




“Fostering innovative behavior in the aviation industry: The role of perceived supervisor support and work group diversity”

AUTHORS

Long Nguyen Le Hoang  <https://orcid.org/0000-0002-2171-9327>
Huong Nguyen Thi Thu  <https://orcid.org/0000-0002-0218-9543>
Viet-Anh Ho  <http://orcid.org/0000-0001-5467-1158>

ARTICLE INFO

Long Nguyen Le Hoang, Huong Nguyen Thi Thu and Viet-Anh Ho (2021). Fostering innovative behavior in the aviation industry: The role of perceived supervisor support and work group diversity. *Problems and Perspectives in Management*, 19(1), 163-176. doi:[10.21511/ppm.19\(1\).2021.14](https://doi.org/10.21511/ppm.19(1).2021.14)

DOI

[http://dx.doi.org/10.21511/ppm.19\(1\).2021.14](http://dx.doi.org/10.21511/ppm.19(1).2021.14)

RELEASED ON

Wednesday, 24 February 2021

RECEIVED ON

Wednesday, 28 October 2020

ACCEPTED ON

Thursday, 18 February 2021

LICENSE



This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)

JOURNAL

"Problems and Perspectives in Management"

ISSN PRINT

1727-7051

ISSN ONLINE

1810-5467

PUBLISHER

LLC “Consulting Publishing Company “Business Perspectives”

FOUNDER

LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

89



NUMBER OF FIGURES

2



NUMBER OF TABLES

3

© The author(s) 2024. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Received on: 28th of October, 2020
Accepted on: 18th of February, 2021
Published on: 24th of February, 2021

© Long Nguyen Le Hoang, Huong
Nguyen Thi Thu, Viet-Anh Ho, 2021

Long Nguyen Le Hoang, M.Sc. in
Public Management, Lecturer, School of
Government, University of Economics
Ho Chi Minh City, Vietnam.
(Corresponding author)

Huong Nguyen Thi Thu, MBA, Ph.D.
Student, Faculty of Management and
Economics, Tomas Bata University in
Zlín, Czech Republic.

Viet-Anh Ho, M.Sc. in Public
Management, Ph.D. Student, Faculty of
Management and Economics, Tomas
Bata University in Zlín, Czech Republic.



This is an Open Access article,
distributed under the terms of the
[Creative Commons Attribution 4.0
International license](https://creativecommons.org/licenses/by/4.0/), which permits
unrestricted re-use, distribution, and
reproduction in any medium, provided
the original work is properly cited.

Conflict of interest statement:
Author(s) reported no conflict of interest

Long Nguyen Le Hoang (Vietnam), Huong Nguyen Thi Thu (Czech Republic),
Viet-Anh Ho (Czech Republic)

FOSTERING INNOVATIVE BEHAVIOR IN THE AVIATION INDUSTRY: THE ROLE OF PERCEIVED SUPERVISOR SUPPORT AND WORK GROUP DIVERSITY

Abstract

The research primarily seeks to understand how supervisor support can directly and indirectly enhance the service innovative behavior (SIB) of flight attendants via work engagement. Moreover, although there has been some research on the effect of group diversity on organizational performance, the results have not been consistent. Thus, this study addresses this gap by investigating how work group diversity can make variance in the relationship between work engagement and innovative behavior of flight attendants. The sample size of 242 flight attendants working at the central airport in Ho Chi Minh City, Vietnam, has been taken for the study. To test hypotheses, structural equation modeling and bootstrapping were employed. This study provided an evidence for the positive nexus between perceived supervisor support and SIB. Additionally, the results shed light on a mediation mechanism of work engagement for the association between flight attendants' perception of their supervisor and innovative behavior. Furthermore, tenure diversity and job position diversity in a work group were proved to play a moderating role in the relationship between work engagement and service innovative behavior. Specifically, flight attendants are more willing to exhibit innovative behaviors when working in a homogeneous group in terms of tenure and job position rather than in a heterogeneous group. The empirical results contributed to the diversity management literature and broadened the understanding of how to activate the service innovative behavior of employees. From a managerial perspective, managers should pay attention to the characteristics of employees when organizing teamwork.

Keywords

aviation industry, service innovative behavior, work engagement, work group diversity

JEL Classification

D23, L93, M10

INTRODUCTION

As an emerging economy (Hai et al., 2020), Vietnam has one of the fastest growing aviation industries (Lalk, 2019). In 2019, Vietnam welcomed 18 million international tourists with the growth of 16.2% (Tue Nhi, 2019). As expected, Vietnam would benefit from 2.9% annual GDP growth over the period 2014–2020, driven by aviation (Laplace et al., 2019). Thus, quality control in the aviation service is the top priority for Vietnam (Fan et al., 2017). Quality assurance in aviation services is widely studied among scholars (Angelov, 2019; Soekkha, 2020; Volynkina & Solohin, 2020; Webster et al., 2020) to effectively meet the growing customer demand and attract returns (Bock et al., 2016). Organizations want to deliver high quality services by requiring employees to go beyond their assigned customer service role (Garg & Dhar, 2016). One of the out-role behaviors that ensure the sustainable growth of airlines in a continuously changing global market is innovative behavior (Franke, 2007).

Several studies were conducted on a frontline employee of airline such as flight attendants to clarify which factors could affect service innovative behavior (SIB) (Alshamsi & Ahmad, 2018; Gozukara et al., 2016; Gozukara & Yildirim, 2016; Lee & Huyn, 2016). However, most research has mentioned factors at the organizational level, such as culture, organization justice (Gozukara et al., 2016; Gozukara & Yildirim, 2016) or positive psychological experiences of employees in the workplace (Lee & Huyn, 2016). In addition to these organizational factors, Vietnam culture originates from Confucian philosophy (Jia, 2016), so the influence of a supervisor in any organization on employees in Vietnam is noticeably clear (Tran et al., 2017). Besides, the effect of a supervisor on an employee's innovative behaviors as support at work was confirmed in the national culture (Chen et al., 2016; Eisenberger et al., 2002; Jansen, 2005; Škerlavaj et al., 2014). Therefore, flight attendants perceived the support from their supervisor may be effective in nurturing service innovative behavior in the aviation industry.

Perceived supervisor support refers to “employee assessments of whether or not their manager care about them and value their work” (Eisenberger et al., 2012). Supervisor support of employees can lead to positive outcomes for organization, such as as increased work engagement (Gordon, 2020; Rai et al., 2017), innovative work behaviors (Chen et al., 2016; Tafvelin et al., 2019) or reduced turnover intention (Alkhateri et al., 2018; Gordon et al., 2019). Stressful workplace in the airline industry (Lee & Huyn, 2016) limited these positive behaviors of employees, such as innovative performance of flight attendants (Cheng et al., 2018), and led to the need for increased support from supervisor to employees (Guchait et al., 2015). Therefore, when employees behave proactively via perceived support from their supervisor, the organization may be more strategic in managing human resource, which is a key factor for service organization (Gordon, Adler, Day & Sydnor, 2019), such as aviation organizations.

Several studies confirmed that perceived supervisor support can enhance service innovative behavior directly (Garg & Dhar, 2017; Jaroensutiyotin et al., 2019; Škerlavaj et al., 2014) or indirectly via work engagement (Monica & Krishnaveni, 2019). However, there have been varying results between work engagement and positive behavior in terms of work diversity (Luu et al., 2019; Shimazu et al., 2012; Rodriguez, 2018; Yang & Matz-Costa, 2019). Employee engagement may vary by age, education, gender, tenure, and job position due to differences in employee perceptions of supervisor support (Gordon et al., 2019). Furthermore, the study also explores the moderating role of work group diversity in the relationship between work engagement and service innovative behavior.

1. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

1.1. Perceived supervisor support and service innovative behavior

Perceived supervisor support is defined as “employee assessments of whether or not their managers care about them and value their work” (Eisenberger et al., 2002). Gregory (2010) stated that employees tend to have creative ideas, exploring the opportunities in the workplace when they perceive the caring from their organization. This argument is based on the idea of social exchange theory (Eisenberger et al., 1986) that employees would have a feeling of responsibility for caring

their organization as a “repay”. Perceived supervisor support is also an aspect of social support in job resource categories within the Job Demands – Resources model (Tang & Tsaur, 2016). Supervisor may signal to their employees that the workplace has positive climate and encourage them to behave proactively (Dewayani & Ferdinand, 2019). Employees who perceived the support from their direct supervisor will have better serve guests (Tang & Tsaur, 2016) and improve their work performance (Rath & Harter, 2010).

Service innovative behaviors focus on two directions: innovation in decision making and service-oriented (Lee & Huyn, 2016). Hon (2011) stated that SIB is a discretionary behavior that employees engage in to generate innovative ideas in regard to services supplied to customers.

Innovative behavior in aviation is the willingness to propose innovative ideas and convince a customer to enhance the service's quality (Lee & Huyn, 2016). Service behavior is also regarded as a symbol of organizational service quality (Farrell et al., 2001). Hence, many organizations are studying opportunities to enhance employee innovative behavior (Hu et al., 2009).

Innovative behavior in the workplace is expected to be promoted through support at both organizational level (Le & Lee, 2019; Nazir et al., 2019; Qi et al., 2019) and individual level (Cai et al., 2019; Chen & Lueng, 2016; Sönmez & Yıldırım, 2019). Managers often act on the behalf of an organization in terms of communicating to employees the organization's goal or expectations (Eisenberger et al., 2002). Thus, employees tend to perceive support from their organization as a supervisor's support (Eisenberger et al., 2002). Several studies on supervisor support within aviation have been conducted (Gungor & Altin, 2020; Krongboonying & Lin, 2015; Wang, 2014). For example, perceived supervisor support can enhance employee conformity behavior (Gungor & Altin, 2020) or job satisfaction (Krongboonying & Lin, 2015), or even out-role behaviors (Wang, 2014). In sum, employees who have a high-quality relationship with their supervisors will tend to display more innovative behavior due to the fact that this relationship can support them to face challenges in the workplace (Garg & Dhar, 2017). For the above discussions, when employees realize the support from their supervisor, it becomes a driving force for activating innovative behavior.

H_1 : *Perceived supervisor support is positively related to service innovative behavior.*

1.2. Mediating role of work engagement

Schaufeli et al. (2002) defined work engagement as a positive, fulfilling, and work-related state of mind that is regarded as vigor, dedication, and absorption. Thus, work engagement is considered a psychological contract in the service industry because it helps an employee overcome difficulties in the workplace to ensure the service performance (Yeh, 2012).

In this study, work engagement is anticipated as a mediation factor that connects perceived supervisor support to service innovative behavior. This expectation is in line with Saks's (2019) view that employee's work engagement has link perceived supervisor support to out-role behaviors (e.g., innovative behaviors). It is also premised on Černe et al. (2016) that supervisor support can establish the creativity of employees through their attachment to work.

The Job Demands – Resources model assumed that regardless of the type of job or work, characteristics can be categorized into two groups: job resources and job demands (Hakanen et al., 2008). Hakanen et al. (2008) also stated that job resources influence the engagement level of employees then define outcome behaviors. Moreover, inherited from Gorter et al. (2006) that social support is one of the vital factors in job resources. Individuals can be motivated by job resources and lead to the pursuit of excellent service via engaging in their job (Hobfoll, 1989). Thus, work engagement plays a role in linking the nexus between perceived supervisor support and service innovative behavior.

H_2 : *Work engagement mediates a positive relationship between perceived supervisor support and service innovative behavior.*

H_{2a} : *Perceived supervisor support is positively related to work engagement.*

H_{2b} : *Work engagement is positively related to service innovative behavior.*

1.3. Moderating role of the work group diversity

Diversity is defined as "Differences between individuals on any attribute that may lead to the perception that another person is different from self" (Van Knippenberg et al., 2004). Scholars study diversity attributes such as age, gender, race, tenure, educational background, and functional background (Van Knippenberg & Schippers, 2007; Williams & O'Reilly, 1998). The diversity among individuals in a work group is divided into two levels: surface level (primary) and deep (secondary) level (Manoharan & Singal, 2017). The surface level of diversity refers to any noticeable difference

es by age, gender, ethnicity, physical abilities, sexual orientation. The deep of diversity refers to the characteristics that identify who they are in terms of education, income, religion, work experiences, and status (Roberson, 2013).

Van Knippenberg and Schippers (2007) proposed two categories of diversity in the workplace, including demographic diversity and functional diversity. Luu et al. (2019) consider demographic diversity in terms of age and gender, while functional diversity includes tenure and expertise. In agreement with Luu et al., (2019), ethnicity is no longer seen as a problem in the Vietnamese context, so it was not included in this study. This study considers diversity from adjustments to Luu et al. by adding job position diversity as the following suggestion by Kim and Song (2016) for job position is a vital factor in ensuring a safety culture in aviation. In summary, this study measures workgroup diversity in aviation services, such as demographic diversity (age, gender, education) and functional diversity (tenure, job position).

The diversity of workgroup has two directions, from (1) completely homogeneous to (2) completely heterogeneous (Harrison et al., 2002). The impact of diversity on an organization raised the question whether it is positive or negative for the organization's performance (Bower et al., 2000, William & O'Reilly, 1998). However, a meta-analysis from De Dreu and Weingart (2003) showed that a more heterogeneous group would lead to more confliction and decrease an organization's effectiveness. Bowers et al. (2000) suggested that tasks with low stimulus uncertainty, processing demands, and response complexity are performed better by homogeneous groups. Nowadays, in the aviation industry, flight attendants are facing stressful and always-changing working environment (Lee & Huyn, 2016) which reduces their creativity. For their complicated job, employees in aviation services do need a homogeneous group for boosting their performance as proposed by Bower et al. (2000).

When performing similar tasks, a work group in an organization will share common affective state and a higher homogeneous group will lead to better consistency (Costa et al., 2014). Bartel and Saavedra (2000) confirmed the convergence of em-

ployees' mood when they have mutual characteristics. The existence of a positive effect of the homogeneous group makes employees become more engaged in performing their job (Bakker & Bal, 2010; Costa et al., 2014). Shimazu and Schaufeli (2009) also stated that workaholism and work engagement tend to occur in homogeneous groups rather than in heterogeneous. At the individual level, the diversity of a group can both positively and negatively affect innovative behavior (Taylor & Greve, 2006) due to its chance of confliction happened among team members. In the aviation service, cabin crew is established in groups (Mahony et al., 2008), so homogeneous groups would be better in performing innovative service behavior due to their consistent characteristics (De Villiers et al., 2003). For the discussions above, the impact of work engagement on innovative behavior in the workplace may vary based on their work group characteristics.

