The Role of Emotional Demands, Supervisor Support and Training Opportunities towards Work Engagement among Employees in Pharmaceutical Companies of Thailand

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ABSTRACT
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. Different studies have indicated towards numerous factors whereby, prominent scholars have outlined an important role of emotional demands, supervisor support and training opportunities. This study aims to explore the influence of emotional demands, supervisor support, and training opportunities on work engagement. A self-administered questionnaire was distributed using a convenient sampling technique. The unit of analysis in this selected the employees of the pharmaceutical companies from any level of the organization, including top-level, medium level and lower level. A total of 355 respondents interviewed form six pharmaceutical companies. After data screening 340 useable questionnaires received and proceeded for further analysis of the study. This study confirm that employees perceive good training opportunities from the organization, they are more engaged at work. The study also found that support from co-workers, more specifically from the supervisor is higher, the employee is obliged to pay back to the organization by engaging more at work. This is the proper implementation of the social exchange theory. The study revealed that emotional support was also a significant predictor of employee engagement in the context of the pharmaceutical industry in Thailand though the effects are comparatively lower than other two factors such as training and supervisor support.

Keywords: Emotional Demands, Supervisor Support, Training Opportunities, Employee Engagement.

INTRODUCTION

More than 20 years, in the field of management, work engagement has gained huge attention and become a subject of great for the researchers and organizations due to its competitive advantages for the organization as engaged workforce provides favourable organizational outcomes. Organizations globally, invest millions towards harnessing employee behaviours so that they are capable of dedicatedly working and willing to go an extra mile (Bakker, Oerlemans, & Ten Brummelhuis, 2016). Markedly, 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.

Importantly, for the service sector, human capital is even more crucial due to which, the workforce with the right work behaviours is a must to ensure competitive performance. A survey by an organization over 142 countries and their 1.4m employees reported that an average of 87% of them are not engaged at their work globally while 13% engaged. In their report, shows that in Thailand, only 15 per cent engaged while 85 per cent are disengaged at work. Alarmingly, only 13 per cent of the engaged workforce in the service sector of the South Asian region and the remaining 87 per cent disengaged. The most important thing is that disengaged employees cost a huge amount of money in the US economy, around $450-$550

billion yearly. It is alarming that the service industry suffers a lot from disengaged employees globally. Therefore, it is the main concern for the country who are more depends on the service industry, especially the country Thailand.

This country has in the serious issues in applying patent law introduced in 1979 and created a monopoly. Later in 1992 and in 1999, the law revised to protect the right for both pharmaceutical processes and products. Therefore, it is necessary to investigate the emotional demands of the employees that may affect their work involved in the pharmaceutical industry. For instance, there is a severe lack of attention by organizations on the issue of work engagement which thus, also leads towards a lack of focus on factors that are vital for enhancing this element. Similarly, there is an absence of engagement strategy in the core processes designed to enhance employee behaviours and outcomes (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Accordingly, this may also be due to lack of scholarly attention and practitioner association with the factors related to the motivation of employees behaviours and outcomes with work engagement (De Beer, Rothmann Jr, & Mostert, 2016). there is a strong need to understand the issue of work engagement and how an empirical resolution could be forwarded in this regard. Since its first conceptualization by Kahn (1990), numerous studies have endeavoured to examine how work engagement could be potentially understood and predicted.

TABLE 1. Top 10 Pharma Companies in Thailand 2016

Rank	Company	Revenues (USD mln)	Market Share (%)	Growth since 2017 (%)
1	Pfizer	288	5.2	5
2	GSK	261	4.8	1
3	MSD	246	4.5	2
4	Novartis	222	4.1	1
5	Roche	201	3.7	-4
6	Siam Bioscience	169	3.1	12
7	Sanofi Aventis	164	3.0	-5
8	Berlin Pharm	149	2.7	16
9	Takeda	140	2.6	15
10	Sandoz	125	2.3	6

Source : (Wang, Demerouti, & Le Blanc, 2017).

