MINISTRY OF EDUCATION AND TRAINING

UNIVERSITY OF ECONOMICS HO CHI MINH CITY

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**HOW CAN SERVANT LEADERSHIP MITIGATE
NEGATIVE EMOTIONS AND RESTORE THE BELIEFS OF
EMPLOYEES DURING A MAJOR GLOBAL CRISIS?
THE CASE OF COVID-19 PANDEMIC**

DISSERTATION

HO CHI MINH CITY – 2024

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DECLARATION OF AUTHENTICITY

This thesis is the result of work done during the period of registration and is wholly the work of the author.

Hoang Thi Kim Quy

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Hoang Thi Kim Quy

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LIST OF ABBREVIATIONS

SL	Servant leadership
COR	Conservation of resources theory
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
CMB	Common method bias
WPS	Workplace spirituality
CA	Creative adaptability
NE	Negative emotions
BL	Belief restoration
PR	Proactive personality
MW	Meaningful work
SC	Sense of Community
AV	Alignment of values
H	Hypothesis
PLS-SEM	Partial least square structural equation modeling
AVE	Average Variance Extracted
HTMT	Heterotrait-Monotrait Ratio
VIF	Variance inflation factor
VAA	Vietnam Aviation Academy
CB-SEM	Covariance-based structural equation model
VB- SEM	Variance-Based Structural Equation Modelling
CR	Construct reliability
RQ	Research question

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ABSTRACTS

The COVID-19 pandemic has had a significant impact on the aviation sector, resulting in adverse effects on the emotional well-being of employees and their belief in their organization's ability to recover. Nevertheless, the presence of supervisors who fulfill the role of servants might potentially make a difference. These leaders prioritize the well-being of their employees and strive to meet their most important needs, therefore assisting them in managing negative emotions throughout these challenging circumstances. Moreover, servant leaders with the ability to dream great dreams and create more intuitive decision-making and planning, which are crucial in the fast-paced uncertainty of a crisis, can restore employees's belief in the recovery capacity of their organization in times of crisis. In addition, by instilling servant behaviors in followers, they can motivate their followers to remain flexible, adapt creatively to the changing environment, and nurture a positive workplace spirituality, which in turn helps them successfully address pandemic times, especially if these employees have a higher level of proactive personality. Therefore, this study aims to explore the role of servant leadership in alleviating negative emotions and enhancing belief restoration among employees during COVID-19 via the mediating roles of employee creative adaptability and workplace spirituality. Using structural equation modeling to analyze an example of 314 aviation employees in Ho Chi Minh City, Vietnam, this study found that servant leadership directly decreases negative emotions and enhances belief restoration among employees. Unlike our expectations, while workplace spirituality mediates the effects of servant leadership on both negative emotions and belief restoration among employees, creative adaptability, among the dual effects of servant leadership, does not mediate the relationship between servant leadership and employees' negative emotions. The findings also reveal that when these employees are more proactive, the influence of servant leadership on both creative adaptability and workplace spirituality is stronger. New light is thus shed on how servant leadership is effective in reducing negative emotions

and enhancing belief restoration among employees in times of severe changes such as those produced by the COVID-19 pandemic.

Key words: *Servant leadership, Creative adaptability, Workplace spirituality, Negative emotions, Belief restoration, Crisis, the COVID-19 pandemic, Aviation industry, Vietnam.*

TÓM TẮT

Đại dịch COVID-19 đã gây ra những tác động nặng nề đối với ngành hàng không, với những thay đổi nặng nề gây tổn hại đến cảm xúc cũng như niềm tin của nhân viên vào khả năng phục hồi của tổ chức. Tuy nhiên, một tổ chức có những người quản lý mang phong cách lãnh đạo phụng sự có thể tạo nên sự khác biệt. Với việc tập trung vào việc phục vụ người khác và quan tâm, ưu tiên hàng đầu đến việc đáp ứng các nhu cầu của nhân viên, người lãnh đạo phụng sự có thể giúp nhân viên giảm thiểu những cảm xúc tiêu cực trong những thời điểm phức tạp, khó khăn. Hơn nữa, người lãnh đạo phụng sự với khả năng mơ những giấc mơ lớn và đưa ra quyết định và lập kế hoạch trực quan hơn, điều mà rất quan trọng trong tình trạng không chắc chắn diễn ra nhanh chóng của một cuộc khủng hoảng, có thể khôi phục niềm tin của nhân viên vào khả năng phục hồi của tổ chức của họ trong thời kỳ khủng hoảng. Ngoài ra, bằng những hành vi "phục vụ" cho nhân viên, người lãnh đạo phụng sự có thể thúc đẩy những người nhân viên của mình duy trì tính linh hoạt, thích ứng một cách sáng tạo với môi trường thay đổi và nuôi dưỡng tinh thần tích cực tại nơi làm việc, từ đó giúp họ chống chọi được với sự căng thẳng của đại dịch, đặc biệt nếu những nhân viên này có tích cách chủ động. Do đó, nghiên cứu này nhằm mục đích khám phá vai trò của phong cách lãnh đạo phụng sự trong việc giảm bớt những cảm xúc tiêu cực và tăng cường phục hồi niềm tin của nhân viên trong thời kỳ COVID-19 thông qua vai trò trung gian của khả năng thích nghi sáng tạo của nhân viên và tinh thần tại nơi làm việc. Sử dụng mô hình cấu trúc tuyến tính với mẫu khảo sát gồm 314 nhân viên hàng không tại Thành phố Hồ Chí Minh, Việt Nam, nghiên cứu này chỉ ra rằng phong cách lãnh đạo phụng sự trực tiếp làm giảm những cảm xúc tiêu cực và gia tăng niềm tin của người nhân viên về khả năng phục hồi của tổ chức trong khung hoảng. Không giống như mong đợi, trong khi tinh thần tại nơi làm việc làm trung gian cho những tác động của phong cách lãnh đạo phụng sự đối với cả cảm xúc tiêu cực và sự phục hồi niềm tin ở nhân viên, khả năng thích ứng sáng tạo, một trong những tác động kép của phong cách lãnh đạo phụng sự, lại không làm trung gian cho mối quan hệ giữa phong cách lãnh đạo phụng sự và cảm xúc tiêu cực của nhân viên. Kết quả nghiên

cứu chỉ ra rằng khi những nhân viên này chủ động hơn, thì ảnh hưởng của phong cách lãnh đạo phụng sự đối với khả năng thích nghi sáng tạo và tinh thần nơi làm việc của người nhân viên sẽ mạnh mẽ hơn. Do đó, nghiên cứu này đã làm sáng tỏ cơ chế mà phong cách lãnh đạo phụng sự có hiệu quả như thế nào trong việc giảm bớt những cảm xúc tiêu cực và tăng cường phục hồi niềm tin của nhân viên trong những khoảng thời gian có nhiều sự thay đổi đáng kể như những thay đổi do đại dịch COVID-19 gây ra.

Từ khóa: Phong cách lãnh đạo phụng sự, sự thích nghi sáng tạo, tinh thần nơi làm việc, cảm xúc tiêu cực, niềm tin phục hồi, khủng hoảng, dịch bệnh COVID-19, ngành hàng không, Việt Nam.

CHAPTER 1 – INTRODUCTION

This chapter aims to introduce an overview of the research problem, the research background, and the research gaps. In addition, the objectives, questions, scope, and significance of the current study are included in this chapter. Next, a brief description of the methodology used to conduct this research is also demonstrated. This chapter came to an end with the research outline.

1.1. Research problem

Throughout history, humans have been affected by a variety of detrimental crises, including the Eurozone Debt crisis, the Oil crisis in 1973, the Iran-Iraq War in the early 1980s, the Gulf Crisis in the early 1990s, the Asian Financial Crisis in 1997, the 9/11 Terrorist attacks, and the Financial crisis of 1998 and 1999, the Severe Acute Respiratory Syndrome (SARS) outbreak in 2003, the Avian Influenza H5N1 pandemic in 2006, the human-made global financial crisis (2007–2008), and the Swine (Dube et al., 2021a). Recent major crisis events, such as the Terrorist attacks in Europe, Cruise ship capsizes in Thailand and China, the Ebola virus outbreak in West Africa, the global COVID-19, and the conflict between Russia and Ukraine (Xie et al., 2023a), have severely impacted economies and the organizations operating in those contexts (Bavik et al., 2021).

The recent COVID-19 is widely regarded as a turning point in history, as it has disrupted established social and economic norms and has been heralding the dawn of a new era for humanity (Dirani et al., 2020). This indicates that the globe has been experiencing one of the worst pandemics ever recorded. Several assessments indicate that the epidemic has created the greatest worldwide recession since the 1930s Great Depression (IMF Blog, April 14, 2020). The unprecedented magnitude and rapidity of the decline observed in various activities subsequent to the COVID-19 crisis are unparalleled in contemporary human experience (Dirani et al., 2020). For example, the crisis has spread to practically every populated region of the globe, resulting in about 271 million confirmed cases and 5.33 million fatalities (Koole & Rothermund, 2022).

Notably, the COVID-19-caused global health crisis has prompted an increasing number of behavioral scientists to donate their knowledge to tackling the issues at hand (Koole & Rothermund, 2022). Several of these issues include emotional well-being considerations, especially, negative emotions (Koole & Rothermund, 2022). For example, the dramatic changes caused by the pandemic have resulted in a sharp fall in sales (Sobieralski, 2020) and an increase in unemployment and furloughed workers (Skare et al., 2021). The emotional well-being of employees who perceive that their careers are in jeopardy is negatively impacted by the current employment climate. Job stability is not guaranteed for all workers (Ruiz-Palomino et al., 2022); the subjective and unconscious perception of job loss (Jung et al., 2021); and uncertainty in social and financial situations may lead to anxiety, serious emotional distress, and reduced well-being (Luu, 2021; Ruiz-Palomino et al., 2022). Likewise, Kim et al. (2022) argue that the COVID-19 pandemic may function as an extra-organizational stressor, which employees emotionally suffer from and, in turn, has a strong negative impact on employees' emotional well-being.

In addition, COVID-19 has compelled companies to make substantial adjustments in order to continue surviving and flourishing. With such disturbances to work-life and negative impacts of the pandemic, employees struggle to stay calm, and they seem to lose faith in everything, including the belief in the restorative capacity of their organization in the times of crisis (Bavik at el., 2021; Lacerda, 2019). During a major crisis such as COVID-19, belief restoration reflects employees' innate motivations that businesses will restore workplace safety and stability and recover from adversity (Xie et al., 2023b; Zhang et al., 2020; Zhang et al., 2021). Erosion these beliefs increase employees' intents to leave the organization, decrease their job performance and organizational loyalty, and hence threaten the general survival and viability of the organisation (Han et al., 2022). Hence, it is imperative to restore employee's belief in an organization's capacity to overcome stressful situation of crisis.

Considering the severity of the pandemic's effect, employees will be required to acquire the necessary skills to effectively navigate difficult situations, adapt to the evolving work environment, and seek emotional and interpersonal support (Dirani et al., 2020; Xie et al., 2023b). Therefore, organizations should actively promote the health and well-being of their employees (Carnevale & Hatak, 2020). Similarly, organizations should create and cultivate a supportive environment to foster the belief restoration of their employees. Previous studies demonstrated that companies could reduce the negative impact of crisis events such as COVID-19 by being proactive in ensuring employees feel supported by their leaders (Kim et al., 2022). As the Conservation of Resource Theory (COR) (Hobfoll, 1989) suggests, to effectively deal with pandemic-specific and generally unpredictable working demands as well as strengthen their belief in their organization's recovery capacity, the key is to provide employees with additional resources. These resources may come from a variety of sources, including personal resources, spiritual resources, and contextual resources (Hobfoll et al., 2018). The perceived care and support from a servant leader may be considered as a contextual resource to deal with the uncertainties of crisis events. By placing employees first, emphasizing on care, empowerment, services, emotional healing, while also helping subordinates, and behaving ethically, servant leadership provides unique and valuable resources to help minimize negative effects on employees during difficult times. According to COR theory, the prospect of losing resources such as social bonds, contract types, wage cuts, and union presence, etc., due to crises, can cause tension, worry and even depression among workers. Under the leadership of a servant leader characterized by care, fair treatment, sharing, listening, and healing may help employees mitigate negative emotions in such difficult circumstances (Ruiz-Palomino et al., 2022).

The COR theory also posits that, under stressful conditions, individuals would strive to protect important resources from actual or possible dangers (Hobfoll, 1989). Crisis events may diminish employees' valued resources (Guo et al., 2019). As a crucial

intrinsic psychological resource for employees, belief restoration may prevent employees from falling into a spiral of resource depletion and ensure that they are able to withstand pressure and create resource increments (Hobfoll, 1989). By exposing the resources of servant leadership, including legitimizing follower's development, autonomy, empowerment, and other-orientation, employees can possess sufficient resources to resist the erosion of their beliefs in the company's capacity to recover from losses caused by crisis events.

Collectively, the COVID-19 pandemic is seen as an extraordinary and non-ergodic event that imposes significant challenges on global enterprises, testing their ability to adapt and endure. This scenario provides a tangible example for scholars in the field of organizational literature to examine the essential characteristics or approaches that companies must possess in order to successfully navigate the unique difficulties presented by a crisis (Nguyen et al., 2023). The selection of the COVID-19 pandemic as the experimental setting for the current study was motivated by the growing volatility of the business environment, which is characterized by several unknown and unexpected aspects. Is it possible for an event similar to the COVID-19 pandemic to occur in the future? It is evident that many organizations have demonstrated a deficiency in their approach to human resource management, resulting in a lack of strategies and comprehension regarding how to support employees in maintaining their resilience and fortitude during times of crisis. Hence, investigations conducted in the context of the COVID-19 pandemic serve as extensions of crisis theories and offer useful theoretical and practical implications for comparable crises that may arise in the future. Notably, the COVID-19 pandemic serves as a platform for companies to get insights into the repercussions of the crisis, identify the obstacles faced by their workers and organization, and ascertain the attributes of effective leadership in providing assistance to individuals and entities during this challenging period, which can be applied for further similar crises. In specific, we proposed that effective leaders, those who embody the qualities of

servant leadership, provide assistance to both systems and individuals in surmounting their limitations and fears, thereby enhancing their overall performance (Dirani et al., 2020).

1.2. Justification of the research scope
1.2.1. The impact of the Covid 19 in Aviation industry

COVID-19 had a serious impact on almost all industries, and aviation is one of the most negatively affected by the COVID-19 pandemic (Dube et al., 2021; Gössling, 2020). April and May of 2020 saw a drop in air travel of 10-15% compared to the same months in 2019 (IATA, 2020). Aircraft manufacturers, airlines, airports, and other aviation service providers such as ground service, air traffic control, and retail have all felt the effects of this extraordinary decrease. The complete shutdown of international air travel, which is responsible for 58% of all visitor arrivals, has had devastating effects on the tourist industry and the number of people employed in it. Billions of dollars have been paid to airlines and airports to stabilize failed companies in the air transport value chain (Gössling, 2020) in the hopes of quickly returning to business as usual (ICAO, 2020).

Along with SARS, 9/11, the Indonesian volcano ash clouds, and the financial crisis of 2008, the global proliferation of COVID-19 is just one of a few examples of the natural and economic shocks that have hit the aviation industry hard in the last two decades (Linden, 2021). As mentioned above, the aviation sector experienced significant disruption in the spring of 2020 because of the COVID-19 epidemic. As a result, airlines worldwide have been filing for bankruptcy, and governments have been providing aid in the form of credits, loans, or other financial supports to airlines and many other aviation businesses. Some airlines attempt to ensure their future by accusing other airlines of wrongdoing and then asking governments or investors for financial protection. Expressed differently, almost every aviation group on the globe has difficulties ensuring its long-term existence (Linden, 2021). Workers in the aviation industry are especially

vulnerable to precarious working conditions because of the high degree of uncertainty surrounding their working hours, wages, benefits, shift assignments, and even termination (Zhang et al., 2021). These stressful conditions have negatively impacted employees' job performance, emotional well-being, and turnover intentions (Han et al., 2022).

1.2.2. The Vietnam context

According to Tran et al. (2020), the impact of a crisis on an individual's well-being in Vietnam is exemplified by the emergence of COVID-19. During the COVID-19 pandemic, a significant proportion of the Vietnamese population, specifically 38.7%, reported experiencing symptoms of anxiety or depression. The aforementioned elevated rate necessitates the execution of tactics aimed at mitigating the adverse consequences of this crisis on individuals' welfare while simultaneously augmenting their capacity to adapt efficiently to crises. Furthermore, the economic downturn resulted in significant financial setbacks for the commercial sector. Specifically, 19.6 thousand businesses ceased operations and shifted their focus primarily towards the service industry, resulting in a disproportionate rise in the rate of unemployment (2.73%). According to Nguyen et al. (2020), this phenomenon resulted in the unemployment rate reaching its peak in a decade. In addition, in August 2021, Vietnam's economy saw a 6% decline at the height of the fourth COVID-19 pandemic. In 2020, foreign investment capital in Vietnam declined by 25% compared to 2019, and the unemployment rate rose by 2.4% compared to the first quarter of 2021 (Mai Ngoc, 2021).

The COVID-19 pandemic has had a substantial impact on Vietnam's aviation industry since 2020, resulting in a loss of $782.6 million in transportation activities and a reduction in revenues of $4.35 billion in comparison to prior years (Vietnamnews, 2021). In the first half of 2022, the national flag carrier of Vietnam, Vietnam Airlines, has incurred losses of around VND22 trillion (US$963 million) due to the lingering effects of the COVID-19 pandemic during the last three years (Hanoitimes, 2022). In

light of these considerable challenges, a majority of entities within Vietnam's aviation sector have put forth a range of measures aimed at reducing costs. The labor has been restructured and reorganized in accordance with the contracted market, and the output has been reorganized. During the first half of 2020, Vietnam Airlines reduced its ground staff by 33%. The organization also terminated the employment of foreign pilots and flight attendants, as well as outsourced flight attendants. At the height of the pandemic, the country implemented measures of social distancing. Vietnam Airlines mandated that half of its workforce take unpaid leave, resulting in a reduction of all employees' earnings. The year 2020 has witnessed a decline of around 50 percent in the mean remuneration of employees working for an entity providing aviation services (Vietnamplus, 2021). In light of the challenging circumstances, employees in the aviation industry are currently confronted with significant obstacles pertaining to employment security and psychological well-being, among other factors. Hence, it is imperative for Vietnamese aviation entities to devise strategies to sustain their operations, preserve their workforce, and mitigate workforce reduction.

1.3. Research gaps

The first research gap: The present understanding of the impact of an outbreak on individuals'emotional well-being, which includes negative emotions is inadequate (Yang & Ma, 2020). A significant amount of previous research has concentrated on variations in well-being among different groups, such as gender, age, levels of social connectedness, income, personal traits, and spending habits (Yang & Ma, 2020). According to Lu et al. (2020) and Zhang et al. (2020), the effects of epidemic outbreaks on emotional well-being are still largely understudied. Limited knowledge exists regarding the variables that could potentially exacerbate or ensure emotional well-being amidst an epidemic. The identification of these factors holds significant importance, as they serve as a basis for the development of policies and interventions that aim to safeguard individuals'emotional well-being during pandemics (Yang & Ma, 2020).

The second research gap: As previously mentioned, experiencing a crisis at work may be stressful (Collins et al., 2022). However, even in non-crisis circumstances, employees often rely to their leaders to ease stress and manage negative emotions at work (Niven, 2017). According to Silard and Dasborough (2021), effective leaders operate as "emotional shields" for their followers, insulating them from highly stimulating negative emotions. Despite past recommendations to explore this issue, crisis leadership research has ignored the function of leaders in controlling the emotions of followers during a crisis (Collins et al., 2022). Additionally, there are specialized sectors, including the service industry, such as aviation and banking, where leaders ask workers to remain at work or split shifts over an extended period of time in order to maintain operations. In such stressful situations, employees can easily fall prey to negative emotions such as anxiety, depression, frustration, indignation, etc. (Zhang et al., 2020). Further, Hagen et al. (2022) documented that coping with these negative emotions during these trying times could lead to a decrease in employees' well-being as well as job performance. As a result, developing strategies to reduce negative emotions among employees is not only vital during a pandemic, but it may also assist organizational leaders in dealing with other uncertain changes in today's tumultuous business climate. According to Velez and Neves (2018), the leadership style of a supervisor plays a critical role in reducing negative emotions among employees. The negative emotions of subordinates can be mitigated by having a supervisor who places employees first by emphasizing care, empowerment, services, emotional healing, and ethical behavior. All of these characteristics are features of servant leadership, highlighting its suitability as a predictor for healing and alleviating employees' negative emotions (Rodríguez-Carvajal et al., 2019; Sendjaya et al., 2019; Lehrke & Sowden, 2017; Yang et al., 2017). Besides, Eva et al. (2019) revealed that further research should be conducted to determine the effect of servant leadership on workers during significant organizational changes. As noted in previous studies, the endorsement and implementation of servant leadership

principles, which include teleological, deontological, and virtue ethics, contribute to fostering positive and strong workplace connections as well as promoting employee motivation and perseverance in the face of challenges (Cissna & Schockman, 2020; Mcquade et al., 2021). Cissna and Schockman 's (2020) comprehensive study looked at how well servant leadership promotes positive workplace attitudes, behaviors, and outcomes that lead to successful organizational change in a variety of settings, including those with different geographical and cultural backgrounds as well as different employment sectors (private, government, and nonprofit) and job types. In addition, there has been little research into the useful implications of this leadership approach for lowering the negative psychological influence on employees during times of significant change (Ruiz-Palomino et al., 2022). Therefore, the available evidence pertaining to servant leadership is persuasive; nonetheless, more investigation is necessary to comprehensively establish and substantiate its wide-ranging impacts. Crises, such as COVID-19, are considered significant changes for an organization in which servant leadership may be examined to determine its impacts on reducing employee negative emotions. Moreover, although the conservation of resources theory (COR) (Hobfoll et al., 2018) can be used to underline the effects of servant leadership behaviors on mitigating the negative effects (e.g., stress, burnout, mental illness) and enhancing positive outcomes (creativity, adaptability, self-belief, OCB, etc.) for employees, there are limited studies that utilize this theory to underpin the mechanism by which servant leadership reduces employee burnout and emotional exhaustion (Eva et al., 2019). These gaps motivate our research, which first aims to see how servant leadership reduces employees' negative emotions during a crisis.

The third research gap: According to Hobfoll's (1989) COR theory, individuals strive to acquire, protect, and create valuable resources in the face of potential or actual stressors. Halbesleben et al. (2014) suggest that organizations with limited resources can adopt a defensive strategy and avoid investing in resources to achieve their goals. In the

case that individuals have access to and control over sufficient resources, they tend to adopt a proactive stance towards accumulating resources (resource acquisition) and allocating resources (resource investment) in order to attain resource gain spirals (i.e., investing resources to acquire additional resources) (Halbesleben et al., 2014). The occurrence of significant crisis events, such as the COVID-19 pandemic, has the potential to diminish and jeopardize the valuable resources of employees. These resources may include decreased wages and the risk of contracting the virus. In light of the aforementioned circumstances, the belief restoration serves as a crucial psychological resource. According to Zhang et al. (2020, 2021), employees who possess robust restorative beliefs are likely to exhibit a high degree of adaptability in the face of crises. Furthermore, these individuals tend to maintain a positive outlook regarding the organization's future recovery, which motivates them to collaborate and contribute towards rebuilding and enhancing the company's overall resilience. Although belief restoration plays a critical role in responding to crises such as the COVID-19 pandemic as well as in managing stressful situations in the workplace, research on this construct has been limited. More empirical investigation is required to examine the antecedents that predict an employee's need for belief restoration. *Furthermore,* the COR theory holds that individuals take measures to prevent the continued depletion of resources when faced with the threat of resource loss (Hobfoll, 2002). The COVID-19 pandemic has been perceived as a threat to their resources. Consistent with COR theory, the source of supportive leadership resources, such as servant leadership, can be perceived as a valuable resource that employees strive to obtain and conserve to prevent further loss of resources and promote belief restoration among employees. Hence, it is postulated that servant leadership could potentially be associated with the restoration of employees' beliefs, as suggested by Eva et al. (2019).. However, there is limited research on the influence of servant leadership in fostering restorative beliefs among employees, particularly in times of high stress. This study contributes to the existing literature by

filling the gap in information and corroborating the findings of Donthu and Gustafsson's (2020) bibliometric analysis, which posited that the COVID-19 crisis requires resilient and sustainable corporate strategies, particularly in the area of human resources management, to effectively respond to changing market demands and maintain competitiveness.

The fourth research gap: The fourth concerns the mechanism that underlies the relationships between servant leadership and employee's belief restoration, as well as their negative emotions. This particular aspect has been largely overlooked in previous research (Haldorai et al., 2020). Specifically, this study proposes that workplace spirituality and creative adaptability serve as essential mediators in elucidating the relationship between servant leadership and employees' belief restoration and negative emotions. The concept of workplace spirituality pertains to the spiritual aspect of organizational life for employees. It is characterized by the recognition that employees possess an inner life that is nurtured by meaningful work within a community context. This definition was posited by Duchon and Plowman in 2005. In essence, the presence of spirituality within the workplace serves as a beneficial spiritual resource. Amidst the present scenario characterized by heightened job dissatisfaction and stress, resulting in mental exhaustion, impolite conduct, and workplace hostility, workplace spirituality facilitates equilibrium between different aspects of employees' personal and organizational domains (Haldorai et al., 2020). During a crisis such as the COVID-19 pandemic, it is crucial to cultivate creative adaptability among individual employees. This involves fostering effective behaviors, attitudes, and emotions that enable them to readily adjust to the challenges posed by the crisis and the consequential changes in the work environment. According to Okibi (2021), creative adaptability serves as an individual's personal resource. In accordance with the COR theory, the provision of resources by servant leadership to employees leads to a tendency among them to pursue additional resources, such as personal resources (creative adaptability) and spiritual

resources (workplace spirituality). Employees who have access to sufficient resources are better equipped to manage their emotional well-being when confronted with adverse conditions during crisis events. Likewise, in the presence of additional resources, workers allocate resources and invest their current resources to attain resource gains (belief restoration) and recover from stressful situations. Thus, we expect servant leadership to nurture workplace spirituality and creative adaptability, thereby enhancing the belief restoration of employees and mitigating their negative emotions.

The fifth research gap: The current understanding of servant leadership and its influence on followers is limited by the absence of explicit boundary conditions. As such, it remains unclear whether servant leadership produces consistent outcomes across a variety of followers (Najam & Mustamil, 2022). The present study suggests that the follower personality type serves as a moderator in elucidating the favorable effects of a servant leadership approach on followers. This study aims to examine the potential moderating effect of proactive personality on the relationship between servant leadership and workplace spirituality, as well as employee creative adaptability, in order to gain a deeper understanding of the boundary conditions that govern servant leadership. According to Chien et al. (2021), the proactive personality trait refers to an individual's ability to exhibit initiative, take action, and identify opportunities. During periods of substantial transformations, it is essential to have proactive individuals who are willing to undertake risks and confront the challenges of the situation. Furthermore, according to COR theory, employees who possess proactive personality traits are more inclined to use the contextual resources provided by servant leadership to enhance their own personal and spiritual resources, specifically in terms of creative adaptability and workplace spirituality.

The final research gap: This study finds final research gaps related to the research context. In the Vietnam context, the role of organizational leaders in shaping positive outcomes for employees in a crisis has received little attention. Global crises

such as COVID-19 have produced significant challenges for Vietnamese organizations' leaders since they have limited evidence-based knowledge in a crisis. This belief is supported by a systemic review conducted by Collins et al. (2022), who discovered that the majority of crisis leadership research data comes from large, well-established publicly traded companies in Western countries, limiting the generalizability of crisis leadership research findings. Thus, how leaders respond to a crisis continues to be a major topic in the Vietnam context. ***Furthermore***, previous research on well-being during crisis situations tends to focus on showing negative consequences for employees (Mihalache & Mihalache, 2022), and limited knowledge exists regarding the leadership challenges and organizational outcomes that arise from various forms of threat, encompassing the COVID-19 pandemic (Dirani et al., 2020). Besides, with respect to the empirical context of servant leadership, Mcquade et al. (2021) revealed that a majority of the scholarly investigations concerning servant leadership (77%) are conducted in developed countries. This finding indicates that there is a shortage of research on servant leadership in developing countries. These things together are the rationale for investigating the role of servant leadership in the emotional well-being and restorative beliefs of employees during the COVID-19 crisis in an emerging economy - Vietnam.

1.4. Research objectives and research questions

Based on the research background and research gaps, the following research objectives and research questions are formulated with expected solutions.

1.4.1 The general research objective

The general purpose of this study is to propose and examine a theoretical model for explaining the mechanism by which servant leadership enhances belief restoration and mitigates negative emotions among employees during a major global crisis.

1.4.2. Specific research objectives

Accordingly, the specific objectives of this study are as follows:

Objective 1: Propose and examine the influence of servant leadership on mitigating negative emotions and enhancing belief restoration among employees during a major global crisis.

Objective 2: Propose and examine the mediating role of workplace spirituality and employee's creative adaptability in the relationships between servant leadership and negative emotions and belief restoration among employees during a major global crisis.

Objective 3: Propose and examine the moderating role of employee's proactive personality in the relationships between servant leadership and workplace spirituality and employee's creative adaptability.

1.4.3. Specific research questions
Accordingly, this study delves into six research questions:

RQ1.1. How does servant leadership mitigate employees's negative emotions during a major global crisis?

RQ1.2. How does servant leadership enhance the belief restoration of employees in during a major global crisis?

RQ2.1. How are mediating roles of workplace spirituality and employee's creative adaptability in the relationships between servant leadership and employee's negative emotions during a major global crisis?

RQ2.2. How are mediating roles of workplace spirituality and employee's creative adaptability in the relationships between servant leadership and employee's belief restoration during a major global crisis?

RQ3.1. How is moderating role of employee's proactive personality in the relationships between servant leadership and workplace spirituality?

RQ3.2. How is moderating role of employee's proactive personality in the relationships between servant leadership and employee's creative adaptability?

1.5. Research object and scope

Research Object: This study examines the effects of servant leadership on employee belief restoration and negative emotions during a major crisis, both directly and indirectly through employee creative adaptability and workplace spirituality.

Survey object: Participants are full-time employees working in the aviation service industry in Ho Chi Minh City, Vietnam.