H_{3a} : *The diversity by age moderates the relationship between work engagement and SIB.*

H_{3b} : *The diversity by gender moderates the relationship between work engagement and SIB.*

H_{3c} : *The diversity by educational background moderates the relationship between work engagement and SIB.*

H_{3d} : *The diversity by tenure moderates the relationship between work engagement and SIB.*

H_{3e} : *The diversity by job position moderates the relationship between work engagement and SIB.*

2. AIM

This study aims to foster understanding of innovative behaviors in the aviation service. Specifically, it examines the direct and indirect impact, via work engagement, of perceived supervisor support on service innovative behavior of flight attendants. In addition, the results of previous studies of workgroup diversity are still inconsistent, so this study explores the moderating role of workgroup diversity in the relationship between work engagement and service innovative behavior.

3. METHOD

3.1. Sample and procedure

The study collected data from flight attendants working for airlines at the central airport in Ho Chi Minh City, Vietnam, from May to July 2020. The snowball sampling method was employed because the study did not have a list of participants in advance and sampling frame for exploring the population (Hendricks & Blanken, 1992). This sampling method was widely used in aviation research (Cohen & Higham, 2011; Fala & Marais, 2019; Henriksen & Ponte, 2018; Opengart & Ison, 2016). Through the relationship between the Vietnam Aviation Academy and flight attendants working for airlines, and from the introduction of these flight attendants, recruited participants take part in the survey by using a Google Form. A total of 242 valid responses were collected. The detail was shown in Table 1.

Table 1. Sample characteristics

Measure	Item	Percentage
Age	From 18 to 24 years old	31
	From 24 to 30 years old	52.1
	From 30 to 36 years old	12.8
	Above 36 years old	4.1
Gender	Male	53.7
	Female	43.4
	Not specified	2.9
Education	High school	19.8
	2-year college degree	16.1
	4-year college degree	55.8
	Graduate degree	8.3
Tenure	Under 1 year	48.8
	From 1 to 3 years	25.2
	From 3 to 6 years	14
	Over 6 years	12
Job position	Cabin attendant	78.1
	Assistant purser	2.1
	Purser	19.8

3.2. Measures

Respondents indicated their opinions on a five-point scale from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was translated into Vietnamese and then translated back into English to make a comparison and avoid discrepancy between the two versions (Mullen, 1995).

Perceived supervisor support was measured using a 3-item scale developed by Eisenberger et al. (2002) (e.g., My supervisor strongly considers my goals and values) (Cronbach's alpha = 0.956).

Work engagement used a shorten version with a nine-item scale adapted from Schaufeli et al. (2006) (e.g., I am immersed in my work) (Cronbach's alpha = 0.941).

Service innovative behavior scale was estimated by a six-item scale adapted from Hu et al. (2009) (e.g., At work, I seek new service techniques, methods, or techniques) (Cronbach's alpha = 0.952).

Group diversity (age, gender, educational background, tenure, job position) was measured using Blau's index (1977) for each element ($1 - \sum P_i^2$), where P is the proportion of individuals in each category. The diversity coefficient ranges from 0 (totally homogeneous) to 1 (totally heterogeneous).

4. RESULTS

4.1. Measurement model

The model fit data was evaluated through fit indices, including Chi-square/degree of freedom, Tucker-Lewis coefficient (TLI), comparative fit index (CFI), standardized root mean square residual (SRMR), and root mean square error of approximation (RMSEA). The model is considered to be fit when CMIN/DF < 2 (Carmines & McIver, 1981), TLI and CFI are greater than 0.9 (Tabachnick et al., 2001), and RMSEA and SRMR are less than 0.8 (Graves, Sarkis, & Zhu, 2013; Mathieu and Taylor, 2006). The hypothesized 8-factor is suitable (CMIN/DF = 1.590; TLI = 0.971; CFI = 0.978; SRMR = 0.036; RMSEA = 0.049) and better than any other alternative model such as a 7-factor model collapsing perceived supervisor support and work engagement (CMIN/DF = 3.924; TLI = 0.855; CFI = 0.889; SRMR = 0.055; RMSEA = 0.110), a 6-factor model collapsing perceived supervisor support, work engagement, and age diversity (CMIN/DF = 4.057; TLI = 0.848; CFI = 0.880; SRMR = 0.062; RMSEA = 0.113), a 5-factor model collapsing perceived supervisor support, work engagement, age diversity, and gender diversity (CMIN/DF = 4.086; TLI = 0.847; CFI = 0.

876; SRMR = 0.067; RMSEA = 0.113), a 4-factor model collapsing perceived supervisor support, work engagement, age diversity, gender diversity, and educational background diversity (CMIN/DF = 4.082; TLI = 0.847; CFI = 0.875; SRMR = 0.069; RMSEA = 0.113), a 3-factor model collapsing perceived supervisor support, work engagement, age diversity, gender diversity, educational background diversity, and tenure diversity (CMIN/DF = 4.353; TLI = 0.833; CFI = 0.862; SRMR = 0.075; RMSEA = 0.118), a 2-factor model collapsing perceived supervisor support, work engagement, age diversity, gender diversity, educational background diversity, tenure diversity, and job position diversity (CMIN/DF = 4.392; TLI = 0.831; CFI = 0.

860; SRMR = 0.077; RMSEA = 0.119), and a 1-factor model by loading all variables on a single factor (CMIN/DF = 6.154; TLI = 0.744; CFI = 0.786; SRMR = 0.091; RMSEA = 0.146).

As illustrated in Table 2, composite reliability of the proposed model ranges from 0.949 (work engagement) to 0.963 (perceived supervisor support), which is over the threshold of 0.7 (Bagozzi & Yi, 1988). Average variance extracted is also greater than the threshold 0.5 (Fornell & Larcker, 1981), ranging from 0.699 (work engagement) to 0.881 (perceived supervisor support). These results confirmed the reliability of scales in the research framework.

Table 2. Correlation matrix and variance extracted

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	CR	AVE
Age	...														
Gender	-.05	...													
Education	.33**	-.03	...												
Tenure	.72**	-.11	.24**	...											
Job position	.63**	.01	.19**	.67**	...										
Work engagement	-.23**	-.08	-.15*	-.32**	-.29**	(.836)								.949	.699
Service innovative behavior	-.16*	.13*	-.18*	-.24*	-.15*	.735***	(.880)							.954	.775
Perceived supervisor support	-.29**	-.04	-.22**	-.40**	-.30**	.756***	.745***	(.939)						.963	.881
Age diversity	.14*	-.09	-.18**	.35**	.33**	.04	-.11	.08	...						
Gender diversity	-.05	.98**	-.00	-.11	-.00	-.07	-.12	.09	-.11	...					
Educational background diversity	-.19**	.13*	-.55**	-.16*	-.20**	.21*	.12	.20**	.13*	.08	...				
Tenure diversity	.58**	-.08	.29**	.91**	.54**	-.42**	-.34**	-.28**	.14*	-.81	-.24**	...			
Job position diversity	.63**	.02	.19**	.66**	.98**	-.29**	-.29**	-.13*	.32**	.01	-.18**	.54**	...		

Note: CR = Composite reliability; AVE = Average variance extracted, * $p < 0.05$; ** $p < 0.01$.

