# Interior Design of Workplace and Employees' Job Engagement: The Study of Hospitality Sector in Ho Chi Minh City, Vietnam

Mai Ngoc Khuong and Nguyen Thanh Tung

Abstract—Employees' job engagement has become hot topic in recent years among hospitality sector. However, few researches have been conducted to find out the antecedents of hospitality employees' job engagement. The purpose of this study is to test the model of predictors of employees' job engagement in terms of interior workplace design in hospitality field. To do this, questionnaire was completed and data were collected from employees, front-line to middle managers who were working in restaurants and lodging enterprises. Results and findings reveal that there is a significant and meaningful correlation between factors of interior workplace design and employees' job engagement. In addition, the study comes up with some recommendations for managers and hospitality investor to better off from employees' behavior. This is one of the first study on the relationship between interior design and employees' behavior, so it raise a voice about the lack of academic and empirical research in this field.

*Index Terms*—Employee behavior, employee engagement, hospitality, interior design.

#### I. INTRODUCTION

Today, in the competitive business environments, managers have tried many measures to avoid wasting human capital within their enterprises. In the hospitality sector, managers all have to drive service quality as best as they can. Their objective is non-stop trying to meet guest's perceived value and exceed guests' expectation. Thus, they all need to know that the precedence of this is the satisfaction, involvement, engagement, etc. of their employees. Simultaneously, recent changes in tourism and hospitality sectors have led to the need for new approach on designing interior design of workplace in order to stick employees to their daily job. However, few studied has been implemented to understand how the hospitality employees fell when they work in their workplace to support for the work of management.

Employee engagement is the recompense with great level of commitment and involvement of employees towards their business and its values. Engaged employees usually pay much attention to business setting and coordinate with colleagues to enhance and boost productivity, efficiency, performance for company's benefits. In return, the company must deliver benefits to employees to remain and enhance engagement which needs a mutual relationship of employee and employer. Therefore, the employee engagement might be

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regarded as a symbol of corporation between employee and the organization. However, in the academic world, researchers and practitioners often involve different work-related attitude on single questionnaire or a conceptual framework, as [1] claims, that make the problem harder to clarify. This raises the requirement of studying more about employee engagement out of employee behavior in organization, according to [2].

This study is formulated towards the following objectives: 1) assessing whether factors of office design are the factors in affecting employees' job engagement in hospitality sector; 2) identifying key drivers of interior workplace design contributing towards enhancement of employees' job engagement; 3) recommending suggestions for investors and managers to better off in the field of hospitality in hospitality sector based on the results and findings of this research.

## II. LITERATURE REVIEW

# A. Employees' Job Engagement

• The development of the concept employee engagement

Employee job engagement is considered as one of the most vital origins of organization success by many researchers through their papers. At a review of employee engagement concept, [3] summarized that there are three main periods that noted the concept of employee engagement, from its emergence to current development. The pre-emergence stage was represented by the thought of the requirement for the employee to be sticky to their job and organization. The typical delegates for this thought are [4] who didn't use the term employee engagement but use the term engage in general and the work linked it to organization effectiveness "engage in occasional innovative and cooperative behavior beyond the requirements of the role but in the service of organizational objectives." The first stage were the years between 1990 and 1999. Practitioner [5] use the term personal engagement that people were to be sticky to their work and performed themselves totally with their constitution, cognition, and emotion while they were performing their work. At the end of this decade, [6] took the term employee engagement in to the use by his argument that the employee engagement was driven from the combination of the three right factors: employee, superior, and roles. The second stage from 2000 to 2005 was driven by the term job engagement. A typical example was represented by [7] with the definition of job engagement that is energetic, participative, and effective performance at work, or by [8] and [9] who experienced job engagement as a cognitive

M. N. Khuong and N. T. Tung are with the School of Business, International University, VNU-HCM, Vietnam (email: mnkhuong@hcmiu.edu.vn, tungntdl@gmail.com).

circumstance with three dimensions: strength, commitment, and involvement. The last phrase between 2006 and 2010 was a duration with many concepts containing much larger intrinsic value. They are employee engagement, job engagement, work engagement, and organization engagement with the definitions as followings: the capability to capture the minds, bodies, and spirits of employees to get them absorbed aspiration and devote for the best goal of the organization, defined by [10]. While [11] argued that work engagement was the psychological frame of mind that totally combines manner of behaving and individual effort of contribution. Similarity, [12] expressed his opinion about employee engagement as a supporting state of mind that employees eager to devote themselves to organizational advancement.