Spatial scope: The present study focuses on air service providers operating in Tan Son Nhat International Airport, Vietnam. Tan Son Nhat International Airport is one of Southeast Asia's major airports (Huynh et al., 2020). Additionally, this airport is the busiest in Vietnam, handling about forty million people each year (Vietnaminsider 2021). The recruited aviation service providers include Vietnam Air Traffic Management Corporation (VATM), Airports Corporation of Vietnam (ACV), Vietnam Airlines (VNA), Bamboo Airways (QH), Pacific Airlines (BL), VietJet Air (VJ), Vietnam Airlines Engineering Company (VAECO), Vietnam Airport Ground Services Company Limited (VIAGS), Vietnam Air Catering Services Company (VINACS), and Saigon Ground Services (SAGS).

Scope of time: Because of COVID-19, all respondents received access to the survey through a Google link instead of filling out a printed survey. The data was collected in two months (from January to February 2022).

1.6. Research method and designs

This research is comprised of two studies: The pilot study and the main study. Specifically, the initial step involved conducting an extensive review of literature pertaining to servant leadership, negative emotions, belief restoration, creative adaptability, and workplace spirituality. The identification of research gaps and objectives was based on a thorough review of the existing literature. Subsequently, the study put forth the research constructs, formulated a theoretical model, and posited hypothesized statements. After presenting the aforementioned model, which comprises

five unidimensional and one multidimensional (second-order) construct, we proceeded to modify the measurement scales from previously established and validated research. The measurement items utilized in our study were obtained from pre-existing research. Furthermore, extensive discussions were held with three organizational behavior professors who possess extensive expertise in the areas of leadership, employee well-being, and workplace spirituality. The aforementioned academics provided recommendations pertaining to both the research methodology and the underlying theoretical framework. Given that these scholars specialize in the domain of survey instrument design, we sought their input to verify the suitability of the phrasing of the scale items in order to effectively elicit accurate responses for the constructs being measured. Subsequently, a back-translation methodology was employed to verify the fidelity of the scale items in the Vietnamese rendition in accurately reflecting their corresponding connotations in the English language.

The study utilized a pilot test to ascertain the comprehensibility and lucidity of the measurement items, as well as the content validity and reliability of the measurement scales. The final questionnaire utilized in the main study underwent refinement based on the outcomes of the pilot-test results. The primary survey was conducted through a self-administered questionnaire with employees working for various air service providers that have been operating at Tan Son Nhat International Airport, which is recognized as the largest airport in Vietnam. The data was collected using a convenience sampling technique. A total of 392 surveys were distributed. Following the data cleaning procedure, a total of 314 questionnaires were deemed suitable for analysis after excluding those with incomplete responses or missing values.

The study utilized Partial Least Squares (PLS) methodology, specifically the SmartPLS software package (Ringle et al., 2015), to evaluate the measurement and structural models. In accordance with Hair et al.'s (2020) methodology, an initial step in our study involved performing a data analysis to assess the reliability and the convergent

and discriminant validity of the measurement models. The study utilized a disjointed two-stage approach (Sarstedt et al., 2019) to incorporate a reflective-formative type of second-order constructs in the measurement models. Subsequently, the methodology outlined by Hair et al. (2020) was employed to evaluate the structural model, with the aim of investigating collinearity concerns and gauging the overall quality of the structural model. Ultimately, the hypothesis tests were executed, encompassing direct, mediating, and moderating effects.

1.7. Research contributions

1.7.1. Theoretical contributions

The current research thus contributes to servant leadership literature in serveral ways. First, the author develops a research model addressing the nexus between servant leadership and employee's negative emotions in the crisis context. Given that stressful situations such as crisis events has strong negative impact on mental heath, emotional status of employees. Under supervison of servant leader who charactered by caring, emotional healing, behaving ethically, these employees's negative emotions may be reduced. Furthermore, by showcasing the significant adverse impact of servant leadership on negative emotions, another well-being indicator of employees, this study extends the existing findings of Rivkin et al. (2014) and Ruiz-Palomino et al. (2022), which documented that servant leadership can mitigate burnout (Rivkin et al., 2014) and depression (Ruiz-Palomino et al., 2022).

This study examines the impact of servant leadership on negative emotions and belief restoration through workplace spirituality and creative adaptability. This perspective complements existing empirical studies on servant leadership and sheds light on the different ways in which it affects employee outcomes during significant organizational changes. This mediating mechanism also extends the scope of COR theory to include organizational crises. Accordingly, servant leadership acts as a contextual resource, and the resources from servant leadership facilitate employees

obtaining more resources, including personal and spiritual resources. Such sufficient resources can help employees reduce the emotional harm that may result from the COVID-19 pandemic, as well as invest resources to bring back more resources to recover from loss.

Finally, in the author's best knowlegde, this study pioneered to explore a new contruct called creative adaptability. Orkibi (2021, 2023) and Orkibi et al. (2021) suggests that this new construct as a proactive factor, showing the ability to adapt creatively to the significant changes such as stressful events, crises.

1.7.1. Practical contributions

Given the background of the COVID-19 pandemic, the current study has several practical implications for businesses and employees in the face of a crisis such as COVID-19.

Firstly, since servant leadership is linked to reducing employee negative emotions, particularly in difficult situations such as crises, managers should make efforts to encourage servant leadership growth by allowing young leaders to learn from proximate servant leader role models at work. Human resource management (HRM) professionals should establish training and development programs that emphasize creating servant leadership behaviors in their leaders, in addition to fostering servant leadership growth.

Secondly, the present study contributes to the development of strategies for fostering employees' belief restoration in times of crisis. As employees with strong self-belief about the organization's capacities to return to precrisis conditions play a crucial role in organizational responses during a crisis event, it's time for the Human Resource Management (HRM) function in organizations to develop and implement servant leadership behaviors to increase this belief.

Finally, HRM professionals and other stakeholders may find the study proposal important in understanding and implementing long-term strategies to deal or cope with

future comparable crises. Last but not least, the evidence from this study can contribute to the development of more effective preparedness and response strategies to diminish the impact of future crises in Vietnam.

1.8. Thesis outline

Chapter 1: Introduction. This chapter introduces research background, the research gap, the research objectives and questions, the research contribution, and the structure of research.

Chapter 2: Literature review and Hypotheses development. This chapter provides a theoretical foundation and a review of related literature on servant leadership, workplace spirituality, negative emotions, creative adaptability, belief restoration, and proactive personality. This chapter also demonstrates hypothesis development.

Chapter 3: Research methodology. This chapter provides detail on the research model, research process, research design, research context, sampling, and data analysis strategy.

Chapter 4: Data analysis and Results. This chapter analyzes collected data and interprets the findings of research.

Chapter 5: Conclusions and Implications. This chapter provides the conclusions of the research. Theoretical implications and practical implications are shown in this chapter. Finally, in this chapter, some limitations and recommendations for future research are provided.

1.9. Summary

This chapter seeks to provide research background on the significance of servant leadership on employees' negative emotions and belief restoration. In addition, this chapter identifies research problems. This study is necessitated by the question of whether and how servant leadership mitigates the negative emotions of employees and restores their belief during a major global crisis such as COVID-19. In addition, this study defines the research methodology and scope based on the research lacuna.

Regarding the research methodology, this study consists of two studies: the pilot study and the main study. The pilot study aims to develop and test the draft scale, while the main study aims to test the construct measurements' reliability, convergent validity, and discriminant validity. To evaluate the hypotheses, the PLS-SEM method utilizing SmartPLS 3.0 is employed. This chapter also includes a discussion of academic and practical contributions. Finally, the structure of this thesis is demonstrated.

CHAPTER 2 - LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

In this chapter, effort is put into doing a literature review to clarify the research gap, which provides clearer arguments for investigating if and how servant leadership is related to negative emotions and belief restoration among employees during a global crisis. Accordingly, this chapter includes (1) crisis and crisis leadership; (2) the study constructs; and (3) the development of hypotheses, which also encompasses the theorectical foundation for hypotheses in the proposed research model.

2.1. Crisis and Crisis Leadership

2.1.1. Organizational crisis definitions

In a dynamic business envrironment as today, an organizations have always been and will continue to be vulnerable to crises in some form. While each type of crisis poses a unique threat, it helps to understand what differentiates a crisis situation from an unfortunate or unpleasant business challenge (James et al., 2011). Besides, along with the development of business landscape a number of various conceptualizations of crises have been adopted. According to Bavik at el. (2021), based on the major researchs related to the crisis so far, the definition/features of crisis can be summarized in the following overview table:

Table 2.1. A summary of the definitions/features of crisis in the literature
(Adapted from Bavik at el., 2021)

Author	Key Construct	Purposes	Definition/Features
Hermann (1963)	Business crisis	This study posits that a crisis may be characterized by a distinct connotation that is relevant to the field of organizational behavior. A set of interconnected propositions is proposed to illustrate how a crisis in an organization's external environment might trigger behavior inside the organization that impedes its ability to effectively respond to the crisis.	"An organizational crisis (1) threatens high-priority values of the organization, (2) presents a restricted amount of time in which a response can be made, and (3) is unexpected or unanticipated by the organization" (p. 64).
Marcus and Goodman (1991)	Crisis	This study conducts an empirical analysis of the effects of corporate management declarations during three distinct crisis scenarios, including accidents, scandals, and product safety events, on the stock market. These crises have an impact on many stakeholders in a firm, including suppliers, shareholders, workers, and consumers.	"A crisis is an emotionally charged event that can be a turning point for better or worse" (also see Carroll, 1989, p. 492) (p. 284). There are two significant aspects that have importance in the context of crises: (1) Victims - the impact they have on any individuals affected by the crisis, and (2) Deniability - the plausibility of explanations provided on the origins of the crisis.

Pearson and Clair (1998)	Organizational crisis	The objective of this article is to synthesize and expand upon existing knowledge in order to provide a comprehensive approach to the study of crisis management. This strategy incorporates insights from several disciplines, including social-political studies, psychology, and the technological-structural perspective of research. This study further provides definitions for organizational crisis and crisis management, presents a framework illustrating the process of crisis management, and proposes researchable arguments for the integration of various viewpoints.	"An organizational crisis is a low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly" (p. 60).
Pillai and Meindl (1998)	Crisis	The primary objective of this study is to investigate the significance of leadership in the context of crises. This research specifically highlighted the concept that the emergence of charismatic leadership serves as an essential resolution to crisis scenarios. The results of laboratory research suggest that crises facilitate the formation of charismatic leaders, who are subsequently seen as more successful	Crisis is defined as "work situations causing stress and anxiety".

		compared to group leaders who arise in noncrisis circumstances.	
Rosenthal et al. (2001)	Crisis	These authors attempt to reconcile the divergence between the traditional perspective of social science and the evolving landscape of crises. The authors furthermore provide a framework for a flexible and adaptable approach to crises and crisis management that supports scholars and practitioners in effectively addressing the evolving crisis concerns of the present and future.	Crisis is defined as "a serious of threat to the basic structures or the fundamental values and norms of a system, which under time pressure and highly uncertain circumstances necessitates making critical decision" (p. 10). There are many factors that contribute to the delineation of a crisis. The factors to be considered in analyzing a crisis include: (1) the underlying cause, (2) the allocation of responsibility, (3) the response strategies used during the emergency, (4) the magnitude of the crisis, and (5) the duration of the crisis (Heath & Millar, 2004).
Coombs (2007)	Crisis	The book offers a comprehensive and cohesive approach to crisis communication, including all stages of the crisis management process and incorporating insights from other academic fields. The authors elucidate the mechanisms through which crisis management may effectively mitigate or	Crisis is defined as "the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization's performance and generate negative outcomes" (p. 2).

		diminish the potential impact of a crisis, providing a set of principles for appropriate conduct and response during an emergency situation.	
Lee and Makhija (2009)	Economic crisis	In the context of an economic crisis, which is defined as an unexpected and significant decline in the overall economy, this research looks at the significance of the strategic flexibility that companies' overseas investments offer.	An economic crisis is defined as "an unanticipated significant downturn in the economy" (p. 537).
James and Wooten (2010)	Crisis	The authors effectively include contemporary illustrations of crises or crisis management with scholarly discourse in order to elucidate fundamental concepts throughout the book. By integrating theoretical, empirical, and practical notions related to the notions of crisis and leadership, the author offers a comprehensive viewpoint aimed at directing the academic community towards further investigation in crisis leadership. Additionally, the author seeks to motivate students to equip themselves for a novel form of leadership and furnish a navigational framework for both students and business leaders to	Crisis is "a rare, significant, and public situation that creates highly undesirable outcomes for the firm and its stakeholders… and requires immediate corrective action by firm leaders" (p. 17) [Note: the authors concluded 3 elements featuring crises, including "ambiguity", "high stakes", and "perceived urgency"].

		navigate the escalating difficulties associated with leading contemporary organizations.	
James et al. (2011)	Business crises	This study offers an extensive review of many studies conducted on crises and delves into two theoretical areas, namely problem framing and deviance, and their possible impact on leadership theory. This study also offers a thorough discussion of the difficulties associated with doing crisis research, along with recommendations for novel methodological techniques and research inquiries that align with a more optimistic leadership perspective.	The stated features put forward by the authors include rarity, significance, and the effect on stakeholders as defining features of crises.
Bundy et al. (2017)	Organizational crisis	The present study presents a comprehensive framework for understanding and managing crises that incorporates insights from several academic disciplines such as strategy, organizational theory, organizational behavior, public relations, and corporate communication. The study found two main viewpoints within the existing body of literature: one that focuses on the internal dynamics of a crisis and another that emphasizes the management of	"An event perceived by managers and stakeholders to be highly salient, unexpected, and potentially disruptive" (p. 1663). The authors put forth four distinct features that define crises. (1) Crises include elements of unpredictability, disturbance, and transformation. (2) Crises provide detrimental or menacing implications for organizations and their associated stakeholders. (3) Crises manifest as behavioral occurrences. (4) Crises are

		external stakeholders. Examine fundamental principles from each standpoint and emphasize the shared characteristics that are present among them. The present study employs an integrated framework to put forward potential avenues for future research in the field of crises and crisis management, thereby contributing to the scholarly discourse on this topic.	integral components of broader processes rather than separate events.
Williams et al. (2017)	Crisis	This study shows a comprehensive review of the existing literature on crisis management and resilience and explores potential avenues for integrating and advancing these two research domains. This study further delineates two distinct strands of research pertaining to crisis and crisis management: the conceptualization of crisis as a discrete event and the understanding of crisis as an ongoing process.	Crisis is "a process of weakening or degeneration that can culminate in a disruption event to the actor's (i.e., individual, organization, and/or community) normal functioning." (p. 739).

(Source: author's summarization)

Based on the aforementioned analysis of the fundamental concepts and characteristics of crises in the literature, as shown in Table 2.1, it can be broadly comprehended that crises within an organization are often seen by leaders and stakeholders as unforeseen occurrences that possess highly salient characteristics and have the ability to cause disruption (Bavik at el., 2021, Bundy et al., 2017; Pearson & Clair, 1998). Further, crisis is charactered by a decision in a short time in responding to threat to system survival and involves an ill-structured situation with inadequate resources for coping with it (Lacerda, 2018). A number of researchers have made considerable efforts to draw out the major distinctions between crises and organizational business problems. Notably, according to Bavik at el. (2021); James et al. (2011) the distinguishing feature of the crisis is reflected in three aspects. The first feature is the rarity of the event which illustrates that crises are rare, abnormal, infrequent; as a result, organizations and leaders have little experience in managing them. For instance, crises such as the COVID-19 pandemic, environmental disasters, financial crises and economic recession generally have a low probability of occurrence, compared to other adverse organizational events such as machinery malfunctions, human errors, and customer complaints that occur on a more regular or even daily basis. Taking into account the unexpectedness and rarity and of crises, leaders play an important role reducing the likelihood of crisis occurrence and enhancing crisis risk response plans of the organization and its stakeholders.

Next, crises can be distinguished from business problems by the characteristic described as their salience which including two more specific attributes, namely (1) significance, and (2) the perceived urgency of the response. While the significance dimension demonstrates that the crisis has a very strong impact on the long-term survival and development of the organization as well as the ability to utilize resources to recover, the perceived urgency of the response refers that crises as events that require immediate action. Accordingly, these crises may quickly become severe, worsen and threaten the

existence of the organization and seriously affect its stakeholders, unless the organization's leaders take action swiftly take prompt action to address those crisis risks.

Finally, impact on stakeholders is considered as the main third dimension of crisis. Obviously, stakeholders imply as the internal or external entities to the focal organization. In specific, these stakeholders include the array of individuals and groups (James et al., 2011; Marcus & Goodman, 1991), encompassing general public, neighboring, investors, suppliers, distributor, government, consumers, employees, and even the natural environment (James et al., 2011). These stakeholders can both influence, or be influenced by, organizations' activities and their success or failure in attaining their goals (James et al., 2011). Therefore, crises are significant events that potentially engender detrimental effect and heavy emotional toll on different stakeholders.

2.1.2. Classification of crises – typologies

Scholars have proposed a number of typologies based on crisis features as a result of the realization that different sorts of crises might result in diverse stakeholder reactions (e.g., Marcus & Goodman, 1991; Williams et al., 2017). The use of crisis typologies serves to mitigate the ambiguity linked to the emergence of a crisis by providing a structured framework for responding in a suitable manner (James et al., 2011). Using Heider's (1958) and Weiner's (1986) "attribution theory," Coombs and Holladay's (1996) "crisis typology" divides crises into two groups: those with external causes and those with internal causes. It also divides crises into two groups: those with intentional causes and those with unintentional causes. As a result, this typology encompasses four distinct categories: (1) external-unintentional crises; (2) external-intentional crises; (3) internal-unintentional crises; and (4) internal-intentional crises. The presented crisis typology provides a succinct approach for classifying crisis scenarios and establishing a link between crisis leadership and the diverse perspectives of internal and external stakeholders towards the leader in various crisis categories.

Notably, based on these categories, the COVID-19 outbreak has been classified as an external - unintentional crisis.

2.1.3. Crisis leadership

Effective crisis management in a global context is consistent with growing demands from organizational stakeholders for responsible actions by crisis leaders (Tokakis et al., 2018). During times of crisis, organizations are compelled to operate under heightened levels of stress, presenting significant difficulties for business leaders (Dirani et al., 2020). According to Pearson and Clair (1998), crises were previously perceived as infrequent occurrences. However, the World Economic Forum (2020) predicts that their frequency is likely to escalate due to factors such as climate change, population growth, and increasing geographic density. Hence, it is evident that leaders will encounter the formidable challenge of managing increasingly frequent, severe, and detrimental crises compared to previous times (Collins et al., 2022). Given the unpredictability of crises in general, and particularly the COVID-19 pandemic, as well as the significant and potentially disruptive implications for organizations and the broader community, effective crisis leadership is critical for organizational survival and competitiveness. Although the importance of leadership in organizational performance and nurturing the positive attitudes and behaviors of employees has gained increasing attention in the management sector, research on crisis leadership is often criticized for its lack of specificity (Tokakis et al., 2018; Bundy et al., 2016). According to previous scholars, the important role that leadership plays in responding to a business crisis needs to be stressed, and an investigation of the extent to which leadership matters in periods of uncertainty is necessary (James et al., 2011). Bavik et al. (2021) state that the concept of crisis leadership pertains to the manner in which leaders exert influence on various stakeholders in times of crisis, as well as the factors that contribute to the varying effectiveness of leaders in such circumstances. In other words, leadership behaviors displayed during a crisis situation are important, as not all leaders are best suited for

handling a crisis (Lacerda, 2019; Bowers et al., 2017). Adapted from Collins et al. (2022), Table 2.2 identifies the different leadership behaviors that have been empirically studied for each type of crisis.

Furthermore, there is a lack of comprehensive knowledge on the manner in which leaders react to different categories of crises (Collins et al., 2022). Collins et al. (2022) conducted an interdisciplinary analysis of crisis leadership, resulting in the identification of four distinct typologies. These typologies include: (1) external crises that are unintentional, wherein leaders assume the role of shepherds; (2) external crises that are intentional, with leaders embodying the characteristics of saints; (3) internal crises that are unintentional, where leaders act as spokespersons; and (4) internal crises that are intentional, with leaders assuming the role of sinners. The categorization of crisis leadership contributes to the identification of the most suitable leadership approaches for various crisis scenarios. Notably, based on Collins et al.'s (2022) review, it is worth highlighting that external-unintentional crises encompass unintentional crises resulting from human actions, such as financial shocks, as well as crises triggered by natural disasters, including hurricanes, floods, earthquakes, and pandemics. In such crises, leaders play an important role in effectively safeguarding their organizations and followers and leading them towards safety. Moreover, in the context of an external - unintentional crisis, the efficacy of leadership may also be contingent upon the leader's possession of personal power, including attributes such as charisma, ethical values, confidence, and empathy (also see Table 2.2). To put it differently, organizational leaders can use their instincts and deep understanding to guarantee the provision of adequate support for both their businesses and employees in this challenging time (Dirani et al., 2020; Nguyen et al., 2023).

Given the context of an unintentional crisis such as COVID-19, employees may experience psychological, emotional instability. In specific, they feel anxious, sad, and depressed (Luu, 2021). Even their emotions are sometimes confused and difficult to

control, which can be reflected as emotional distress. These things strongly affect their well-being and job performance (Carnevale & Hatak, 2020). In the long term, these negative emotions can cause them to leave the organization. The value of human resources, while not quantifiable like financial capital, is widely recognized as a crucial asset that has the potential to drive organizational success (Kurian, 2018; Muduli, 2015). The loss of valuable personnel results in a depletion of knowledge, whereas the retention of such individuals enables businesses to preserve their knowledge and expertise. According to Naudé (2012), amid periods of instability, it is crucial to engage in intentional goal planning with the aim of maintaining high-performing individuals and using their expertise to maintain a heightened level of production. During times of crisis, a number of companies endeavor to decrease their workforce as a means of cost reduction while simultaneously placing higher expectations on the remaining workers to exhibit enhanced resilience (Dirani et al., 2020; Nguyen et al., 2023). Therefore, effective crisis leaders should be emotion managers who effectively engage in managing and prioritizing followers' emotional stability as well as ensuring employee retention during a crisis (Collins et al., 2022; Dirani et al., 2020). Certainly, once an individual has coped with stressful situations, they need more supportive, caring, motivating, and sharing behaviors from their leaders. These behaviors energize employees to overcome challenging situations.

Table 2.2. Crisis leadership quadrants

(Adapted from Collins et al., 2022)

Author(s)	Crisis Description	Leadership style or behavior	Study Design	Key findings
Jensen et al. (2021)	COVID-19 pandemic	Charismatic rhetoric	Mixed-method	An increase of one standard deviation in charisma is associated with an approximately 6 percent decrease in COVID-19 fatalities, accumulated over a period of 10 weeks. Political conservatives are more likely to be driven by charisma in shaping their opinions, while liberals are not.
Liu et al. (2021)	COVID-19 pandemic	Organizational values; crisis planning; ethics	Qualitative	According to this research, crisis plans that were made before the COVID-19 pandemic were insufficient since they did not account for the prolonged length and very unknown characteristics of the crisis. Instead, higher education executives spontaneously implemented guiding concepts to facilitate their decision-making.
Steinbach et al. (2021)	COVID-19 pandemic	Employee safety actions; compensation actions; CEO benevolence	Quantitative	Compensation activities taken by CEOs with high benevolence were linked to an increase in positive emotions during the early months of the epidemic, whereas safety actions taken by CEOs with low benevolence were connected with a rise in positive sentiment.

Sergent and Stajkovic (2020)	COVID-19 pandemic	Confidence; empathy	Mixed-method	The study revealed fewer deaths from COVID-19 when leaders expressed more empathy and exuded greater confidence.
Mora Cortez and Johnston (2020)	COVID-19 pandemic	Decision making; coordination; support; moral enhancement	Qualitative	Top management teams must establish a well-defined organizational framework, provide a clear understanding of roles and responsibilities, promptly make important and resolute decisions, promote ethical and moral values, and actively participate in crucial commercial negotiations.
Swinkels (2020)	Eurozone crisis	Sensemaking; meaning making; belief changes (economic philosophy)	Qualitative	The leaders' sensemaking was partially explained by their conviction in their power to influence events, self-confidence, and economic pressure, whereas cognitive complexity and receptivity to information did not play a significant role.
Liu (2017)	2008 Global Financial Crisis (GFC)	Sensemaking; leader aggression; competitive masculinity; paternalistic masculinity; humility and accessibility	Qualitative	The media's ethical leadership portrayal of two bank CEOs underwent a transformation in response to the evolving circumstances of the 2008 GFC.

Liu et al. (2017)	2008 GFC	Confidence; resilience; self-awareness & exposure; hope & optimism; moral character	Qualitative	This research emphasizes the media's involvement in actively shaping leaders' narratives and challenges the notion that leaders possess an inherent, genuine identity and that their beliefs, values, and attitudes will be universally seen as 'authentic'.
Sommer et al. (2016)	Chronic hospital bed shortage	Transformational leadership; management-by-exception (MBE) passive; MBE active leadership	Quantitative	Transformational leadership has shown a correlation with increased positive emotions and decreased negative emotions, which subsequently led to enhanced resilience among team members.
van Esch and Swinkels (2015)	Eurozone crisis	Sensemaking; belief in the ability to control events; self-confidence; conceptual complexity; openness to information	Qualitative	A leader's perception of their ability to exert control over events, their self-confidence, and the influence of economic factors contribute to their understanding of a crisis to some extent.
Zhuravsy (2015)	2011 Christchurch earthquake	Formal and informal leadership	Qualitative	Formal crisis-leadership themes included: decision making, ability to remain calm, and effective communication. Informal crisis leadership themes included: motivation to lead, autonomy, emotional leadership,

				and crisis as opportunity.
North et al. (2013)	9/11 attacks	Supporting employees' return to work; workplace memorials and commemorative gatherings; personal sharing and support	Qualitative	Managers lacked the necessary readiness to handle the significant and intense emotional reactions of workers after the events of 9/11. Employees credited their emotional rehabilitation to the proactive measures taken by supervisors, which facilitated their swift reintegration into the workforce.
Williams et al. (2012)	2008 GFC, Iraq and Afghanistan wars	Authentic leadership; charisma perceptions	Quantitative	Perceptions of crisis were shown to have a positive correlation with attributed charisma, but no significant correlation was seen with perceptions of authentic leadership. The link between cynicism and attributed charisma for leaders was influenced by value congruence, whereas attributed charisma had enhancing impacts on the prediction of employee behavior with regard to authenticity.

Davis and Gardner (2012)	9/11 attacks, Hurricane Katrina	Leader charismatic rhetoric; leader effectiveness	Mixed-method	Overall, charisma served as an effective leadership behavior after the 9/11 attacks compared to pre-crisis levels.
Bauman (2011)	Product harm crisis (2007 Viracept recall)	Acknowledge; apologize; act	Qualitative	The author's conclusion is that the most successful ethical strategy to deal with stakeholder responses to unintended injury is to recognize the harm, provide an apology, and take appropriate action.
Boehm et al. (2010)	2006 Lebanon War	Transformational and transactional leadership	Quantitative	During times of crisis, community members anticipate that grassroots leaders will demonstrate both transformational and transactional leadership.
Williams et al. (2009)	War, national deficit, terrorism, and foreign relations	Attributed charisma; value congruence; decisiveness	Quantitative	There was a negative (positive) relationship between crisis and charismatic leadership for leaders.

(Source: Author's summarization)

2.2. Definitions of key concepts
2.2.1. Servant leadership

Servant leadership is a holistic leadership approach that engages followers in multiple dimensions (e.g., relational, ethical, emotional, spiritual), such that they are empowered to grow into what they are capable of becoming (Sendjaya et al., 2008). The primary principle of this leadership style is to develop employees, primarily through the leaders' altruistic and ethical values (Greenleaf, 1977). According to van Dierendonck (2011), servant leaders saw themselves as stewards of the organizations, aiming to enhance the resources, both financial and non-financial, that had been placed under their responsibility. Consequently, these individuals do not disregard performance objectives, despite their emphasis on the personal growth of their subordinates. In contrast to leadership styles that "sacrifice people on the altar of profit and growth" (Sendjaya, 2015, p. 4), servant leaders prioritize sustainable performance in the long term. Recently, Eva et al. (2019) have presented a definition of servant leadership as follows: "Servant leadership is an (1) other-oriented approach to leadership (2) manifested through one-on-one prioritizing of follower individual needs and interests (3) and outward reorienting of their concern for self towards concern for others within the organization and the larger community." (p. 114).

During the 1980s, there was a notable transformation in the corporate landscape, which therefore led to a shift in the understanding of successful leadership. According to Conger and Kanungo (1994), they argued that previous categorizations of leadership styles as either task-oriented or people-oriented, as well as some contingency theories such as Fiedler's contingency and path goal theories, were insufficient in addressing specific organizational leadership challenges that emerged in the 1980s. The rapid development of globalization has presented significant challenges in effectively managing and leading large-scale organizations, as well as achieving success in implementing transformative initiatives. The emergence of this novel environment

necessitated distinct attributes and competencies from leaders who were deemed successful. The emergence of "contemporary leadership theories" in the corporate sector may be traced back to the 1980s. New leadership styles and models were defined by researchers, which have not been superseded or elucidated by any other models, such as the people-oriented and task-oriented leadership models (Bass, 1990). These leadership styles include Charismatic leadership, Transformational leadership, Transactional leadership, and Servant leadership.

During the latter part of the 20th century, there was an evident transition from conventional, autocratic, and hierarchical leadership styles to more contemporary approaches (Bass, 1990; Spears, 1996). In 1970, Robert K. Greenleaf introduced the notion of servant leadership, emphasizing the need for a novel and comprehensive leadership paradigm rooted in community-oriented principles. The demonstration of ethical and compassionate conduct is crucial in this particular type of leadership. Lemoine et al. (2019) assert that servant leadership is a type of moral leadership, with its definition originating from a moral-oriented perspective. According to Greenleaf (1977), servant leadership may be characterized as a kind of leadership behavior that is driven by the desire to serve, with the ultimate goal of empowering followers and fostering their sense of responsibility, well-being, wisdom, and autonomy. Graham (1991) suggested that servant leadership might manifest via several factors, including humility, relational power, autonomy, the moral growth of followers, and the emulation of leaders' service orientation. In their study, Sendjaya and Sarros (2002) examined the historical development of servant leadership, presenting it as a sincere commitment to act as fair and reliable caretakers while also motivating others to realize their utmost capabilities. According to the seminal work of Greenleaf (1970), the term 'servant' connotes a leadership style that prioritizes the moral and ethical empowerment of others, thereby constituting a crucial element in the development of a servant leader. According to Crippen (2005), Greenleaf's view of servant leadership suggests that "leadership

without service is less substantial, more ego-driven, and selfish, instead of being community-centered, altruistic, and empathetic" (p. 4). Servant leadership may be characterized as a leadership approach that is not driven by self-interest, manipulation, myopia, or power-seeking tendencies. Instead, it is guided by the fundamental values of service. Accordingly, individuals who get assistance and direction from others are more likely to reciprocate by providing service and leadership to a greater number of others, including workers, customers, and even society as a whole. Additionally, servant leaders hold the belief that they have the responsibility of attending to the whole mental and spiritual well of those with whom they are in association (Sendjaya et al., 2008).