Table 3. Structural equation modeling results

Hypotheses	Description of paths	Path coefficient (unstandardized)	Conclusion
H ₁	Perceived supervisor support → service innovative behavior	.37***	Supported
H _{2a, 2b}	Perceived supervisor support → work engagement	.52***	Supported
	Work engagement → service innovative behavior	.51***	Supported
	Work engagement x age diversity → service innovative behavior	-.53	Unsupported
	Work engagement x gender diversity → service innovative behavior	-1.1	Unsupported
H _{3a, 3b, 3c, 3d, 3e}	Work engagement x educational background diversity → service innovative behavior	.38	Unsupported
	Work engagement x tenure diversity → service innovative behavior	-1.3*	Supported
	Work engagement x job position diversity → service innovative behavior	-.71***	Supported

Note: * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

4.2. Hypotheses testing

The data was tested using a structural equation model framework. As Table 3 shows, perceived supervisor support has a significantly positive association with service innovative behavior ($\beta = 0.37$, $p < 0.001$) and work engagement ($\beta = 0.52$, $p < 0.001$). Work engagement is in turn significantly correlated with service innovative behavior ($\beta = 0.51$, $p < 0.001$).

4.2.1. Mediation testing

The hypothesized partial mediation model via work engagement (CMIN/DF= 1.774, TLI = .977, CFI = .983, SRMR = .036, RMSEA = .056) fits better than the alternative full mediation model (CMIN/DF = 2.095, TLI = .966, CFI = .975, SRMR = .06, RMSEA = .067). The indirect effect of perceived supervisor support on service innovative behavior via work engagement was 0.264. Performing 1000 bootstrap samplings showed that all C.R coefficients < 1.96 ; it is concluded that hypothesized partial mediation meets the reliability requirement. The result supported hypothesis 2 that work engagement has a mediating role in linking perceived supervisor support to service innovative behavior.

4.2.2. Moderation testing

The moderating effect of work group diversity was estimated using interaction term coefficients and followed by simple slope tests to verify hypotheses. The simple slope tests evaluate a relationship between predictors and its consequences at high and low value of a moderator (Preacher et al., 2006). The interaction between work engagement and tenure diversity in predicting service innovative behavior (hypothesis H3d) was confirmed by its significantly negative term ($\beta = -1.3$, $p < 0.05$). The result was further tested in the plot in Figure 1, where work engagement increases service innovative behavior when tenure becomes more homogeneous (simple slope = 1.02, $p < 0.05$) than heterogeneous (simple slope = 0.74, $p < 0.05$).

The interaction term between work engagement and job position diversity in predicting service innovative behavior (hypothesis H_{3e}) was also confirmed by its significantly negative term ($\beta = -.71$, $p < 0.001$). The moderating effect of job position diversity is observed through the plot in Figure 2. Work engagement increases service innovative behavior when the job position is at the low level of diversity (simple slope = 1.09, $p < 0.05$) than at the high level (simple slope = 0.76, $p < 0.05$).