• Factors that have correlations with employee engagement

With a meta-analytic path analysis, [1] found that there is a strong positive correlation between employee engagement and employee effectiveness. The higher effectiveness the employees perform, the lower rate of quitting job they intend. Moreover, they concluded that there is a significant evidence for employee engagement to be one of a more direct predictor of employee effectiveness than factors of involvement, satisfaction and commitment. More surprisingly, through path analysis, [1] demonstrated that employee engagement eventually contains three higher-order job attitude construct: job involvement, job satisfaction, and organizational commitment.

From another view, [13] proved that employees' pay satisfaction had a considerable and positive effect on employee engagement. In detail, benefits are the most important indicator for job satisfaction which then directly lead to job engagement. This is because the more satisfied the employees were, the more support they bring to organization. Working in positive environment, employees are likely to come in to job engagement. However, [13] came in to another conclusion that the degree of employee engagement may change during his/her life time of working.

In a purpose of finding out the antecedences and consequences of employee engagement, [2] found that although the concepts of employee job engagement and organization engagement are related, there still exits a substantial distinctness between them. While job characteristics predict job engagement, process fairness predicts organization engagement.

In testing the effects of psychological capital on work engagement, [14] concluded that hospitality employees who experience high level of psychological capital are likely to perform high level of work engagement. The factors of psychological capital in this test are self-efficacy, optimism, hope, and resilience. According to [14], work engagement drive effective organization commitment more directly than job satisfaction. On the other hand, [15] demonstrated that employee meaning of work (work centrality, entitlement norms, economic orientation, interpersonal relations, expressive orientation, obligation norms) directly and positively affects employee job engagement. Employee job engagement then plays a role as a mediator between meaning of work and organization engagement.

# B. Workplace Interior Design

Interior design was defined by the National Council for Interior Design Qualification as "the art and science of understanding people's behavior to create functional spaces within a building through creative and technical solutions." Within a work place, these measures are used to build a desired interior environment to provide best-fit life quality and occupants culture. Workplace Interior design is a key factor in job satisfaction which is mediated by factor of employee engagement in previous researches. It has correlation with the way in which employees work.

According to [16], office design has a close and critical correlation with optimal employees' job performance and organizations with poor design and lack of attention to the layout of workplace are losing their opportunity to achieve optimal value of human capital. Businesses with a fit-to-work workplace can make a big different in employee satisfaction (which has direct link to employee engagement defined by [11-14] above), motivation, and absorption. Good interior design of workplace can also affect to ability to absorb knowledge and skills of employee, how flexible and inventive they are, and how they react to the rapid change in terms of business economy and technologies. A design that satisfy employees' physical and emotional needs can boost the productivity of employees. [16] discovered that a typical best interior design should be a proper combination of color, lighting, aroma, spatial arrangement, and furniture, and that if employers pay more attentions to work design, their employees would do much better jobs. Reference [16] also shows that office design, employees' wellbeing and work environment are the two key factors that affect employees' performance and productivity.

Recent years, businesses have been applying new designs and layouts in offices which can enhance employees' performance and attract more applications. There are some researches have proved that workplace design and layout going along with proper managing construct is one of a strong motivation that can promote employee productivity and business performance [17].

The [18] in a research published in 1999 gives evidences that office design is one of the top three factors that explain employees satisfaction and performance, also the cause effects their decisions to retain or leave job. Furthermore, the research conduct in 2006 by [19] over 2,000 people found that 89% of respondents rate the importance of workplace design from important to very important, and 90% believe that if their workplace design and layout were improved, they could have increased their overall performance by 21% and this change could make the business more competitive.