According to table 1, there are top 10 pharma companies in Thailand and their revenue, market share and growth percentage in 2016. It can be observed that all of them have decent revenue and growth in the business. Therein, different studies have indicated towards numerous factors whereby, prominent scholars have outlined an important role of emotional demands, supervisor support and training opportunities. The table shows that the influence of emotional demands, supervisor support, and training opportunities has an impact on work engagement.

LITERATURE REVIEW

An overview of work engagement and its importance

In 1990, the prominent scholars introduced the personal engagement that contains three psychological conditions includes the meaningfulness, safety, and availability which are fundamental for people to engage personally. Demerouti, Bakker, and Gevers (2015) defined work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption". Work engagement is rather a cognitive-affective state of the individual person at work overtime consistently rather than temporary state. Vigour alludes the individual' higher level of dynamism with mental flexibility and commitment to time and efforts to one's work.

Dedication is portrayed by the excitement, pride, and stimulus, fruitfully involvement in their work, while absorption refers the tied in with work being completely focused and engrossed where individuals cannot detach from work and time flies quickly (Eldor, 2016; Lee, Kwon, Kim, & Cho, 2016).

Simply, to engage at work individual requires the psychological component that is primarily intrinsic comes naturally from the inner hearts. Nearly two decades in 1990, the concept of engagement was introduced at work by which employees' harness and nurture themselves in organization for the success and gain goals. The later on, different scholars shows interest and found different connections that affect the employees' level of engagement. A study by Lu, Lu, Gursoy, and Neale (2016) found that job resources such highly skilled employees, sufficient feedback from organizations and their manager, with greater employee job control abilities are more likely to engage at work, while job demands high work pressure, workload etc. creates the employee disengagement. Simply, employees having the high potency to handle their task and job-related issues are more engaged compared to the lower-skilled employees. In addition to that individual with higher dedication, absorption, and vigorous showcases the enthusiasm, pride, challenge at work and engaged fully (Mauno, Ruokolainen, Kinnunen, & De Bloom, 2016).
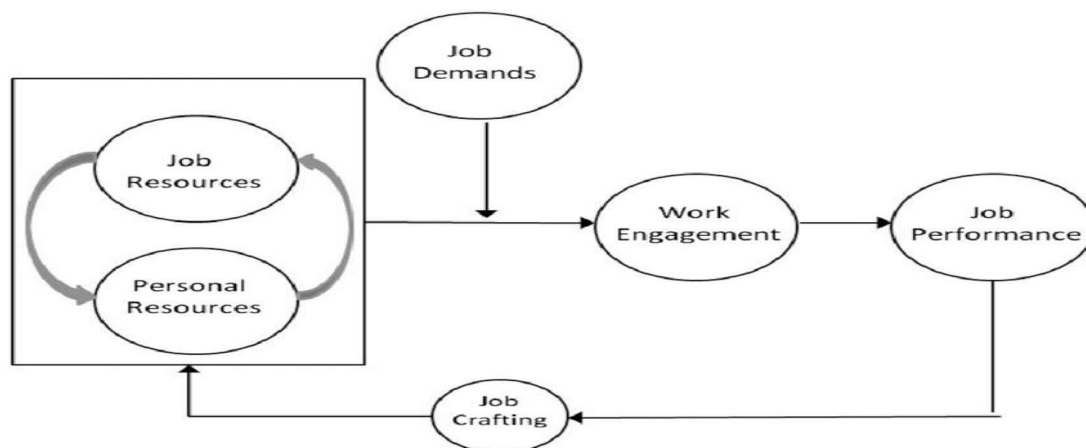

Figure 1: The cycle of employee engagement.

Source : (Bakker, Oerlemans, & Ten Brummelhuis, 2016).

Figure 1 shows that job resources have positive impacts on work engagement, while job demands moderate the link between job resources and employees' work engagement. The direct influence of job resources is stronger when demands are high. An empirical Mone and London (2018) clarified that engaged employees attach themselves fully with their jobs with vitality and eagerness. Similarly, engaged employees feel charming about their work, and in this manner, the workplace becomes fun for them (Patwary & Rashid, 2016).