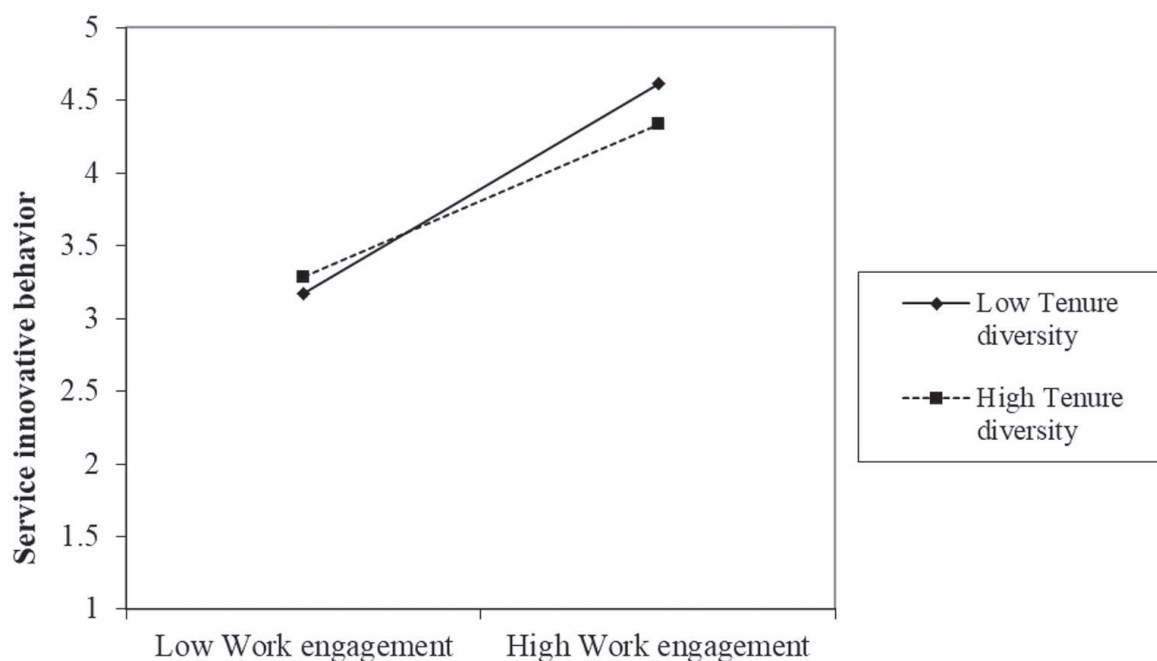


Figure 1. Moderating effect of tenure diversity

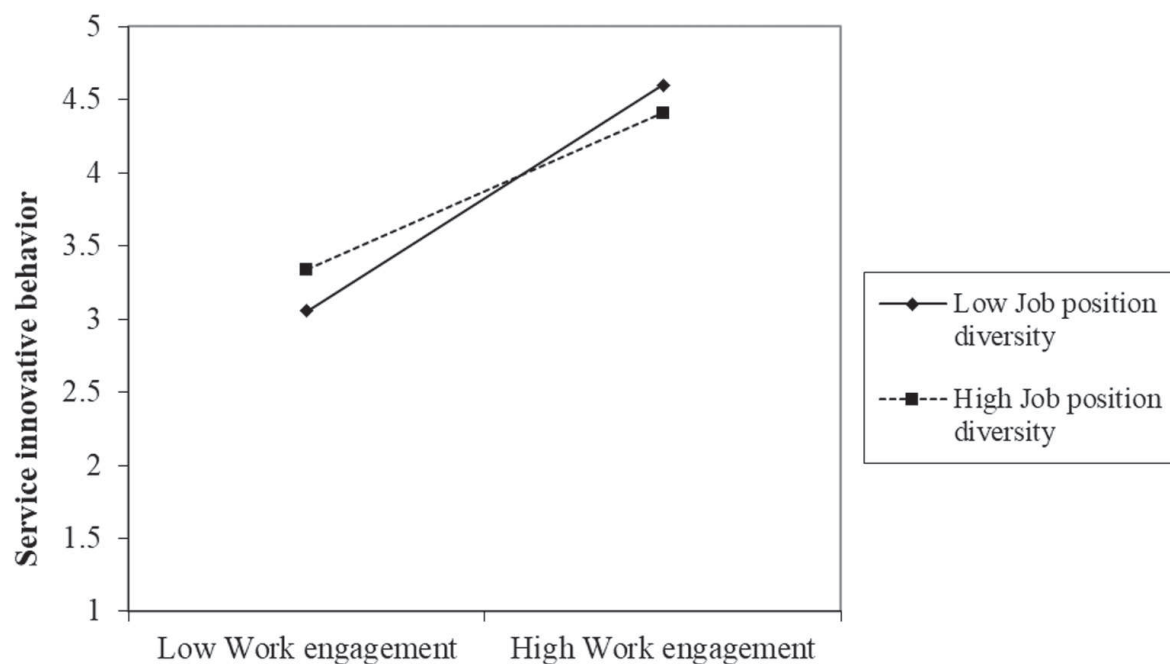


Figure 2. Moderating effect of job position diversity

5. DISCUSSION

5.1. Implications

This study contributed greatly to the development of the aviation industry and diversity management. First, it extended the research stream about the antecedents of innovative behavior in aviation from the organizational to individual level. This study confirmed that a supervisor could directly enhance the innovative behavior of flight attendants. With escalating service problems (Bock et al., 2016) and a stressful working environment (Lee & Huyn, 2016) in aviation, employees must go beyond their job descriptions and innovate to improve service quality. The supervisor is a vital factor because their support will ensure psychological safety of employees while promoting new ideas (Garg & Dhar, 2017).

Second, the result confirms that work engagement plays a mediating role in linking perceived supervisor support to service innovative behavior in the aviation industry, which is consistent with the results of Černe et al. (2016) and Saks (2019) in other service industries. The characteristics of a flight attendant job is that employees must work in long hour, both day and night (Lee & Huyn, 2016), so the employees who

perceived support from their supervisor tend to have more motivation to overcome the struggles, engage in their job and find the way to improve service quality by creating more innovative solutions (Yeh, 2012).

Third, this study has made an important contribution to diversity management. In the aviation industry, a group of flight attendants with the equivalent characteristics as tenure or job position will have higher engagement and generate more creative ideas than a heterogeneous group. The result supports the idea that tasks with low stimulus uncertainty, processing demands, and response complexity are performed better by a homogeneous group (Mahony et al., 2008), which is appropriate in the aviation industry (Lee & Huyn, 2016), consistent employee characteristics will reduce conflict among members (De Dreu & Weingart, 2003) and lead to positive association with innovative behavior (De Villiers et al., 2003)

Lastly, this study has some recommendations for airlines in Vietnam. The innovative behavior of flight attendants can be activated through their direct supervisor. Organizations should integrate support culture by communicating from top to bottom through supervisors. The support from organizations to employee's well-being would be identified as

support from the supervisor because they are the one who work directly with flight attendants. Managers should also pay attention to building flight attendant teams in their airlines. Innovative behaviors of flight attendants act better in homogeneous groups in terms of tenure and job position than in heterogeneous groups. Managers want to have an effective team and can rearrange flight attendants into groups, which share the same characteristics. The less diversity of tenure and job position in the flight attendant group will tend to share mutual affection and engage better in performing their job.

5.1.1. Limitation and future research direction

This research has some limitations. First, since the data was collected through a sectional sur-

vey, a cross-lagged longitude should be done to reduce biases and identify relationships (Podsakoff et al., 2012). Second, the effect of support from supervisor on the behavior of flight attendants was analyzed, so future research should explore which support leadership style (e.g., servant leadership, transformational leadership, shared leadership) can foster innovative employee behavior in the aviation service. Lastly, the result expands knowledge of the controversial topic about diversity in the workplace (Van Knippenberg & Schippers, 2007) whether homogeneous or heterogeneous groups perform better. Further empirical research can be conducted in another industry or the sample size can be expanded to examine diversity in the workplace.

CONCLUSION

Analysis of the data shows a positive association between perceived supervisor support and service innovative behavior. The results also confirmed the mediating role of work engagement in connecting employees' perceptions of their supervisor with innovative behavior. The link between work engagement and service innovative behavior was also moderated by tenure diversity and job position diversity. The diversity of tenure and job position decreases a positive effect of work engagement on service innovative behavior. Future longitudinal studies in aviation or other industries can further validate and strengthen the results. From a managerial perspective, a manager wants his/her employees to be innovative, should pay more attention to employees' well-being and be selective in forming groups in the organization.

AUTHOR CONTRIBUTIONS

Conceptualization: Long Nguyen Le Hoang, Huong Nguyen Thi Thu, Viet-Anh Ho.

Formal analysis: Long Nguyen Le Hoang.

Investigation: Huong Nguyen Thi Thu.

Methodology: Long Nguyen Le Hoang.

Project administration: Long Nguyen Le Hoang.

Resources: Huong Nguyen Thi Thu.

Supervision: Long Nguyen Le Hoang.

Validation: Long Nguyen Le Hoang.

Visualization: Viet-Anh Ho.

Writing – original draft: Long Nguyen Le Hoang.

Writing – review & editing: Huong Nguyen Thi Thu, Viet-Anh Ho.

ACKNOWLEDGMENT

The authors are grateful to the anonymous referees of the journal for their extremely useful suggestions for improving the quality of this paper.