• Interior design factors that might have impacts on employees' job engagement

Factors of interior design of workplace were ranked by [20] due to their importance as followings: furniture, noise, flexibility, comfort, communication, lighting, temperature, and air quality.

*Furniture:* [21] reported an evidence from his research that in an insurance enterprise using convenient furniture (which was designed to minimize discomfort) had increased its productivity and performance by 10 to 15 per cent.

*Music*: Through an artistic view, [22] claimed that music should be considered as benefit and advantage of an

organization. Thus the executives should think about the idea of utilizing human capital with concept of sustainability. From another stimulation, [23] reported that using music can reduce blood pressure, heart beat, and tension. The reduction of tension state then, by contrast, can help increase people performance and productivity. Thus, the research advised providing music for purpose of improving people's outcomes.

*Temperature*: According to [24], if people expose under cold for a long time, this can cause many issues. The body can limit volume of blood supplied to extreme viscera or may lead to chilblains, Raynaud's disease, and white finger. In contrast, too much exposure to the heat may cause tiredness, less energetic, or cause muscle cramps, and place additional strain on the heart and lungs. Tiredness and loss of focus can likewise prompt an expanded probability of accidents. The World Health Organization recommend that the best temperature for workplace should range from 22 to 24 degree Celsius.

*Spatial arrangement:* In a research conduct in 1999 by [18], employees were asked the criteria for their idea workplace. Nearly one-third of respondents related to close and convenient access to things they need, including the area they perform their duties, access to office tools, and access to their colleague. The respondents in this study also claim about the importance of the privacy they need to perform their work productively.

*Light*: The study of controllable lighting implemented by [25] resulted that the strength of light has not strong but significant positive correlation with productivity. This study also demonstrated that employees get used to a certain strength of lighting and suggested that they should be empower to select higher strength of lighting than usual thus would increase their productivity.

*Air quality*: According to [26], job performance is considerable affected by employees' perception of indoor air quality. The number and level of dissatisfied employees who then turn into disengaged employees can be measured by recognizing volume of contaminated in-room air, fresh airflow rate, and refreshing capability.

*Presence of plants and flowers*: The probability of enjoying natural view and environment from windows affecting employee productivity and human well-being was taken in to consideration in research of [27] and [28]. The results was a significant correlation between flowers, greens, and job productivity. As far, if flowers and plants were included in workplace, both male and female employees perform more creatively and be able to solve problem innovatively.

*Color*: Color also can make an important influence on occupants in workplace. The research [29] on the effect of color on employee behavior revealed that "cool colors are less arousing (i.e., visually captivating, distracting) than warm colors and a person's ability to screen out environmental distractions may affect how interior color schemes impact on their work productivity"

Regarding to above literature review, this study hypothesizes that:

H1: Furniture directly affects employees' job engagement; H2: Temperature directly affects employees' job engagement; H3: Music directly affects employees' job engagement;

H4: Spatial arrangement directly affects employees' job engagement;

H5: Light directly affects employees' job engagement;

H6: Color directly affects employees' job engagement;

H7: Air quality directly affects employees' job engagement;

H8: Presence of plants and flowers directly affects employees' job engagement.

# III. RESEARCH METHODOLOGY

# A. Questionnaire Design and Data Collection

This study is conducted following the quantitative approach with the aim of analyzing numerical data to explore the effects of interior workplace design on employees' job engagement. Target population of this research is employees working in restaurants and hotels in Ho Chi Minh City. In detail, they may work in departments of front office, housekeeping, food and beverage, maintenance, back office, from low position of junior staff to front-line or middle management. The number of needed sample size is calculated following the formula  $(n = 50 + 8 \times m)$  where m is number of independent variables. It comes up with 164 samples needed for this model. However, the questionnaires were conveniently delivered to respondents, the research need a larger sample size to cover the significance. Therefore, a mixture of nearly 500 direct and online structured questionnaires are delivered to respondents who work in hotels and restaurants in Ho Chi Minh City. After eliminating numbers of questionnaires which was uncompleted or not satisfied conditions of the research, 330 fully done samples were accepted for the study.