While numerous scholars refer to and expand upon Greenleaf's conception of servant leadership, some endeavors have sought to enhance its conceptual clarity. According to Ehrhart (2004: p. 68), servant leadership may be characterized as "his or her moral responsibility not only to the success of the organization but also to his or her subordinates, the organization's customers, and other organizational stakeholders". The emphasis on stakeholders is prevalent in other definitions of servant leadership, such as "an understanding and practice of leadership that places the good of those led over the self-interest of the leader" (Laub, 1999: p. 23); "[a style of leadership which] emphasizes leader behaviors that focus on follower development, and de-emphasizing glorification of the leader" (Hale & Fields, 2007: p. 397); "a model that identifies serving others – including employees, customers, and community – as the number-one priority" (Spears, 2002: p. 4); "a group-oriented approach to leadership that emphasizes serving others" (Schaubroeck, Lam, & Peng, 2011: p. 865); and "influence behaviors, manifested humbly and ethically within relationships, oriented towards follower development, empowerment, and continuous and meaningful improvement for all stakeholders" (Lemoine, 2015: p. 45). In summary, Greenleaf's conceptualization and subsequent delineations coincide in their notion that servant leadership is characterized by its unique emphasis on serving many stakeholders. The operationalizations that are most widely

recognized and used in the context of servant leadership (Ehrhart, 2004; Liden et al., 2008; Sendjaya et al., 2008) comprise similar dimensions and include behaving ethically, creating value for the community, putting others first, helping others grow and succeed, emotional healing, empowering others, and conceptual skills.

In recent years, there has been an increasing focus on and acknowledgment of the concept of servant leadership (Zarei et al., 2022). Servant leadership has been advocated by several scholars as a legitimate theory of organizational leadership (Eva et al., 2019) that has significant potential for both theoretical advancement and practical application. Li et al. (2021) reveals that servant leadership is widely viewed as the engine that drives organizations to service excellence. As many well-known companies like Marriott and Starbucks attributed their success to servant leadership (Zarei et al., 2022), servant leadership plays a key role in the success of organizations and can be particularly effective in service-based industries such as hospitality, tourism, avitation (Zarei et al., 2022). In the hospitality literature, previous research has demonstrated that servant leadership was positively related to employees' positive outcomes such as employee engagement, OCB, helping behaviours, employees' in-role performance, self-rated employee corporate social responsibility (Li et al., 2021) … Furthermore, due to its holistic and developmental characteristics, servant leadership has been proven to have a positive relationship with several job-related attitudinal outcomes. The factors under consideration include employee engagement (van Dierendonck et al., 2014), job satisfaction (Mayer et al., 2008), thriving at work (Walumbwa et al., 2018), perceptions of meaningful work (Khan et al., 2015), and psychological well-being (Gotsis & Grimani, 2016). According to recent research, there is evidence to suggest a negative association between servant leadership and several negative outcomes such as emotional exhaustion, ego-depletion, job cynicism, job boredom, and turnover intention (Walumbwa et al., 2018; Hunter et al., 2013). Also, there is a growing body of research that indicates a favorable association between servant leadership and workers'

perceptions of work-life balance and family support (Tang et al., 2016). Additionally, servant leadership has been shown to mitigate work-family conflict (Zhang et al., 2012).

Servant leadership is a type of leadership that is grounded in morality (Sendjaya et al., 2008; Sendjaya, 2015). It is one of several styles of leadership that are also based on ethical principles, including authentic leadership, transformational leadership, spiritual leadership, and ethical leadership (Hoch et al., 2018). The leadership styles that exhibit the strongest correlation with servant leadership are ethical leadership and transformational leadership (Zarei et al., 2022). In consideration of the aims and circumstances of the present investigation, the author provides a succinct account of the resemblances and disparities between servant leadership and the aforementioned leadership styles, with the intention of elucidating the rationale behind *the necessity of implementing "servant leadership".*

Table 2.3. Comparison between servant leadership and ethical leadership/transformational leadership

Comparison	Ethical leadership	Servant leadership
Differences	Ethical leadership is defined as: "The demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown et al., 2005).	The concept of SL encompasses a wider range of aspects beyond ethical conduct. According to Greenleaf's (1970) concept of servant leadership, leaders take a proactive approach to empowering their followers to enhance their skills and character.

	Based on the above definition, the authors discerned the distinguishing characteristics of ethical leadership in comparison to other kinds of positive leadership, such as servant leadership. *First,* Ethical leadership places its primary emphasis on the ethical aspect of leadership rather than seeing ethics as a secondary component (Hoch et al., 2018). *Second,* Brown et al. (2005) provided a comprehensive description of ethical leadership, which encompasses both trait-based characteristics, such as moral values and personal integrity, and behavior-based aspects, such as ethical decision-making and actions shown by managers. The authors stated that ethical leadership may manifest itself via several characteristics, including but not limited to honesty, social responsibility, justice, and a propensity to contemplate the ramifications of one's decisions.	Greenleaf stated: "The servant-leader is servant first. It begins with the natural feeling that one wants to serve. Then conscious choice brings one to aspire to lead" (1970: 13). According to van Dierendonck (2011), SL offers greater flexibility in approach as opposed to prioritizing adherence to established organizational norms.

	Nevertheless, the manifestation of ethical leadership may also be seen through distinct actions, whereby the leader actively fosters ethical practices inside the organization.

Similarities	The concept of ethical leadership is centered on adhering to universally accepted ethical standards, which include but are not limited to attentively listening to employees, administering equitable treatment to employees, and demonstrating a sense of care for employees (Brown et al., 2005). Scholarly works by Ehrhart (2004), Liden et al. (2008), Liden et al. (2015), Sendjaya et al. (2008), Sendjaya (2015), and van Dierendonck (2011) demonstrate that the idea of servant leadership (SL) has a lot in common with the concepts of integrity, trustworthiness, employee care, and ethical conduct. Furthermore, both servant leadership and ethical leadership emphasize the significance of engaging in reciprocal communication with one's followers (van Dierendonck, 2011).

Comparison	Transformational leadership	Servant leadership
Differences	-According to Bass (1990), leaders who adopt a transformational leadership style offer vision, motivation, inspiration, expertise, knowledge, and instructions that enable their followers to surpass their perceived potential. Leaders of this nature provide their followers	-The concept of servant leadership involves a leader who (1) is committed to serving marginalized individuals and (2) is dedicated to fulfilling the needs of their followers (Sendjaya & Sarros, 2002).

	with a degree of autonomy coupled with the necessary authority to make informed decisions, following adequate training (Zarei et al., 2022).	-According to Bass, "Servant leadership goes beyond transformational leadership in selecting the needs of others as its highest priority" (2000: 33). -According to Stone, Russell, and Patterson (2003), *the key distinction* between transformational leadership and servant leadership *lies in the primary purpose of the leader*.
	The morality of transformational leadership is *focused on the organization* (Graham, 1991) and encourage follower commitment towards the attainment of *organization objectives* (Stone et al., 2003)	The moral principles of Servant leadership are oriented towards promoting the *well being of the followers* (Graham, 1991).
	According to van Dierendonck et al. (2014), the impact of transformational leadership is primarily on the perceptions of the leader, such as the perceived effectiveness of leadership.	The impact of servant leadership has been observed to have an effect on the psychological needs of individuals who follow a leader, specifically in terms of their satisfaction of psychological needs.

Similarities	Bass (2000) asserts that servant leadership has certain similarities with transformational leadership, encompassing "needing vision, influence, credibility, trust, and service." (p. 33). Additionally, Bass (2000) indicated that the two kinds of leadership exhibit the most similarity in terms of the transformational leadership aspects of inspiring motivation and individualized consideration. Both forms of leadership prioritize the development of their followers and incorporate ethical considerations (Zarei et al., 2022).

In summary, from a conceptual standpoint, it can be said that servant leaders are more *inclined than transformational leaders* to prioritize the following aspects in their leadership approach: placing the needs of followers as the foremost concern, prioritizing the interests of the organization as secondary, and considering their personal needs as less important (Sendjaya, 2015). *In comparison to ethical leadership*, servant leadership places a greater emphasis on the incorporation of stewardship as a vital component of successful leadership. This approach directs attention towards adopting an approach to life that considers the interests of all stakeholders involved. The behavior of leaders in accordance with ethical leadership theory may possess a more prescriptive nature, adhering to rules that dictate what is considered morally upright based on inherent ethical principles (Eva et al., 2019). On the other hand, servant leader behavior exhibits greater flexibility and adaptability, as it explicitly takes into consideration both the followers and the organizational context. Ethical leadership places significant emphasis on the need to demonstrate concern for others and exhibit honesty and trustworthiness. However, it tends to provide little consideration for aspects of authenticity and the supply of guidance and direction for followers (Eva et al., 2019).

Based on the above comparison, it can be seen that, although transformational leadership, ethical leadership, and servant leadership are all from a moral perspective,

inspiring as well as generating positive outcomes related to employees, servant leadership clearly demonstrates a strong concern for the employee's feelings and well-being above all else, placing the employee first. With its focus on serving the needs of followers in an authentic and empowering manner, the concept of servant leadership is well suited for today's knowledge-rich and innovation-intensive organizations that are committed to aiding followers in maximizing their creative potential (William, 2017; Zarei et al., 2022).

2.2.1.1. *Justification of servant leadership in a crisis context*

During times of crisis, servant leadership plays a crucial role in maintaining a productive workforce by effectively engaging and calming anxious employees. Servant leadership involves facilitating the provision of stable psychological resources to workers, such as a sense of purpose and meaning in life (Hu et al., 2020). This is achieved by encouraging individuals to recognize our shared humanity, which can help mitigate the harmful impacts of a crisis. In contrast to a hierarchical, leader-centric approach, servant leadership has been shown to be a more efficacious leadership style that emphasizes leading from the bottom and prioritizing the cultivation of employee growth (Eva et al., 2019; Hu et al., 2020). Specifically, in the context of the current pandemic, servant leaders may be particularly effective in mitigating negative emotions among employees. Furthermore, in periods of heightened stress, servant leaders possess the capacity for empathy, enabling them to identify and comprehend the sentiments and emotions encountered by their subordinates (Greenleaf, 1977; Spears, 2004). This, in turn, facilitates the proactive management of negative emotions experienced by employees. Servant leaders not only establish a connection and demonstrate empathy towards employee concerns but also offer validation of their trust in their subordinates. When employees perceive that their leaders prioritize their wellbeing, a majority of them tend to experience a greater sense of value and are more inclined to demonstrate commitment towards their job responsibilities (Hu et al., 2020; Piorun et al., 2021;

Sendjaya et al., 2008). The provision of supplementary resources for employees is imperative in mitigating the adverse effects of crises on their psychological wellbeing and beliefs. Moreover, the attribute of awareness in servant leadership facilitates the consideration of all aspects of the crisis and the requirements of the organization. In times of ambiguity, a servant leader exhibits self-awareness, situational awareness, and empathy towards the needs and concerns of others while also presenting potential courses of action (Piorun et al., 2021). The servant leader prioritizes shared values when making decisions. Similarly, servant leaders have the ability to apply foresight and integrate it into their daily decision-making processes, resulting in more intuitive decision-making and planning. This is particularly important in the context of a crisis, where uncertainty is prevalent and time is of the essence (Piorun et al., 2021). In light of crises such as COVID-19, emotional well-being and beliefs can be significantly affected. In this regard, servant leaders create a conducive environment for their staff to seek psychological, social, and cultural healing (Zada et al., 2022). Moreover, by possessing a comprehensive comprehension of the forthcoming events, having the capability to conceptualize a vision, modifying the vision to suit unforeseen circumstances, and effectively conveying the vision to others, servant leaders can cultivate greater responsiveness, flexibility, and adaptability among their staff in the face of uncertain and crisis situations (Piorun et al., 2021). Finally, servant leaders prioritize the wellbeing of the wider community. Leaders can enhance the sense of shared humanity and interconnectedness among employees by fostering a work culture that motivates them to engage in community service beyond their job responsibilities. When individuals experience an increased sense of empathy and social connectedness, they are more inclined to engage in actions aimed at reducing the suffering of others and to exhibit improved teamwork in the workplace (Hu et al., 2020; Jiménez-Estévez et al., 2023; Zada et al., 2022).

Taking the effective crisis leader features and the servant leadership review into consideration, we propose that servant leadership can be an effective leadership strategy during a crisis. As previously discussed, in the context of a crisis, employees always feel anxious and insecure (Lacerda, 2019; James et al., 2011; Thiel et al., 2015). A leader with a servant leadership style is believed to alleviate those negative emotions and give them confidence in the recovery of their organizations. In addition to difficulties in the workplace, the crisis led to a cascade of other problems within employees' personal lives, such as pressure, psychological fatigue, and a lack of communication, that potentially affected their performance at work (Lacerda, 2019). By actively listening, sharing, and empathizing with employees on those issues, servant leaders are believed to provide employees with resources to reduce negative emotions and enhance psychological resources in terms of belief in the organization's capacity to recover from crises.

2.2.1.2. The use of servant leadership in a crisis context

According to Doraiswamy's (2012) argument, during periods of turmoil, the utilization of servant leadership principles can serve as a means to inspire, involve, and empower staff members. There is a paucity of documented instances where servant leadership has been employed in times of crisis. Christ (2014) authored a concise article that reflects on the closure of an automotive plant in 2008. The author uses this event as a means to introduce the concept of utilizing servant leadership during times of crisis. The article highlights the importance of prioritizing employees in leadership choices. James (2017) provided a retrospective account of a school evacuation that occurred during a civil war in Cote d'Ivoire. This event can be considered a crisis situation. James highlighted the actions of the school's director as an illustration of servant leadership. In their study, Jackson and Lee (2019) adopted an alternative perspective on crisis management and the application of servant leadership. According to the research conducted by Jackson and Lee (2019), there was a significant emphasis on employee development and a willingness to adhere to the responsibility of "serving and protecting"

(p. 31). It is noteworthy that, apart from the limited number of case studies referred to earlier, there is an absence of scholarly literature on the application of servant leadership during a crisis, as documented in peer-reviewed sources. During the COVID-19 pandemic, scholars such as Fernandez and Shaw (2020) and Laezzo (2020), as well as trade publications like Paladin (2020), have recognized the importance of servant leadership in effectively managing the challenges and disruptions faced by employees and organizations. Thus, the concept of servant Leadership has garnered increased attention as a significant factor in incentivizing and positively transforming employee behavior, particularly in light of the COVID-19 pandemic. More effort, such as the work of Ruiz-Palomino et al. (2022), Jiménez-Estévez et al. (2023) has been put into highlighting the importance of servant leadership in times of crisis. However, this is still a new world for servant leadership literature. The present investigation serves to augment the existing body of empirical research on servant leadership in the context of unprecedented crises.

2.2.2. Negative emotions

The equilibrium between experienced positive affect (PA) and negative affect (NA) constitutes "the emotional core of global well-being," also known as "emotional well-being" (Larsen & Prizmic, 2008: p. 259, Diener, 2000). Typically, emotional well-being is dynamic, reactive, and subject to momentary management and regulation. Specifically, positive affect may include happiness, contentment, and vitality, whereas negative affect is frequently characterized by feelings of sadness, anxiety, and depression. Larsen and Prizmic (2008) contend that there are multiple ways to increase emotional well-being via the process of adjusting to events or emotions. Adaptation to events or sentiments of PA and NA is essential for optimal human functioning (Talbot & Mercer, 2018). In the context of this study, we focus on the negative affect or the negative emotions (NE). In organization management literature, negative emotions represent negative psychological resources possessed by employees during a

challenges/difficult time, reflected in negative emotional experiences, such as anxiety, being upset, terrified, depressed, and down (Zhang et al., 2020; Fong et al., 2021).

When individuals experience negative emotions, it may have detrimental effects on their overall well-being, physical health, and overall functioning (Gross & Jazaieri, 2014; Feinberg et al., 2020). Negative emotions in the workplace have been shown to contribute to several adverse outcomes, such as diminished job satisfaction, increased absenteeism, higher turnover rates, and even instances of vandalism (Barsade & O'Neill, 2016). Individuals who have a propensity for experiencing negative emotions are more likely to experience adverse effects on their overall well-being, both during their work hours and in their personal lives (Feinberg et al., 2020; Richard, 2020). It is not unexpected that employees have a strong inclination to evade or mitigate unpleasant emotions, and organizations, through official and informal means, actively promote the avoidance of such emotions among their workforce (Feinberg et al., 2020).

2.2.3. Belief restoration

Self-belief refers to the estimation of one's attitudes, emotions and capabilities of organizing and performing a set of recommended behaviors to manage potential situations (Pedrero & Manzi, 2020). Belief restoration refers to the notion by which employees assess and make judgments on their organizations' capacity to effectively coordinate and execute the necessary strategies for reinstating safety and stability inside workplaces throughout crisis situations (Zhang et al., 2020, 2021). In times of crisis, aviation personnel who possess a stronger belief in the prospect of restoration exhibit greater assurance and elevated anticipations of reverting to pre-crisis circumstances. According to recent studies conducted by Xie et al. (2023b); Zhang et al. (2020, 2021), it has been observed that individuals exhibit reduced intentions to quit, adopt adaptive behaviors, and maintain high levels of service quality, which in turn facilitate organizational recovery from crises. Lacerda (2019) posited that during times of crisis, individuals may engage in "role extension" by exhibiting pro-social and adaptive

behaviors in order to facilitate organizational recovery. Aviation personnel who possess a strong restorative belief exhibit lower turnover intentions, sustained job performance, and superior crisis management service quality.

2.2.4. Creative adaptability

Orkibi (2021) showed that employees who embrace creative adaptability (CA), referring to one's ability to come up with new and effective cognitive, behavioral, and emotional reactions to stressful events that can result in positive consequences, may be able to respond to stressful events in a creative and flexible manner. More specifically, cognitive CA refers to the ability to come up with new and possibly effective ideas, views, and thoughts; behavioral CA pertains to putting new and potentially effective behaviors and activities into practice, and emotional CA concerns with the development of new and potentially effective emotional reactions. The present conceptualization is based on the understanding that creativity encompasses the capacity to develop novel ideas, solutions, or products that possess, at the very least, the potential to be efficient or valuable (Smith & Smith, 2017). Drawing on Runco's (1996) theoretical framework on personal creativity, the novelty of a response is assessed based on an individual's internal frame of reference. Furthermore, the effectiveness or utility of a response is determined by its ability to optimize positive results and reduce negative outcomes. Accordingly, the ability to creatively adapt is the key element that organizations desire employees to employ when facing significant changes or crisis events. Adoption of creative adaptability can help followers protect, promote their well-being and improve their work performance (Orkibi et al., 2021; Orkibi, 2023). For instance, recent research suggests that CA is strongly and positively associated with spontaneity, openness to experience, creative self-efficacy, and emotional well-being in adults (Orkibi, 2023). A recent qualitative study conducted by Zaeske et al. (2022) investigated the effects of COVID-19 on the involvement of adolescents in creative pursuits and their use of technology during the pandemic. According to the study, CA led to the generation of diverse ideas,

views, behaviors, and adaptive emotional reactions that helped individuals cope with the pandemic. Overall, the previous studies indicate that CA may function as a potentially protective factor instressful or changing circumstances. Therefore, further research studies should investigate how to nurture CA among individuals (Orkibi, 2023).

2.2.5. Workplace spirituality

According to Duchon and Plowman (2005), spirituality in the workplace derives from a variety of well-known organizational behaviors and organizational theory components. Ashmos and Duchon (2000: p. 137) defined workplace spirituality as "[. . .] the recognition that employees have an inner life that nourishes and is nourished by meaningful work that takes place in the context of community." According to Milliman et al. (2003), spirituality in the workplace can be conceptualized in three dimensions: (1) meaningful work; (2) a sense of community; and (3) alignment with organizational values.

First, meaningful work indicates the extent to which employees' work gives them a profound sense of meaning and purpose. It also reflects the extent to which they are intrinsically motivated to engage in activities that give their lives and the lives of others meaning (Ashmos & Duchon, 2000). Second, a sense of community reflects the extent to which employees develop intimate relationships with others at work (Milliman et al., 2003) and represents the sense of belonging and care that employees demonstrate for other organizational members (Duchon & Plowman, 2005; Seriwatana & Charoensukmongkol, 2020). A strong sense of connection involves how people express support, mutual commitment, and genuine concern for others. Thirdly, alignment with organizational values reflects the extent to which individual values are consistent with the culture, mission, and purpose of the organization (Petchsawang & Duchon, 2009). This dimension of workplace spirituality reflects the extent to which the interior self and

goals of employees are interconnected with those of others and the organization as a whole.

Spirituality in the workplace has been found to improve a variety of employee work outcomes. Research has demonstrated, for instance, that it decreases intention to quit, work stress, exhaustion, increases organizational commitment, well-being job satisfaction, hope and optimism, organizational healing, and job involvement (Singh & Singh, 2022; Beehner & Blackwell, 2016; Scherer et al., 2016; Gatling et al., 2016). In addition, prior research has documented that workplace spirituality promotes a variety of desirable behaviors, including innovative work behavior, ethical behavior, and knowledge sharing (Singh & Singh, 2022).

Intriguingly, despite being a widely researched concept in the disciplines of human resource management, organizational behavior, psychology, and theology, workplace spirituality is still an emerging research domain, requiring more scholarly attention. The present study provides more empirical evidence for the role of workplace spirituality in organizations.

2.2.6. Proactive personality

According to Newman et al. (2017), proactive personality refers to a behavioral tendency to identify opportunities to effect change and manipulate the environment to take advantage of such opportunities (Crant, 2000). Individuals with a proactive personality do not wait for information and opportunities to come to them; instead, they actively seek out new ideas and take the initiative to enhance things (Valls et al., 2020; Fuller & Marler, 2009). They are more likely to alter their circumstances through personal initiative than to allow their environments to shape them (Fuller & Marler, 2009). Proactive individuals take an active approach to their work, actively searching out information and opportunities and eradicating obstacles that inhibit job and career fulfillment. They are more likely to use voice-constructive, change-oriented

communication intended to enhance the situation and signal development opportunities (Fuller & Marler, 2009). Proactive personality manifests itself in the workplace through employees' pursuit of new ideas to enhance work practices, investment in skill development, and desire to comprehend organizational dynamics (Fuller & Marler, 2009).

2.3. Theoretical background and Hypotheses development
2.3.1. *Conservation of resources theory (COR)*

Conservation of resources (COR) theory acts as a framework to propose that an individual strives to protect, obtain and nurture the things that they centrally value. Accordingly, resource conservation has two spiral effects, including the effects of value added and the spiral of loss (Hobfoll et al., 2018). In terms of the spiral effect of value added, those with more resources have easier access to more resources and are less vulnerable to resource loss, culminating in a cycle of resource growth. On the other hand, the spiral effect of loss postulates that persons with fewer resources have lower capacities to obtain resources, are, thus, more vulnerable to the loss of resources, speeding up said-phenomenon. Resources may be described as the many characteristics, conditions, and abilities possessed by a person that contribute to their sense of value and enable them to obtain them. According to Jiang and Tu (2023), individual resources may be categorized into internal resources and external resources. An external resource refers to an external source of energy that a person seeks to acquire. An internal resource refers to an inherent supply of energy, including physical, emotional, and cognitive aspects (Zhou et al., 2018). The key elements of the Conservation of Resources (COR) theory include the cycles of resource preservation, acquisition, gain, and investment (Zhang et al., 2019).

The COR theory has been employed as a fundamental principle for elucidating the connections between stressors and strains. According to Hobfoll et al. (2018), the theory of resource conservation posits that when an employee experiences a situation of strain, it leads to an adverse outcome. In the work environment, a wide range of factors

can contribute to the experience of job strain and stress. The role of the organizational leader can serve as a crucial factor in predicting the extent to which employees are able to reduce the loss of valuable resources. Improved supervision and increased employee resilience are potential strategies for addressing and managing adverse events. The allocation of resources in organizational contexts is contingent upon two factors: the presence of a shared reservoir of resources in the organizational milieu and the capacity of the group or individual to obtain these resources (Hobfoll et al., 2018). According to Chen et al. (2015), the resource caravan model posits that the presence of organizational ecologies, including support, stability, safety, and freedom from violence, is crucial for ensuring the sustainable growth and development of an organization. The aforementioned organizational ecologies facilitate the mechanisms of passageways through which resources are provisioned, transferred, safeguarded, distributed, nurtured, and aggregated. According to Bateman and Crant (1993), the lack of guaranteed resource allocation mechanisms by organizations can lead to decreased productivity or even counterproductive behavior among employees.

The current research employs COR theory to shed light on the relationships between research constructs and the proposed research model as follows:

The allocation of resources to a person is inherently constrained. In the event that resources are not replaced within the designated timeframe, it is probable that negative attitudes and actions may manifest. According to Dong and Qu (2023), during periods of significant change, such as the recent COVID-19 pandemic, employees who perceive a potential loss of resources may experience feelings of anxiety, stress, and even depression. Consequently, they may endeavor to regain a sense of stability by retaining, protecting, and fostering valuable resources in their work environment. According to Ruiz-Palomino et al. (2022), the source of servant leadership may be perceived as a valuable contextual resource that helps to mitigate the threats of resource depletion and

facilitate the restoration of employee belief, ultimately leading to ***the preservation of resources.***

      Employees always strive to accumulate new resources to compensate for lost ones (Dong & Qu, 2023). In other words, the process of empowering followers, prioritizing their growth and development, and giving them precedence over organizational goals enables servant leaders to augment their follower's personal, and spiritual resources. This, in turn, leads employees to ***acquire*** two key resources: creative adaptability and workplace spirituality.

      Individuals always expect to obtain more from their resources (Hobfoll, 2002). Therefore, based on the newly acquired resource, individuals allocate additional resources towards acquiring new resources (i.e., belief restoration) and develop coping mechanisms, improve employee resilience towards work-related stress, and alleviate negative emotions resulting from stressful events like the COVID-19 pandemic (Ruiz-Palomino et al., 2022), embodying ***the principle of resource gain cycles***.

      The COR theory also posits that the significance and worth attributed to a resource can differ among individuals. Given the variability in personality traits among individuals, it is crucial to adopt a contingency approach that accounts for follower personality differences (Hobfoll et al., 2018). According to Ehrhart (2004), the main goal of a servant leader is to meet the needs of their subordinates. As a result, Ye et al. (2019) hypothesized that people with proactive personalities may place a higher value on servant leadership than their peers. In addition, employees make an effort to create barriers to resist the changes brought about by crisis events by investing in their resources, such as their proactive personalities. Employees with proactive personality traits are more likely to transfer the contextual resources of servant leadership to personal resources as well as spiritual resources such as creative adaptability and workplace spirituality and, therefore, can more easily overcome negative emotions and generate more belief in the organization's capacity for restoration. This process reflects ***the***

principle of resource investment. Hence, the current study proposes a potential boundary condition for a follower's proactive personality. Specifically, the research suggests that individuals possessing proactive personalities are more likely to demonstrate enhanced creative adaptability and workplace spirituality when they perceive their leader as a servant leader, compared to individuals with less proactive personalities.

2.3.2. Research hypotheses and the proposed research model
2.3.2.1. The roles of servant leadership in mitigating employee's negative emotions

During a crisis situation, employees may encounter a range of negative emotions, such as anxiety, fear, depression, emotional distress, and other related experiences. The COVID-19 pandemic has caused unparalleled disruption to social activities. Several industries, including tourism and related service sectors, have experienced significant disruptions, with some operations even ceasing entirely (Quang et al., 2022). The pandemic has resulted in psychological instability among employees, particularly in the form of negative emotions in emotional well-being such as depression and anxiety, in addition to impacting the business operations of organizations (Carnevale & Hatak, 2020). In light of the uncertainties associated with the pandemic, it is imperative for businesses to proactively prioritize the promotion of their employees' physical and mental health and overall well-being (Kniffin et al., 2021). Bavik et al. (2021) assert that effective leadership in times of crisis is a crucial factor in ensuring the continued existence and competitiveness of an organization.

In addition, proficient crisis management by leaders has the potential to yield favorable results with regards to the affective states of their subordinates. Bavik et al. (2021) assert that it is crucial for leaders to acquire the skills necessary to proficiently and tactically manage negative emotions that arise among organizational stakeholders, including their subordinates, in times of crisis. Prior research has indicated that leaders have a crucial impact on affective reactions, as they elicit a diverse range of emotional

responses in individuals through their own conduct (Velez & Neves, 2018). Consequently, there is a growing interest in the scholarly literature regarding the role of leadership in mitigating negative emotions among employees (Arnold et al., 2007; Ruiz-Palomino et al., 2022). The influence of leadership behavior on employee behavior and performance has been extensively examined in previous research. However, there is an increasing interest in investigating the effects of leadership behavior on employee health and well-being, which has only recently gained attention (Grant et al., 2007). Prior research has indicated that the implementation of a leadership style that is rooted in moral principles, such as transformational leadership (Hoch et al., 2018), may effectively reduce depressive symptoms experienced by employees (Munir et al., 2010). Additionally, studies have shown that leadership that prioritizes the well-being and health of employees is inversely associated with levels of burnout and depression (Santa Maria et al., 2019). The results of this study indicate that engaging in morally or socially responsible behavior that focuses on meeting the needs of employees has the potential to greatly enhance their psychological well-being (Rivkin et al., 2014). Among the various leadership styles, servant leadership is identified as the one that best adheres to this criterion (Eva et al., 2019).

The concept of servant leadership encompasses a broad range of factors, such as moral, emotional, spiritual, and relational aspects (Sendjaya, 2015; Rodrguez-Carvajal et al., 2019). Servant leadership focuses on leaders serving followers above their self-interests and needs. Further, servant leaders could motivate employees to cultivate self-efficacy with the overarching objective of fostering personal and professional development (Sendjaya, 2015; Eva et al., 2019). According to the Conservation of Resources (COR) theory (Hobfoll, 1989; Hobfoll et al., 2018), the resources from having servant leaders in organizations may contribute to elevated levels of resilience among employees (Hobfoll et al., 2018). Hence, it may be inferred that servant leaders are prone to being regarded as contextual resources that workers might use to confront job or

contextual pressures. The emotional well-being of employees who have leaders exhibiting servant leadership may experience less harm when confronted with job-related or contextual pressures, such as the COVID-19 pandemic. Consequently, these employees may also have a reduced awareness of negative emotions (Rivkin et al., 2014).