In the organization, engaged employees display complete psychological availability and open to work. This clarification plots that engaged employees are dynamic in characters while they work for the organization what every organization look for to gain competitive advantages. For instance, an empirical study by Mauno et al. (2016) proves the above-mentioned facts that highly engaged employees are having high extraversion, hardworking, cheerfulness, sociable, emotionally stable and resilient.

Emotional support

Emotional intelligence refers to the ability to maintain the emotion effectively in the own-self, along with the emotions of others. Although there is no psychometric scale to measure the emotional intelligence, the previous identified the three skills includes the emotional awareness, ability to identify one and other people emotions, and the ability to reduce the emotion for both own-self and others. Simple, to find the emotion, perceive the emotion, manage the emotions effectively for both own-self and others' is the core competencies of emotional (Mayer, Salovey, & Caruso, 2004).These skills are focal both in the capacity conceptualisation of enthusiastic knowledge and the attribute, or ordinary working, the conceptualisation of passionate insight (Islam & Patwary, 2013).

To evaluate the emotional intelligence, it is necessary to assess the performance tests in the ability approach, report the self and other trait approaches (Javed, Nawaz, & Qurat-UI-Ain, 2015). More significant levels of emotional intelligence are related to a range of general constructive intrapersonal results (Demerouti et al., 2015). Indeed, greater subjective well-being depends on the positive effect, better mental health, and life satisfaction (García-Sierra, Fernández-Castro, & Martínez-Zaragoza, 2016). Emotional demands refer to emotionally stimulating situations at work which lead individuals towards work strain (Keyko, Cummings, Yonge, & Wong, 2016). Studies can be traced outlining the deleterious effect of emotional demands on work engagement (Knight, Patterson, & Dawson, 2017; Mroz & Kaleta, 2016). Above researchers mentioned that emotionally challenging situations and experiences from customers and/or work prospects could distract employees from bringing full energy and absorption towards their work hence damaging work engagement.

Parallel to this, Schaufeli, Shimazu, Hakanen, Salanova, and De Witte (2017) investigated workload and emotional demands and found emotional demands acting as a challenge thus strengthening resources to enhance work engagement whilst workload influenced the other way. Important to note that, it has also been argued that job demands like emotional demands may not necessarily impact negatively on work engagement. More recently, Geldenhuys, Laba, and Venter (2014) outlined that emotional demands may have a multi-directional effect. According to them, emotional demands may also work as a boosting component to influence work engagement. Schaufeli et al. (2017) also outlined the challenging role of these stressors in the engagement process, referring to the unique interplay of job demands and resources towards work engagement. Hobfoll (1989)s conservation of resources theory also suggest the similar recommendation. This theory suggests that individuals tend to acquire, retain, sustain and shield what is valuable to them. These resources may be material, social, personal, or energetic in nature. The theory also asserts that experience of stress relates to the considerable or real loss of resources. Sonnentag and Kühnel (2016) notably underscored that emotional demands could be of different interaction whereby; it is not necessary that they negatively influence work engagement. Thus, the following hypothesis developed. Hypothesis-1: emotional support will have positive significant relationship with employees' work engagement

Supervisor Support

Supervisor support refers to the general opinion and belief that one`s supervisor cares about employees' well-being and appreciates employees' contribution in the organization they have done (Ahmed, Majid, & Zin, 2016). Studies (Hu et al., 2018; Kumar, Jauhari, Rastogi, & Sivakumar, 2018; Mekhum & Jermsittiparsert, 2019) have reported supervisor supports act as an chief predictor of employees' work engagement. A "strong supervisory support climate is likely to provide an important basis from which unit members can draw the key object, energy, and social resources" (Jose & Mampilly, 2015). This can be explained through the social exchange theory that leader-member exchange such leaders support to emulate the employees to be committed to their supervisor's goals and objectives (Erdeji, Vuković, & Terzić, 2016). In addition to this, studies concerning work engagement on the international banking sector (Karatepe & Olugbade, 2016) have also outlined job resources including supervisor support and co-worker support as the prominently important predictors of work engagement.