Questionnaire design: The questionnaire was designed through the following stages: the first step in the design of the questionnaire is to establish the attributes that are relevant to the variables; next, ask for the opinions of experts who have the deep expertise and experience to establish the trial questionnaire and to explore the issues around the research topic; then, edit the questionnaire and conducted the trial survey with the sample size of 30 respondents via direct interviews; last, finalize the questionnaire. The questionnaire was translated into Vietnamese before delivering. The questionnaire includes two sections: section 1 is designed to include factors of dependent variable, section 2 includes factors of independent variables, and section 3 is aimed to demographic information. The collect structured questionnaire design is based on measured variables derived from the literature reviews for 8 independent variables (Furniture, Temperature, Music, Spatial arrangement, Light, Air quality, present of plants and flowers, and color) and 1 dependent variable (Employees' job engagement). Most of the questions are set as statements with five-point Likert scale which was equivalent to "1 = strongly disagree", "2 =disagree", "3 = neutral", "4 = agree", and "5 = stronglyagree".

*Coding and analyzing*: Data collected from the population were analyzed by SPSS version 22.0.0.0 to generate the descriptive and inferential statistics. For the purpose of running SPSS, the variables employees' job engagement, furniture, temperature, music, spatial arrangement, light, color, air quality, and presence of plants and flowers are coded as followings respectively: JE, FUNI, TEM, MUSIC, SA, LIGHT, COLO, AIR, and PLANT.

#### B. Factor Analysis and Reliability

| Given names                              | Number of<br>items | Cronbach's<br>Alpha |
|--|--------------------|---------------------|
| JE                                       | 8*                 | .890                |
| * All items have factor loadings $> 0.5$ |                    |                     |

KMO index = .881 and Sig. of Bartlett's test = .000

Total variance explained = 73.46%

The Table I illustrates the dependent variable, Employees' job engagement, reliability index. With Cronbach's Alpha = 0.890, stands in, this was considered to be a good reliable measurement. In addition, the KMO equaled to 0.881 proved that factor analysis is appropriate with the data. As the Sig. of Balett's test equaled to 0.0, so the null hypothesis that the observation items are not correlated within the factor is rejected. On the other word, this claimed that the data used into analysis were totally suitable, the test was statistically significant. All 8 items in this factor had corrected item-total correlation higher than 0.5 meaning that this factor had a high internal consistency.

TABLE II: SUMMARY OF THE INDEPENDENT VARIABLES

| Given names | Number<br>of items | Cronbach's<br>Alpha |
|-------------|--------------------|---------------------|
| FUNI        | 3*                 | .634                |
| TEM         | 4*                 | .722                |
| MUSIC       | 3*                 | .707                |
| SA          | 4*                 | .759                |
| LIGHT       | 4*                 | .709                |
| COLO        | 3*                 | .836                |
| AIR         | 3*                 | .759                |
| PLANT       | 3*                 | .853                |

\* All items have factor loadings  $\geq 0.5$ 

KMO index = .760 and Sig. of Bartlett's test = .000

Total variance explained = 65.39%

As demonstrated in Table II, five out of eight factors of independent variables had Cronbach's Alpha index in the interval [0.75; 0.95], meaning that these factors had good reliable measurement. The remaining factors ranged from 0.634 to 0.722 that were considered relatively low. However, the correlation between interior workplace design and employees' job engagement is also relative new in comparison with literature. Moreover, these figures are even greater than 0.600. Thus, the internal consistency within these three factors could be considered acceptable. The KMO was at 0.760 also meant that factor analysis is appropriate with the data .The Sig. of Bartlett's test was at .000 < .05 referring that the data of independent variables was appropriate for factor analysis. Thus, the data can be then used for exploratory factor analysis (EFA)

Output from EFA analysis after eliminating some useless variable was presented on Table III. The KMO index = 0.760 and Bartlett's test = 0.00 showed above provided enough condition for EFA. Items were loaded neither at the same

time on many factors nor lower than 0.5. These totally met conditions of convergent validity and discriminant validity. Eight factors were extracted which had proper observing variables with literature. These factors were then remained their variable names as no new factor was extracted from EFA running.

