INDIVIDUAL AMBIDEXTERITY BEHAVIOR IN ORGANIZATION: THE EFFECTS OF MOTIVATION ON AIRLINE CABIN CREW

PRAE SINANUWONG

A Thesis Submitted in Partial
Fulfillment of the Requirements for the Degree of
Master of Management (Integrated Tourism and Hospitality Management)
The Graduate School of Tourism Management
National Institute of Development Administration
2020

INDIVIDUAL AMBIDEXTERITY BEHAVIOR IN ORGANIZATION: THE EFFECTS OF MOTIVATION ON AIRLINE CABIN CREW

PRAE SINANUWONG
The Graduate School of Tourism Management

..... Major Advisor
(Assistant ProfessorCharoenchai Agmapisarn, Ph.D.)

The Examining Committee Approved This Thesis Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Management (Integrated Tourism and Hospitality Management).

..... Committee Chairperson
(Rasita Sinekiem, Ph.D.)

..... Committee
(Assistant ProfessorPaithoon Monpanthong, Ph.D.)

..... Committee
(Assistant ProfessorCharoenchai Agmapisarn, Ph.D.)

..... Dean
(Assistant ProfessorPaithoon Monpanthong, Ph.D.)

_____/_____/_____

ABSTRACT

Title of Thesis	INDIVIDUAL AMBIDEXTERITY BEHAVIOR IN ORGANIZATION: THE EFFECTS OF MOTIVATION ON AIRLINE CABIN CREW
Author	PRAE SINANUWONG
Degree	Master of Management (Integrated Tourism and Hospitality Management)
Year	2020

Today many airline companies are encountering high competition. Providing excellent service quality can make airline companies more competitive. The lack of the cabin crew's ambidextrous behavior is the main reason for the business failure of an airline. The objectives of this study were to find the relationship between two types of motivation (intrinsic motivation and extrinsic motivation), and the relationships between the cabin crew's ambidextrous behavior and service performance, as well as the moderating roles of emotional exhaustion and work experience in the motivation-individual ambidextrous relationship. A total of 569 cabin crew members working in commercial airlines in Asia were investigated. With structural equation modeling (SEM) and hierarchical moderated regression analyses were used to examine the relationships. The results confirmed that the two types of motivation were positively related to individual ambidexterity and affected service performance. Moreover, the results showed interesting moderation effects of emotional exhaustion and work experience on the intrinsic motivation-individual ambidextrous relationship.

ACKNOWLEDGEMENTS

I would like to thank the following people, without whom I would not have been able to complete this research, and without whom I would not have made it through my master's degree.

I would like to express the deepest appreciation to Asst. Prof. Charoenchai Agmapaisarn for providing me advice and guidance throughout the research and my committee members Asst. Prof. Pimmada Wichasin and Paithoon Monparthong for their insightful feedback and recommendations to improve my research.

Lastly, I would like to thank to my friends, colleagues, and family, especially my mother for her support and encouragement.

PRAE SINANUWONG

January 2021

TABLE OF CONTENTS

Page

LIST OF TABLES

Page

LIST OF FIGURES

Page

CHAPTER 1

INTRODUCTION

According to the International Air Transport Association (IATA), the airline business expects to generate more profits in the year of 2018 since the world economy will slightly increase, and the flight ticket prices will be cheaper as well as the airlines expand routes (IATA, 2017). People spend more money on air transportation which accounts for 1% of world GDP in 2018 (IATA, 2017). Nevertheless, Airline business faces many challenges and crises such as fluctuating international oil prices, occurring terrorism issues, natural disasters and contagious diseases which resulted in a sudden change to its traditional networks and fleets (Heracleous & Wirtz, 2009; Wattanacharoensil & Yoopetch, 2012). Those crises have impacts on the profitability of airline industry. In addition, the increasing size and competition in the airline business has focus more on low-cost carrier (LCC) services (Wattanacharoensil & Yoopetch, 2012) which impacted the financial performance of airlines and many have restructured to cut costs, merged or downsizing operations (Slevitch & Washburn, 2017).