In addition, servant leaders prioritize their subordinates as the primary internal stakeholders within their organizations (Canavesi & Minelli, 2022). Accordingly, servant leaders foster a culture where their followers perceive themselves as being supported, respected, valued, and understood (Eva et al., 2019; Sendjaya et al., 2008). Likewise, servant leaders help employees generate a sense of meaning out of everyday life at work (Sendjaya et al., 2008). These characteristics of servant leadership serve as an emotional support-protective mechanism, shielding emotional well-being among employees from the potentially adverse effects of stressors such as the COVID-19 pandemic (Patzelt et al., 2021).

Overall, drawing on COR theory (Hobfoll, 1989; Hobfoll et al., 2018), supervisors who are servants will give individuals contextual resources (e.g., social support) to protect themselves against resource loss and the negative outcomes derived from such a loss (e.g., emotional illness). In this sense, previous studies demonstrate that supervisory support has a highly beneficial effect on employee well-being outcomes (Ruiz-Palomino et al., 2022), particularly in reducing negative emotions. This line of reasoning leads to the following hypothesis:

Hypothesis 1. *Servant leadership mitigates negative emotions of employees during a major global crisis.*

2.3.2.2. The roles of servant leadership in driving employee's belief restoration

According to Greenleaf's (1977) conceptualization, servant leadership is predicated on an individual's commitment to prioritizing the needs of others over their own. According to Eva et al. (2019), the concept of servant leadership has been expanded

to encompass an approach to leadership that prioritizes the needs and interests of followers on an individual basis while also shifting the leader's focus from self-concern to concern for others within the organization and the broader community. The essential characteristics of a servant leader include healing, empathy, active listening, persuasive communication, heightened awareness, foresight, conceptualization, stewardship, a strong commitment to the growth of individuals, and the ability to foster a sense of community (Eva et al., 2019). Possessing these attributes, notably conceptualization and foresight, enables servant leaders to adopt a broader perspective when analyzing problems or organizations (Piorun et al., 2021). This entails transcending immediate, day-to-day realities and considering the larger conceptual framework. Moreover, these characteristics empower the servant leader to comprehend past lessons, present realities, and the probable ramifications of a decision in the future (Piorun et al., 2021). Therefore, the presence of supervisors who exhibit a servant leadership style has been observed to foster employees' belief in the growth and resilience of their organization. Furthermore, leaders who embody the principles of servant leadership and uphold ethical values foster a sense of organizational and leadership affiliation among their followers. Hence, employees exhibit trust in the recuperation of the establishment in the face of critical disruptions such as the COVID-19 pandemic.

Belief restoration refers to the process of followers evaluating and estimating an organization's ability to effectively plan and implement measures aimed at restoring stability and ensuring safety in the workplace during a crisis. According to COR theory, individuals strive to preserve resources that they consider valuable in the face of actual or potential threats during times of stress (Hobfoll, 1989). According to Guo et al. (2019), crisis situations have the potential to exhaust the valuable resources of employees. Belief restoration is a crucial psychological resource for employees that can help prevent resource loss, enable them to cope with pressure, and generate resource increments (Hobfoll, 1989).

As previously mentioned, servant leadership serves as a contextual resource for followers. According to Halbesleben et al. (2014), individuals tend to engage in resource accumulation and investment in order to achieve a resource gain spiral when they have accumulated sufficient resources for their resource pool, as viewed through the COR lens. According to Liden et al. (2014), the adoption of servant leadership by managers involves prioritizing the needs and interests of employees by equipping them with resources such as support, autonomy, and other-oriented value. Additionally, managers encourage employees to seek out resources from others. This approach leads to employees perceiving a sufficient availability of resources, which motivates them to invest their current resources towards recovering from losses. The psychological resource of belief restoration serves as a pivotal point for employees to firmly maintain their confidence in the organization's recovery during times of crisis. As a result, these employees are incentivized to persist in their labor and maintain engagement with their organizations. The aforementioned motivational force is cultivated within a professional setting through the guidance of servant leadership. The aforementioned line of reasoning prompts us to put forth the subsequent hypothesis:

Hypothesis 2. *Servant leadership is positively related to belief restoration of employees during a major global crisis.*

2.3.2.3. The mediating roles of workplace spirituality

According to Haldorai et al. (2020), workplace spirituality offers an environment that enables employees to fulfill their fundamental life purpose, foster robust connections with colleagues and other individuals associated with the workplace, and cultivate a congruence between their fundamental beliefs and the values upheld by the organization. When employees perceive themselves as members of an organization, they often develop a strong sense of affiliation with the organization and become emotionally and spiritually connected to it (Haldorai et al., 2020). This connection is typically based on a congruence between the employees' fundamental beliefs and the values espoused by the

organization. Upon perceiving themselves as integral components of an entity, employees are inclined to develop a robust association with said entity, characterized by spiritual and emotional attachment.

Numerous scholarly investigations posit spirituality as a valuable resource for organizations, to the extent that it can aid in the pursuit of efficiency and effectiveness (Vasconcelos, 2018). The promotion of spirituality within the workplace has been found to yield several benefits for both individuals and organizations. These benefits include decreased employee turnover rates (Gupta et al., 2014), increased levels of honesty, employee well-being, trust, creativity, organizational commitment, and organizational identification, as well as heightened levels of job and reward satisfaction. Furthermore, it has been observed that organizations that adopt human resource frameworks centered on spiritual principles, such as fostering employee motivation and promoting a sense of purpose in the workplace, tend to experience higher rates of employee retention (Pawar, 2016). The concept of workplace spirituality has been proposed as a means of satisfying three essential psychological needs of individuals, namely autonomy, competence, and interpersonal relatedness (Srivastava & Gupta, 2021). This is achieved through the dimensions of meaningful work, inner life, and community, which respectively involve finding significance in job activities, being able to bring one's complete self to work, and acknowledging one's interconnectedness with others (Srivastava & Gupta, 2021). The aforementioned achievements represent a noteworthy aspect of the work environment, thereby augmenting favorable emotions and reducing negative emotions. According to Zhang et al. (2021), workplace spirituality has a positive impact on an employee's intrinsic motivation, specifically in terms of belief restoration.

Rodriguez-Carvajal et al. (2019) and Correia de Sousa and van Dierendonck (2010) suggest that a servant leader has the potential to enhance an employee's sense of purpose in life by facilitating the inclusion of work as a significant domain of life. Similarly, the implementation of servant leadership may facilitate the process of

subordinates deriving significance from their work experiences, thereby fostering a sense of purpose. Servant leadership emphasizes the creation of a learning organization that recognizes the unique value of each individual. Employees in organizations with servant leaders display a greater awareness of their own personal strengths, which they then work to develop (Rodrguez-Carvajal et al., 2019). Additionally, they experience a sense of purpose and significance in their job roles. According to Liden et al. (2008), servant leadership in the workplace fosters a positive environment by distributing power and allowing for employee mistakes. This approach values each employee as an individual. The concept of servant leadership is known to facilitate the independence of subordinates, enabling them to act as catalysts of transformation (van Dierendonck 2011) and to harmonize their professional endeavors with their intrinsic aspirations. Additionally, a leader who embodies servant leadership prioritizes the well-being and needs of their employees above their own. This priority facilitates a profound bond between the workforce and their establishment while also encouraging a strong rapport among adherents, thereby advancing a sense of community. Within a nurturing workplace setting, staff members provide mutual assistance to one another, thereby fostering a sense of increased worth and interconnectedness with their respective job responsibilities. The COR theory posits that the cultivation of employees' workplace spirituality by a servant leader leads to a rise in their resources. The acquisition of spiritual resources can aid employees in safeguarding themselves against the depletion of other resources, such as anxiety, insecurity, and fear, that may emerge in times of crisis. Drawing upon the empathy, gratitude, compassion, remedial, and ethical conduct of a servant leader, in conjunction with a thriving organizational culture, can bolster employees' capacity to withstand negative emotions. Similarly, as per the tenets of the COR theory, the significance of acquiring resources amplifies in situations where there is a depletion of resources. In situations where there is a high degree of resource loss, the significance of resource gains is amplified, resulting in an increase in their perceived

value. The present study posits that servant leaders facilitate the restoration of followers' beliefs by demonstrating recognition and authenticity towards the needs of their subordinates, by granting them autonomy to perform their tasks proficiently, and by aiding their followers in discovering significance in their work and organizational encounters (William, 2017). Drawing upon the COR theory, it is suggested that servant leadership can effectively mitigate negative emotions among employees and promote their belief restoration by cultivating a sense of workplace spirituality. Luu (2016) posits that the majority of employees perceive their servant leader as a paragon of virtue, and as a result of various leader-member interactions, they cultivate a moral outlook towards both their leader and the organization. In the presence of a servant leader, employees are provided with increased access to resources that serve to safeguard them against negative emotions, facilitate their recovery from setbacks, and foster the attainment of resource gain spirals.

By synthesizing these lines of discussions, it is plausible to anticipate that workplace spirituality will serve as a mediator between servant leadership and negative emotions as well as belief restoration among employees.

Hypothesis 3: *Workplace spirituality mediates the negative relationship between servant leadership and negative emotions of employees during a global major crisis.*

Hypothesis 4: *Workplace spirituality mediates the positive relationship between servant leadership and belief restoration of employees during a global major crisis.*

2.3.2.4. The mediating roles of creative adaptability

Stressful events like COVID-19 may cause employees to experience negative emotions, emotional instability, and erosion of belief in their organization. These employees cope with negative situations because of their inability to adapt creatively to risky situations. In other words, they lack the motivation to transform themselves into a newer self in terms of behavior, cognition, and emotions to adapt to the change. Orkibi (2021) shows that employees who embrace creative adaptability (CA) may have the

ability to respond creatively and adaptively to stressful situations. More specifically, CA involves the ability to generate personally new and effective cognitive, behavioral, and emotional responses to stressful situations that may lead to positive outcomes. Cognitive CA refers to generating personally new and potentially effective ideas, perspectives, and thoughts; behavioral CA refers to executing personally new and potentially effective behaviors and actions; and emotional CA refers to generating personally new and potentially effective emotional reactions. Accordingly, a creatively adaptable workforce is not only capable of coping with and recovering from crises but also of responding effectively and quickly to the uncertainties and complexity of work-related situations. Subsequently, Orkibi (2021) advocated for more studies to examine creative adaptability as a protective factor, not just for global crises but also in other daily challenges.

Embracing the capability to adapt creatively may help followers protect, nurture their well-being, and bring positive job performance. Previous studies have shown that a servant leader increases the creativity and adaptability of employees (Yang et al., 2017; Bande et al., 2016). The theory of servant leadership suggests that leaders who adopt a servant perspective have the ability to offer motivation and assistance to their subordinates by granting them authority, placing importance on meeting their needs, and fostering their complete capabilities. As a result, this contributes to the enhancement of employees' job performance and their engagement in creativity (Yang et al., 2017). According to Yang et al. (2017), servant leaders prioritize the interests and needs of their followers above their own personal interests and desires. Therefore, they foster a work environment characterized by psychological safety and trust. In addition, servant leaders effectively cultivate optimism and courage among individuals, serving as a source of inspiration for nurturing constructive mindsets and motivating their followers. Servant leaders also facilitate their followers' ability to adapt to change and surpass expectations by attributing significance to work and placing emphasis on the personal growth of their subordinates. The capacity to sustain a positive and optimistic mindset in the midst of

evolving, demanding, and adaptable work environments has been recognized as a fundamental characteristic of adaptability (Bande et al., 2016). Servant leaders effectively manage the dual responsibilities of attending to immediate operational matters while also considering the long-term future. According to Griffin et al. (2010), the vision of a leader can serve as a motivating framework for change. In this line, servant leaders can promote creative adaptability among employees, which involves acknowledging a given situation and developing cognitive, behavioral, and emotional responses that are personally effective in order to adapt to the situation (Bande et al., 2016). Moreover, Ruiz-Palomino et al. (2022) revealed that servant leaders empower their followers by giving them the autonomy to use their own skills and talents, all the while demonstrating a significant level of faith in their capabilities. In this regard, it has been shown that leaders who exhibit tolerance towards employee autonomy tend to foster adaptive behavior.

Drawing on the COR theory, when individuals gain and obtain ample resources, they can be protected against resource loss, and the negative outcomes derived from such a loss (negative emotions). Likewise, with sufficient resources, individuals tend to invest resources to recover from losses and achieve resource gain spirals (spychological resources in the form of belief restoration). In this approach, creative adaptability serves as a personal resource for employees. By obtaining this resource through exposure to the contextual resources transferred by servant leadership, employees may be less damaged by any confrontations faced with crisis events, which in turn reduces their negative emotions as well as strengthens their belief restoration. This line of reasoning leads us to propose the following hypotheses:

Hypothesis 5: *Creative adaptability mediates the negative relationship between servant leadership and negative emotions of employees during a global major crisis.*

Hypothesis 6: *Creative adaptability mediates the positive relationship between servant leadership and belief restoration of employees during a global major crisis.*

2.3.2.5. The moderating role of proactive personality

The COVID-19 pandemic is exerting serious effects on various organizations across diverse industries. In order to effectively navigate challenging business environments and maintain competitiveness, it is crucial for organizations to implement proactive and change-oriented behaviors (Fuller & Marler, 2009; Buil et al., 2019). According to Bateman and Crant (1993), proactive personality refers to a consistent inclination to initiate changes in the environment (p. 103). Specifically, individuals who exhibit proactive personalities are more inclined to take initiative, exert control over their surroundings, and demonstrate persistent pursuit of their objectives. In contrast, individuals who are less proactive have a tendency to adopt a passive approach, waiting for events to unfold before reacting to the resulting changes (Bateman & Crant, 1993). The proactive personality theory posits that variations in the degree of proactivity exhibited by individuals can impact their sensitivity and responses to both internal and external motivators, thereby influencing their work and career outcomes (Jiang, 2017). Accordingly, the efficacy of proactive personality as a boundary condition for the influence of personal traits and environmental factors on the formation of attitudes, behaviors, and competencies in occupational and vocational contexts has been debated and substantiated by this particular function. The present research postulates that proactive personality functions as a boundary condition, indicating that individuals who possess proactive personalities are more inclined to capitalize on the behavior of servant leaders as compared to those who display lower levels of proactivity (Newman et al., 2017).

According to scholarly research, individuals who possess a proactive personality exhibit greater motivation to effect changes, engage in active problem-solving, and pursue opportunities that facilitate the advancement of their personal interests and professional pursuits (Jiang, 2017; Practice, 2020; Shyan et al., 2016). Moreover, the aforementioned adherents possess a robust conviction in their capacity to manage and

surmount circumstantial limitations, as well as the aptitude to instigate or conform to alterations in their surroundings upon encountering unfavorable circumstances (Velez & Neves, 2018). Buil et al. (2019) have contended that individuals possessing proactive personality traits exhibit an active orientation towards their work environment, engage in information search, explore their surroundings, and endeavor to anticipate future opportunities rather than adopting a passive and reactive approach. Likewise, Parker et al. (2010) posit that individuals who exhibit proactive personalities possess three distinct attributes, namely change orientation, self-initiation, and future focus, which enable them to mitigate uncertainties in crisis situations more expeditiously. In a professional setting, individuals who possess proactive personalities are inherently inclined to take initiative in exploring, planning, controlling, and modifying job-related events to mitigate uncertainties (Jiang, 2017). Consequently, these individuals exhibit a heightened inclination towards acquiring information and seeking assistance that can facilitate a prompt reduction of uncertainties during the process of adaptation (Jiang, 2017).

Furthermore, Thomas et al. (2010) observed that individuals demonstrating elevated levels of proactiveness possess the capacity to perceive their potential to effect alterations in their surroundings. The aforementioned skill has a significant influence on the degree to which individuals associate with and engage in their organizational environment (Thomas et al., 2010: p. 279). In addition, individuals possessing a proactive personality exhibit a tendency to proactively restructure their work routines (Valls et al., 2020) by taking initiative rather than succumbing to obstacles. They also tend to seek out employment opportunities and organizational settings that offer a heightened sense of significance in their work. Consequently, individuals with a proactive personality trait tend to place significant importance on the significance of their work. To summarize, the proactive personality trait can serve as an internal resource for fostering positive affective states, autonomy, feelings of competence, and meaningful

work. This, in turn, contributes to the development of workplace spirituality, as individuals with high levels of proactivity are adept at achieving their objectives and shaping their work environment to align with their expectations (Major et al., 2006). Employees exhibit greater proactivity when they perceive their leaders as servant leaders who embody credibility as role models. According to Vidic et al. (2016), servant leaders inspire their followers to cultivate self-directed abilities and proficiency by serving others. Servant leaders exhibit behaviors that are expected of their followers through the role-modeling process. This, in turn, motivates their followers to become more proactive in seeking new ideas and opportunities, and fosters an environment that is conducive to effective performance. Employees tend to exhibit more proactive personalities when working under a servant leader who prioritizes the needs of followers and fosters an ethical climate based on moral values. Individuals who exhibit proactive personalities are more likely to cultivate favorable social exchange relationships with their supervisors (Newman et al., 2017). These individuals are inclined to capitalize on the opportunities presented by servant leaders to enhance their competencies and proactively seek out information. Furthermore, servant leaders may offer substantial assistance and independence to staff members in order to promote greater initiative. They prioritize the empowerment of their followers by providing them with work autonomy and involving them in decision-making processes (Liden et al., 2008; Newman et al., 2017).

According to Hobfoll (2002), the COR hypothesis posits that people who possess a greater amount of resources are less susceptible to experiencing resource depletion. Furthermore, these individuals are more capable of obtaining supplementary resources and accumulating resources. Nevertheless, those who possess limited resources demonstrate resource defense. Based on the categorization of resources, proactive personality emerges as a significant personal resource capable of exerting influence on an individual's approach towards the use of other resources. Research has shown that people who possess proactive personality qualities have a higher likelihood of achieving

favorable results in terms of acquiring resources and minimizing resource depletion in times of crisis. Individuals who possess a proactive personality characteristic are inclined to effectively use contextual resources provided by servant leadership in order to demonstrate creative adaptability and a heightened sense of workplace spirituality when faced with crisis situations, such as the COVID-19 pandemic. These resources help employees to alleviate negative emotions and cultivate a belief in the organization's ability to withstand crises.

This line of reasoning leads us to propose the hypotheses that follows:

Hypothesis 7. *Proactive personality moderates the relationship between servant leadership and creative adaptability of employees during a global major crisis, such that the positive relationship will be stronger for those with more proactive personalities.*

Hypothesis 8. *Proactive personality moderates the relationship between servant leadership and workplace spirituality of employees during a global major crisis, such that the positive relationship will be stronger for those with more proactive personalities.*

2.3.2.6. Proposed research model and hypotheses

In summary, this research aims to investigate how servant leadership can mitigate negative emotions and restore the beliefs of employees during a major global crisis, drawing upon the Conservation of Resources (COR) theory. The present study posits a hypothesis suggesting that the aforementioned process is characterized by the sequential progression of resource preservation (servant leadership), resource acquisition (workplace spirituality and creative adaptability), and resource gain cycles (enhancing belief restoration and reducing negative emotions). Furthermore, it is proposed that this process be subject to moderation by proactive personality traits in accordance with the principle of resource investment. The theoretical framework for this research, including the proposed hypotheses, is shown in Table 2.4 and Figure 2.1.

Table 2.4. Summarization of proposed hypotheses

No.	H	Description
1	H1	Servant leadership mitigates negative emotions of employees during a major global crisis.
2	H2	Servant leadership is positively related to belief restoration of employees during a major global crisis.
3	H3	Workplace spirituality mediates the negative relationship between servant leadership and negative emotions of employees during a global major crisis.
4	H4	Workplace spirituality mediates the positive relationship between servant leadership and belief restoration of employees during a global major crisis.
5	H5	Creative adaptability mediates the negative relationship between servant leadership and negative emotions of employees during a global major crisis.
6	H6	Creative adaptability mediates the positive relationship between servant leadership and belief restoration of employees during a global major crisis.
7	H7	Proactive personality moderates the relationship between servant leadership and creative adaptability of employees during a global major crisis, such that the positive relationship will be stronger for those with more proactive personalities.
8	H8	Proactive personality moderates the relationship between servant leadership and workplace spirituality of employees during a global major crisis, such that the positive relationship will be stronger for those with more proactive personalities.

(Source: author's summarization)

Based on the above hypotheses, the proposed research model is as follows:

Figure 2.1 summarizes the conceptual model
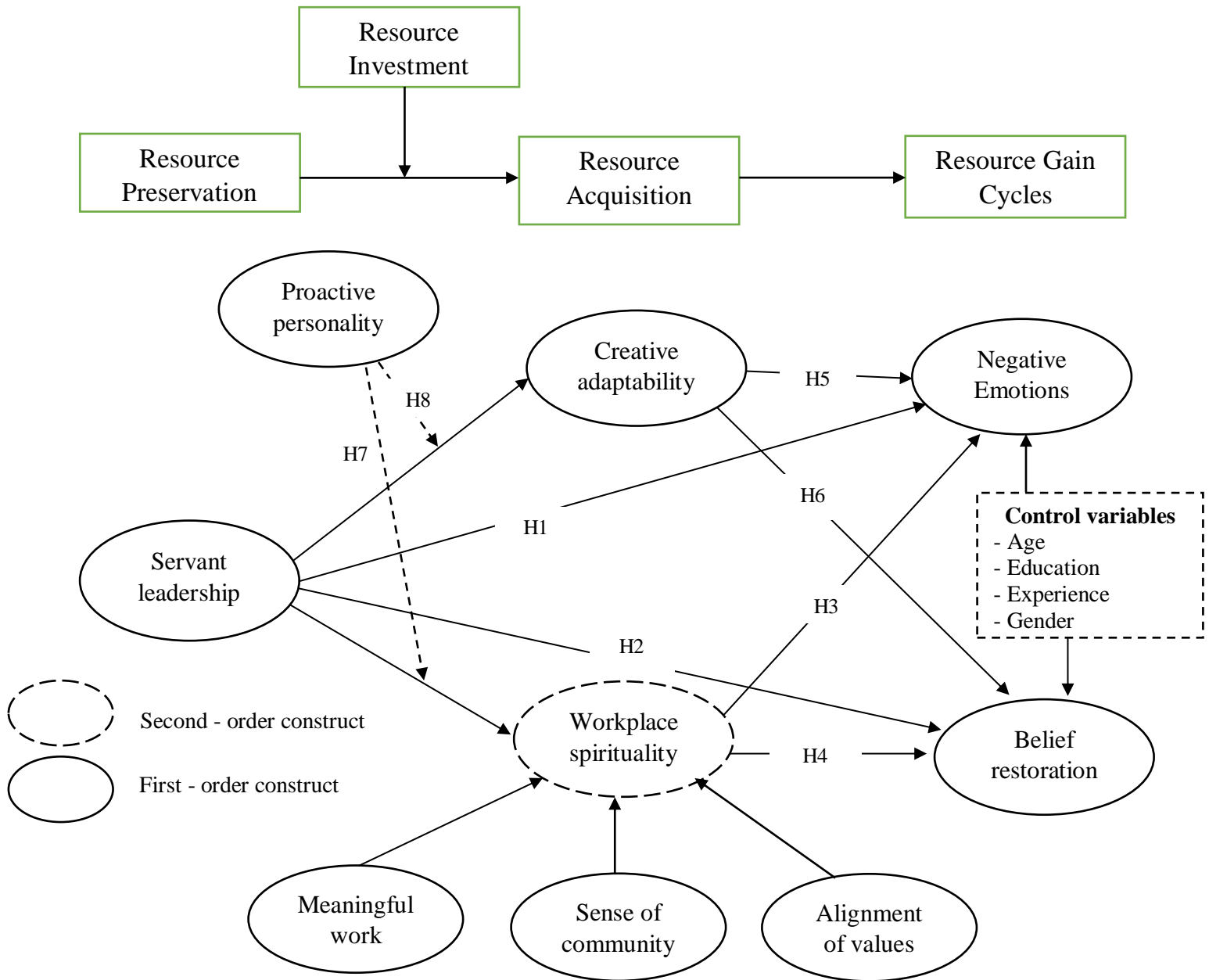
Figure 2.1. The proposed research model

Source: Author's own creation

2.4. Summary

In this chapter, a literature review is conducted to form a comprehensive understanding of the importance of servant leadership in a crisis context, such as the case of COVID-19. The author has demonstrated the rationale of servant leadership in times of crisis compared to other leadership styles. Also in this chapter, the theorectical foundation - the COR theory is mentioned. Next, the key concepts, including servant leadership, workplace spirituality, creative adaptability, negative emotions, and belief restoration, are introduced in this section. Finally, the research hypotheses (direct effects, indirect effects, and moderating effects) are proposed, following a proposed research model

CHAPTER 3- RESEARCH METHODOLOGY

The present chapter expounds on the methodology employed to carry out the research. The research endeavor encompassed both the pilot and main investigations. The pilot study employed Cronbach's Alpha to assess the reliability of the constructs under investigation. In contrast, the main study utilized a sample of 314 aviation employees to evaluate the reliability (Cronbach's Alpha), convergent validity (average variance extracted), and discriminant validity (Fornel and Larcker criterion and HTMT matrix) of the measurements. Furthermore, in the primary investigation, the researchers assessed the presence of common method biases. In this chapter, the utilization of the partial least squares structural equation modeling (PLS-SEM) technique is implemented to examine the direct, indirect, and moderating effects.

3.1. Research design
3.1.1. Research methods

The primary approach used in this study is quantitative research methodology. Quantitative research places emphasis on the use of standardized questionnaires with pre-established answer possibilities. Hair et al. (2003) documented that quantitative research is often linked to investigations or experiments that include much larger sample sizes compared to qualitative research. The primary objective of quantitative research is to provide precise and measurable data that enables decision-makers to make accurate predictions about the associations between research constructs, thereby obtaining a comprehensive understanding of these relationships.

The research methods in the present study were defined based on established theories and prior studies, which also served to elucidate the findings. The study consisted of three primary stages: (1) Literature review; (2) Pilot study and (3) Main study.

3.1.2. Research process

The research process, as depicted in Figure 3.1, comprises three primary phases. The initial phase involved conducting a comprehensive review of existing literature to identify areas of research that require further investigation and to identify gaps in the existing body of knowledge. The proposed research variables, research model, and research hypotheses were formulated based on the identified gaps in the existing literature. Draft measurement scales were developed to assess the research variables in the proposed research model. The measurement scales utilized in this study were derived from pre-existing, established research. Subsequently, a preliminary version of the survey was formulated for implementation in the initial phase of the research.

During the second phase, or pilot study, a preliminary questionnaire was administered to three university professors with expertise in organizational behavior and human resource management, and then a sample of 59 aviation employees. Accordingly, the preliminary questionnaire was first validated by three university professors. These professors have been working as full-time lecturers at the Vietnam Aviation Academy and have numerous publications in national and international journals pertaining to organizational behavior and human resource management. Therefore, it is anticipated that they possess the competencies to participate in the process of revising and validating the scale. Next, a quantitative pilot study was conducted with participants who were invited to participate in the survey on a voluntary basis, with the assurance that their personal information and opinions would be treated with confidentiality. Since this study was conducted during COVID-19, a Google link to the survey was shared with all 59 respondents in lieu of printed surveys. Based on the suggestions made by three lecturers, the draft questionnaire underwent slight wording changes. The revised questionnaire was then utilized in the primary study. The study expected Cronbach's alpha to exceed 0.7 and each item's item-total correlation to exceed 0.3 in order to establish the reliability of

the constructs under investigation. If the item-total correlation is below 0.3, it is recommended to reject the item. The primary objective of the third phase of the research is to assess the measurement and structural (hypothetical) models. The study employed a self-administered survey questionnaire to collect data from a sample of 314 employees working in the aviation industry. Based on the collected data, the statistical technique of partial least squares structural equation modeling (PLS-SEM) was employed as the primary tool for testing the proposed model to collect data from a sample of 314 employees working in the aviation industry. Specifically, the software package SmartPLS 3.0 (Ringle et al., 2015) was utilized for this purpose. In accordance with the research conducted by Hair et al. (2020). The initial step involved performing data analysis to assess the reliability and convergent and discriminant validity of the measurement models. Next, we proceeded to examine the structural model, the mediation effects, and the moderation effects. In order to mitigate the potential common method bias, which is a significant issue in data collection procedures that rely on self-reported measures (Podsakoff et al., 2003), we employed a combination of procedural techniques and statistical methods.

Finally, based on the hypothesis testing results, a detailed interpretation and discussion of our empirical findings were conducted. In addition, theoretical contributions to the growing literature regarding servant leadership, workplace spirituality, creative adaptability, negative emotions, and belief restoration during a major global crisis were proposed. Furthermore, some practical implications and important suggestions for retail managers were provided. In addition, a few limitations of this study that serve as avenues for future research were identified.
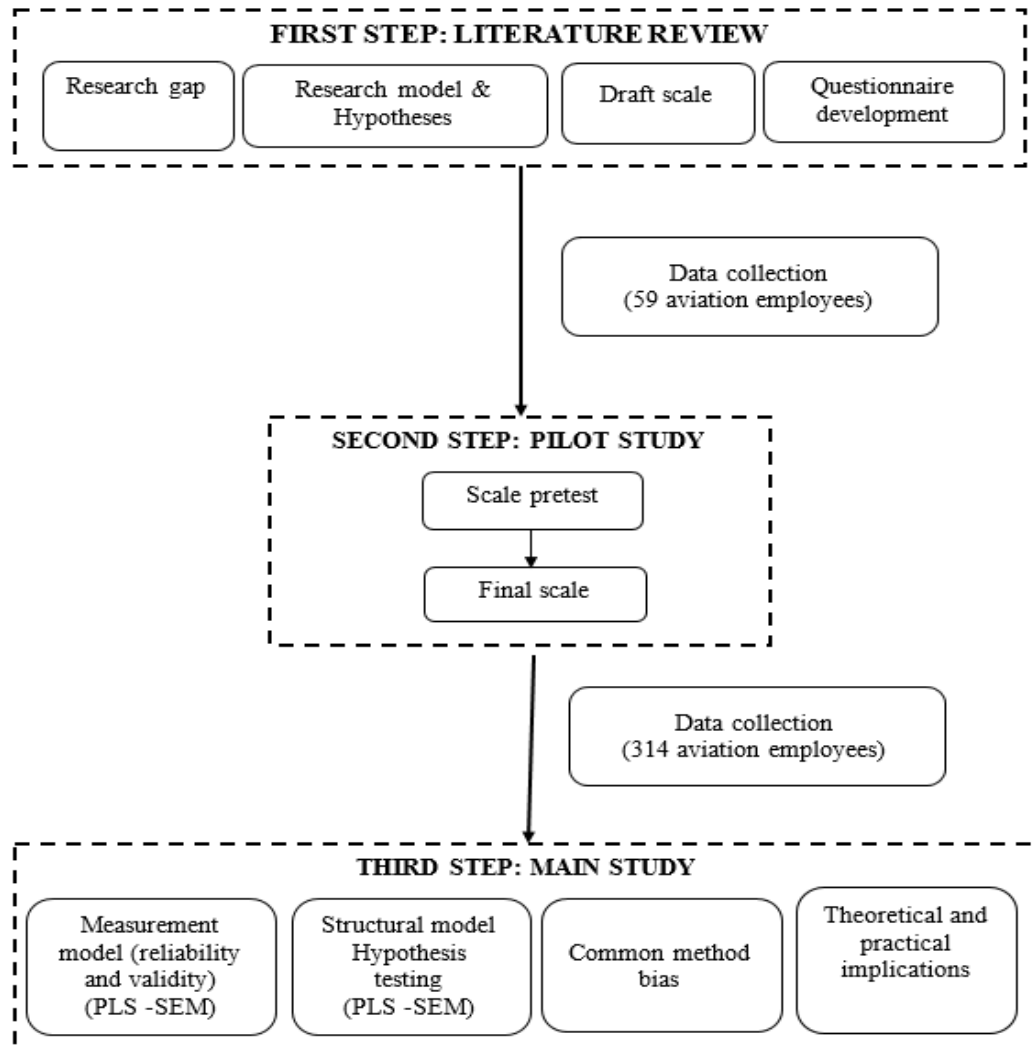
Figure 3.1: Research process diagram

(Source: author's proposal)

3.2. Construct measurement and questionaire development

3.2.1. Construct measurement

The research framework includes five uni-dimensional and one multi-dimensional (second-order) constructs, plus four control variable constructs (see Figure 2.1). The construct measurements were derived from prior validated scales and then adapted to fit the Vietnam aviation service context.