The study by Kundu and Lata (2017) is considered as one of the most noted studies in the engagement domain, reporting supervisor support as a key towards enhancing work engagement. This indicates that employees` perceiving positive about their immediate supervisor`s support, and recognition feels 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 (Poulsen, Khan, Poulsen, Khan, & Poulsen, 2016). Growing research stream highlights that the fairness perceptions of an employee regarding organizations and what they offer to exert a strong influence on employees` behaviour and reaction at work(Van Steenbergen, van der Ven, Peeters, & Taris, 2018). Thus, the following hypothesis developed.

Hypothesis-2: supervisor support positively related to employee engagement

Training Opportunities
On a general note, bundles of popular studies are available, emphasizing the impact and role of HRM practices on individual behaviours and outcomes (Breevaart, Bakker, Demerouti, & van den Heuvel, 2015). Training assists employees to learn precise skills and knowledge which expand their performance in present roles. To develop the employees, more expansive training program should emphasis on the growth of employees and their future performance instead of their instantaneous job roles. In this way, the organization can keep its right people and grow profits by engaging the employees at work (Islam & Patwary, 2013).

Given the facts that keeping talent in the organization becomes more competitive. Therefore, employee training and development programs are more important for the organization than ever. Instead of hiring the top talent spending money and time, the training program is more affordable and time saving that affects business growth. Employee training opportunities is the training supports employee gets from the human resources practices according to the need of employees (Deery & Jago, 2015). The definition of training opportunities offers that training is the heart and one of the major privileges for the worker that boost their confidence through the gain of necessary skills to work for.

In other words, HR management should play the fundamental roles in providing the training opportunities to develop new skills, the knowledge that employee is able to perform as per the need of organizations (Hanaysha, 2016). Employee training is one of the developmental parts of human resource management that has a strong relationship with individuals' attitudinal and behavioural outcomes, such as work engagement (Ahmed, 2017). Research ponders portrayed a solid connection between worker training opportunities and employee positive and organizational outcomes includes performance, better engagement, motivation, job satisfaction, organizational commitment, turnover intention, and organizational citizenship behaviour and hierarchical duty (Memon, Salleh, & Baharom, 2016).

In addition to that, previous empirical studies confirmed that employee training opportunities provided by the organization significantly influence the individual psychological capabilities such as self-efficacy. It could be concluded that proper training opportunities have an impact in various ways for both the organization and employees. Indeed, training provided by the organization can be of multi-fold value. By saying so, it doubles the importance of employee training to justify as to why the function has gained much importance over the years.

According to the statistics on industry report, companies spent $1,208 per person during the year 2013 (Holland et al., 2017). This evokes to the realization that with such a huge investment towards employee nurturing, it becomes the right of businesses to receive maximum returns towards organizational objectives. With a handful of studies, the review of the literature on the relationship between employee training opportunities and perceptions on work engagement has outlined a considerable empirical gap between the two elements. The study by Sitzmann and Weinhardt (2018) on service staff investigated as to how resources like training can influence work engagement. The study found a strong relationship between training and work engagement.

More recently, an empirical study by Suan and Nasurdin (2014) investigated 438 employees from 34 hotels reported a significant link between employee training and employee engagement. Furthermore, work engagement study in South Africa has also outlined towards numerous aspects that could potentially influence engagement at work whilst highlighting employee training being one of the prominent factors (Wang, Demerouti, & Le Blanc, 2017). The authors have also suggested that there is a dire need for empirical investigation on the link between employee training facilities and employees' work engagement.

Companies have begun thinking past the traditional deduction designs for worker results and prosperity at the workplace. With cash missing out its effect in pushing individuals to contribute their best at work vitality, devotion and availability; organizations have begun to emphasize what else could assist them with influencing components like a commitment at work (Geldenhuys et al., 2014). The study has also recommended for further study due to literature gaps in this relationship. Thus, the following hypothesis developed. Hypothesis-3: Training opportunity will have significant positive impacts on employee engagement.