REFERENCES

1. Alkhateri, A. S., Abuelhassan, A. E., Khalifa, G. S., Nusari, M., & Ameen, A. (2018). The Impact of perceived supervisor support on employees turnover intention: The Mediating role of job satisfaction and affective organizational commitment. *International Business Management*, 12(7), 477-492. Retrieved from https://www.lincoln.edu.my/pdf/faculty_members/The%20Impact%20of%20Perceived.pdf
2. Alshamsi, S. S., & Ahmad, K. Z. B. (2018). The impact of proactive-personality on innovative work behavior and work engagement in the UAE aviation industry. In *International Conference on Advances in Business and Law (ICABL)* (Vol. 2, No. 1, pp. 108-112). Retrieved from https://www.researchgate.net/publication/332420753_THE_IMPACT_OF_PROACTIVE-PERSONALITY_ON_INNOVATIVE_WORK_BEHAVIOR_AND_WORK_ENGAGEMENT_IN_THE_UAE_AVIATION_INDUSTRY
3. Angelov, I. (2019). Roads for improving the quality of aviation education. *Trans Motauto World*, 4(1), 36-39. Retrieved from <https://stumejournals.com/journals/tm/2019/1/36>
4. Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94. Retrieved from <https://link.springer.com/article/10.1007/BF02723327>
5. Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189-206. <https://doi.org/10.1348/096317909X402596>
6. Bartel, C. A., & Saavedra, R. (2000). The collective construction of work group moods. *Administrative Science Quarterly*, 45(2), 197-231. Retrieved from http://web.mit.edu/curhan/www/docs/Articles/15341_Readings/Affect/Bartel.pdf
7. Blau, P. M. (1977). *Inequality and heterogeneity: A primitive theory of social structure* (Vol. 7). New York: Free Press.
8. Bock, D. E., Mangus, S. M., & Folse, J. A. G. (2016). The road to customer loyalty paved with service customization. *Journal of Business Research*, 69(10), 3923-3932. <https://doi.org/10.1016/j.jbusres.2016.06.002>
9. Bowers, C. A., Pharmed, J. A., & Salas, E. (2000). When member homogeneity is needed in work teams: A meta-analysis. *Small group research*, 31(3), 305-327. <https://doi.org/10.1177/2F104649640003100303>
10. Cai, W., Lysova, E. I., Bossink, B. A., Khapova, S. N., & Wang, W. (2019). Psychological capital and self-reported employee creativity: The moderating role of supervisor support and job characteristics. *Creativity and Innovation Management*, 28(1), 30-41. <https://doi.org/10.1111/caim.12277>
11. Carmines, E. G., McIver, J. P., Bohrnstedt, G. W., & Borgatta, E. F. (1981). Social measurement: Current issues. *Analyzing models with unobserved variables: Analysis of covariance structures*, 80, 65-115. Retrieved from <https://www.scienceopen.com/document?vid=e4646023-2ba7-4d9f-ac57-dc0f81e4bce9>
12. Chen, T., Li, F., & Leung, K. (2016). When does supervisor support encourage innovative behavior? Opposite moderating effects of general self-efficacy and internal locus of control. *Personnel Psychology*, 69(1), 123-158. <https://doi.org/10.1111/peps.12104>
13. Cheng, T. M., Hong, C. Y., & Yang, B. C. (2018). Examining the moderating effects of service climate on psychological capital, work engagement, and service behavior among flight attendants. *Journal of Air Transport Management*, 67, 94-102. Retrieved from https://www.researchgate.net/publication/323489315_Examining_the_moderating_ef-
- fects_of_service_climate_on_psychological_capital_work_engagement_and_service_behavior_among_flight_attendants
14. Cohen, S. A., & Higham, J. E. (2011). Eyes wide shut? UK consumer perceptions on aviation climate impacts and travel decisions to New Zealand. *Current Issues in Tourism*, 14(4), 323-335. <https://doi.org/10.1080/13683501003653387>
15. Costa, P. L., Passos, A. M., & Bakker, A. B. (2014). Team work engagement: A model of emergence. *Journal of Occupational and Organizational Psychology*, 87(2), 414-436. Retrieved from https://www.isonderhouden.nl/doc/pdf/arnoldbakker/articles/articles_arnold_bakker_349.pdf
16. De Dreu, C. K., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: a meta-analysis. *Journal of Applied Psychology*, 88(4), 741. Retrieved from http://web.mit.edu/curhan/www/docs/Articles/15341_Readings/Negotiation_and_Conflict_Management/De_Dreu_Weingart_Task-conflict_Meta-analysis.pdf
17. De Villiers, M., Bresick, G., & Mash, B. (2003). The value of small group learning: an evaluation of an innovative CPD programme for primary care medical practitioners. *Medical Education*, 37(9), 815-821. Retrieved from https://www.researchgate.net/publication/10586829_The_value_of_small_group_learning_An_evaluation_of_an_innovative_CPD_programme_for_primary_care_medical_practitioners
18. Dewayani, J., & Ferdinand, A. (2019). *Motivation to transfer, supervisor support, proactive learning, and training transfer: testing interaction effects*. Retrieved from <https://ideas.repec.org/a/ers/ijebaa/vviy2019i3p141-150.html>
19. Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support.

- Journal of Applied Psychology*, 71(3), 500. Retrieved from <https://doi.org/10.1037/0021-9010.71.3.500>
20. Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/12090614/>
 21. Fala, N., & Marais, K. (2019). Assessing Potential Biases in Risk Perception for General Aviation Pilots. In *AIAA Aviation 2019 Forum* (p. 3443). Retrieved from https://www.researchgate.net/publication/333805796_Assessing_Potential_Biases_in_Risk_Perception_for_General_Aviation_Pilots
 22. Fan, W. S., Huang, Y. K., Chang, C., Hsu, K. C., & Nguyen, D. A. (2017). The Factors Influence Low-Cost Carrier's Service Quality: A Case Study of Vietjet Air in Vietnam. *Journal of the Eastern Asia Society for Transportation Studies*, 12, 2198-2214. Retrieved from https://www.jstage.jst.go.jp/article/easts/12/0/12_2198/_article
 23. Farrell, A. M., Souchon, A. L., & Durden, G. R. (2001). Service encounter conceptualisation: employees' service behaviours and customers' service quality perceptions. *Journal of Marketing Management*, 17(5-6), 577-593. <https://doi.org/10.1362/026725701323366944>
 24. Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. Retrieved from <https://www.jstor.org/stable/3151312?seq=1>
 25. Franke, M. (2007). Innovation: The winning formula to regain profitability in aviation? *Journal of Air Transport Management*, 13(1), 23-30. <https://doi.org/10.1016/j.jairtraman.2006.11.003>
 26. Garg, S., & Dhar, R. (2017). Employee service innovative behavior. *International Journal of Manpower*. <https://doi.org/10.1108/IJM-04-2015-0060>
 27. Garg, S., & Dhar, R. L. (2016). Extra-role customer service: the roles of Leader-Member Exchange (LMX), Affective Commitment, and psychological empowerment. *International Journal of Hospitality & Tourism Administration*, 17(4), 373-396. Retrieved from https://www.researchgate.net/publication/309029392_Extra-Role_Customer_Service_The_Roles_of_Leader-Member_Exchange_LMX_Affective_Commitment_and_Psychological_Empowerment
 28. Gordon, S. (2020). Organizational support versus supervisor support: The impact on hospitality managers' psychological contract and work engagement. *International Journal of Hospitality Management*, 87, 102374. Retrieved from https://www.researchgate.net/publication/335764495_Organizational_support_versus_supervisor_support_The_impact_on_hospitality_managers'_psychological_contract_and_work_engagement
 29. Gordon, S., Adler, H., Day, J., & Sydnor, S. (2019). Perceived supervisor support: A study of select-service hotel employees. *Journal of Hospitality and Tourism Management*, 38, 82-90. <https://doi.org/10.1016/j.jhtm.2018.12.002>
 30. Gordon, S., Tang, C. H. H., Day, J., & Adler, H. (2019). Supervisor support and turnover in hotels. *International Journal of Contemporary Hospitality Management*. Retrieved from https://www.researchgate.net/publication/329621659_Supervisor_support_and_turnover_in_hotels_Does_subjective_well-being_mediate_the_relationship
 31. Gorter, R. C., Te Brake, J. H. M., Eijkman, M. A. J., & Hoogstraten, J. (2006). Job resources in Dutch dental practice. *International Dental Journal*, 56(1), 22-28. <https://doi.org/10.1111/j.1875-595X.2006.tb00070.x>
 32. Gozukara, I., & Yildirim, O. (2016). Exploring the link between distributive justice and innovative behavior: organizational learning capacity as a mediator. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(2), 61-75. Retrieved from https://www.researchgate.net/publication/310758062_Exploring_the_link_between_Distributive_Justice_and_Innovative_Behavior_Organizational_Learning_Capacity_as_a_Mediator
 33. Gozukara, I., Yildirim, O., & Yildiz, B. (2016). Innovative behavior: Relations with developmental culture, Psychological empowerment, Distributive justice and organizational learning capacity. *International Business Research*, 9(10), 186-200. Retrieved from <http://www.ccsenet.org/journal/index.php/ibr/article/view/63166>
 34. Graves, L. M., Sarkis, J., & Zhu, Q. (2013). How transformational leadership and employee motivation combine to predict employee proenvironmental behaviors in China. *Journal of Environmental Psychology*, 35, 81-91. <https://doi.org/10.1016/j.jenvp.2013.05.002>
 35. Gregory, B. T., Albritton, M. D., & Osmonbekov, T. (2010). The mediating role of psychological empowerment on the relationships between P-O fit, job satisfaction, and in-role performance. *Journal of Business and Psychology*, 25(4), 639-647. Retrieved from <https://nau.pure.elsevier.com/en/publications/the-mediating-role-of-psychological-empowerment-on-the-relationships>
 36. Guchait, P., Cho, S., & Meurs, J. A. (2015). Psychological contracts, perceived organizational and supervisor support: Investigating the impact on intent to leave among hospitality employees in India. *Journal of Human Resources in Hospitality & Tourism*, 14(3), 290-315. <https://doi.org/10.1080/15332845.2015.1002070>
 37. Gungor Ilerler, T., & Altin Gulova, A. (2020). The Effect of Supervisor Support on Employees' Conformity Behaviour to the Organizational Rules: Research in