3.2.1.1. Servant leadership

In the current study, servant leadership is defined as a holistic leadership approach that engages followers in multiple dimensions, including relational, ethical, emotional, and spiritual, so that they are empowered to grow into what they are capable of becoming (Sendjaya et al., 2008). The evaluation of servant leadership was conducted through the utilization of Sendjaya et al.'s (2019) composite, consisting of six items from the Servant Leadership Behavior Scale (SLBS-6). Sendiaya et al.'s (2017) earlier research has demonstrated the validity of this measure. The selection of this particular gauge of servant leadership was based on several factors, which gave it an edge over other comparable measures. Firstly, the literature on servant leadership, as reviewed by Eva et al. (2019), emphasizes that among the 16 measures of servant leadership that have been studied, this particular measure is one of only three that have undergone a thorough process of development and validation. Secondly, the SLBS-6 instrument embodies a holistic perspective on servant leadership that surpasses the current assessments available in the domain. The SLBS-6 is based on the servant leadership theory, which encompasses the followers' rational, relational, ethical, emotional, and spiritual growth. According to Greenleaf (1977), leaders who exhibit servant leadership in a variety of contexts see a positive transformation in the people they serve. Instead of being molded into a replica of the leader or an improved version of themselves, followers are granted the authority to realize their full potential by exploring and developing every aspect of their individual selves. The literature has emphasized the significance of adopting a comprehensive leadership approach, as Quatro et al. (2007) demonstrate, which enables followers to exhibit both productivity and prosocial behavior, effectiveness and ethicality, high levels of performance, and approachability. Finally, while some scholars have employed multidimensional measures to evaluate servant leadership (e.g., Liden et al., 2008; Laub, 1999), contemporary studies contend that a global measure is more

appropriate for capturing this construct. This is because servant leadership is not a higher-order construct, as its underlying dimensions capture distinct facets of leader behavior (Liden et al., 2015).

Table 3.1. Measurement items of servant leadership

Constructs	Items
Servant leadership (Sendjaya et al., 2019)	My supervisor uses power in service to others, not for his or her ambition
	My supervisor gives me the right to question his or her actions and decisions
	My supervisor respects me for who I am, not how I make him or her feel
	My supervisor enhances my capacity for moral actions
	My supervisor helps me to generate a sense of meaning out of everyday life at work
	My supervisor contributes to my personal and professional growth

(Source: author's summarization)

3.2.1.2. Workplace spirituality

The current study employed WPS as a formative second-order construct for two reasons. First, according to Milliman et al. (2003), workplace spirituality is a complex and multi-faceted construct that can be conceptualized broadly at three levels, including individual, group, and organizational (Singh & Singh, 2022). In specific, these three levels have resulted in three dimensions, namely "meaningful work" (individual level), "sense of community" (group level), and "alignment with the organization's values" (organization level) (Milliman et al., 2003; Singh & Singh, 2022). Second, Duarte and Amaro (2018) showed that reflective second-order constructs don't make sense conceptually, and all multidimensional constructs are formative because they have different facets (Lee & Cadogan, 2013). A multidimensional construct consists of distinct dimensions that cannot be substituted for one another, which is a necessary attribute for reflective measurement. According to the formative model, the second-order

construct relies on each first-order construct as its component. If any of these components are absent, the second-order construct would be incomplete (Wong et al., 2008). Therefore, in the current study, the measure of workplace spirituality was obtained from the scale that Milliman et al. (2003) developed. Beehner and Blackwell (2016) also adapted this scale. The scale contains 21 items that capture three dimensions of workplace spirituality: meaningful work, a sense of community, and alignment with organizational values.

Table 3.2. Measurement items of Workplace spirituality

Constructs	Items
Workplace spirituality (Beehner and Blackwell, 2016; Milliman et al., 2003)	*Meaningful work*
	I experience joy in work.
	My spirit is lifted by work.
	Work is connected to what I think is important in life.
	I look forward to coming to work.
	I know what gives my work meaning.
	Work and social good are connected.
	Sense of community
	Working well with others is important.
	I feel like part of a community.
	People support each other in my work environment.
	I can talk about my opinions in my work environment.
	Employees are connected with a purpose.
	Employees care about each other in my work environment.
	I am part of a family in my work environment.
	Alignment of values
	I feel good about the values of the organization.
	The organization is concerned about the poor.
	The organization cares about all of its employees.
	The organization has a sense of right and wrong.
	I feel like I am a part of the organization's goals.

	The organization thinks about the health of its employees.
	I feel connected with the mission of the organization.
	The organization cares about whether my spirit is lifted.

(Source: author's summarization)

3.2.1.3. *Creative adaptability*

Creative adaptability is defined as "one's ability to respond creatively and adaptively to stressful situations" (Orkibi, 2021: p. 3). The assessment of creative adaptability was conducted through the utilization of Orkibi's (2021) scale, which consists of nine items. The CA scale was devised to measure the cognitive, behavioral, and emotional capacities of individuals to react creatively and adaptively to stress-inducing circumstances. The original iteration comprised 15 items; however, subsequent exploratory and confirmatory factor analyses resulted in a revised version consisting of 9 items. This is elaborated upon in Table 3.3.

Table 3.3. Measurement items of Creative adaptability

Constructs	Items
Creative adaptability (Orkibi, 2021; Orkibi et al., 2021)	When in a stressful situation, I adopt new behaviors that help me through it
	I behave in ways that are new to me to better deal with a stressful situation I am in.
	I act in new ways to adapt to a stressful situation I am in.
	To overcome a stressful situation, I think of it from new perspectives
	When in a stressful situation, I think of it in a new way to better deal with it
	I come up with a number of original ideas to effectively deal with a stressful situation
	I generate new and more helpful emotions for dealing with a stressful situation.
	I respond emotionally in ways that are new to me to better tackle a problem.
	I adopt a new emotional response to better deal with a stressful situation

(Source: author's summarization)

3.2.1.4. Negative emotions

Negative emotions represent negative psychological resources possessed by employees during a challenges/difficult time, reflected in negative emotional experiences, such as anxiety, being upset, terrified, depressed, and down (Zhang et al., 2020; Fong et al., 2021). Negative emotions scale wasadapted from Zhang et al. (2021), Yzerbyt et al. (2003) and Lau et al. (2010) with five items reflecting anxiety and being upset, scared, emotionally disturbed, or depressed during COVID-19.

Table 3.4. Measurement items of Negative emotions

Constructs	Items
Negative emotions (Zhang et al., 2021; Yzerbyt et al., 2003; Lau et al., 2010)	During the pandemic, I felt anxious
	During the pandemic, I felt upset
	During the pandemic, I felt scared
	During the pandemic, I felt emotionally disturbed
	During the pandemic, I felt depressed

(Source: author's summarization)

3.2.1.5. Belief restoration

In the current study, belief restoration is defined as the notion by which employees assess and make judgments on their organizations' capacity to effectively coordinate and execute the necessary strategies for reinstating safety and stability inside workplaces throughout crisis situations (Zhang et al., 2020, 2021; Thi et al., 2023a).The five-item belief restoration scale proposed by Zhang et al. (2021); Zhang et al. (2020) under the COVID-19 in the hotel was adopted to measure employees' belief restoration.

Table 3.5. Measurement items of Belief restoration

Constructs	Items
Belief restoration (Zhang et al., 2021; Zhang et al., 2020)	I am confident that my company will recover quickly from the COVID-19 pandemic
	The company has enough capacity to cope with the COVID-19 pandemic
	The company has sufficient resources to reduce the negative impacts of the COVID-19 pandemic
	The company has a strong risk-resistance ability

3.2.1.6. Proactive personality

In this study, proactive personality is defined as a behavioral tendency to identify opportunities to effect change and manipulate the environment to take advantage of such opportunities (Crant, 2000). Proactive personality was measured using Bateman and Crant's 3-item scale (1993).

Table 3.6. Measurement items of Proactive personality

Constructs	Items
Proactive personality (Bateman & Crant, 1993)	I am constantly on the lookout for new ways to improve my life
	I can spot a good opportunity long before others can
	If I see something I don't like, I fix it

3.2.1.7. Control variables

In academic research, the inclusion of control variables holds significant importance as it serves to mitigate the likelihood of confounding factors that may impede the model's explanatory capacity. This study has included gender, age, working experiences and education as control variables.

3.2.3. Questionnaire development

The questionnaire utilized in the study was divided into two distinct sections. The initial segment consisted of instruments assessing servant leadership, workplace spirituality, creative adaptability, negative emotions, belief restoration, and proactive personality. The present investigation employed a 5-point Likert scale to assess participants' responses, with 5 representing strong agreement and 1 representing extreme disagreement. The second segment of the questionnaire is focused on gathering demographic information, encompassing variables such as gender, age, experiences, and educational background. While demographic information is not utilized for additional analysis, such as multi-group analysis, these variables are employed as control variables in our research model.

The survey questionnaire was originally developed in English. Since the study's respondents were Vietnamese, the original questionnaire was translated into Vietnamese following the back-translation technique (Schaffer & Riordan, 2003). In this procedure, bilingual academics translate the instrument from English to Vietnamese and then back to English. This double translation is intended to enable professionals to review each survey question in both forms to determine semantic consistency. This approach also ensures that "the meaning of each item after translation should be consistent for the different respondents from each culture" (Schaffer & Riordan, 2003: p.188).

To ensure there's valid content for each of the measuring-scale items, discussions were held with three experts in organizational behavior and management. Consequently, adjustments and clarifications were made.

3.3. Pilot study
3.3.1. Pilot study's process

The main purpose of conducting a pilot test is to enhance the precision of the measurements incorporated in the preliminary questionnaire with respect to word arrangement, relevance, and accuracy. The present study's pilot test comprises two stages: (1) an in-depth interview and (2) pilot testing with a sample size of 59 target participants.

Stage 1: In-depth interview

In this stage, three experts were invited to conduct the in-depth interview. In order to ensure that participants are able to provide insightful and valuable comments during an in-depth interview, a critical criterion for participant selection is that they possess knowledge pertaining to the topic of the study. Thus, three university professors with expertise in organizational behavior and human resource management who have been working as full-time lecturers at the Vietnam Aviation Academy were recruited. The aforementioned academics possess a multitude of publications in both national and international academic journals that are focused on the subjects of organizational

behavior and human resource management. The preliminary survey was initially piloted with the aforementioned lecturers. The study's author extended invitations to three academic professionals to participate in an interview aimed at assessing the questionnaire employed in the research. Upon obtaining the consent of the lecturers, the author of the study proceeded to distribute a preliminary survey (inclusive of back-translated scales) in Vietnamese, as well as original scales, to three lecturers. Consequently, during each interview session, the lecturers were asked to assess every item that was presented in the questionnaire using the initial measurement scales. The scales under consideration have undergone extensive study and testing in many global contexts. However, given the variations in research settings and employee characteristics, it is essential to engage in expert discussions to adapt the scale to the specific context of Vietnam. As a result, some modifications and adjustments regarding wording to be consistent with Vietnamese context were implemented in the survey instrument (see Appendix A and B).

Stage 2: Pilot study

Following the results of the in-depth interview, the draft questionnaire was eventually subjected to further examination among a sample of 59 full-time employees of aviation service providers in Vietnam. The current study conducted a quantitative pilot study with a sample of 59 participants based on the following reasons:

    i.   A pilot study is often understood as a preliminary inquiry conducted on a small scale to evaluate the practicality and viability of the methodologies that will be used in a larger and more extensive research endeavor in the future. Given the potential financial and temporal constraints associated with performing sufficiently powered research, it is prudent to consider piloting the study on a smaller scale. This first phase may serve to uncover any unanticipated issues that may undermine the overall quality and progress of the investigation (Viechtbauer et al., 2015).

ii.   In order to effectively identify problems, it is essential that pilot research have enough statistical power. This implies that the sample size of a pilot study must be adequate to provide a high probability of finding those problems.

iii.   Given the constraints of existing methodologies, Viechtbauer et al. (2015) provided a straightforward methodology to ascertain the required sample size for pilot studies in order to detect problems with a certain level of confidence. Hence, a total of 59 individuals were deemed necessary to serve as the sample size for the pilot research, ensuring that the problem could be identified with a confidence level of 95%.

Therefore, the pilot study was conducted in January 2022 with a sample of 59 participants. Through personal relationships and convenient sampling, the researcher contacted these employees and asked them to voluntarily take part in the study. The Google survey link was distributed to the participants through diverse social media platforms such as Facebook, Zalo, and Viber.

3.3.2. Pilot study's results

The data obtained from a sample of 59 employees was subjected to a reliability analysis. As shown in Table 3.7, the Cronbach's Alpha of all constructs was greater than 0.7 and all corrected item-total correlations were greater than 0.3. Therefore, all items were used in the questionnaire of the main study.

Table 3.7. Cronbach's Alpha testing results

Notation	Constructs and indicators	Item-total correlation	If item deleted
SL	**Servant leadership** (Sendjaya et al., 2019) ($\alpha = 0.917$)		
SL1	My supervisor uses power in service to others, not for his or her ambition	.728	.906
SL2	My supervisor gives me the right to question his or her actions and decisions	.708	.910
SL3	My supervisor respects me for who I am, not how I make him or her feel	.783	.899

Notation	Constructs and indicators	Item-total correlation	If item deleted
SL4	My supervisor enhances my capacity for moral actions	.852	.890
SL5	My supervisor helps me to generate a sense of meaning out of everyday life at work	.822	.893
SL6	My supervisor contributes to my personal and professional growth	.702	.910
WPS	**Workplace spirituality** (Beehner and Blackwell, 2016; Milliman et al., 2003		
MW	*Meaningful work* ($\alpha = 0.900$)		
MW1	I experience joy in work.	.748	.873
MW2	My spirit is lifted by work.	.707	.881
MW3	Work is connected to what I think is important in life.	.541	.891
MW4	I look forward to coming to work.	.578	.879
MW5	I know what gives my work meaning.	.689	.879
MW6	Work and social good are connected.	.676	.890
SC	*Sense of community* ($\alpha = 0.912$)		
SC1	Working well with others is important.	.599	.911
SC2	I feel like part of a community.	.772	.896
SC3	People support each other in my work environment.	.663	.905
SC4	I can talk about my opinions in my work environment.	.794	.891
SC5	Employees are connected with a purpose.	.798	.891
SC6	Employees care about each other in my work environment.	.791	.892
SC7	I am part of a family in my work environment.	.758	.899
AV	*Alignment of values* ($\alpha = 0.959$)		

Notation	Constructs and indicators	Item-total correlation	If item deleted
AV1	I feel good about the values of the organization.	.856	.953
AV2	The organization is concerned about the poor.	.733	.960
AV3	The organization cares about all of its employees.	.917	.949
AV4	The organization has a sense of right and wrong.	.869	.952
AV5	I feel like I am a part of the organization's goals.	.857	.953
AV6	The organization thinks about the health of its employees.	.836	.954
AV7	I feel connected with the mission of the organization.	.833	.954
AV8	The organization cares about whether my spirit is lifted.	.847	.953
CA	**Creative adaptability** (Orkibi, 2021) ($\alpha = 0.901$)		
CA1	When in a stressful situation, I adopt new behaviors that help me through it	.770	.891
CA2	I behave in ways that are new to me to better deal with a stressful situation I am in.	.744	.884
CA3	I act in new ways to adapt to a stressful situation I am in.	.663	.885
CA4	To overcome a stressful situation, I think of it from new perspectives	.749	.892
CA5	When in a stressful situation, I think of it in a new way to better deal with it	.717	.885
CA6	I come up with a number of original ideas to effectively deal with a stressful situation	.806	.887
CA7	I generate new and more helpful emotions for dealing with a stressful situation.	.405	.881

Notation	Constructs and indicators	Item-total correlation	If item deleted
CA8	I respond emotionally in ways that are new to me to better tackle a problem.	.705	.922
CA9	I adopt a new emotional response to better deal with a stressful situation	.770	.888
NE	**Negative emotions** (Zhang et al., 2021) ($\alpha = 0.920$)		
NE1	During the pandemic, I felt anxious	.697	.921
NE2	During the pandemic, I felt upset	.770	.907
NE3	During the pandemic, I felt scared	.863	.889
NE4	During the pandemic, I felt emotionally disturbed	.817	.898
NE5	During the pandemic, I felt depressed	.831	.895
BR	**Belief restoration** (Zhang et al., 2021; Zhang et al., 2020) ($\alpha = 0.883$)		
BR1	I am confident that my company will recover quickly from the COVID-19 pandemic	.839	.812
BR2	The company has enough capacity to cope with the COVID-19 pandemic	.674	.877
BR3	The company has sufficient resources to reduce the negative impacts of the COVID-19 pandemic	.706	.868
BR4	The company has a strong risk-resistance ability	.782	.836
PR	**Proactive personality** (Bateman and Crant, 1993) ($\alpha = 0.752$)		
PR1	I am constantly on the lookout for new ways to improve my life	.605	.671
PR2	I can spot a good opportunity long before others can	.560	.698
PR3	If I see something I don't like, I fix it	.613	.636

(Source: author's calculation)

Along with the significant recommendations for the translation of the questionnaire into Vietnamese from the three expert lectures above, the 48 items used in the final questionnaire are presented.

The full questionnaire (Vietnamese version) is presented in Appendix C.

3.4. The main study
3.4.1. Data collection

The final version of the questionnaire was developed based on the results of the pilot testing. It consisted of three parts, namely an introduction that outlined the aims and purposes of the study, the main content that was designed to elicit responses from the respondents, and a demographic information section that included variables such as age, gender, education, and working experiences. This approach was in line with the recommendations of Hair et al. (2008).

Prior research has posited that the appropriate sample size for PLS-SEM analysis ought to be contingent upon the specific attributes of the model and data (Hair et al, 2014; Marcoulides & Chin, 2013). According to Hair et al. (2016), the sample size guidelines in PLS-SEM are based on the characteristics of OLS regression. Therefore, Cohen's (1992) recommendations for statistical power analyses in multiple regression models can be applied to determine the minimum sample size required for research. For instance, if the measurement and structural models exhibit the highest number of arrows directed towards a construct of five, a minimum of 70 observations will be required to attain a statistical power of 80% for the purpose of detecting R^2 values of no less than 0.25 (p = 5%). In accordance with the guidelines, since the maximum number of arrows pointing at a construct in the current study is three, it is recommended to obtain a minimum sample size of 124 in order to attain a statistical power of 80% for detecting R^2 values of at least 0.10 (p = 5%). Nonetheless, the objective of the study was to enhance the predictive power of the research model. Therefore, we attempted to obtain a sample of 314 targeted employees.

Participants for the present research were employees working for aviation service providers operating at Tan Son Nhat International Airport. Consistent with previous research in the field, this study collected data through convenience sampling (Han et al., 2022; Xie et al., 2023b). In addition, the convenience sampling technique was chosen for its cost-effectiveness, efficiency in terms of time, and ease of implementation. Data was gathered from participants at various times and days that were easily accessible. This method allowed for greater and more varied samples to enhance representativeness and involvement while also mitigating concerns over a low degree of generalizability.

Tan Son Nhat International Airport is one of Southeast Asia's major airports (Huynh et al., 2020). Additionally, this airport is the busiest in Vietnam, handling about forty million people each year (Vietnaminsider, 2021). In August 2021, the airport was ranked among the top ten airports globally and has the capacity to accommodate an annual passenger volume ranging from 20 million to 25 million. At its busiest times, the airport can handle a maximum of 850 flights, and on an average day, it can accommodate up to 130,000 passengers. In addition, this airport is responsible for about 66% of the foreign arrivals and departures at all airports in Vietnam. Because of its significance, Tan Son Nhat International Airport garners the bulk of air service companies' resources (Vietnaminsider, 2021).

The recruited aviation service providers include Vietnam Air Traffic Management Corporation (VATM), Airports Corporation of Vietnam (ACV), Vietnam Airlines (VNA), Bamboo Airways (QH), Pacific Airlines (BL), VietJet Air (VJ), Vietnam Airlines Engineering Company (VAECO), Vietnam Airport Ground Services Company Limited (VIAGS), Vietnam Air Catering Services Company (VINACS), and Saigon Ground Services (SAGS). These aviation service providers were employed since they are key factors in the Vietnamese aviation ecosystem (IATA, 2019). We received support for the surveys from the managing directors of each organization through the researcher's personal network with these suppliers. With the help of these managing

directors, we gave participants a self-completion survey with an introduction to the research and solicited their voluntary participation. The participants were given information on the research's objectives, as well as assurances regarding their anonymity and confidentiality. We did not request any personally identifying information from the agents in the survey. A total of 392 respondents agreed to participate. Each employee was provided a gift voucher valued at VND 30.000 (USD 1.5) for completing the survey. Because of COVID-19, all respondents received access to the survey through a Google link instead of filling out a printed survey. The data was collected in two months (from January to February 2022). After five weeks, 340 surveys were returned (response rate: 86.73%). We excluded 26 incomplete questionnaires. Thus, our final sample size was 314 responses, which were employed for data analysis. Table 3.8 shows the respondents' demographic information.

Table 3.8. Respondents' demographic attributes

Employees (N=314)		Frequency	Percent	Cumulative Percent
Age	< 30	146	46.5	46.5
	30-40	133	42.4	88.9
	> 40	35	11.1	100.0
Gender	Male	123	39.2	39.2
	Female	191	60.8	100.0
Education	High school degree	23	7.3	7.3
	Technical school degree	23	7.3	14.6
	Bachelor's degree or equivalent	243	77.4	92.0
	Master's degree or higher	25	8.0	100.0
Experiences	< 2	31	9.9	9.9
	2-5	95	30.3	40.1
	5-10	101	32.2	72.3
	>10	87	27.7	100.0

The demographic and occupational features of respondents are summarized in Table 3.8. In terms of gender, 39.2% of the 314 employees were male, while 60.8% were female. In terms of age, 46.5% were below the age of 30, 42.4% were between the ages of 30 and 40, and 11.1% were over 40. In terms of educational background, most respondents had completed a bachelor's degree or equivalent (77.4%), 7.3% had a high school education, which is the same figure as those with a technical school degree, and 8.0% earned a master's degree or higher. In terms of experience, 32.2% of the employees have worked for the aviation industry between five and ten years, followed by 30.3% who worked for the sector between two and five years, more than ten years (27.7%), and less than two years (9.9%).

3.4.2. Data analysis method

The research utilized partial least squares structural equation modeling (PLS-SEM) as a method of data analysis. The methodology employed in this study involves the utilization of composite-based (or variance-based) techniques and was implemented using specialized software. The software tool, SmartPLS 3.0, is frequently utilized in scholarly research for the purpose of conducting structural equation modeling and path analysis. The present study considers PLS-SEM an appropriate methodology due to its incorporation of four significant benefits, which are as follows: Firstly, PLS-SEM is primarily concerned with the composite measurement model of constructs within business or social science designs (Henseler, 2016). Hair et al. (2017) assert that the incorporation of composites in the PLS-SEM model guarantees the elimination of incongruous estimations. PLS-SEM has been utilized in several interrelated academic investigations within the realm of the social sciences. These include but are not limited to human resource management (Ringle et al., 2020), leadership (Ali et al., 2021), tourism (Fam et al., 2019), entrepreneurship, and information technology (Tan & Yeap, 2021). Secondly, PLS-SEM has the ability to operate effectively with limited sample sizes (Cohen, 1998; Hair et al., 2016) and complex models, including reflective and

formative measurement models, without relying on practical assumptions regarding the fundamental data. Given the inclusion of reflective-formative second-order constructs in the proposed research model, it is deemed that PLS-SEM would be a more appropriate analytical approach compared to CB-SEM. Thirdly, PLS-SEM is capable of efficiently managing complicated models that encompass numerous structural model relations. The present investigation pertains to second-order constructs and assesses their direct, indirect, and moderating effects. Therefore, PLS-SEM may serve as a suitable choice for the present study. Fourthly, it can be argued that the estimations derived from PLS-SEM exhibit a higher degree of statistical power when compared to those obtained through CB-SEM and regressions that rely on sum scores. This study holds significant importance as it is among the initial research endeavors to explore the correlations among servant leadership, creative adaptability, belief restoration, and negative emotions. In addition, a recent study conducted by Rodriguez-Entrena and colleagues (2018) has presented a technique for evaluating the significance of direct effects. Thus, this approach can be modified to examine asymmetrical impacts.

Partial Least Squares Structural Equation Modeling (PLS-SEM) is not without its limitations. PLS-SEM is subject to a significant drawback in that it lacks global goodness-of-fit measures, which are present in CB-SEM. Notwithstanding, it is possible to assess the estimation of PLS-SEM by means of several metrics, such as the coefficient of determination R^2, Cohen's effect size indicator (f^2), blindfolding, and predictive relevance (Q^2), as suggested by Hair et al. (2016). Moreover, the utilization of PLS-SEM necessitates evaluations of the reliability and validity of reflective measurement models, as well as evaluations of the validity, statistical significance, and relevance of indicator weights and indicator collinearity of formative measurement models. The majority of these criteria have been incorporated into SmartPLS 3.0. Furthermore, the present study employed additional methodologies derived from prior research (D'Arcy et al., 2009;

Loch et al., 2003) to assess the convergent validity of the reflective-formative second-order construct.

3.4.2.1. Measurement scale evaluation

The study utilized a research model that incorporated both unidimensional constructs and reflective-formative types of second-order constructs. To address this complexity, the study followed the recommendation of Sarstedt et al. (2019) and employed a disjoint two-stage approach to the sequential latent variable score method.

Stage I: Evaluation first – order construct

During the initial stage, the research model incorporated unidimensional constructs and second-order construct dimensions to derive latent variable scores for the respective dimensions. The outcomes were employed to evaluate the accuracy of the scale concerning the unidimensional constructs and their respective dimensions. Since all scales in the first stage were reflective first-order constructs (including dimensions of the second-order construct that served as first-order constructs), the evaluation of the appropriateness of the first-order constructs was conducted by using the relevant quality criteria for reflective constructs (Duarte & Amaro, 2018).

Firstly, the reliability and convergent validity of reflective scales were evaluated using item loading, Cronbach's alpha, composite reliability (CR), composite reliability **rho_A**, and average variance extracted (AVE). According to Hair et al. (2018), it is imperative that the values of item loading, Cronbach's, CR, and AVE obtained from the reflective scales and dimensions are either in close proximity to or exceed the benchmarks of 0.60, 0.70, 0.70, and 0.50, respectively. This is crucial, as it serves as evidence for acceptable reliability and convergent validity.

Secondly, the evaluation of discriminant validity was conducted through the implementation of three distinct criteria: the computation of the square roots of average variance extracted (AVE) values, the assessment of heterotrait-monotrait (HTMT) ratios,

and the analysis of factor structures (Hair et al., 2017). The discriminant validity of a reflective scale or dimension can be established by ensuring that the square root of the average variance extracted (AVE) value for each construct or dimension is higher than its maximum correlation with other constructs or dimensions. Furthermore, it should be noted that discriminant validity can be deemed fulfilled if the HTMT ratios of all reflective constructs and dimensions are below the established threshold of 0.85. Finally, in the case that the loading values on the corresponding constructs or dimensions exceed the respective highest cross-loadings, it can be inferred that there exists evidence of good discriminant validity.

Stage II: Evaluation reflective - formative second – order construct

During Stage II, the scores of the latent variables that were obtained in Stage I were utilized as inputs or indicators for the corresponding second-order constructs. Consequently, the findings were utilized to evaluate the accuracy of the second-order constructs' measurements. The validation process of the formative scale is based on previous research (Luo et al., 2012; Sarstedt et al., 2019) with regards to the formative scale. Initially, the score that is "weighted" for each dimension or indicator is determined by the multiplication of its latent score. The composite score for the formative construct is generated by summing the "weighted" scores. Following this, the scores that have been weighted are correlated with the composite score in order to generate correlations between dimensions and constructs. The identification of significant dimension-to-construct correlations allows for the conclusion that the formative second-order construct has achieved convergent validity. Additionally, it is important to acknowledge that the VIF values pertaining to the formative scale should not exceed the rigorous threshold of 3.3, as stated by Hair et al. (2019). It is noteworthy that the proposed research model contained only a single reflective-formative construct, thus, we did not evaluate the discriminant validity.

3.4.2.2. Common method bias

The potential for common method bias should be considered when utilizing self-reported data that is collected concurrently, as it has the potential to lead to inaccurate findings (Podsakoff et al., 2003). In order to mitigate the potential for common method bias, we utilized a rigorous instrumental design approach, ensured the confidentiality of respondents, and reduced any ambiguity in the items used. In order to further assess the common method bias, a widely used statistical method were employed, which includes Harman's single-factor test and the collinearity test using VIFs (Hair et al., 2015).

3.4.2.3. The structural model's assessment and hypothesis testing

The proposed hypotheses were tested using the PLS-SEM technique with SmartPLS 3.0. Simultaneous estimation was conducted to determine the direct and moderating effects, along with the relative significance of the direct effects. In particularly:

Direct effects: A bootstrapping re-sampling procedure with 5,000 samples was used to test the significance of the hypotheses using t-tests. Cohen's (1988) indicator (f2) was used to find the size of the effects of the relationships that were being studied.