| TABLE III: ROTATED ( | COMPONENT MATRIX |
|----------------------|------------------|
|                      |                  |

|              |             | Component |         |         |          |      |      |      |
|--------------|-------------|-----------|---------|---------|----------|------|------|------|
|              | 1           | 2         | 3       | 4       | 5        | 6    | 7    | 8    |
| SA2          | .791        |           |         |         |          |      |      |      |
| SA6          | .716        |           |         |         |          |      |      |      |
| SA1          | .690        |           |         |         |          |      |      |      |
| SA4          | .671        |           |         |         |          |      |      |      |
| PLANT3       |             | .852      |         |         |          |      |      |      |
| PLANT4       |             | .816      |         |         |          |      |      |      |
| PLANT2       |             | .803      |         |         |          |      |      |      |
| COLO3        |             |           | .896    |         |          |      |      |      |
| COLO4        |             |           | .835    |         |          |      |      |      |
| COLO2        |             |           | .798    |         |          |      |      |      |
| TEM3         |             |           |         | .765    |          |      |      |      |
| TEM4         |             |           |         | .755    |          |      |      |      |
| TEM1         |             |           |         | .707    |          |      |      |      |
| TEM2         |             |           |         | .580    |          |      |      |      |
| LIGHT4       |             |           |         |         | .778     |      |      |      |
| LIGHT5       |             |           |         |         | .756     |      |      |      |
| LIGHT3       |             |           |         |         | .622     |      |      |      |
| LIGHT6       |             |           |         |         | .578     |      |      |      |
| AIR1         |             |           |         |         |          | .827 |      |      |
| AIR2         |             |           |         |         |          | .792 |      |      |
| AIR3         |             |           |         |         |          | .670 |      |      |
| MUSIC4       |             |           |         |         |          |      | .780 |      |
| MUSIC2       |             |           |         |         |          |      | .745 |      |
| MUSIC1       |             |           |         |         |          |      | .668 |      |
| FUNI1        |             |           |         |         |          |      |      | .775 |
| FUNI2        |             |           |         |         |          |      |      | .773 |
| FUNI4        |             |           |         |         |          |      |      | .586 |
| Extraction M | ethod: Prin | ncipal (  | Compor  | ent An  | alysis.  |      |      |      |
| Rotation Met | thod: Vari  | max wi    | th Kais | er Norr | nalizati | ion. |      |      |

a. Rotation converged in 6 iterations.

#### IV. RESEARCH FINDINGS

#### A. Sample Description

### TABLE IV: RESPONDENTS' PROFILE

|                |                    | Frequency | Percent |
|----------------|--------------------|-----------|---------|
|                | Staff              | 273       | 82.7    |
| Job position   | First-line Manager | 31        | 9.4     |
|                | Middle Manager     | 26        | 7.9     |
| Gandar         | Male               | 132       | 40.0    |
| Gender         | Female             | 198       | 60.0    |
| Monital status | Single             | 245       | 74.2    |
| warnar status  | Married            | 85        | 25.8    |
|                | Front of the house | 215       | 65.2    |
| Department     | Back of the house  | 54        | 16.4    |
|                | Office             | 61        | 18.5    |
|                | 18 - 25            | 193       | 58.5    |
| 1              | 26 - 35            | 96        | 29.1    |
| Age            | 36 - 45            | 32        | 9.7     |
|                | 46 - 60            | 9         | 2.7     |
|                | Less than 1 year   | 119       | 36.1    |
|                | 1 - 4 years        | 109       | 33.0    |
| Seniority      | 4 - 7 years        | 49        | 14.8    |
|                | 7 - 10 years       | 32        | 9.7     |
|                | More than 10 years | 21        | 6.4     |

|           | High school                | 25  | 7.6     |
|-----------|----------------------------|-----|---------|
|           | Vocational Training        | 35  | 10.6    |
| Education | Undergraduate (University) | 65  | 65 19.7 |
| Education | Undergraduate (College)    | 200 | 60.6    |
|           | Postgraduate               | 5   | 1.5     |

Table IV represented the demographic profiles of the respondents. As can be seen, most of participants in this study were working at the front of the house (Front office, Restaurant, Guest service, etc...), covered a proportion of 65

per cent. The respondents working at staff level dominated the total, accounted for nearly 83 per cent. Not many people from middle age worked in these enterprises because more than half of them are young employees aged from 18 to 25. Because of the age, three-fourth of the participants are single. Although the majority, more than 80 per cent), held qualifications from college, just 31 per cent of them work in hospitality industry more than 4 years.