- the Aviation Sector. *Business and Economics Research Journal*, 11(2), 495-513. Retrieved from <https://ideas.repec.org/a/ris/buecrj/0485.html>
38. Hai, H. T., Quang, N. D., Thang, N. T., & Nam, N. H. (2020). Circular Economy in Vietnam. In *Circular Economy: Global Perspective* (pp. 423-452). Springer, Singapore. Retrieved from https://link.springer.com/chapter/10.1007/978-981-15-1052-6_22
 39. Hakonen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The Job Demands-Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 22(3), 224-241. Retrieved from <https://psycnet.apa.org/record/2008-14200-004>
 40. Harrison, D. A., Price, K. H., Gavin, J. H., & Florey, A. T. (2002). Time, teams, and task performance: Changing effects of surface-and deep-level diversity on group functioning. *Academy of Management Journal*, 45(5), 1029-1045. Retrieved from <https://www.jstor.org/stable/3069328?seq=1>
 41. Hendricks, V. M., & Blanken, P. (1992). Snowball sampling: theoretical and practical considerations. *Snowball sampling: A pilot study on cocaine use*, 17-35. Retrieved from https://www.researchgate.net/publication/284700725_Snowball_sampling_Theoretical_and_practical_considerations
 42. Henriksen, L. F., & Ponte, S. (2018). Public orchestration, social networks, and transnational environmental governance: Lessons from the aviation industry. *Regulation & Governance*, 12(1), 23-45. <https://doi.org/10.1111/rego.12151>
 43. Hon, A. H. (2011). Enhancing employee creativity in the Chinese context: The mediating role of employee self-concordance. *International Journal of Hospitality Management*, 30(2), 375-384. <https://doi.org/10.1016/j.ijhm.2010.06.002>
 44. Hu, M. L. M., Horng, J. S., & Sun, Y. H. C. (2009). Hospitality teams: Knowledge sharing and service innovation performance. *Tourism Management*, 30(1), 41-50. <https://doi.org/10.1016/j.tourman.2008.04.009>
 45. Janssen, O. (2005). The joint impact of perceived influence and supervisor supportiveness on employee innovative behaviour. *Journal of Occupational and Organizational Psychology*, 78(4), 573-579. Retrieved from https://www.researchgate.net/publication/229774490_The_impact_of_perceived_influence_and_supervisor_supportiveness_on_employee_innovative_behaviour
 46. Jaroensutiyotin, J., Wang, Z., Ling, B., & Chen, Y. (2019). Change leadership and individual innovative behavior in crisis contexts: An attentional perspective. *Social Behavior and Personality: An International Journal*, 47(4), 1-12. Retrieved from <https://www.sbp-journal.com/index.php/sbp/article/view/7773>
 47. Jia, P. (2016). Jeffrey L. Richey, Confucius in East Asia: Confucianism's History in China, Korea, Japan, and Vietnam, Association of Asian Studies, 2013, xvii+ 99 pp. *Japanese Journal of Political Science*, 17(1), 137-139. Retrieved from <https://philpapers.org/rec/JIAJLR>
 48. Kim, C. Y., & Song, B. H. (2016). An empirical study on Safety Culture in Aviation Maintenance Organization. *International Journal of u- and e-Service, Science and Technology*, 9(6), 333-344. Retrieved from <https://www.earticle.net/Article/A278494>
 49. Krongboonying, W., & Lin, Y. C. (2015). The moderating effect of perceived supervisor support on the relationship between organizational politics and job satisfaction in aviation industry in Thailand. *International Proceedings of Economics Development and Research*, 84, 99. Retrieved from <http://www.ipedr.com/vol84/013-E00022.pdf>
 50. Lalk, D. (2019). Vietnam: the next aviation powerhouse. *Airfinance Journal*. Retrieved from <https://trid.trb.org/view/1634638>
 51. Laplace, I., Lenoir, N., & Roucolle, C. (2019). Economic impacts of the ASEAN single aviation market: focus on Cambodia, Laos, Myanmar, The Philippines and Vietnam. *Asia Pacific Business Review*, 25(5), 656-682. Retrieved from <https://ideas.repec.org/p/hal/journal/hal-02297335.html>
 52. Le, P. B., & Lei, H. (2019). Determinants of innovation capability: the roles of transformational leadership, knowledge sharing and perceived organizational support. *Journal of Knowledge Management*. <https://doi.org/10.1108/JKM-09-2018-0568>
 53. Lee, K. H., & Hyun, S. S. (2016). An extended model of employees' service innovation behavior in the airline industry. *International Journal of Contemporary Hospitality Management*. Retrieved from <https://psycnet.apa.org/record/2016-41533-006>
 54. Luu, T. T., Rowley, C., & Vo, T. T. (2019). Addressing employee diversity to foster their work engagement. *Journal of Business Research*, 95, 303-315. <https://doi.org/10.1016/j.jbusres.2018.08.017>
 55. Mahony, P. H., Griffiths, R. F., Larsen, P., & Powell, D. (2008). Retention of knowledge and skills in first aid and resuscitation by airline cabin crew. *Resuscitation*, 76(3), 413-418. <https://doi.org/10.1016/j.resuscitation.2007.08.017>
 56. Manoharan, A., & Singal, M. (2017). A systematic literature review of research on diversity and diversity management in the hospitality literature. *International Journal of Hospitality Management*, 66, 77-91. <https://doi.org/10.1016/j.ijhm.2017.07.002>
 57. Mathieu, J. E., & Taylor, S. R. (2006). Clarifying conditions and decision points for mediational type inferences in organizational behavior. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(8), 1031-1056. <https://doi.org/10.1002/job.406>