Mediating effects: To test the mediating effects, the authors suggest using a bootstrap analysis with a lot of subsamples (Nitzl et al., 2016). The path coefficients of the mediating relationships are obtained for each bootstrapping subsample. The aforementioned path coefficients are subsequently multiplied to generate the specific indirect product terms. Next, Chernick's (2011) standard error (SE) in bootstrapping is analogous to the computation of the standard deviation for all indirect effects. Afterthat, MacKinnon et al.'s (2004) approach was employed to compute confidence intervals for specific indirect effects. The present approach calculates confidence intervals for the indirect pathways and mitigates the impact of outliers by means of a percentile-based formula. When the confidence interval for a mediating variable excludes the value of zero, it indicates that the indirect effect is statistically significant.

Moderating effects: The interaction two-stage approach, as proposed by Henseler and Chin (2010), was employed to compute the moderating effects. The process entails generating interaction terms through the multiplication of the two variables that are implicated in the moderating impact.

In addition, the proposed model's quality was assessed using R^2 values and the Stone-Geisser indicator (Q^2). A bootstrapping technique consisting of 5000 samples was implemented, followed by a t-test to evaluate the proposed effects.The Cohen's Indicator (f^2) was employed to evaluate the effect sizes of the studied relationships.

3.5. Summary

The present chapter elucidates the research process, which comprises three main steps. The initial phase involved performing a thorough examination of existing literature to pinpoint any gaps in research, based on which the research hypotheses and model were formulated. The second phase involved the implementation of a pilot study. The third phase of the study involved the collection of a sample of 314 aviation employees located in Ho Chi Minh City. The main study utilized PLS-SEM to evaluate the scale measurements and research hypotheses that were proposed. The present study employed various statistical measures to evaluate the convergent and discriminant validity of reflective constructs. Specifically, Cronbach's Alpha, composite reliability, composite reliability rho_A, and variance extracted were computed to assess convergent validity, while Fornell and Larcker's (1981) and the Heterotrait-Monotrait (HTMT) ratio of the correlation matrix were utilized as criteria to evaluate discriminant validity. Additionally, techniques from prior research were employed to evaluate the convergent validity of a reflective-formative construct. Two distinct approaches were employed to assess the presence of method biases and establish the reliability of the obtained results. Subsequently, during this phase, hypotheses were examined, encompassing both direct and indirect effects as well as moderating effects.

CHAPTER 4 - DATA ANALYSIS AND RESULTS

This chapter presents the findings of the current research. The findings derived from the execution of Cronbach's Alpha and composite reliability assessments demonstrated that the reliability of reflective constructs was deemed satisfactory. The findings indicate that the examined constructs exhibited satisfactory levels of convergent validity. The results of the testing indicated that the reflective constructs exhibited acceptable levels of discriminant validity. The outcomes of hypothesis testing were validated through the implementation of the bootstrap method with 5000 sub-samples. The findings revealed that seven out of eight hypotheses were supported by the data, encompassing direct, indirect, and moderating effects.

4.1. The measurement model

4.1.1. The first-order construct (Stage I)

In this study, the assessment of the measurement model was conducted through the reliability, validity, and discriminant validity of research constructs. In terms of reliability, Cronbach's alpha and Composite reliability (CR) met the minimums of 0.6 and 0.7, respectively, as Hair et al. (2016) recommended. In addition, one more of the primary measures used in PLS-SEM is Jöreskog's (1971) composite reliability **rho_A** to examine internal consistency reliability. Accordingly, higher values in composite reliability rho_A indicate higher levels of reliability. From the data analysis results (Table 4.1), all scales all have high levels of rho_A (from 0.947 to 0.969). Thus, all constructs have a good level of reliability.

Table 4.1: Cronbach's Alpha, rho_A, and Composite reliability

Constructs and indicators	Cronbach's Alpha	rho_A	Composite Reliability
Servant leadership (SL)	0.949	0.956	0.959
Creative adaptability (CA)	0.964	0.969	0.969
Alignment of values (AV)	0.947	0.949	0.956

Constructs and indicators	Cronbach's Alpha	rho_A	Composite Reliability
Sense of community (SC)	0.934	0.937	0.947
Meaningful work (MW)	0.943	0.946	0.954
Belief restoration (BR)	0.942	0.948	0.958
Negative emotions (NE)	0.945	0.958	0.960
Proactive personality (PR)	0.767	0.851	0.866

(Source: author's calculation)

Convergent validity was assessed through factor loading and the average variance extracted (AVE) for each latent construct. Guidelines for PLS-SEM indicate that the outer loading for each latent construct should be greater than 0.6 (Amaro & Duarte, 2015), and the AVE for all latent variables should be greater than the 0.50 guideline (Hair et al., 2016). Table 4.2 shows that the index values, including factor loading and the AVE, were higher than the thresholds. Therefore, the convergent validity condition was met.

Table 4.2: Factor loading and Average Variance Extracted (AVE)

Notation	Constructs and indicators	Factor loading	Average Variance Extracted (AVE)
	Servant leadership (Sendjaya et al., 2019)		0.798
SL1	My supervisor uses power in service to others, not for his or her ambition	0.892	
SL2	My supervisor gives me the right to question his or her actions and decisions	0.882	
SL3	My supervisor respects me for who I am, not how I make him or her feel	0.902	
SL4	My supervisor enhances my capacity for moral actions	0.900	
SL5	My supervisor helps me to generate a sense of meaning out of everyday life at work	0.895	

Notation	Constructs and indicators	Factor loading	Average Variance Extracted (AVE)
SL6	My supervisor contributes to my personal and professional growth	0.887	
	Meaningful work (Beehner and Blackwell, 2016; Milliman et al., 2003)		0.778
MW1	I experience joy in work.	0.876	
MW2	My spirit is lifted by work.	0.876	
MW3	Work is connected to what I think is important in life.	0.861	
MW4	I look forward to coming to work.	0.858	
MW5	I know what gives my work meaning.	0.918	
MW6	Work and social good are connected.	0.900	
	Sense of community (Beehner and Blackwell, 2016; Milliman et al., 2003)		0.719
SC1	Working well with others is important.	0.852	
SC2	I feel like part of a community.	0.831	
SC3	People support each other in my work environment.	0.883	
SC4	I can talk about my opinions in my work environment.	0.916	
SC5	Employees are connected with a purpose.	0.871	
SC6	Employees care about each other in my work environment.	0.747	
SC7	I am part of a family in my work environment.	0.825	
	Alignment of values (Beehner and Blackwell, 2016; Milliman et al., 2003)		0.731
AV1	I feel good about the values of the organization.	0.838	

Notation	Constructs and indicators	Factor loading	Average Variance Extracted (AVE)
AV2	The organization is concerned about the poor.	0.878	
AV3	The organization cares about all of its employees.	0.874	
AV4	The organization has a sense of right and wrong.	0.861	
AV5	I feel like I am a part of the organization's goals.	0.875	
AV6	The organization thinks about the health of its employees.	0.892	
AV7	I feel connected with the mission of the organization.	0.874	
AV8	The organization cares about whether my spirit is lifted.	0.737	
	Creative adaptability (Orkibi, 2021; Orkibi et al., 2021)		0.775
CA1	When in a stressful situation, I adopt new behaviors that help me through it	0.839	
CA2	I behave in ways that are new to me to better deal with a stressful situation I am in.	0.865	
CA3	I act in new ways to adapt to a stressful situation I am in.	0.889	
CA4	To overcome a stressful situation, I think of it from new perspectives	0.926	
CA5	When in a stressful situation, I think of it in a new way to better deal with it	0.927	
CA6	I come up with a number of original ideas to effectively deal with a stressful situation	0.855	
CA7	I generate new and more helpful emotions for dealing with a stressful situation.	0.877	
CA8	I respond emotionally in ways that are new to me to better tackle a problem.	0.860	
CA9	I adopt a new emotional response to better deal with a stressful situation	0.884	

Notation	Constructs and indicators	Factor loading	Average Variance Extracted (AVE)
	Negative emotions (Zhang et al., 2021)		0.859
NE1	During the pandemic, I felt anxious	0.887	
NE2	During the pandemic, I felt upset	0.924	
NE3	During the pandemic, I felt scared	0.924	
NE4	During the pandemic, I felt emotionally disturbed	0.933	
NE5	During the pandemic, I felt depressed	0.938	
	Belief restoration (Zhang et al., 2021; Zhang et al., 2020)		0.852
BR1	I am confident that my company will recover quickly from the COVID-19 pandemic	0.854	
BR2	The company has enough capacity to cope with the COVID-19 pandemic	0.951	
BR3	The company has sufficient resources to reduce the negative impacts of the COVID-19 pandemic	0.933	
BR4	The company has a strong risk-resistance ability	0.951	
	Proactive personality (Bateman and Crant, 1993)		0.689
PR1	I am constantly on the lookout for new ways to improve my life	0.632	
PR2	I can spot a good opportunity long before others can	0.894	
PR3	If I see something I don't like, I fix it	0.931	

(Source: author's calculation)

The assessment of discriminant validity was conducted through the use of the heterotrait-monotrait ratio of correlations (HTMT) (Henseler et al., 2015) and the Fornell and Larcker (1981) criterion. In accordance with the criterion established by Fornell and Larcker (1981), we conducted a comparison between the square root of the average variance extracted (AVE) value of each construct and the highest bivariate correlations observed with other constructs. The findings of the study revealed that the discriminant validity was satisfactory as the square root of each average variance extracted (AVE) was higher than its maximum bivariate correlations. Additionally, the findings show that the HTMT values were all less than 0.9 (Hair et al., 2020) (Table 4.4), which confirms the discriminant validity of the analyzed constructs.

Table 4.3. Fornell-Larcker Criterion

	AV	BR	CA	MW	NE	PR	SC	SL
AV	**0.855**							
BR	0.349	**0.923**						
CA	0.359	0.262	**0.880**					
MW	0.546	0.409	0.391	**0.882**				
NE	-0.556	-0.361	-0.389	-0.529	**0.921**			
PR	-0.238	-0.137	-0.235	-0.240	0.305	**0.830**		
SC	0.749	0.413	0.334	0.802	-0.599	-0.242	**0.848**	
SL	0.575	0.428	0.522	0.561	-0.668	-0.358	0.556	**0.893**

Note: The *square root of AVE values is in bold.* **SL**: *Servant leadership;* **BR**: *Belief restoration;* **NE**: *Negative emotions;* **CA**: *Creative adaptability;* **MW**: *Meaningful work;* **SC**: *Sense of Community;* **AV**: *Alignment of values;* **PR**: *Proactive personality*

(Source: author's calculation)

Table 4.4. Heterotrait-Monotrait Ratio (HTMT)

	AV	BR	CA	MW	NE	PR	SC	SL
AV								
BR	0.364							
CA	0.368	0.272						
MW	0.574	0.432	0.409					
NE	0.583	0.375	0.399	0.553				
PR	0.272	0.168	0.266	0.264	0.342			
SC	0.789	0.440	0.351	0.854	0.632	0.272		
SL	0.596	0.447	0.530	0.584	0.689	0.426	0.580	

*Note: **SL**: Servant leadership; **BR**: Belief restoration; **NE**: Negative emotions; **CA**: Creative adaptability; **MW**: Meaningful work; **SC**: Sense of Community; **AV**: Alignment of values; **PR**: Proactive personality*

(Source: author's calculation)

4.1.2. Reflective - formative second-order construct (Stage II)

During the second stage, an evaluation was conducted to determine the dimensions of the reflective-formative second-order construct. As previously mentioned, the formative indicators for the second-order construct were derived from the latent scores of the three dimensions obtained in Step I using a procedure that has been utilized in prior studies (e.g., Luo et al., 2012; Sarstedt et al., 2019). Initially, a weighted score was computed for each dimension or indicator by multiplying its latent score. The composite score for the formative construct was generated by summing the weighted scores. Subsequently, the three scores that were weighted were subjected to correlation analysis with the composite score, resulting in the generation of correlations between dimensions and constructs. The findings presented in Table 4.5 demonstrate that there were significant correlations between the dimensions and constructs, as well as significant indicator weights resulting from the regression analysis of each construct measured formatively on its corresponding indicators. These results provide support for the construct's convergent validity. The study found that the VIF values for the three

dimensions, namely alignment of values, sense of community, and meaningful work, ranged between 2.347 and 4.078. These values were within the acceptable range of being higher than 0.20 and lower than 5.0, as suggested by Hair et al. (2017). Therefore, it can be concluded that the formative measurement of workplace spirituality was not affected by multicollinearity.

Table 4.5: Convergent testing results of reflective-formative second-order construct

Formative construct	Indicators	Outerweight	t- values	p-value	Correlation	VIF
Workplace spirituality	Alignment of values	0.381	24.657	0.000	0.933**	2.448
	Meaningful work	0.356	24.891	0.000	0.768**	2.347
	Sense of Community	0.387	34.48	0.000	0.914**	4.078

*Note: ** p < 0.01*

(Source: author's calculation)

4.2. Common method bias assessment

Because our research design was cross-sectional and used self-reported measure, common method variance (CMV), evaluation apprehension and social desirability bias (SDB) represented potential concerns (Podsakoff et al. 2003). Therefore, we used both procedural and statistical methods to account for the possibility of common method bias (Podsakoff et al. 2003) when we collected data from the same source of aviation service workers in Vietnam. This helped to limit and reduce the likelihood of common method bias. Taking the procedures into account, we guaranteed the privacy and anonymity of the respondents. This lessened the likelihood that respondents would provide fabricated or dishonest answers (Podsakoff et al. 2003). In terms of the statistical methods, we used confirmatory factor analysis to run a Harman single-factor test, the first factor explained 44.026 % of the variation, less than 50% of the total variance. Finally, in accordance with Hair et al. (2015), we carried out a thorough collinearity test using VIFs. According

to the protocol, the presence of collinearity, or the suggestion of a common technique bias, is indicated when the VIF is greater than 3.3. Again, the range of VIF values we estimated, from 1.029 to 1.784, suggests that the common method bias is not a major issue in the current study.

4.3. Assessing the structural model

The proposed model underwent testing through the use of the bootstrapping method of resampling, which encompassed 5000 subsamples. The evaluation of structural models in PLS-SEM involves the consideration of their predictive abilities, which typically involves the utilization of the coefficient of determination (R^2 value) and predictive relevance (Q^2 value). These metrics are used to assess the model's in-sample predictive power, as noted by Hair et al. (2017c, 2017d). As presented in Table 4.6, the R^2 values for the four endogenous constructs range from 0.267 to 0.522. These values exceed the threshold of 0.26, indicating a significant degree of explanatory power (Cohen, 1988). The Q^2 values, which were obtained from the research model, ranged from 0.198 to 0.437. These values exceeded zero. This indicates that the research model has achieved a satisfactory level of relevance (Henseler et al., 2009). To summarize, the model under consideration exhibits satisfactory explanatory capability and predictive relevance. We also conducted multicollinearity diagnostics through the assessment of the variance inflation factor (VIF). As shown in Table 4.7, all the VIF values were well below the established threshold of 3.0 (Hair et al., 2020). Therefore, multicollinearity was not an issue in this study.

Table 4.6. The coefficient of determinant (R^2), predictive relevance (Q^2)

Constructs	R^2	Q^2
Belief restoration (BR)	0.267	0.224
Creative adaptability (CA)	0.269	0.198
Negative emotions (NE)	0.522	0.437
Workplace spirituality (WPS)	0.432	0.337

(Source: author's calculation)

Table 4.7. The VIF values

	BR	CA	NE	PR	SL	WPS
BR						
CA	1.326		1.326			
NE						
PR		1.051				1.051
SL	1.775	1.075	1.775			1.075
WPS	1.670		1.670			

*Note: **SL**: Servant leadership; **BR**: Belief restoration; **NE**: Negative emotions; **CA**: Creative adaptability; **WPS**: Workplace spirituality; **PR**: Proactive personality*

(Source: author's calculation)

4.3.1. The direct effects

A bootstrapping re-sampling procedure (5,000 samples) was used to evaluate the significance of the hypotheses using t-tests, whereas the effect sizes of the investigated relationships were determined using Cohen's (1988) indicator (f^2). According to Table 4.8, both direct relationships exerted significant positive effects; therefore, hypotheses H1 and H2 are supported. Table 4.8 also contains the outcomes for the effect size (f^2) of the paths. According to Sullivan and Feinn (2012), while the p-value can determine the presence of an effect, it may not provide information regarding the effect's magnitude. Table 4.8 demonstrates, in accordance with Cohen's (1988) recommendations, that SL had a medium effect on NE and a small effect on BR. All control variables, including age, education, experiences, and gender, had insignificant effects on the outcome variables, as determined by the analysis of their effects on the dependent variables.

Table 4.8. The direct effect testing results

Hypotheses	Relationships	β	t-values	p-values	*f²*	Result
H1	SL →NE	-0.459	8.364	0.000	0.027	Supported
H2	SL → BR	0.189	2.837	0.005	0.237	Supported
-	Age -> BR	0.032	0.483	0.629		Not significant
-	Age -> NE	-0.076	1.489	0.136		Not significant
-	Education -> BR	-0.066	1.478	0.140		Not significant
-	Education -> NE	0.003	0.105	0.917		Not significant
-	Experience -> BR	0.006	0.091	0.927		Not significant
-	Experience -> NE	0.009	0.190	0.850		Not significant
-	Gender -> BR	0.017	0.344	0.731		Not significant
-	Gender -> NE	-0.002	0.05	0.96		Not significant

*Note: **SL**: Servant leadership; **NE**: Negative emotions; **BR**: Belief restoration*

(Source: author's calculation)

4.3.2. The mediating effects

The methodology utilized for examining the mediation effects involved the implementation of the approach recommended by Nitzl et al. (2016) for complicated models and multi-mediation. The authors propose utilizing a bootstrap analysis with a substantial quantity of subsamples to evaluate the indirect impact of an independent variable on a dependent variable via a mediating variable. The path coefficients of the mediating relationships are obtained for each bootstrapping subsample. The aforementioned path coefficients are subsequently multiplied to generate the specific indirect product terms. Next, all indirect effects are subjected to the computation of the standard deviation, which is analogous to the standard error (SE) in bootstrapping as expounded by Chernick (2011). The significance of the indirect effects can be evaluated by means of a pseudo-t-test, which involves the use of the SE values of indirect effects

as obtained through the bootstrapping procedure. Furthermore, MacKinnon et al.'s (2004) approach was employed to compute confidence intervals for specific indirect effects. The present approach calculates confidence intervals for the indirect pathways and mitigates the impact of outliers by means of a percentile-based formula. When the confidence interval for a mediating variable excludes the value of zero, it indicates that the indirect effect is statistically significant.

Table 4.9. Mediation effects.

Hypotheses	Paths	β	t-values	p-values	Confidence Interval (5-95%)	Conclusion
H3	SL → WPS → NE	-0.216	5.733	0.000	(-0.294; -0.145)	Supported
H4	SL → WPS → BR	0.128	2.997	0.003	(0.047; 0.213)	Supported
H5	SL → CA →NE	-0.006	0.350	0.726	(-0.041; 0.027)	Not supported
H6	SL → CA →BR	0.102	3.422	0.001	(0.049; 0.166)	Supported

*Note: **SL**: Servant leadership; **WPS**: Workplace spirituality; **CA**: Creative adaptability; **NE**: Negative emotions; **BR**: Belief restoration*

(Source: author's calculation)

Table 4.9 shows the results of the mediation analysis estimations. Accordingly, workplace spirituality mediates the influence of servant leadership on negative emotions (β = -0.216; 95% CIs [-0.294, -0.145]; t-value = 5.733; p-value = 0.000) as well as belief restoration (β = 0.128; 95% CIs [-0.047, 0.213]; t-value = 2.997; p-value = 0.003) among employees. Thus, H3 and H4 were supported. Similarly, creative adaptability mediates the impact of servant leadership on employees' belief restoration (β = 0.102; 95% CIs [0.049, 0.166]; t-value = 3.422; p-value = 0.001). On the contrary, creative adaptability does not mediate the influence of servant leadership on employees' negative emotions (β = -0.006; 95% CIs [-0.041, 0.027]; t-value = 0.350; p-value = 0.726). These results lead us to reject H5 and accept H6.

4.3.3. Moderating effects testing

The interaction approach was employed to compute the moderating effects. The process entails generating interaction terms through the multiplication of the two variables that are implicated in the moderating impact. The analysis of the interactions was conducted using the two-stage approach as proposed by Henseler and Chin (2010). Table 4.10, Figure 4.1, and Figure 4.2 present the results of the interaction estimations. Based on the provided estimates, it can be inferred that the interaction effect of servant leadership and proactive personality on workplace spirituality ($\beta = 0.138$; p-value = 0.001) and creative adaptability ($\beta = 0.219$; p-value = 0.000) is positively and significantly correlated. The findings indicate that the impact of servant leadership on workplace spirituality and creative adaptability is stronger in employees with a proactive personality. These findings have resulted in the acceptance of hypotheses 7 and 8. In addition, as shown in Table 4.10, the f^2 effect size of the interaction effects was assessed by applying Kenny's criteria of 0.025, 0.01, and 0.005 for large, medium, and small effect sizes, respectively (Hair et al., 2017). The present investigation revealed that the f^2 values pertaining to the moderating effects exhibited a range of 0.030 to 0.059, signifying that the extent of the examined moderating effects was large in terms of effect sizes.

Table 4.10. Estimation of the moderating effect of proactive personality.

Hypotheses	Paths	β	t-values	p-values	Confidence Interval (5-95%)	f^2 effect size	Conclusion
H7	SL*PR → WPS	0.138	3.272	0.001	(0.053; 0.217)	0.030	Supported
H8	SL*PR → CA	0.219	4.179	0.000	(0.114; 0.318)	0.059	Supported

*Note: **SL**: Servant leadership; **WPS**: Workplace spirituality; **CA**: Creative adaptability; **NE**: Negative emotions; **BR**: Belief restoration*

(Source: author's calculation)

Figure 4.1. Simple slope analysis of the moderating effect of proactive personality on the relationship between servant leadership and workplace spirituality constructs.

Figure 4.2. Simple slope analysis of the moderating effect of proactive personality on the relationship between servant leadership and creative adaptability constructs

4.3.4. The summarization of hypothesis testing results

The summarized hypothesis testing results are presented in Table 4.11. The results demonstrated that both the two direct effect hypotheses, three out of four indirect effect hypotheses, and both the two moderating hypotheses were supported by data.

More specifically, the negative impacts of servant leadership on negative emotions (β=- 0.459; t- value = 8.364; p-value = 0.000) and the positive impacts of servant leadership on belief restoration (β= 0.189; t-value = 2.837; p-value = 0.005) among employees during a major global crisis were supported. In terms of mediation effects, a significant coefficient (β = -0.216; t-value = 5.733; p-value = 0.000) was found for the indirect link between servant leadership and employees' negative emotions via workplace spirituality as a mediation channel (hypothesis H3). A further assessment of this significant indirect impact was conducted through MacKinnon et al.'s (2004) approach for confidence intervals. The test result revealed that the 95% confidence interval (CI) varied from -0.294 to -0.145, not straddling zero, lending support to hypothesis H3. Likewise, a significant coefficient (β = 0.128; 95% CIs [-0.047, 0.213], t-value = 2.997, p-value =0.003) was found for the indirect influence of servant leadership on employee belief restoration via workplace spirituality as a mediation mechanism, which lent empirical support to hypothesis H4, which indicated that workplace spirituality mediates the link between servant leadership and employees' belief restoration during a major global crisis. Support was not obtained for hypothesis H5 by virtue of the non-significant paramete (β = -0.006; 95% CIs [-0.041, 0.027], t-value = 0.350, p-value =0.726), which indicated no mediation of creative adaptability for the indirect influence of servant leadership on negative emotions among employees during a major global crisis. Contrarily, the significant parameter (β = 0.102; 95% CIs [0.049, 0.166], t-value = 3.422, p-value =0.001) was found for the indirect impact of servant leadership on employees' belief restoration during a major global crisis through the mediating role of creative adaptability (hypothesis H6).

Table 4.11: Summary of path analysis testing results

Hypotheses	Relationships	β	t-values	p-values	f^2	Result
			Direct effects			
H1	SL →NE	-0.459	8.364	0.000	0.027	Supported
H2	SL → BR	0.189	2.837	0.005	0.237	Supported
			indirect effects			
H3	SL → WPS → NE	-0.216	5.733	0.000		Supported
H4	SL → WPS → BR	0.128	2.997	0.003		Supported
H5	SL → CA →NE	-0.006	0.350	0.726		Not supported
H6	SL → CA →BR	0.102	3.422	0.001		Supported
			Moderating effects			
H7	SL*PR → WPS	0.138	3.272	0.001	0.030	Supported
H8	SL*PR → CA	0.219	4.179	0.000	0.059	Supported
			Control variables			
-	Age -> BR	0.032	0.483	0.629		Not supported
-	Age -> NE	-0.076	1.489	0.136		Not supported
-	Education -> BR	-0.066	1.478	0.140		Not supported
-	Education -> NE	0.003	0.105	0.917		Not supported
-	Experience -> BR	0.006	0.091	0.927		Not supported
-	Experience -> NE	0.009	0.190	0.850		Not supported
-	Gender -> BR	0.017	0.344	0.731		Not supported
-	Gender -> NE	-0.002	0.05	0.96		Not supported
R^2			$R^2_{BR} = 0.267$; $R^2_{CA} = 0.269$ $R^2_{NE} = 0.522$; $R^2_{WPS} = 0.432$			
Stone-Geisser's Q²			$Q^2_{BR} = 0.224$; $Q^2_{CA} = 0.198$ $Q^2_{NE} = 0.437$; $Q^2_{WPS} = 0.337$			

(Source: author's calculation)

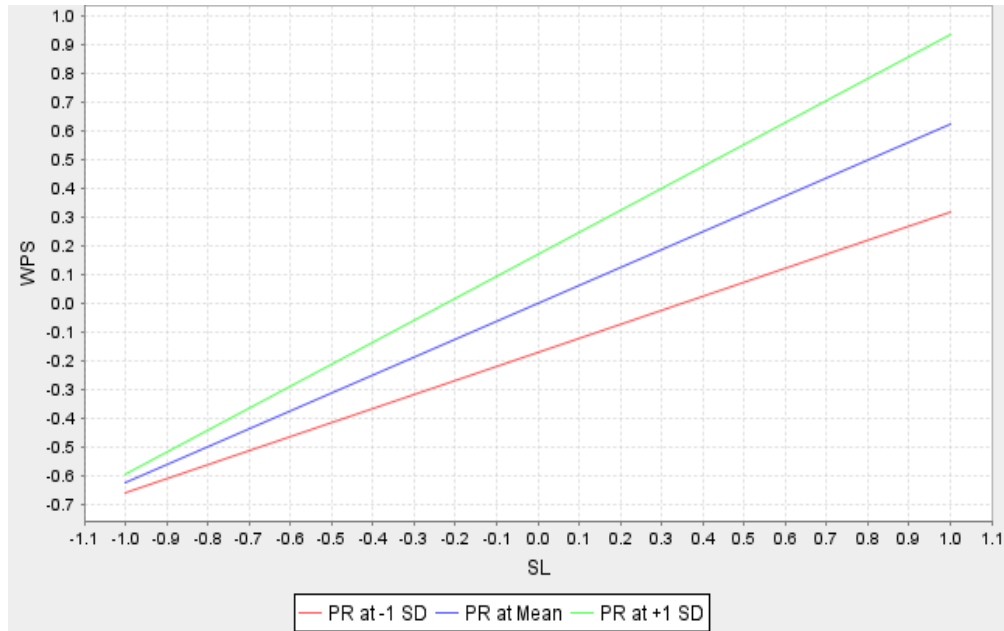Regarding the proposed moderating effects, the testing results showed support for both moderating hypotheses. In particular, the moderating effect of proactive personality on the relationship between servant leadership and workplace spirituality (β=0.138; t-value= 3.272; p-value=0.001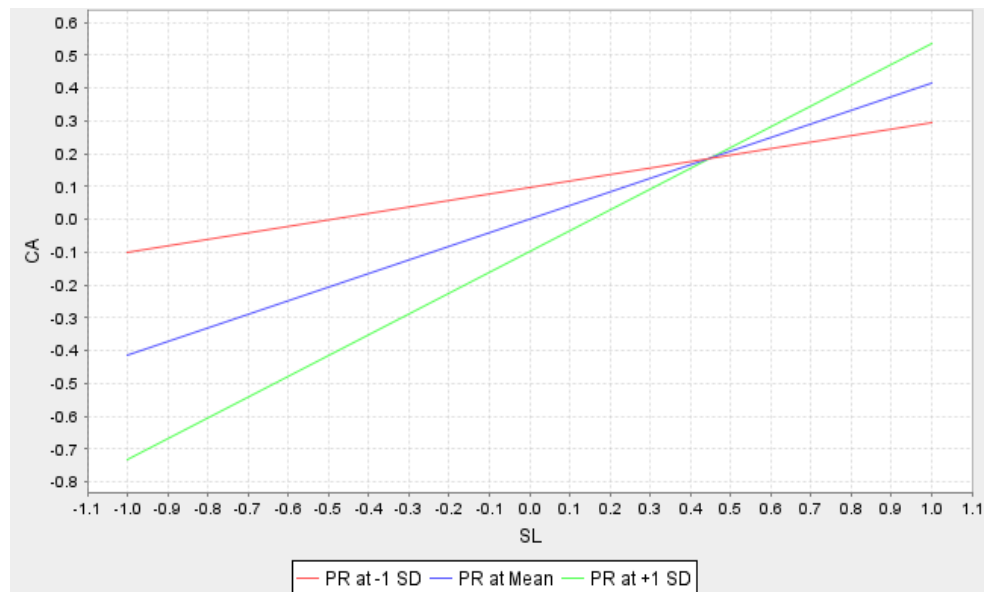) and the moderating effect of proactive personality on the relationship between servant leadership and creative adaptability (β = 0.219; t-value=4.179; p-value = 0.000) were two hypotheses supported by the data.