To survive in today's airline business competition, airline companies must create their differences, outstanding performance and find ways to stay in the business. For example, Singapore Airlines used dual strategy to make them achieve an outstanding performance and remain competitive advantage in the long-term business. The first strategy is to use differentiation through service excellence (innovation). The second strategy is a cost leadership (efficiency) (Heracleous & Wirtz, 2009). In addition, top management of airline business must consider some other factors of operations to maintain outperformed its competitors such as safety and security procedure, on-time performance of departure and arrival as well as service quality. However, service quality effects on the behavioral intentions of passengers (Parasuraman et al., 1985). It is also the most significant factor to make an airline

successful and have an excellent service performance (Wattanacharoensil & Yoopetch, 2012).

The airline business has its own service characteristic, especially an interpersonal skill used between cabin crews and passengers in dynamic context. As cabin crews are the frontline employees and interact the most and the longest period of time with passengers, cabin crews are expected to perform service efficiently while they are delivering their best service quality to make passengers satisfied (Kao & Chen, 2016). Thus, cabin crews play a major role in providing the passengers' experience and in making them satisfied under their work conditions and in a highly dynamic environment (Babbar & Koufteros, 2008). To efficiently and successful operate the airline business and understand the service system complexity, ambidextrous behavior is a must for employees (C. Chen & Kao, 2014; Kao & Chen, 2016). However, motivation is basic needs for employees (Ryan & Deci, 2000). Cabin crews can perform work well if they are motivated.

1.1 Background of the Problem

Ambidextrous behavior plays a significant role in aviation industry. An airline must have efficient and adaptive cabin crews who can perform an outstanding service (Kao & Chen, 2016). Cabin crews work in a highly dynamic and competitive environment. They operated in variety of activities. Some activities clearly aligned to airline's procedures, while others differed from standard operating procedures and could be flexible as quick operational adaptation to quickly response in changing demands of passengers (Hodgkinson et al., 2014). Therefore, Cabin crews work within increasingly dynamic environment that require ambidextrous behavior to perform and balance contradictory activities within a certain period of time (Kao & Chen, 2016). In other words, cabin crews who are unable to perform their works efficiently and adaptability could increase number of passenger unsatisfied and service failures.

1.2 Statement of the Problem

Although today's world economy is volatile and ambiguous, the United Nations World Tourism Organization (UNWTO) showed an increasing number of international tourist arrivals in Thailand of 8.9% in 2016, up from 29.9 million in 2015 (UNWTO, 2017). Air transportation is the popular transportation type that tourists will choose. The airline business continues to expand routes and plans to hire more ambidextrous cabin crew. The airline business projected to accelerate hiring 2.6% (exceed 2.7 million) in 2018 compare to 2017 (IATA, 2017). For cabin crews, the need to be ambidextrous is challenging because it requires cabin crew to perform and balance contradictory activities within a certain period of time (Kao & Chen, 2016). To attract ambidextrous cabin crew, the airline business must keep them motivated so that they can provide their best service performance to passengers. Therefore, motivation is the important factor that ambidextrous cabin crews are desire (Pierro et al., 2006).

1.3 Purpose Statement

The purpose of this study is to examine the relationship between motivations of experienced cabin crews' ambidextrous behavior that effect on their service performance focusing on the cabin crew who work in airline business at least one year. The researcher also explores the moderating effects of a previous work experience and employees' emotional exhaustion on motivation and cabin crews' ambidextrous behavior relationship. Understanding these variables' relationship may drive the use of airline business into effective service management, specifically regarding cabin crew. This research may be useful for the selection, training, supporting and evaluation of cabin crews in roles that require ambidexterity.

1.4 Nature of the Study

The three types of research methods are quantitative, qualitative, and mixed methods (Creswell, 2009). A researcher using the quantitative research method seeks to answer question about the relationship among variables (Creswell, 2009). A

researcher also uses the statistical methods to achieve numerical results to provide additional data sets for analysis (Blau, Bach, Scott, & Rubin, 2013; Wolgemuth, 2013). Qualitative researchers collect evidence and phenomenon from how people experience a given research issue (Vaismoradi, Turunen, & Bondas, 2013). The researcher selected the quantitative method over the qualitative method because there will be no evidence, opinions, and reasons of people experience in this study. The mixed-methods research is not suitable for the study because the researcher will not be explaining the evidence or phenomenon but rather examining the relationship of motivation of experienced cabin crews' ambidextrous behavior towards effective service performance.