RESEARCH FRAMEWORK
Based on the above literature, the research has come out the development of the research framework below:
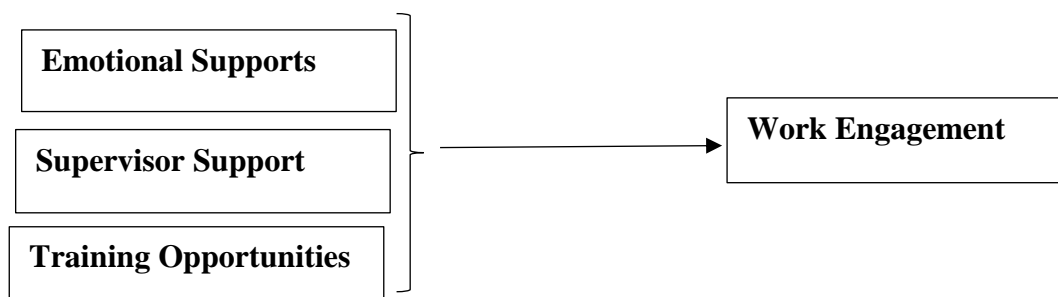

Figure 2: Research framework

RESEARCH METHODOLOGY

On the grounds of nature and philosophy of the research, a quantitative approach was applied to inspect the link between supervisor support, emotional demands, employee training opportunities and work engagement. O'hear (1997) have established that human behaviour can be objectively researched and studied, which further strengthens the justification behind choosing the quantitative approach for this study. The study collected data from six large pharmaceutical companies from Thailand. A self-administered questionnaire was distributed using a convenient sampling technique. A seven-point Likert scale ranging from 1 = Not important at all to 5= Very important for importance questionnaire measure the study variables. The unit of analysis in this selected the employees of the

pharmaceutical companies from any level of the organization, including top-level, medium level and lower level. A total of 355 respondents interviewed form six pharmaceutical companies. Out of the distributed questionnaires, 340 useable questionnaires received and proceeded for further analysis of the study.

Measurement

The scale contains six items inquiring about the individual`s emotional work aspects, clients demands and their behaviour. Concerning to supervisor support was assessed through the adaption of 9 item scale by (Veldhoven & Meijman, 1994). 8-items adapted from Kuvaas (2008) for training opportunities, and 9-items for work engagement from Schaufeli, Bakker, and Salanova (2006).

TABLE 2. Demographic Profile of the Respondents

Characteristics	Frequency	Percentage
Gender		
Male	129	54.7
Female	107	45.3
Marital Status		
Single	74	31.4
Married	162	68.6
Age (Years)		
25 years and below	55	23.3
26-35 years old	90	38.1
36-45 years old	38	16.1
46-55 years old	32	13.6
56 years old and above	21	8.9
Income		
Below 10000 Bhat	16	6.8
10000 - 30000 Bhat	62	26.3
30001- 50000 Bhat	76	32.2
Above 50000 Bhat	82	34.7
Education		
Diploma	4	1.7
Degree/Bachelor	94	39.8
Masters	103	43.6
PhD/Doctoral	35	14.8
Experience		
1-3 years	158	66.9
4-6 years	64	27.1
7-9 years	7	3.0
More than 9 years	7	3.0

Table 2 shows the demographic distribution of the respondents for gender, marital status, age, income, education level and working experience in the industry. For gender, 54.7% of the respondents are male, and 45.3% are female. Majority of the respondents are married, which is 68.6% and single are 31.4%. In terms of age group, highest age group consists of "26 to 35 years" 38.1% followed by "25 years and below" which is 23.3%, "36 to 45 years" 16.1% "46 to 55 years" is 13.6%, and 56 years and above is 8.9%.

Majority of the respondents have the income of 30001 to 50000 Bhat which is 32.2% followed by above 50000 Bhat (34.7%), 10000 to 30000 Bhat (26.3%) and below 10000 Bhat (6.8%). For education level, majority of the bachelor and master's degree holder, which are 39.8% and 43.6% respectively, and PhD/ Doctoral degree holder (14.8%) and diploma holder is 1.7%. While looking into the job experience of the respondents, most of them have

experiences of 1 to 3 years (66.9%), followed by 4 to 6 years is 27.1%, 7-9 years is 3.0% and more than 9 years is 3.0%.

DISCUSSION AND RESULTS

Before performing the bootstrapping in SEM in the PLS model, some test has been performed to confirm the construct validity and reliability. Cronbach alpha (See table-3) for all variables satisfied endorsed value of above 0.7 (Fornell & Larcker, 1981).

