.888	0.613

The value of discriminant presented in **Table 2**

Table 2: Discriminant Validity

Sr#	Constructs	1	2	3	4
1	CWS	0.763			
2	MW	0.707	0.811		
3	SS	0.444	0.374	0.746	
4	WE	0.653	0.603	0.525	0.783

Structure Equation Modelling
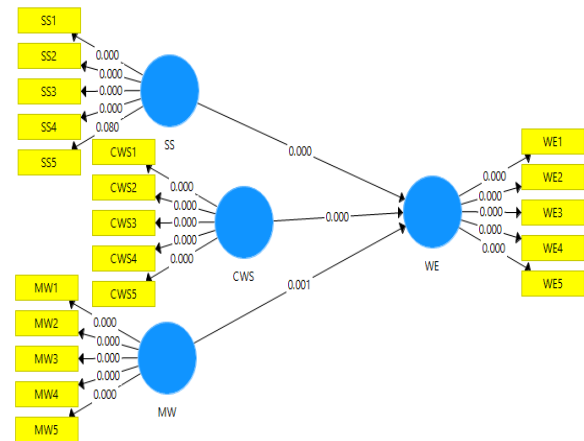Structure model was assessed for the estimation of hypotheses of the study.

Figure 3. Structural Model Assessment

Table 3: Direct Relationship

Hypothesis	Relationship	Std. Beta	S.E.	t-Value	P-Value
H₁	SS -> WE	0.274	0.057	4.793	0.000
H₂	CWS -> WE	0.354	0.066	5.380	0.000
H₃	MW -> WE	0.250	0.075	3.329	0.001

The assertion of "measurement model" precedes the analysis to the next step of PLS path modeling whereby, the "structural model" is measured. The "structural model" assessment carried out for the eastiamtion of hypothesized relationships (Hair et al., 2012). Figure 3 and Table 3 outlines the results hypotheses of the study. Findings summarise that supervisor support resulted in a significant relationship with work engagement. Results indicated that H1 is accepted at 1% level of significance with (t-value > 1.96, p-value < 0.05). Co-worker support resulted in a

significant relationship with work engagement. It has a positive relationship with work engagement of pharmaceutical firms' employees in Thailand. ($\beta = 0.354$, t = 5.380, p < 0.01) which concludes to supporting H2. It also indicated that hypotheses accepted at 1% level. In other words, employees in the pharmaceutical sector relied on their co-workers, shared good relationships, experienced friendliness and healthy working environment which in totality helped them to boost their psychological connection with the job hence enriching their work engagement. Besides the fact that this result is consonant with previous empirical findings (Hakanen, Schaufeli, & Ahola, 2008; Xanthopoulou et al., 2009). Furthermore, meaningful work was also hypothesized to be in positively related with work engagement. ($\beta = 0.250$, t = 3.329, p < 0.01) which determines to supporting H3. It also accepted 1% significance level.

CONCLUSION:
The present study envisioned to investigate the effect of supervisor support, co-worker support and meaningful work on work engagement of pharmaceutical firms' employees in Thailand. To test the proposed relationship of supervisor support, co-worker support and meaningful work with work engagement of employees, collected the data from the employees of pharmaceutical firms in Thailand via questionnaire. PLS statistical software was applied to analysed the data for hypotheses testing. The study has forwarded empirical evidence concerning the significant impact of supervisor support on work engagement of pharmaceutical firms' employees in Thailand. Findings also indicated that co-worker support significantly enhance the work engagement of employees on job. Furthermore, study found that meaningful work is significant in predicting work engagement. The findings of this study contribute in the body of knowledge in the domain of Conservation of Resources Theory (COR), endorsing the interplay of job resources towards individual work well-being. Findings of the study highlights that there is need to focus on promoting supervisor support and social support at work and motivate employees to help, support, recognize, and facilitate each other to result in more work wellbeing.

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