Note: *** < 0.001; ** p < 0.010; *< 0.050; ns: non-significant
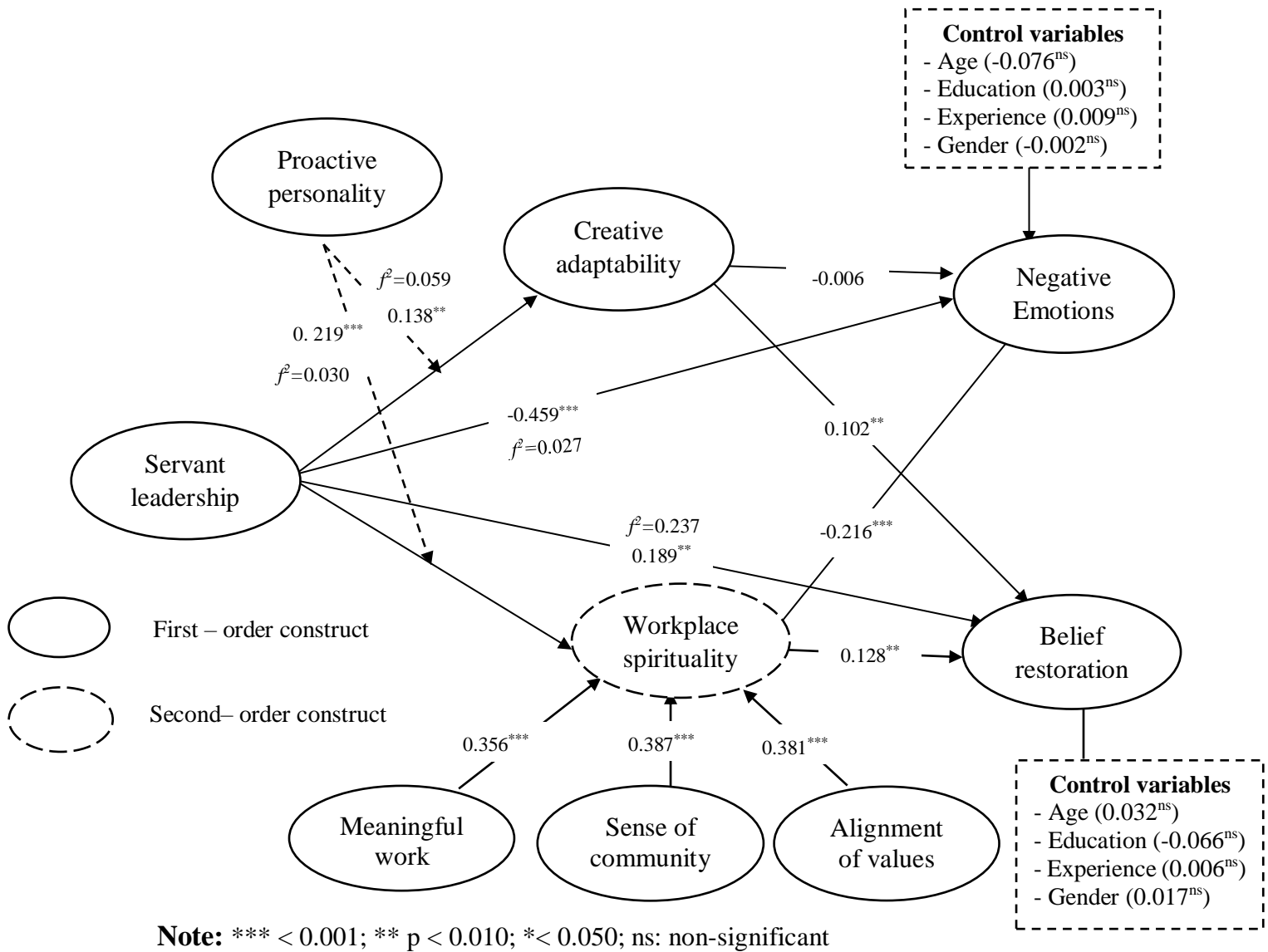
Figure 4.3. Path analysis results

Source: Author's own creation

4.4. Findings and Discussions

Numerous organizations worldwide have been grappling with significant economic, geopolitical, cultural, social, and structural changes and their resulting effects on workplace environments (Srivastava & Gupta, 2021). The continuity of businesses has been significantly disrupted by unforeseen events, such as the outbreak of COVID-19, as noted by Kniffin et al. (2021). Apart from the notable health issue, various organizations, particularly those operating in the aviation industry, are presently encountering unparalleled economic challenges in maintaining their operations. Consequently, it is imperative to develop a workforce that possesses the qualities of adaptability, resilience, and the ability to assist in the handling of unexpected situations. The relevance of this research is noteworthy, especially in times of crisis, such as the COVID-19 pandemic. The severity of the global economic crisis triggered by the pandemic is unparalleled (Ramelli & Wagner, 2020). The COVID-19 pandemic had a pervasive impact on various industries, including the aviation sector, which encountered notable and prompt ramifications, such as considerable workforce reductions, salary reductions, and mandatory leave (Dube et al., 2021b; Linden, 2021). The significant economic decline and resulting joblessness have had a notable effect on the emotional well-being and belief restoration of employees, particularly in Vietnam's aviation industry. In light of these challenges, it is essential for aviation managers to possess the ability to execute strategies aimed at alleviating negative emotions and reinstating belief among employees. One potential strategy that may be effective is the cultivation of a servant leadership style among managers, as it has been shown to have a positive influence on leadership outcomes (Eva et al., 2019), such as employees' organizational commitment, job satisfaction (Bavik, 2020), psychological capital (Gui et al., 2021), mitigating turnover intention, and managing absenteeism levels (Ozturk et al., 2021). Drawing on the COR theory, the present study focuses on the examination of the potential of servant leadership in mitigating negative emotions and restoring the belief

of employees in the context of a significant worldwide crisis, such as the COVID-19 pandemic.

First, the study's results confirmed that servant leadership mitigates the negative emotions of employees during a major global crisis such as COVID-19.

These results are consistent with Thi et al. (2023) and partially in line with the results of Ruiz-Palomino et al. (2022). These findings are also aligned with the spiral effect of value added in the COR theory (Hobfoll, 1989). Specifically, faced with resource loss caused by COVID-19, employees experience stress, depression, anxiety, etc., which motivates them to strive to obtain other resources, such as a supportive environment and/or leaders to shelter them from these losses. Servant leadership acts as a contextual resource that employees can use to lessen the damage caused by stressful situations like COVID-19.

Second, the results showed that servant leadership positively predicts employee belief restoration.

Similar to the research results of Quy et al. (2023a), the experimental results from this study also determined that servant leadership enhanced belief restoration among emloyees during times of COVID-19. Belief restoration refers to an individual employee's perception of his or her organization's resilience in the aftermath of a crisis or stressful situation. To cope with the long-term nature and highly challenging stress situations created by COVID-19, such as higher workload, increased job responsibilities, work complexity, and more complicated assignments, employees need sufficient psychological resources in the form of belief restoration. This finding is consistent with COR theory. Accordingly, by exposing the source of servant leadership resources, an individual tends to gain in other resources to recover from loss.

Third, the findings of this study lend evidence for the mediating role of workplace spirituality and creative adaptability in the positive relationship between servant leadership and belief restoration among employees.

These study results are, in part, consistent with the findings of Quy et al. (2023) and Quy et al. (2023a). The intervening mechanism from servant leadership to employee negative emotion via workplace spirituality is also supported by our empirical testing results. Since workplace spirituality acts as a spiritual resource and creative adaptability serves as a personal resource, these results are also aligned with COR theory. In specific, when managers adopt servant leadership and serve employees' needs and interests by arming them with resources such as support, autonomy, and other-oriented value, as well as providing encouragement for them to approach others for resources (Sendjaya et al., 2008), employees perceive an ample source of resources around them and proactively seek other resources such as workplace spirituality and creative adaptability. With more resources, they are likely to invest their current resources to effectively cope with stressful situations caused by crisis events and recover from losses. Contrary to the author's expectations, creative adaptability did not mediate the relationship between servant leadership and employees' negative emotions. This result can be explained by the fact that, according to a supplementary analysis, creative adaptability did not significantly influence negative emotions among employees. Regarding the insignificant relationship between creative adaptability and employees' negative emotions, a potential explanation for such a relationship is the timeline of data collection and the job requirements of aviation employees. Accordingly, all the data was gathered over a period of two months, from January to February 2022. At that time, almost all business activities in Vietnam were still operating under limitations due to the pandemic. As a specific industry, the aviation sector has to implement operations in various aspects, including maintenance, air traffic control, flight operations, etc., to ensure safe flights between cities as well as avoid exposure to COVID-19. These things put more pressure on

aviation employees. They must always be on duty and strictly follow aviation safety regulations in the context of the pandemic. As a result, they cannot use or practice their creative adaptability to get something done.

Finally, the results reveal an interaction effect between servant leadership and proactive personality on both workplace spirituality and creative adaptability.

These results are in line with the study of Newman et al. (2017), which employed proactive personality as moderators between servant leadership and its outcomes. Under servant leadership, in comparison with those with low levels of proactive personality, employees with strong levels of proactive personality are more likely to engage in nurturing positive workplace spirituality and triggering their creative adaptability. These findings are, in part, consistent with a few prior studies, such as Buil et al. (2019) and Jiang et al. (2021), in terms of the interaction effect between leadership and proactive personality. In addition, since proactive personality is considered as a resource related to personal traits, these results resonate with the COR view that the accrual of more resources (proactive personality) contributes to the investment of current resources to acquire further resources (workplace spirituality and creative adaptability).

4.5. Summary

The present chapter shows the findings of the data analysis and testing conducted in the current study. The data descriptions are provided with respect to gender, age, experience, and education. Cronbach's Alpha, composite reliability, composite reliability rho_A, and average variance extracted are employed to assess the reliability and validity of each reflective construct measurement. A technique in prior research has been utilized to evaluate the convergent validity of a formative construct. In addition, the researchers assessed the potential biases in the data collection process to ensure the reliability and accuracy of the test results. The findings of the study suggest that the presence of common method biases did not pose a significant issue in the research. This chapter

elucidates the methodologies employed to evaluate the research hypotheses, encompassing direct, indirect, and moderating effects. The findings indicate that the data supports seven out of eight hypotheses. Finally, the discussion pertaining to the findings of the research is provided.

CHAPTER 5 - CONCLUSIONS AND IMPLICATIONS

This chapter contains the findings of recent research. This study extends prior knowledge by examining and evaluating the complex relationships between servant leadership, workplace spirituality, creative adaptability, negative emotions, belief restoration, and proactive personality. The results of the tests indicate that seven of the eight hypotheses proposed were supported. In addition, this chapter proposes a number of important theoretical and practical implications for academics and aviation managers regarding HRM in times of crisis. At the end of this section, limitations for future research are discussed.

5.1. Conclusions

Contemporary organizations encounter mounting uncertainty while dealing with the prevailing "grand challenges". These challenges are highly significant issues that usually transcend national, economic, or societal boundaries (Carnevale & Hatak, 2020). Our today's society faces multifaceted and intricate challenges that encompass various domains, including but not limited to environmental transformations, profound economic recessions, and political turbulence (Carnevale & Hatak, 2020; Hamouche, 2021; Kniffin et al., 2021). In today's globalized context, these salient challenges can potentially jeopardize the viability and resilience of organizations, prompting them to maintain a state of responsiveness and adaptability in their workforce organization and management. The outbreak of COVID-19 in 2020 has presented organizations with an unprecedented challenge, necessitating significant alterations to their workforce in technical, physical, and socio-psychological domains. This situation requires organizations to navigate uncharted territory and manage the crisis in a direct and effective manner (Carnevale & Hatak, 2020). Furthermore, the COVID-19 pandemic has presented a complex and demanding situation for human resource management (HRM). Managers have been required to navigate uncharted territory in order to support their

workforce in adjusting to and managing the significant changes that have arisen in both work and social contexts (Can et al., 2021; Ruiz-Palomino et al., 2022).

The current study investigated how servant leadership alleviates negative emotions and enhances belief restoration among employees during a major global crisis such as COVID-19. Importantly, this research revealed that servant leadership was perceived as a valuable contextual resource to help employees face adverse conditions. Furthermore, the study revealed that workplace spirituality and creative adaptability, which employees have been able to build, are keys for servant leaders to restore employees's belief in the recovery capacity of their organization as well as mitigate employees' negative emotions during the current complex times of change. This study also demonstrated that the transfer of resources from servant leadership to workplace spirituality and creative adaptability among employees was stronger for highly proactive employees than for less proactive ones. The present study contributes to the existing body of knowledge by shedding light on effective strategies that can help managers alleviate negative emotions and restore belief among aviation employees during these difficult times of change. The findings may be extrapolated to other scenarios, such as anxiety-inducing experiences resulting in mental health problems that can be suffered by employees in multiple situations, both internal (e.g., internal changes in processes and technologies) and external to their organizations (e.g., economic crises, natural disasters, etc) (Ruiz-Palomino et al., 2022). To that end, the present discourse takes steps towards elucidating the implications of COVID-19 on the restoration of employee belief and emotional well-being.

5.2. Theoretical implications

The present study contributes to the existing body of knowledge in a variety of ways. First, the current study contributes to the literature on servant leadership by presenting the importance of servant leadership in reducing negative emotions and promoting belief restoration among employees in a crisis context. Drawing on COR

theory, servant leadership is considered a resource to protect employees against negative emotions derived from crises as well as build a strong psychological shield (belief restoration) to recover from loss. To the best of the author's knowledge, limited research has looked into the role of servant leadership in major changes such as crises (Eva et al., 2019; Ruiz-Palomino et al., 2022). Notably, these findings contribute to expanding the stream of research on leadership in crisis and crisis management in the context of an emerging Asian market (Vietnam). In this line, this study addresses the call for conducting research that sheds light on how organizational level contextual factors and individuals interact to affect emotional well-being among employees in an uncertain environment in developed and less developed economies (Can et al., 2021). Furthermore, by employing COR theory as a foundational theory, the current study expands the application of COR in organizational behavior. Accordingly, this theory can be developed as a crisis-responsive theory in response to the possibility of further pandemics and other international crises.

Second, by identifying workplace spirituality as having a mediating role in the relationship between the servant leadership of supervisors and negative emotions as well as belief restoration among employees and the mediating role of creative adaptability in the association between servant leadership and employees's belief restoration, this study provides new, important insights into how servant leaders may help reduce negative emotions and prevent belief erosion among aviation employees in times of change. In addition, by exploring the role of workplace spirituality, this study makes an important contribution to the literature on workplace spirituality in the Vietnam aviation sector, which has recently received a lot of attention due to its importance for employee well-being (Srivastava & Gupta, 2021). To be specific, by revealing the mediating role of workplace spirituality in reducing negative emotions among employees, this study advances the current literature by incorporating negative emotions that act as negative

outcomes, responding to the call for more examination when exploring the role of spirituality in the workplace (Singh & Singh, 2022).

Third, in response to calls for more empirical evidence for the new concept of creative adaptability, especially with regard to crisis scenarios (Orkibi, 2021), this study explores the mediating role of this construct in the relationship between servant leadership and negative emotions as well as belief restoration among employees. In particular, creative adaptability mediates the positive linkage between servant leadership and belief restoration. Unlike the author's expectations, creative adaptability does not mediate the relationship between servant leadership and employees' negative emotions. This surprising finding responds to the call by Orkibi et al. (2021) for further investigation by employing sample characteristics in terms of respondents' occupations to shed light on the relationships between creative adaptability and emotional well-being.

This study investigates the boundaries that establish the criteria for the association between servant leadership, workplace spirituality, and creative adaptability. While prior studies have emphasized the significance of proactive personality among employees (Buil et al., 2019), it appears that scholars have yet to investigate the moderating influence of proactive personality on the link between servant leadership and these variables. The findings indicate that proactivity among employees plays a crucial role, as the favorable outcomes of servant leadership are reinforced by the presence of proactive personality traits among employees. Hence, it is imperative to acknowledge that the relationship between a leader's servant leadership, their followers' workplace spirituality, and creative adaptability is not fixed, as it is contingent on the individual personality traits of the employees, including proactive personality. Put more simply, the nature of these associations varies among employees and is contingent upon their respective personalities. This study underscores the notion that personality traits ought to be taken into account as a mechanism to explain diversity in the connections between

leaders and followers in an organizational setting. The present research makes a significant contribution to the existing body of knowledge on servant leadership and proactive personalities. It also addresses the need for a greater understanding of the impact of individual personality traits on follower responses and evaluations of diverse leadership styles (Buil et al., 2019).

5.3. Practical implications

The study's results demonstrate their importance for aviation managers in terms of their managerial implications. Firstly, according to the guidelines proposed by Gonzalez-Cruz et al. (2019), it is recommended that managers in aviation service providers take into consideration the individual circumstances of their employees in order to effectively exhibit an appropriate leadership style. The results of this study indicate that it would be beneficial for managers of aviation service providers to exhibit characteristics of servant leadership in order to improve their emotional well-being and psychological resources, including belief restoration. In particular, these managers should focus on serving others, showing empathy, valuing individual employees, putting followers' interests first, and assisting in the growth and success of subordinates (Thi et al., 2023b). In addition, it is recommended that CEOs and human resource managers within the aviation industry promote the enrollment of their senior and junior managers in training programs that focus on the development of servant leadership skills. *The Greenleaf Center for Servant Leadership* provides online training programs that are expected to enhance the participation of managers and optimize their utilization of these training programs.

Second, the study's findings demonstrate that servant leadership is effective in promoting belief restoration and alleviating negative emotions among employees during crises through nurturing workplace spirituality. Therefore, a leader with a servant's heart who prioritizes followers and creates a positive spiritual workplace is critical in today's turbulent and unpredictable business environment. Furthermore, the present study's

findings, as well as those from a few earlier ones, verify the importance of workers having a spiritual domain and an organizational spiritual climate. Such an environment encourages employees to be less self-centered, to be more linked to the firm's larger vision, and to align themselves with the organization's goals. As a key function of HRM, HRM professionals should implement training and development programs that focus on engaging employees with their organization's missions, visions, and values. Once employees strongly engage with their organizations, they tend to experience more positivity, develop positive emotions, and have positive psychological resources in terms of belief restoration.

Third, these findings also indicate that organizational leaders need to encourage the creative adaptability of employees since this ability helps them effectively and adaptively respond to stressful situations caused by global crises such as COVID-19 as well as everyday challenges, which in turn enhances strong restorative beliefs and emotional well-being among employees. Fourth, since nurturing workplace spirituality and activating creative adaptability need contextual resources or social support from leaders who practice servant leadership, aviation managers should emphasize the importance of servant leadership training.

Fifthly, the interactive results pertaining to the moderating influence of proactive personality have practical implications for organizational contexts. It is recommended that human resource managers opt for individuals who exhibit proactive personalities during the employee selection process. The assessment of the proactive personality of job applicants during the selection and promotion processes would be a valuable endeavor. Organizations that aim to cultivate workplace spirituality and enhance employees' creative adaptability may achieve greater success by identifying a suitable combination of servant leaders and proactive followers. It is recommended that aviation managers devise and implement strategies aimed at fostering and incentivizing

proactivity among their employees. This can be achieved by recognizing and rewarding employees who demonstrate initiative, proactively seek out opportunities, and contribute to the implementation of significant changes. Servant leaders ought to acknowledge the significance of the proactive personality trait and appreciate its potential to promote favorable outcomes from their leadership, particularly during times of crisis.

Finally, the implementation of effective strategies for managing crisis situations is crucial for aviation organisations in order to effectively prepare for and respond to crises such as the COVID-19 pandemic, and to mitigate the negative consequences experienced by stakeholders (Dirani et al., 2020). Hence, it is crucial for air service provider HRM professionals to not only prioritise the development of employees but also assume the responsibility of assisting leaders with the necessary skills to effectively navigate present and forthcoming crises (Wooten & Hayes James, 2008). These HRM professionals are responsible for assisting organisational leaders in promoting a positive perception of the organisation through the cultivation of attributes such as kindness, compassion, and creativity. By employing an effective approach, HRM has the potential to foster the development of both individual and organisational resilience in times of crisis.

5.4. Limitations and future research

The present study exhibits certain noteworthy limitations that necessitate further investigation in future academic inquiries. Initially, the research gathered information solely from the aviation industry within Vietnam with the purpose of analyzing the conceptual framework. Further study endeavors may consider exploring the applicability of the model in diverse geographical locations and industries. Given that this study was conducted on the aviation industry in its entirety without making comparisons among the various models within the sector, it is crucial to collect data from a more extensive range of organizations. Furthermore, it is essential to ascertain the distinctions between the public and private sectors. The utilization of a self-reported survey and the collection

of data over a singular time frame rendered our data vulnerable to Common Method Variance (CMV) bias. Future studies may benefit from conducting a longitudinal inquiry or experimental research to examine the fluctuations in employee psychological states and emotions across varying timeframes. A potential avenue for future research could involve the examination of cultural factors as a means of regulating and contrasting outcomes among various nations. This study exclusively concentrated on investigating the function of servant leadership in managing unpredictability during periods of crisis within the aviation industry. The management of crises, particularly in the context of hospitals during the COVID-19 pandemic, necessitates the handling of emergency situations, and the pertinent leadership styles must be properly deliberated. Therefore, it is recommended that further studies distinguish between various leadership styles that are appropriate for specific situations.

5.5. Summary

The objective of this section is to furnish a summary of the results attained in the present study. The present study has yielded significant findings, which have led to the formulation of theoretical and practical implications and insights for both researchers and practitioners. This chapter also identifies certain limitations.

Scientific products of PhD student
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APPENDICES
APPENDIX A: OUTLINE FOR IN-DEPTH INTERVIEW

I. Phần giới thiệu

Chào Anh/Chị,

Tôi là Hoàng Thị Kim Quy, Giảng viên Khoa Quản trị kinh doanh, Học viện Hàng không Việt nam. Hiện nay tôi đang là Nghiên cứu sinh của Trường Đại học kinh tế Tp. Hồ Chí Minh và đang thực hiện đề tài liên quan đến mối quan hệ giữa Người lãnh đạo với phong cách lãnh đạo phụng sự với việc giảm thiểu cảm xúc tiêu cực và gia tăng niềm tin phục hồi của người nhân viên trong thời gian khủng hoảng của Đại dịch COVID-19. Hôm nay, tôi rất cảm ơn và hân hạnh nhận được sự tham gia của Anh/Chị trong buổi phỏng vấn này. Sự giúp đỡ của Anh/Chị là vô cùng quý báu, giúp tôi hoàn thiện được nghiên cứu của mình. Tôi mong rằng sẽ nhận được nhiều ý kiến góp ý từ Anh/Chị.

II. Nội dung phỏng vấn

Các biến quan sát đo lường các thang đo trong nghiên cứu này, được kế thừa và điều chỉnh từ những thang đo đã được nghiên cứu và kiểm định ở các bối cảnh khác nhau trên thế giới. Khi thay đổi môi trường nghiên cứu, với sự khác biệt về đặc điểm của Việt Nam, sẽ có những biến quan sát phù hợp hoặc không phù hợp. Do đó, cần phải thảo luận để bổ sung, loại bỏ hoặc sửa đổi từ ngữ của các biến quan sát này cho phù hợp với bối cảnh nghiên cứu Việt Nam. Bên cạnh đó, trong nghiên cứu này, các thang đo được chuyển thể theo quy trình back-translation từ tiếng Anh sang tiếng Việt và dịch ngược lại từ tiếng Việt sang tiếng Anh để đối chiếu và điều chỉnh. Mục tiêu của quy trình này để giải thích rõ các khái niệm và diễn giải các biến trong thang đo từ góc độ quan điểm của người được khảo sát. Từ đó, các biến quan sát được điều chỉnh, diễn giải để người được phỏng vấn hiểu rõ các câu hỏi và làm tăng giá trị thang đo.

Sau đây, tôi sẽ lần lượt đọc rõ từng biến quan sát đo lường trong thang đo gốc và biến quan sát đo lường các thang đo nghiên cứu đã được chuyển ngữ sang tiếng Việt tương ứng. Chúng ta sẽ cùng trao đổi về những ý kiến đóng góp cho từng biến biến quan sát trong thang đo gốc và khi đã được chuyển ngữ sang tiếng Việt.

Cấu trúc	Biến quan sát (Tiếng anh)	Biến quan sát (Tiếng việt)	Đồng ý	Ý kiến khác
Phong cách lãnh đạo phụng sự (Servant leadership)	My supervisor uses power in service to others, not for his or her ambition	Sếp tôi sử dụng quyền lực để phục vụ người khác chứ không phải cho tham vọng của mình.		
	Gives me the right to question his or her actions and decisions	Sếp cho phép tôi đặt câu hỏi về các quyết định và hành động của sếp		
	Respects me for who I am, not how I make him or her feel	Sếp luôn tôn trọng tôi vì tôi là chính tôi, chứ không phải tôi khiến sếp cảm thấy thế nào.		
	Enhances my capacity for moral actions	Sếp giúp tôi nâng cao khả năng thực hiện những hành động đạo đức.		
	Helps me to generate a sense of meaning out of everyday life at work	Sếp giúp tôi tìm thấy ý nghĩa của cuộc sống mỗi ngày trong công việc.		
	Contributes to my personal and professional growth	Sếp giúp tôi phát triển chuyên môn.		
Tinh thần nơi làm việc (Workplace spirituality)	I experience joy in work.	Tôi tìm thấy niềm vui trong công việc		
	My spirit is lifted by work.	Công việc giúp tôi nâng cao tinh thần		

	Work is connected to what I think is important in life.	Công việc tôi đang làm, nó quan trọng trong cuộc sống		
	I look forward to coming to work.	Tôi mong chờ được đi làm		
	I know what gives my work meaning.	Tôi hiểu điều gì mang lại ý nghĩa cho công việc của mình		
	Work and social good are connected.	Công việc của tôi có lợi ích cho xã hội		
	Working well with others is important.	Hợp tác làm việc tốt với người khác là điều quan trọng		
	I feel like part of a community.	Tôi cảm thấy mình là một phần của cộng đồng		
	People support each other in my work environment.	Chúng tôi hỗ trợ lẫn nhau trong công việc		
	I can talk about my opinions in my work environment.	Trong công việc tôi có thể trình bày ý kiến của mình		
	Employees are connected with a purpose.	Mọi người trong công ty tôi đều hợp tác với nhau vì mục tiêu chung của tổ chức		
	Employees care about each other in my work environment.	Tại nơi làm việc, chúng tôi quan tâm lẫn nhau		
	I am part of a family in my work environment.	Công ty tôi là một gia đình và tôi là một phần trong đó		
	I feel good about the values of the organization.	Tôi cảm thấy hài lòng với những giá trị của công ty		
	The organization is concerned about the poor.	Công ty tôi có sự quan tâm đến những người khó khăn		

	The organization cares about all of its employees.	Công ty tôi quan tâm tới toàn bộ nhân viên		
	The organization has a sense of right and wrong.	Công ty tôi ý thức được những điều đúng, sai		
	I feel like I am a part of the organization's goals.	Tôi cảm thấy mình là một phần trong mục tiêu của công ty		
	The organization thinks about the health of its employees.	Công ty tôi quan tâm tới sức khỏe của người nhân viên		
	I feel connected with the mission of the organization.	Tôi cảm thấy được kết nối với sứ mệnh của công ty		
	The organization cares about whether my spirit is lifted.	Công ty quan tâm tới tinh thần của tôi có được vực dậy hay không		
Tính cách chủ động (Proactive personality)	I am constantly on the lookout for new ways to improve my life	Tôi không ngừng tìm kiếm những cách mới để cải thiện cuộc sống		
	I can spot a good opportunity long before others can	Tôi có thể phát hiện ra một cơ hội tốt từ rất sớm trước những người khác		
	If I see something I don't like, I fix it	Nếu tôi không thích điều gì, tôi sẽ điều chỉnh nó		
Cảm xúc tiêu cực (Negative emotions)	During the pandemic, I felt anxious	Trong đại dịch, tôi cảm thấy lo lắng		
	During the pandemic, I felt upset	Trong đại dịch, tôi cảm thấy buồn bã		
	During the pandemic, I felt scared	Trong đại dịch, tôi cảm thấy sợ hãi		

	During the pandemic, I felt emotionally disturbed	Trong đại dịch, tôi cảm thấy rối loạn cảm xúc	
	During the pandemic, I felt depressed	Trong đại dịch, tôi cảm thấy chán nản	
Niềm tin về khả năng phục hồi của công ty (Belief restoration)	I am confident that my company will recover quickly from the COVID-19 pandemic	Tôi tin tưởng rằng công ty sẽ nhanh chóng phục hồi sau đại dịch COVID-19	
	The company has enough capacity to cope with the COVID-19 pandemic	Công ty có đủ năng lực đối phó với đại dịch COVID-19	
	The company has sufficient resources to reduce the negative impacts of the COVID-19 pandemic	Công ty có đủ nguồn lực để giảm thiểu tác động tiêu cực của đại dịch COVID-19	
	The company has a strong risk-resistance ability	Công ty có khả năng tốt để để chống lại rủi ro	
Khả năng thích nghi sáng tạo (Creative adaptability)	When in a stressful situation, I adopt new behaviors that help me through it	Tôi áp dụng những hành vi mới để giúp tôi vượt qua tình huống căng thẳng	
	I behave in ways that are new to me to better deal with a stressful situation I am in.	Tôi cư xử theo những cách mới mẻ để đối phó tốt hơn với tình huống căng thẳng	
	I act in new ways to adapt to a stressful situation I am in.	Tôi hành động theo những cách mới để thích ứng với tình huống căng thẳng	
	To overcome a stressful situation, I	Để vượt qua tình huống căng thẳng,	

	think of it from new perspectives	tôi nghĩ về nó theo một quan điểm mới		
	When in a stressful situation, I think of it in a new way to better deal with it	Khi ở trong tình huống căng thẳng, tôi nghĩ về nó theo một cách mới để đối mặt với nó tốt hơn		
	I come up with a number of original ideas to effectively deal with a stressful situation	Tôi nghĩ ra một số ý tưởng ban đầu để đối phó hiệu quả với tình huống căng thẳng		
	I generate new and more helpful emotions for dealing with a stressful situation.	Tôi tạo ra những cảm xúc mới và hữu ích hơn để đối phó với tình huống căng thẳng		
	I respond emotionally in ways that are new to me to better tackle a problem.	Tôi phản ứng một cách cảm tính theo những cách mới để giải quyết vấn đề tốt hơn.		
	I adopt a new emotional response to better deal with a stressful situation	Tôi thích ứng với một phản ứng cảm xúc mới đề đối phó tốt hơn với tình huống căng thẳng		