B. Factors Correlating with Employees' Job Engagement

|             |               |                    | TABL              | E V: CORRELA | TION BETWEEN | N VARIABLES |        |       |      |
|-------------|---------------|--------------------|-------------------|--------------|--------------|-------------|--------|-------|------|
|             | JE            | SA                 | PLANT             | COLOR        | TEMP         | LIGHT       | AIR    | MUSIC | FUNI |
| SA          | .356**        | 1                  |                   |              |              |             |        |       |      |
| PLANT       | .302**        | .367**             | 1                 |              |              |             |        |       |      |
| COLOR       | .015          | .076               | 017               | 1            |              |             |        |       |      |
| TEMP        | .208**        | .063               | .074              | .224**       | 1            |             |        |       |      |
| LIGHT       | .341**        | .321**             | .359**            | .099         | .333***      | 1           |        |       |      |
| AIR         | .230**        | .418**             | .383**            | .012         | 024          | .290**      | 1      |       |      |
| MUSIC       | .022          | 053                | 055               | .336**       | .381**       | .135*       | 067    | 1     |      |
| FUNI        | .281**        | .306**             | .296**            | .087         | .142**       | .313**      | .198** | .125* | 1    |
| Mean        | 3.88          | 3.90               | 4.03              | 3.08         | 3.09         | 3.71        | 3.84   | 2.69  | 3.56 |
| SD          | 0.60          | 0.63               | 0.73              | 1.00         | 0.82         | 0.68        | 0.71   | 0.97  | 0.72 |
| **. Correla | ation is sign | ificant at the 0.0 | 01 level (2-taile | ed).         |              |             |        |       |      |

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

The size of the value of Pearson correlation could be considered from Table V. The relationship between employees' job engagement and factors of interior workplace design was investigated using Pearson product-moment correlation coefficient (r). Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There were 3 medium correlations, r ranging from 0.30 to 0.49, between SA and JE, PLANT and JE, and LIGHT and JE, suggesting medium relationships between these couple of variables.

Also, three couples of variables had small correlations, r ranging from 0.10 to 0.29, between TEMP and JE, AIR and JE, and FUNI and JE. The two remaining couples between COLOR and JE, MUSIC and JE did not reach statistical significance at the traditional p<.05 level suggesting that they did not have any correlation at all. From these correlations, it was recommended that the better use of spatial arrangement, lighting, plants and flowers, furniture, air ventilation, and air conditioner (TEMP) would increase level of employees' job engagement with different strength, respectively.

## C. Factors Affecting on Employees' Job Engagement

TABLE VI: COEFFICIENTS BETWEEN DEPENDENT VARIABLE AND INDEPENDENT VARIABLES

| Variables | Standardized        | C: a | Correlation |
|-----------|---------------------|------|-------------|
|           | Coefficients (Beta) | Sig. | (part)      |
| SA        | .209                | .000 | .356        |
| LIGHT     | .146                | .013 | .341        |
| PLANT     | .116                | .042 | .302        |
| FUNI      | .112                | .038 | .281        |
| AIR       | .037                | .511 | .230        |
| TEMP      | .122                | .020 | .208        |

Coefficients: VIF ranged from 1.2 to 1.4 < 10

Dependent variable: JE

Predictors: SA, LIGHT, PLANT, FURNI, AIR, and TEMP.