1.5 Objectives of the Study

1) To have a better understanding about cabin crews' ambidextrous behavior based on motivation.

2) To find out the relationship among motivation, individual ambidexterity, and service performance of cabin crew members.

3) To find out the difference in work experience and emotional exhaustion of cabin crew member on motivation and individual ambidexterity relationship.

1.6 Research Question

The overarching research question for this study is: What motivation influences experienced airline cabin crews' ambidextrous behavior towards effective service performance?

1.7 Expected Benefits of the Study

1) For cabin crews: better understanding of cabin crews' ambidextrous behavior based on motivation which would improve cabin crews' performance.

2) For airlines industry: better understanding of the cabin crews' ambidextrous behavior toward effective service performance. This study will provide suggest managerial implications that should be developed for human resource

management in order to enhance cabin crews' service performance. This data is valuable to the airlines industry as it could assist the refinement of cabin crew selection and training process. This study also investigated how moderators such as work experience and emotional exhaustion of cabin crew member effect on motivation and individual ambidexterity relationship.

1.8 Scope and limitations of the Study

Service industry as airlines need to create "moment of truth" for their customers and also ensure their safety and security at the same time (Nameghi & Ariffin, 2013). This is the unique characteristics of cabin crews that requires them to be efficient and flexible workers. Although the service employees have an ability to deal with conflicting tasks (Jasmand et al., 2012), they need a motivation to well perform their ambidextrous behavior. However, there are some limitations that must be considered. Firstly, in this study, the sample size is seven hundred cabin crews, and a large sample is too large to receive the results. The second limitation of the study is less conceptual and empirical evidence of individual ambidextrous behavior provided by authors to support the literature review of this study. The last limitation is that cabin crews work in different condition and time zone. The researcher manages time in order to collect data.

1.9 Definitions

Individual ambidextrous behavior refers to employees' ability to combine the creation of exploitation and exploration related activities within a certain period of time (Mom et al., 2009).

Exploitation is the creation of efficiency and reliability by utilizing existing knowledge, which includes activities such as refinement, choice, production, efficiency, selection, implement and execution (March, 1991).

Exploration is the creation of flexibility and variability involving developing new solutions be searching for new knowledge, which includes activities such as risk taking, experimentation, play, discovery and innovation(March, 1991).

Intrinsic motivation is the motivation to perform an activity for itself, so as to experience the pleasure, satisfaction and enjoyment inherent in the activity (Ryan & Deci, 2000).

Extrinsic motivation is the motivation to perform an activity to attain a desired consequence such as achievement, salary and status or to avoid a threatened punishment (Ryan & Deci, 2000).

Service performance is the actions or the behaviors that are performed by employees to foster customer satisfaction and aim to increasing efficiency and quality in the individual performance (Kao & Chen, 2016).

CHAPTER 2

LITERATURE REVIEW

The researcher has studied the concepts of ambidexterity, intrinsic motivation, extrinsic motivation from existing theory and empirical researches to understand the ambidexterity at the individual level. Based on these studies, the researcher developed a research framework to understand what motivation enhances airline cabin crews' ambidextrous behavior. In this chapter, the researcher will review the literature of the ambidexterity both organizational and individual level to support my study. The researcher will also review the literature of the motivation. In addition, working experience and emotional exhaustion will be some other factors that the researcher will use its concepts to develop the conceptual model.

2.1 Ambidexterity Overview

The term of ambidexterity was used to describe the structure of organizations that could balance exploration and exploitation activities in their task environments (Duncan, 1976). The Latin root *ambi* means "both" and *dexterity* means "skillfulness or agility" (Chermack et al., 2010). In the term of ambidexterity, it means the human ability of using both their hands with skills and quickness. The organization ambidexterity was an organization's capability to simultaneously pursue both exploration and exploitation activities (March, 1991). However, Hafkesbrink and Schroll (2014) defined ambidexterity as the capability to develop and utilize new competences and resources called "exploration" and the capability to make efficient use of existing resources called "exploitation".