APPENDIX B: THE SCALE CORRECTION CONTENT POST IN-DEPTH INTERVIEW

Consructs	PROPOSED SCALES (BEFORE IN-DEPTH INTERVIEW)		ADJUSTED SCALE (AFTER IN-DEPTH INTERVIEW)	
	Measurement items	Measurement items (translated to Vietnamese)	Measurement items	Measurement items (translated to Vietnamese)
Servant leadership	My supervisor uses power in service to others, not for his or her ambition	Sếp tôi sử dụng quyền lực để phục vụ người khác chứ không phải cho tham vọng của mình.		Sếp tôi sử dụng quyền lực để **mang lại lợi ích** cho người khác chứ không phải cho tham vọng của **bản thân mình**.
	Gives me the right to question his or her actions and decisions	Sếp của tôi cho tôi quyền đặt câu hỏi với các quyết định và hành động của Anh ấy/ Cô ấy		Sếp **cho phép tôi** đặt câu hỏi về các quyết định và hành động của **sếp**
	Respects me for who I am, not how I make him or her feel	Sếp luôn tôn trọng tôi vì tôi là chính tôi, chứ không phải tôi khiến sếp cảm thấy thế nào.		Sếp tôn trọng **con người thật của tôi.**
	Enhances my capacity for moral actions	Sếp giúp tôi nâng cao khả năng thực hiện những hành động đạo đức.		
	Helps me to generate a sense of meaning out of everyday life at work	Sếp giúp tôi tìm thấy ý nghĩa của cuộc sống		

		mỗi ngày trong công việc.		
	Contributes to my personal and professional growth	Sếp giúp tôi phát triển chuyên môn.		
Tinh thần nơi làm việc (Workplace spirituality)	I experience joy in work.	Tôi tìm thấy niềm vui trong công việc		
	My spirit is lifted by work.	Công việc giúp tôi nâng cao tinh thần		
	Work is connected to what I think is important in life.	Công việc tôi đang làm, nó quan trọng trong cuộc sống		
	I look forward to coming to work.	Tôi mong chờ được đi làm		
	I know what gives my work meaning.	Tôi hiểu điều gì mang lại ý nghĩa cho công việc của mình		
	Work and social good are connected.	Công việc của tôi có lợi ích cho xã hội		
	Working well with others is important.	Hợp tác làm việc tốt với người khác là điều quan trọng		
	I feel like part of a community.	Tôi cảm thấy mình là một phần của cộng đồng		
	People support each other in my work environment.	Chúng tôi hỗ trợ lẫn nhau trong công việc		

	I can talk about my opinions in my work environment.	Trong công việc tôi có thể trình bày ý kiến của mình		
	Employees are connected with a purpose.	Mọi người trong công ty tôi đều hợp tác với nhau vì mục tiêu chung của tổ chức		
	Employees care about each other in my work environment.	Tại nơi làm việc, chúng tôi quan tâm lẫn nhau		
	I am part of a family in my work environment.	Công ty tôi là một gia đình và tôi là một phần trong đó		
	I feel good about the values of the organization.	Tôi cảm thấy hài lòng với những giá trị của công ty		
	The organization is concerned about the poor.	Công ty tôi có sự quan tâm đến những người khó khăn		
	The organization cares about all of its employees.	Công ty tôi quan tâm tới toàn bộ nhân viên		
	The organization has a sense of right and wrong.	Công ty tôi ý thức được những điều đúng, sai		
	I feel like I am a part of the organization's goals.	Tôi cảm thấy mình là một phần trong mục tiêu của công ty		

	The organization thinks about the health of its employees.	Công ty tôi quan tâm tới sức khỏe của người nhân viên		
	I feel connected with the mission of the organization.	Tôi cảm thấy được kết nối với sứ mệnh của công ty		
	The organization cares about whether my spirit is lifted.	Công ty quan tâm tới tinh thần của tôi có được vực dậy hay không		
Tính cách chủ động (Proactive personality)	I am constantly on the lookout for new ways to improve my life	Tôi không ngừng tìm kiếm những cách mới để cải thiện cuộc sống		
	I can spot a good opportunity long before others can	Tôi có thể phát hiện ra một cơ hội tốt từ rất sớm trước những người khác		
	If I see something I don't like, I fix it	Nếu tôi không thích điều gì, tôi sẽ điều chỉnh nó		
Cảm xúc tiêu cực	During the pandemic, I felt anxious	Trong đại dịch, tôi cảm thấy lo lắng		
	During the pandemic, I felt upset	Trong đại dịch, tôi cảm thấy buồn bã		

	During the pandemic, I felt scared	Trong đại dịch, tôi cảm thấy sợ hãi		
(Negative emotions)	During the pandemic, I felt emotionally disturbed	Trong đại dịch, tôi cảm thấy rối loạn cảm xúc		
	During the pandemic, I felt depressed	Trong đại dịch, tôi cảm thấy chán nản		
	I am confident that my company will recover quickly from the COVID-19 pandemic	Tôi tin tưởng rằng công ty sẽ nhanh chóng phục hồi sau đại dịch COVID-19		
Niềm tin về khả năng phục hồi của công ty (Belief restoration)	The company has enough capacity to cope with the COVID-19 pandemic	Công ty có đủ năng lực đối phó với đại dịch COVID-19		
	The company has sufficient resources to reduce the negative impacts of the COVID-19 pandemic	Công ty có đủ nguồn lực để giảm thiểu tác động tiêu cực của đại dịch COVID-19		
	The company has a strong risk-resistance ability	Công ty có khả năng chống rủi ro mạnh mẽ		Công ty có khả năng **tốt** để để chống lại rủi ro
Khả năng thích nghi sáng tạo (Creative adaptability)	When in a stressful situation, I adopt new behaviors that help me through it	Tôi áp dụng những hành vi mới để giúp tôi vượt qua tình huống căng thẳng		
	I behave in ways that are new to me to better deal	Tôi cư xử theo những cách mới mẻ để đối		

	with a stressful situation I am in.	phó tốt hơn với tình huống căng thẳng		
	I act in new ways to adapt to a stressful situation I am in.	Tôi hành động theo những cách mới để thích ứng với tình huống căng thẳng		
	To overcome a stressful situation, I think of it from new perspectives	Để vượt qua tình huống căng thẳng, tôi nghĩ về nó theo một quan điểm mới		
	When in a stressful situation, I think of it in a new way to better deal with it	Khi ở trong tình huống căng thẳng, tôi nghĩ về nó theo một cách mới để đối mặt với nó tốt hơn		
	I come up with a number of original ideas to effectively deal with a stressful situation	Tôi nghĩ ra một số ý tưởng ban đầu để đối phó hiệu quả với tình huống căng thẳng		
	I generate new and more helpful emotions for dealing with a stressful situation.	Tôi tạo ra những cảm xúc mới và hữu ích hơn để đối phó với tình huống căng thẳng		
	I respond emotionally in ways that are new to me to better tackle a problem.	Tôi phản ứng một cách cảm tính theo những cách mới để giải quyết vấn đề tốt hơn.		

	I adopt a new emotional response to better deal with a stressful situation	Tôi thích ứng với một phản ứng cảm xúc mới để đối phó tốt hơn với tình huống căng thẳng		

Source: Author's summarization

APPENDIX C: VIETNAMESE RESEARCH QUESTIONNAIRE
BẢNG CÂU HỎI KHẢO SÁT

Kính chào quý Anh/Chị,

Thân gửi quý Anh/Chị,

Chúng tôi là nhóm nghiên cứu thuộc trường Đại học Kinh tế Thành phố Hồ Chí Minh. Hiện nay chúng tôi đang thực hiện đề tài liên quan đến mối quan hệ giữa Người lãnh đạo với phong cách lãnh đạo phụng sự với việc giảm thiểu cảm xúc tiêu cực và gia tăng niềm tin phục hồi của người nhân viên trong thời gian khủng hoảng của Đại dịch COVID-19. Rất mong quý Anh/Chị dành ít phút hỗ trợ chúng tôi qua việc hoàn thành phiếu khảo sát này. Chúng tôi lưu ý rằng không có câu trả lời đúng hay sai và tất cả câu trả lời đều có giá trị với chúng tôi. Chúng tôi đảm bảo rằng câu trả lời của Anh/Chị chỉ được sử dụng cho mục đích học thuật.

Sự tham gia vào nghiên cứu này của Anh/Chị là hoàn toàn tự nguyện. Anh/Chị chỉ mất khoảng 10-15 phút để hoàn thành bảng khảo sát này. Các thông tin về cá nhân/tổ chức khác không được ghi lại trong bảng câu hỏi này. Do đó, danh tính của Anh/Chị và các câu trả lời của Anh/Chị sẽ được bảo mật và đảm bảo quyền riêng tư. Anh/Chị vui lòng đánh giá mức độ đồng ý của mình vào số điểm đối với mỗi phát biểu bên dưới.

Xin chân thành cảm ơn quý Anh/Chị. Chúc Anh/Chị thật nhiều sức khoẻ, thành công trong công việc và cuộc sống.

PHẦN 1: KHẢO SÁT

Các Anh/Chị vui lòng đọc các phát biểu dưới đây một cách kỹ càng và đưa ra lựa chọn trả lời bằng cách đánh (X) trên thang đo từ 1 (hoàn toàn không đồng ý) đến 5 (hoàn toàn đồng ý).

1 = Hoàn toàn không đồng ý; 2 = không đồng ý; 3 = Trung dung; 4= đồng ý; và 5 = Hoàn toàn đồng ý.

Xin Anh/Chị cho biết mức độ đồng ý hoặc không đồng ý đối với từng phát biểu về phong cách lãnh đạo của người quản lý trực tiếp của Anh/Chị	Hoàn toàn không đồng ý →Hoàn toàn đồng ý				
Sếp tôi sử dụng quyền lực để mang lại lợi ích cho người khác chứ không phải cho tham vọng của bản thân mình.	1	2	3	4	5
Sếp cho phép tôi đặt câu hỏi về các quyết định và hành động của sếp	1	2	3	4	5
Sếp tôn trọng con người thật của tôi.	1	2	3	4	5
Sếp giúp tôi nâng cao khả năng thực hiện những hành động đạo đức.	1	2	3	4	5
Sếp giúp tôi tìm thấy ý nghĩa của cuộc sống mỗi ngày trong công việc.	1	2	3	4	5
Sếp giúp tôi phát triển chuyên môn.	1	2	3	4	5
Xin Anh/Chị cho biết mức độ đồng ý hoặc không đồng ý đối với từng phát biểu liên quan đến tinh thần của Anh/ Chị tại nơi làm việc.	Hoàn toàn không đồng ý →Hoàn toàn đồng ý				
Tôi tìm thấy niềm vui trong công việc	1	2	3	4	5
Công việc giúp tôi nâng cao tinh thần	1	2	3	4	5
Công việc tôi đang làm, nó quan trọng trong cuộc sống	1	2	3	4	5
Tôi mong chờ được đi làm	1	2	3	4	5
Tôi hiểu điều gì mang lại ý nghĩa cho công việc của mình	1	2	3	4	5
Công việc của tôi có lợi ích cho xã hội	1	2	3	4	5
Hợp tác làm việc tốt với người khác là điều quan trọng	1	2	3	4	5

Tôi cảm thấy mình là một phần của cộng đồng	1	2	3	4	5
Chúng tôi hỗ trợ lẫn nhau trong công việc	1	2	3	4	5
Trong công việc tôi có thể trình bày ý kiến của mình	1	2	3	4	5
Mọi người trong công ty tôi đều hợp tác với nhau vì mục tiêu chung của tổ chức	1	2	3	4	5
Tại nơi làm việc, chúng tôi quan tâm lẫn nhau	1	2	3	4	5
Công ty tôi là một gia đình và tôi là một phần trong đó	1	2	3	4	5
Tôi cảm thấy hài lòng với những giá trị của công ty	1	2	3	4	5
Công ty tôi có sự quan tâm đến những người khó khăn	1	2	3	4	5
Công ty tôi quan tâm tới toàn bộ nhân viên	1	2	3	4	5
Công ty tôi ý thức được những điều đúng, sai	1	2	3	4	5
Tôi cảm thấy mình là một phần trong mục tiêu của công ty	1	2	3	4	5
Công ty tôi quan tâm tới sức khỏe của người nhân viên	1	2	3	4	5
Tôi cảm thấy được kết nối với sứ mệnh của công ty	1	2	3	4	5
Công ty quan tâm tới tinh thần của tôi có được vực dậy hay không	1	2	3	4	5
Anh/ Chị vui lòng đánh giá về tính cách cá nhân của mình	**Hoàn toàn không đồng ý →Hoàn toàn đồng ý**				
Tôi không ngừng tìm kiếm những cách mới để cải thiện cuộc sống	1	2	3	4	5
Tôi có thể phát hiện ra một cơ hội tốt từ rất sớm trước những người khác	1	2	3	4	5
Nếu tôi không thích điều gì, tôi sẽ điều chỉnh nó	1	2	3	4	5
Anh/ Chị vui lòng cho biết những cảm xúc tiêu cực mà Anh/Chị đang phải trải qua trong đại dịch COVID-19	**Hoàn toàn không đồng ý →Hoàn toàn đồng ý**				
Trong đại dịch, tôi cảm thấy lo lắng	1	2	3	4	5
Trong đại dịch, tôi cảm thấy buồn bã	1	2	3	4	5
Trong đại dịch, tôi cảm thấy sợ hãi	1	2	3	4	5

	1	2	3	4	5
Trong đại dịch, tôi cảm thấy rối loạn cảm xúc	1	2	3	4	5
Trong đại dịch, tôi cảm thấy chán nản	1	2	3	4	5
Anh/ Chị vui lòng cho biết đánh giá của mình về khả năng đối phó, phục hồi của Công ty Anh/Chị đối với đại dịch COVID-19 qua những phát biểu sau:	**Hoàn toàn không đồng ý →Hoàn toàn đồng ý**				
Tôi tin tưởng rằng công ty sẽ nhanh chóng phục hồi sau đại dịch COVID-19	1	2	3	4	5
Công ty có đủ năng lực đối phó với đại dịch COVID-19	1	2	3	4	5
Công ty có đủ nguồn lực để giảm thiểu tác động tiêu cực của đại dịch COVID-19	1	2	3	4	5
Công ty có khả năng tốt để để chống lại rủi ro	1	2	3	4	5
Anh/ Chị vui lòng đánh giá khả năng thích nghi của mình với một tình huống căng thẳng như đại dịch COVID -19 qua các phát biểu sau:	**Hoàn toàn không đồng ý →Hoàn toàn đồng ý**				
Tôi áp dụng những hành vi mới để giúp tôi vượt qua tình huống căng thẳng	1	2	3	4	5
Tôi cư xử theo những cách mới mẻ để đối phó tốt hơn với tình huống căng thẳng	1	2	3	4	5
Tôi hành động theo những cách mới để thích ứng với tình huống căng thẳng	1	2	3	4	5
Để vượt qua tình huống căng thẳng, tôi nghĩ về nó theo một quan điểm mới	1	2	3	4	5
Khi ở trong tình huống căng thẳng, tôi nghĩ về nó theo một cách mới để đối mặt với nó tốt hơn	1	2	3	4	5
Tôi nghĩ ra một số ý tưởng ban đầu để đối phó hiệu quả với tình huống căng thẳng	1	2	3	4	5
Tôi tạo ra những cảm xúc mới và hữu ích hơn để đối phó với tình huống căng thẳng	1	2	3	4	5
Tôi phản ứng một cách cảm tính theo những cách mới để giải quyết vấn đề tốt hơn.	1	2	3	4	5
Tôi thích ứng với một phản ứng cảm xúc mới đề đối phó tốt hơn với tình huống căng thẳng	1	2	3	4	5

PHẦN 2: THÔNG TIN CÁ NHÂN

Anh/Chị vui lòng đánh dấu (x) vào các thông tin sau:

1. **Giới tính**: ☐ Nam   ☐ Nữ

2. **Độ tuổi**: ☐ Dưới 30 tuổi   ☐ Từ 30 đến 40 tuổi   ☐ Trên 40 tuổi

3. **Trình độ học vấn:** ☐ Trung học phổ thông ☐ Trung cấp ☐ Cao đẳng

   ☐ Đại học   ☐ Sau đại học

4. **Thâm niên công tác**: ☐ Dưới 2 năm   ☐ Từ 2 đến dưới 5 năm

   ☐ Từ 5 đến dưới 10 năm ☐ 10 năm trở lên

5. **Người quản lý trực tiếp của Anh/Chị là:** ☐ Nữ   ☐ Nam

Trân trọng cảm ơn Anh/Chị!

APPENDIX D: PILOT TEST RESULTS

RESULTS OF CRONBACH'S ALPHA ANALYSIS

1. Servant leadership (SL)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.917	.918	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SL1	17.88	37.382	.728	.906
SL2	18.07	36.064	.708	.910
SL3	17.78	35.658	.783	.899
SL4	17.68	35.912	.852	.890
SL5	18.14	34.568	.822	.893
SL6	17.58	37.076	.702	.910

2. Meaningful work (MW)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.900	.905	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MW1	19.95	22.222	.791	.748	.873
MW2	19.81	23.361	.741	.707	.881
MW3	19.64	25.164	.674	.541	.891
MW4	19.90	22.645	.756	.578	.879
MW5	19.44	24.940	.761	.689	.879
MW6	19.31	27.043	.702	.676	.890

3. Sense of Community

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.914	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SC1	23.98	30.845	.599	.560	.911
SC2	24.34	29.193	.772	.709	.896
SC3	24.61	28.932	.663	.494	.905
SC4	24.63	26.617	.794	.692	.891
SC5	24.49	27.185	.798	.691	.891
SC6	24.64	27.130	.791	.671	.892
SC7	24.97	25.171	.758	.723	.899

4. Alignment values

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.959	.959	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
AV1	25.90	63.507	.856	.779	.953
AV2	25.39	67.966	.733	.704	.960
AV3	25.73	62.822	.917	.886	.949
AV4	25.68	62.360	.869	.787	.952
AV5	25.80	64.544	.857	.812	.953
AV6	25.53	65.219	.836	.783	.954
AV7	25.90	64.679	.833	.772	.954
AV8	26.17	62.867	.847	.753	.953

5. Creative Adaptability

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.901	.913	9

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
CA1	32.76	36.529	.685	.609	.891
CA2	32.78	34.830	.770	.780	.884
CA3	32.80	34.751	.744	.809	.885

CA4	32.75	36.503	.663	.654	.892
CA5	32.81	34.741	.749	.752	.885
CA6	33.10	33.817	.717	.677	.887
CA7	33.00	34.103	.806	.778	.881
CA8	33.63	35.307	.405	.379	.922
CA9	33.05	34.497	.705	.618	.888

6. Belief Restoration

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.884	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BR1	12.08	8.286	.839	.736	.812
BR2	11.53	10.150	.674	.479	.877
BR3	12.10	8.679	.706	.499	.868
BR4	11.93	8.926	.782	.675	.836

7. Negative Emotions

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.920	.920	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
NE1	14.05	24.428	.697	.579	.921
NE2	14.39	22.794	.770	.611	.907
NE3	14.49	21.909	.863	.768	.889
NE4	14.73	21.063	.817	.751	.898
NE5	14.41	21.728	.831	.724	.895

8. Proactive Personality

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.752	.763	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PR1	8.05	3.256	.605	.371	.671
PR2	8.56	2.630	.560	.314	.698
PR3	8.34	2.400	.613	.388	.636

APPENDIX E: DESCRIPTIVE STATISTICS

1. Servant leadership (SL)

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SL1	314	3.13	1.167	-.166	.138	-.800	.274
SL2	314	3.04	1.229	-.057	.138	-.998	.274
SL3	314	3.07	1.281	.009	.138	-1.091	.274
SL4	314	3.15	1.260	-.069	.138	-1.083	.274
SL5	314	2.93	1.248	.070	.138	-1.006	.274
SL6	314	3.30	1.337	-.264	.138	-1.102	.274
Valid N (listwise)	314						

2. Meaningful work (MW)

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MW1	314	3.01	1.357	-.131	.138	-1.155	.274
MW2	314	3.14	1.174	.054	.138	-.925	.274
MW3	314	3.31	1.206	-.172	.138	-.844	.274
MW4	314	3.34	1.200	-.067	.138	-1.083	.274
MW5	314	3.19	1.233	-.074	.138	-.851	.274
Valid N (listwise)	314						

3. Sense of Community

	Descriptive Statistics						
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SC1	314	3.34	1.287	-.288	.138	-.922	.274
SC2	314	3.20	1.436	-.155	.138	-1.325	.274
SC3	314	2.99	1.183	.117	.138	-.961	.274
SC4	314	3.01	1.387	-.139	.138	-1.184	.274
SC5	314	2.88	1.357	.049	.138	-1.200	.274
SC6	314	3.11	1.152	.425	.138	-1.211	.274
SC7	314	3.14	1.106	-.129	.138	-.411	.274
SC8	314	2.62	1.366	.346	.138	-1.091	.274
Valid N (listwise)	314						

4. Alignment values

	Descriptive Statistics						
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
AV1	314	2.75	1.051	.458	.138	-.554	.274
AV2	314	2.83	1.353	.035	.138	-1.166	.274
AV3	314	2.94	1.106	.326	.138	-.673	.274
AV4	314	2.82	1.334	.139	.138	-1.043	.274
AV5	314	2.48	1.208	.368	.138	-.794	.274
AV6	314	3.11	1.142	.110	.138	-.891	.274
AV7	314	2.45	1.204	.485	.138	-.651	.274
AV8	314	2.54	1.011	.634	.138	-.234	.274
Valid N (listwise)	314						

5. Creative Adaptability

<table>
<tr><th colspan="8">Descriptive Statistics</th></tr>
<tr><td></td><td>N</td><td>Mean</td><td>Std. Deviation</td><td colspan="2">Skewness</td><td colspan="2">Kurtosis</td></tr>
<tr><td></td><td>Statistic</td><td>Statistic</td><td>Statistic</td><td>Statistic</td><td>Std. Error</td><td>Statistic</td><td>Std. Error</td></tr>
<tr><td>CA1</td><td>314</td><td>3.59</td><td>.932</td><td>-.571</td><td>.138</td><td>-.148</td><td>.274</td></tr>
<tr><td>CA2</td><td>314</td><td>3.50</td><td>1.178</td><td>-.665</td><td>.138</td><td>-.160</td><td>.274</td></tr>
<tr><td>CA3</td><td>314</td><td>3.37</td><td>1.305</td><td>-.519</td><td>.138</td><td>-.856</td><td>.274</td></tr>
<tr><td>CA4</td><td>314</td><td>3.55</td><td>1.150</td><td>-.278</td><td>.138</td><td>-1.120</td><td>.274</td></tr>
<tr><td>CA5</td><td>314</td><td>3.46</td><td>1.299</td><td>-.450</td><td>.138</td><td>-.904</td><td>.274</td></tr>
<tr><td>CA6</td><td>314</td><td>3.00</td><td>1.327</td><td>-.093</td><td>.138</td><td>-1.139</td><td>.274</td></tr>
<tr><td>CA7</td><td>314</td><td>3.21</td><td>1.288</td><td>-.013</td><td>.138</td><td>-1.244</td><td>.274</td></tr>
<tr><td>CA8</td><td>314</td><td>2.98</td><td>1.310</td><td>.041</td><td>.138</td><td>-1.185</td><td>.274</td></tr>
<tr><td>CA9</td><td>314</td><td>2.76</td><td>1.397</td><td>.038</td><td>.138</td><td>-1.275</td><td>.274</td></tr>
<tr><td>Valid N (listwise)</td><td>314</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

6. Belief Restoration

<table>
<tr><th colspan="8">Descriptive Statistics</th></tr>
<tr><td></td><td>N</td><td>Mean</td><td>Std. Deviation</td><td colspan="2">Skewness</td><td colspan="2">Kurtosis</td></tr>
<tr><td></td><td>Statistic</td><td>Statistic</td><td>Statistic</td><td>Statistic</td><td>Std. Error</td><td>Statistic</td><td>Std. Error</td></tr>
<tr><td>BR1</td><td>314</td><td>3.47</td><td>1.491</td><td>-.441</td><td>.138</td><td>-1.266</td><td>.274</td></tr>
<tr><td>BR2</td><td>314</td><td>3.22</td><td>1.395</td><td>-.143</td><td>.138</td><td>-1.261</td><td>.274</td></tr>
<tr><td>BR3</td><td>314</td><td>3.15</td><td>1.327</td><td>-.024</td><td>.138</td><td>-1.121</td><td>.274</td></tr>
<tr><td>BR4</td><td>314</td><td>3.10</td><td>1.352</td><td>-.017</td><td>.138</td><td>-1.173</td><td>.274</td></tr>
<tr><td>Valid N (listwise)</td><td>314</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

7. Negative Emotions

<table>
<tr><th colspan="9">Descriptive Statistics</th></tr>
<tr><th></th><th>N</th><th>Mean</th><th>Std. Deviation</th><th colspan="2">Skewness</th><th colspan="2">Kurtosis</th></tr>
<tr><th></th><th>Statistic</th><th>Statistic</th><th>Statistic</th><th>Statistic</th><th>Std. Error</th><th>Statistic</th><th>Std. Error</th></tr>
<tr><td>NE1</td><td>314</td><td>3.26</td><td>1.338</td><td>-.833</td><td>.138</td><td>-.759</td><td>.274</td></tr>
<tr><td>NE2</td><td>314</td><td>3.61</td><td>1.247</td><td>-.306</td><td>.138</td><td>-1.359</td><td>.274</td></tr>
<tr><td>NE3</td><td>314</td><td>3.34</td><td>1.091</td><td>-.271</td><td>.138</td><td>-1.093</td><td>.274</td></tr>
<tr><td>NE4</td><td>314</td><td>3.26</td><td>1.569</td><td>-.289</td><td>.138</td><td>-1.460</td><td>.274</td></tr>
<tr><td>NE5</td><td>314</td><td>3.14</td><td>1.374</td><td>-.558</td><td>.138</td><td>-1.106</td><td>.274</td></tr>
<tr><td>Valid N (listwise)</td><td>314</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

8. Proactive Personality

<table>
<tr><th colspan="9">Descriptive Statistics</th></tr>
<tr><th></th><th>N</th><th>Mean</th><th>Std. Deviation</th><th colspan="2">Skewness</th><th colspan="2">Kurtosis</th></tr>
<tr><th></th><th>Statistic</th><th>Statistic</th><th>Statistic</th><th>Statistic</th><th>Std. Error</th><th>Statistic</th><th>Std. Error</th></tr>
<tr><td>PR1</td><td>314</td><td>4.08</td><td>.835</td><td>-.476</td><td>.138</td><td>-.625</td><td>.274</td></tr>
<tr><td>PR2</td><td>314</td><td>3.34</td><td>1.134</td><td>-.427</td><td>.138</td><td>-.402</td><td>.274</td></tr>
<tr><td>PR3</td><td>314</td><td>3.50</td><td>1.162</td><td>-.423</td><td>.138</td><td>-.604</td><td>.274</td></tr>
<tr><td>Valid N (listwise)</td><td>314</td><td></td><td></td><td></td><td></td><td></td><td></td></tr>
</table>

APPENDIX F: LIST OF EXPERTS

No	Name of Experts	Occupation
1	Tran Vi	In charge of Department of Research and International Affairs, Lecturer, Vietnam Aviation Academy
2	Bui Nhat Vuong	Lecturer at Faculty of Business Administration, Vietnam Aviation Academy
3	Le Khanh Nhat	Lecturer at Faculty of Business Administration, Vietnam Aviation Academy

APPENDIX G: MAIN STUDY RESULTS

1. **All direct effects testing results by applying a bootstrapping re-sampling procedure (5,000 samples)**
   1.1. Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CA -> BR	0.245	0.246	0.060	4.061	0.000
CA -> NE	-0.014	-0.014	0.041	0.357	0.721
PR -> CA	-0.098	-0.105	0.052	1.867	0.062
PR -> WPS	0.170	0.169	0.053	3.201	0.001
SL -> BR	0.186	0.184	0.067	2.773	0.006
SL -> CA	0.415	0.415	0.051	8.184	0.000
SL -> NE	-0.449	-0.449	0.055	8.187	0.000
SL -> WPS	0.625	0.626	0.035	17.734	0.000
SL*PR -> WPS	0.138	0.135	0.042	3.272	0.001
SL*PR-CA -> CA	0.219	0.218	0.052	4.179	0.000
WPS -> BR	0.204	0.206	0.065	3.130	0.002
WPS -> NE	-0.345	-0.346	0.055	6.251	0.000

   1.2. Confidence Intervals

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
CA -> BR	0.245	0.246	0.127	0.366
CA -> NE	-0.014	-0.014	-0.094	0.064
PR -> CA	-0.098	-0.105	-0.203	0.003
PR -> WPS	0.170	0.169	0.054	0.259
SL -> BR	0.186	0.184	0.049	0.314
SL -> CA	0.415	0.415	0.313	0.513
SL -> NE	-0.449	-0.449	-0.551	-0.340
SL -> WPS	0.625	0.626	0.554	0.693
SL*PR -> WPS	0.138	0.135	0.053	0.217
SL*PR-CA -> CA	0.219	0.218	0.114	0.318
WPS -> BR	0.204	0.206	0.076	0.332
WPS -> NE	-0.345	-0.346	-0.457	-0.237

2. **Indirect effects testing results by applying a bootstrapping re-sampling procedure (5,000 samples)**
   2.1. Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
SL*PR -> WPS -> BR	0.028	0.028	0.012	2.320	0.020
PR -> WPS -> NE	-0.059	-0.058	0.020	2.947	0.003
PR -> CA -> BR	-0.024	-0.025	0.014	1.751	0.080
SL -> CA -> BR	0.102	0.103	0.030	3.422	0.001
SL*PR-CA -> CA -> BR	0.054	0.053	0.017	3.070	0.002
PR -> WPS -> BR	0.035	0.035	0.017	2.061	0.039
SL -> WPS -> NE	-0.216	-0.217	0.038	5.733	0.000
PR -> CA -> NE	0.001	0.001	0.005	0.296	0.767
SL*PR-CA -> CA -> NE	-0.003	-0.003	0.009	0.353	0.724
SL*PR -> WPS -> NE	-0.048	-0.047	0.017	2.772	0.006
SL -> WPS -> BR	0.128	0.129	0.043	2.997	0.003
SL -> CA -> NE	-0.006	-0.006	0.017	0.350	0.726

   2.2. Confidence Intervals

	Original Sample (O)	Sample Mean (M)	2.5%	97.5%
SL*PR -> WPS -> BR	0.028	0.028	0.007	0.054
PR -> WPS -> NE	-0.059	-0.058	-0.095	-0.019
PR -> CA -> BR	-0.024	-0.025	-0.053	0.001
SL -> CA -> BR	0.102	0.103	0.049	0.166
SL*PR-CA -> CA -> BR	0.054	0.053	0.022	0.091
PR -> WPS -> BR	0.035	0.035	0.006	0.072
SL -> WPS -> NE	-0.216	-0.217	-0.294	-0.145
PR -> CA -> NE	0.001	0.001	-0.008	0.012
SL*PR-CA -> CA -> NE	-0.003	-0.003	-0.021	0.015
SL*PR -> WPS -> NE	-0.048	-0.047	-0.083	-0.016
SL -> WPS -> BR	0.128	0.129	0.047	0.213
SL -> CA -> NE	-0.006	-0.006	-0.041	0.027