58. Monica, R., & Krishnaveni, R. (2019). Enhancing innovative work behaviour through work engagement: examining the role of psychological empowerment and social support. *International Journal of Business Innovation and Research*, 20(4), 527-553. Retrieved from <https://ideas.repec.org/a/ids/ijbire/v20y-2019i4p527-553.html>
59. Mullen, M. R. (1995). Diagnosing measurement equivalence in cross-national research. *Journal of International Business Studies*, 26(3), 573-596. Retrieved from <https://link.springer.com/article/10.1057/palgrave.jibs.8490187>
60. Nazir, S., Shafi, A., Atif, M. M., Qun, W., & Abdullah, S. M. (2019). How organization justice and perceived organizational support facilitate employees' innovative behavior at work. *Employee Relations: The International Journal*. <https://doi.org/10.1108/ER-01-2017-0007>
61. Opengart, R., & Ison, D. (2016). A strategy for alleviating aviation shortages through the recruitment of women. *International Journal of Aviation Management*, 3(2-3), 200-219. Retrieved from <https://ideas.repec.org/a/ids/ijavim/v3y2016i2-3p200-219.html>
62. Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569. Retrieved from <https://www.annualreviews.org/doi/abs/10.1146/annurev-psych-120710-100452>
63. Preacher, K. J., Curran, P. J., & Bauer, D. J. (2006). Computational tools for probing interactions in multiple linear regression, multilevel modeling, and latent curve analysis. *Journal of Educational and Behavioral Statistics*, 31(4), 437-448. <https://doi.org/10.3102%2F10769986031004437>
64. Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator. *PloS one*, 14(2), e0212091. Retrieved from <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0212091>
65. Rai, A., Ghosh, P., Chauhan, R., & Mehta, N. K. (2017). Influence of job characteristics on engagement: does support at work act as moderator? *International Journal of Sociology and Social Policy*. <https://doi.org/10.1108/IJSSP-10-2015-0106>
66. Rath, T., Harter, J. K., & Harter, J. (2010). *Wellbeing: The five essential elements*. Simon and Schuster. Retrieved from <https://psycnet.apa.org/record/2010-05480-000>
67. Roberson, Q. M. (Ed.). (2013). *The Oxford handbook of diversity and work*. Oxford University Press. Retrieved from <https://doc1.bibliothek.li/acb/FLMF039645.pdf>
68. Rodriguez, J. L. (2018). *Inclusive leadership and employee engagement: The moderating effect of psychological diversity climate*. Retrieved from <https://scholar-works.lib.csusb.edu/etd/682/>
69. Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716. <https://doi.org/10.1177%2F0013164405282471>
70. Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92. Retrieved from <https://link.springer.com/article/10.1023/A:1015630930326>
71. Shimazu, A., & Schaufeli, W. B. (2009). Is workaholism good or bad for employee well-being? The distinctiveness of workaholism and work engagement among Japanese employees. *Industrial Health*, 47(5), 495-502. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/19834258/>
72. Shimazu, A., Schaufeli, W. B., Kubota, K., & Kawakami, N. (2012). Do workaholism and work engagement predict employee well-being and performance in opposite directions? *Industrial Health*, 50(4), 316-321. Retrieved from <https://pdfs.semanticscholar.org/dd6d/276d684f5ec968b87c63066cda08b7d4edd5.pdf>
73. Škerlavaj, M., Černe, M., & Dysvik, A. (2014). I get by with a little help from my supervisor: Creative-idea generation, idea implementation, and perceived supervisor support. *The Leadership Quarterly*, 25(5), 987-1000. <https://doi.org/10.1016/j.leaqua.2014.05.003>
74. Soekkha, H. M. (Ed.). (2020). *Aviation Safety, Human Factors-System Engineering-Flight Operations-Economics-Strategies-Management*. CRC Press. Retrieved from <https://www.taylorfrancis.com/books/aviation-safety-hans-soekkha/e/10.1201/9780429070372>
75. Sönmez, B., & Yıldırım, A. (2019). The mediating role of autonomy in the effect of pro-innovation climate and supervisor supportiveness on innovative behavior of nurses. *European Journal of Innovation Management*. Retrieved from https://www.researchgate.net/publication/327462288_The_mediating_role_of_autonomy_in_the_effect_of_pro-innovation-climate_and_supervisor_supportiveness_on_innovative_behavior_of_nurses
76. Tabachnick, B. G., Fidell, L. S., & Ullman, J. B. (2007). *Using multivariate statistics* (Vol. 5). Boston, MA: Pearson. Retrieved from <https://www.pearson-highered.com/assets/preface/0/1/3/4/0134790545.pdf>
77. Tafvelin, S., Stenling, A., Lundmark, R., & Westerberg, K. (2019). Aligning job redesign with leadership training to improve supervisor support: a quasi-experimental study of the integration of HR practices. *European Journal of Work and Organizational Psychology*, 28(1), 74-84. <https://doi.org/10.1080/1359432X.2018.1541887>
78. Tang, Y. Y., & Tsaur, S. H. (2016). Supervisory support climate and

- service-oriented organizational citizenship behavior in hospitality. *International Journal of Contemporary Hospitality Management*. Retrieved from https://www.researchgate.net/publication/309091910_Supervisory_support_climate_and_service-oriented_organizational_citizenship_behavior_in_hospitality_The_role_of_positive_group_affective_tone
79. Taylor, A., & Greve, H. R. (2006). Superman or the fantastic four? Knowledge combination and experience in innovative teams. *Academy of Management Journal*, 49(4), 723-740. <https://www.jstor.org/stable/20159795?seq=1>
80. Tran, D. M., Fallon, W., & Vickers, M. H. (2017). Leadership in the transition from a socialist to a market economy: multi-stakeholder perceptions of business leadership in Vietnam. In *The Palgrave Handbook of Leadership in Transforming Asia* (pp. 445-459). Palgrave Macmillan, London. Retrieved from https://link.springer.com/chapter/10.1057/978-1-137-57940-9_24
81. Tuệ Nhi (2019). Kỳ vọng nào cho du lịch Việt Nam năm 2020? [Expectation about Vietnamese tourism industry in 2020]. Retrieved from <https://laodong.vn/van-hoa/ky-vong-nao-cho-du-lich-viet-nam-nam-2020-775754.ldo> Accessed date: August 25, 2020.
82. Van Knippenberg, D., & Schippers, M. C. (2007). Work group diversity. *Annual Review of Psychology*, 58(1), 515-41. Retrieved from https://www.researchgate.net/publication/6883226_Work_Group_Diversity
83. Van Knippenberg, D., De Dreu, C. K., & Homan, A. C. (2004). Work group diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89(6), 1008. Retrieved from <http://leeds-faculty.colorado.edu/dahe7472/dvk%202004.pdf>
84. Volynkina, N. V., & Solohin, A. V. (2020). Ways and means of quality assurance of aviation engineering service leadership qualification improvement in the supplementary vocational education system. *Perspectives of Science & Education*, 44(2). Retrieved from https://www.researchgate.net/publication/341904758_Ways_and_means_of_quality_assurance_of_aviation_engineering_service_leadership_qualification_improvement_in_the_supplementary_vocational_education_system
85. Wang, Z. (2014). Perceived supervisor support and organizational citizenship behavior: The role of organizational commitment. *International Journal of Business and Social Science*, 5(1). Retrieved from http://www.ijbssnet.com/journals/Vol_5_No_1_January_2014/23.pdf
86. Webster, C. S., Henderson, R., & Merry, A. F. (2020). Sustainable quality and safety improvement in healthcare: further lessons from the aviation industry. *British Journal of Anaesthesia*. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/32682551/>
87. Williams, K. Y., & O'Reilly III, C. A. (1998). Demography and. *Research in Organizational Behavior*, 20, 77-140. Retrieved from https://www.researchgate.net/publication/234022034_Demography_and_Diversity_in_Organizations_A_Review_of_40_Years_of_Research
88. Yang, J., & Matz-Costa, C. (2018). Age diversity in the workplace: The effect of relational age within supervisor-employee dyads on employees' work engagement. *The International Journal of Aging and Human Development*, 87(2), 156-183. Retrieved from <https://pubmed.ncbi.nlm.nih.gov/28560895/>
89. Yeh, H., & Hong, D. (2012). The mediating effect of organizational commitment on leadership type and job performance. *The Journal of Human Resource and Adult Learning*, 8(2), 50-59. Retrieved from <http://www.ccsenet.org/journal/index.php/ijbm/article/view/54223>