TABLE 3. Construct validity and Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Emotional	0.849	0.884	0.560
engage	0.888	0.909	0.527
supervisor	0.887	0.907	0.524
training	0.925	0.938	0.656

To ensure the Convergent validity of latent variables, factor loading was performed, and all items loading were above 0.70. However, single items from supervisor support loading were 0.534, and other 4 items in different constructs were above 0.60 (See figure-1). Thus, convergent validity was ensured following the suggestion by Hair et al. (2009).

Further, to test the discriminant validity, Fornell and Larcker criterion followed. The square root of the AVE value must be bigger than the correlation between the variable (see table-3). Additionally, loading and cross-loading were checked where the main construct's loading was higher than the other construct. Thus, discriminant validity confirms the latent constructs.

TABLE 4. Discriminant Validity (Fornell-Larcker Criterion)

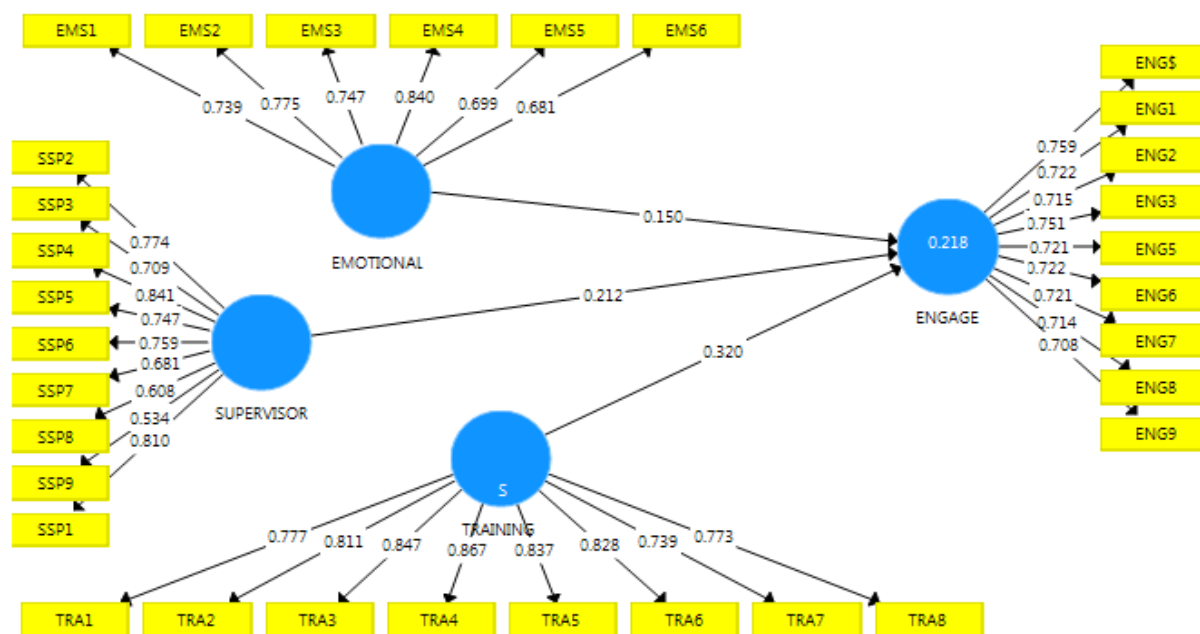|	EMOTIONAL	ENGAGE	SUPERVISOR	TRAINING
EMOTIONAL	0.749			
ENGAGE	0.250	0.726		
SUPERVISOR	0.173	0.296	0.724	
TRAINING	0.203	0.399	0.188	0.810

Figure 3: Measurement model

In addition to that, three independent variables explained the variance of more than 22% on employee engagement. The training has moderate effects on employee engagement with the effect size of 0.13. For the model fit, SRMR was enlisted along with the above measurement test. The SRMR indicates the good model fit, which is 0.61.