ANOVA: F = 15.597, df (regression) = 6, df (residual) = 323, Sig. = .000

As it can be seen from Table VI,  $F_{(6; 323)} = 1.78 < F = 15.597$  for any common level of significance (*p*-value  $\approx 0$ ), so the null hypothesis is rejected, and it could be concluded that the dependent variable JE was related to one or more of the independent variables. Only AIR had Sig. value = 0.511 that did not influence JE, the rest independent variables would significantly contributed in predicting employees' job engagement. Therefore, every single standard deviation changed in SA, LIGHT, PLANT, FUNI, and TEMP would lead to the change in the level of JE of 0.209, 0.146, 0.116, 0.112, and 0.122, respectively. Following was regression equation using Standardized Coefficients (Beta) expressing the influences of factors of interior design on employees' job engagement:

$$JE = 0.209 SA + 0.146 LIGHT + 0.116 PLANT + 0.112 FUNI + 0.122 TEMP.$$

#### V. DISCUSSIONS AND RECOMMENDATIONS

With the time to time elimination of three independent variables COLOR, MUSIC, and AIR because of having no correlation with JE or no significant influence on JE, the model at the end was proved to include five predictors. It means that the hypotheses 1, 2, 4, 5, 8 were supported. Although the R square in the ANOVA analysis just equaled to 0.225 (22.5%), quite relatively small in comparison with other research models, the question whether or not the interior workplace design explain employees' job engagement even had an answer "Yes".

First, this study is one of the first empirical test of the antecedents of employees' job engagement in hospitality sector in Ho Chi Minh City in Vietnam. The research approached engagement as a role specific with employees' job from the aspect of interior design. Thus, this contribute to the literature for other researchers, practitioners, and/or hospitality investors. The findings delivered rare evidences about the correlation between interior design of workplace and employees' job engagement.

Second, this research found number of factors predict employees' job engagement, sorting by strength order as follows: SA, LIGHT, TEMP, PLANT, and FUNI.

Third, employees' job engagement can be understood in terms of interior workplace design. In particular, employees who perceived higher level of workplace supports or benefits would be more likely to recompense with greater level of engagement at work [30].

## VI. CONCLUSION

The study has met all research objectives. Firstly, the study confirmed that five out of eight independent factors of interior design of workplace had significant influence on dependent factor of employees' job engagement. Secondly, key drivers of interior workplace design contributing towards enhancement of employees' job engagement have been found through multiple regression and tests. Lastly, suggestions should be learnt from regression equation and literature that includes: managers, hospitality investors should invest money and time to consider factors of spatial arrangement, lighting, air conditioners, greens and flowers, and furniture in the workplace to better off from employees' behavior. For example, managers should supply employees some privacy area in the workplace, or rearrange workplace to be open enough make it easier for employees seeing their colleagues working, etc.

The study has some empirical contributions to the field. However, the study met some limitations. Initially, the data were conveniently collected. As a consequence, the result of this results may incur some chances of bias. So future researches should put more efforts on taking random samples. In addition, this study isolated the relationship between factors of interior workplace design and employees' job engagement. This helps provide stakeholders a clear acknowledgement of the important of factors of office design on employees' job engagement. Nevertheless, this also restricts vision of other factors that might affect employees' job engagement in the real world. Future studies, therefore, should considers employees' job engagement in broader view by taking into conceptualization model more independent factors or control variables or moderator variables, etc... Moreover, this study tested the model in the field of hospitality in Ho Chi Minh City, although to take out managerial experiences for a specific field, restrain the conceptualization capability. Thus, future research should open the scope to other fields.

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**Mai Ngoc Khuong** is a lecturer and researcher of School of Business Administration, International University, Vietnam National University, Hochiminh City. He has the bachelor degree in tourism and hospitality management, the master of science degree in leisure, tourism and environment at Wageningen University, Netherlands, and the PhD degree in development management at School of Public Administration of the National Institute of Development Administration (NIDA), Bangkok, Thailand.



Nguyen Thanh Tung is a research assistant of School of Business Administration, International University, Vietnam National University, Hochiminh City. He has the bachelor degree in hospitality and tourism management at University of Dalat. He is specialized in international business management and interested in international marketing and strategic management. In fall semester of 2015, he attends the courses of the master of business management provided by

International University, Vietnam National University, Hochiminh City.