TABLE 5. The direct effects on employee engagement

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Emotional support -> employee engagement	0.147	0.154	0.039	3.812	0.000
Supervisor support -> employee engagement	0.209	0.216	0.048	4.345	0.000
Training opportunities-> Employee engagement	0.330	0.332	0.045	7.376	0.000

Table 5 indicates the direct effects emotional supports, supervisor supports, and training opportunities on employee engagement. The aim of the study was to evaluate the impacts on three antecedent variables on employee engagement. The findings suggest the proposed hypotheses are accepted at a significant level. Among them, training opportunity has the most influential effects on employee engagement with t-value of 7.36 followed supervisor support and emotional support, respectively.

Discussion of the findings
The aim of the study was to test the role of emotional support, supervisor support, and training opportunity on the aspect of employee outcomes such as engagement. The findings of the study from PLS analysis showed to support the proposed predictions. This study confirmed that employees perceive good training opportunities from the organization, they are more engaged at work. Secondly, support from co-workers, more specifically from the supervisor is higher; the employee is obliged to pay back to the organization by engaging more at work. This is the proper implementation of the social exchange theory. Lastly, emotional support was also a significant predictor of employee engagement in the context of the pharmaceutical industry in Thailand though the effects are comparatively lower than the other two factors such as training and supervisor support. Mostly, this study shows the consistent result with previous findings such as social support, emotional support, and training opportunities are the solution to help employees deal effectively to enlighten their engagement at work.

Limitations of the study and future research suggestions
In spite of the significant findings from the study, this study needs to consider some limitations. Precisely, the samples from pharmaceutical companies in Thailand with a limited sample size. Future research may collect data from a bigger sample size with a systematic random sample from different social experiences. This will provide a wider perspective concerning the effect of social support at work in different cultural settings. Furthermore, the data collected at one time with a limited time frame and did not test the causality between concepts. For instance, this study did not explain how and why this relationship exerts in between the constructs. Future scholars may consider the mediating effects for the causal link. Another limitation is the common method bias as the data collected from only employees. Supervisor rated on employees may provide fruitful implication of the findings. This study only includes the

three different aspects of support; more integrated variables could provide significant implication with different sample and cultural background.

Managerial implications
The important managerial implication has existed from the findings of the study. Due to the advantageous consequences of training opportunities for employee engagement, it is central for administrations to implement actual policies and practices to provide the sufficient training opportunities to remain competitive using the present employees and reduce turnover intention and gain more profit. Precisely, the results indicating that training has the most influential impacts on employee engagement. Though social support has lower effects compare to the training and supervisor support, it has significant impacts on better employee outcome. So, it is not neglectable by the managers. In facts, supervisor support is crucial in any organization.
Therefore, it is important for the organization to see how the supervisor can support their subordinates for better outcomes. Without supervisor support, employees may tend to show burnout and leave the organization. Previous studies show that employees exerted emotional exhaustion and depersonalised without emotional support and supervisor support. Emotionally exhausted employees are not engaged at work, in turn, they cost a huge amount of money for the organization, thereby encouraging employees through emotional support and supervisor support could develop closer interpersonal relationships and stay in the organization longer and work beyond the contractual agreement.
Therefore, it is imperative for both manager and organization to offer ample support to their subordinates and employees to develop confidence in fulfilling the work goals. In facts, managerial and supervisory support not only give confidence in employees but also encourages in in their career development goals. Due to the facts that a sense of personal accomplishment is important for employees to work for the organization to gain competitive advantages. For instance, once an employee gets clear objectives, guidance, training, and support from managers and supervisor that they can meet career objectives according to the job roles. By doing so, training can provide greater opportunities for the employee's support from supervisors. In turn, employees feel less emotional depression and exhaustion and confidence in personal accomplishment. Consequently, both managers, supervisors and employees

develop a good relationship and cope with cope effectively with work-related stressors that enhance better engagement

CONCLUSION

This empirical study confirms the supporting evidence on the role of a co-worker, and supervisor support, and emotional support that influences on employees' work engagement. Findings show that all three components have significant impacts on work engagement. Training has the most influence on employee work engagement, followed by supervisor support and emotional support. Therefore, it suggested having stronger policies to develop work-related support to employees for better engagement at work and financial gain.

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