The "Exploration and Exploitation" are used in various activities. Exploration relates to some activities as search, variation, risk-taking, flexibility, discovery and innovation whereas exploitation relates to some activities as refinement, choice, efficiency and creating reliability (March, 1991). As defined, ambidextrous

organizations can exploit existing products, services and competencies and explore new opportunities. Therefore, exploring new opportunities can search for new ideas, products or services that was a long-term activity while exploiting can improve existing products, services and competencies in a shorter period of activity (March, 1991).

The use of the word “ambidexterity” in variety of organizational literatures have increased in many areas of research such as innovation and technology management, organizational learning as well as organizational behavior (Ahammad et al., 2015; Gibson & Birkinshaw, 2004; Hodgkinson et al., 2014; Jasmand et al., 2012; Kao & Chen, 2016; Raisch & Birkinshaw, 2008; Tushman & O’Reilly, 1996). Organizational ambidexterity’s researchers show that the successful organizations required their ability to simultaneously develop and balance exploration and exploitation activities (Gibson & Birkinshaw, 2004) in order to survive longer during economic crisis (Tushman & O’Reilly, 1996) and achieve competitive advantage in the long term (Heracleous & Wirtz, 2009). Organizations, who manage to balance both activities successfully, are called ‘ambidextrous organization’. Thus, the ambidextrous organization’s ability must have the skill and quickness to response to the changing environment. However, the conflict demands of the two types of activities such as the current investment versus the future investment projects, efficiency versus flexibility, and differentiation versus cost leadership including the limitation of resources that make it difficult to be ambidextrous (Gibson & Birkinshaw, 2004; Kao & Chen, 2016).

An organization that engages exclusively in exploration may enhance and renew an organization’s knowledge. In so doing, the organization will suffer from revenue and take a risk in an investment and lose the opportunity. An organization that engages exclusively in exploitation may increase short term performance. However, an organization may not be able to deal with changing environment in long term and risks obsolescence (Levinthal & March, 1993; Raisch & Birkinshaw, 2008). Researchers have also found that organizations have difficulty in balancing the two activities and succeeding in being ambidextrous (Jasmand et al., 2012; Levinthal & March, 1993; March, 1991). Many organizations are having a hard time to encounter with building an ambidextrous organization because of the conflict demands of the

two types of activities and scarce resources. In the most cases, organization must make choices between refinement of an existing technology and invention of a new one (March, 1991).

Most of researched type of organizational ambidexterity referred to structural ambidexterity (Levinthal & March, 1993; Tushman & O'Reilly, 1996). The structural ambidexterity is the standard approach to build ambidexterity into organization. It focuses on structure and strategy of organization to enable differentiation of exploration and exploitation which require different knowledge, resources, processes and staffs to support related activities (Gibson & Birkinshaw, 2004). March (1991) discussed organization ambidexterity as a trade-off, exploration and exploitation were a structural separation within organization focusing on separate objectives. For example, an organization can have some business units focus on experimenting and improvising (exploration activities) while other business units are focusing on exploiting efficiencies and economies of scale (Bonesso et al., 2014). This approach takes the use of differentiation and leads to isolation. However, ambidextrous researches showed the importance of simultaneously balancing those activities and shifted their focus from trade-off (either/or) to paradoxical (both/and) thinking (Gibson & Birkinshaw, 2004; Raisch & Birkinshaw, 2008). This paradoxical thinking is called "contextual ambidexterity".

Recently, researchers noted that contextual ambidexterity is encouraged and supported to simultaneously balance exploration and exploitation as necessary, so it is alternative ways to achieving organization ambidexterity (Gibson & Birkinshaw, 2004; Good & Michel, 2013; Mom et al., 2009). Contextual ambidextrous is the behavioral capability to simultaneously balance and combine exploration and exploitation throughout the business unit (Gibson & Birkinshaw, 2004). The concept of contextual ambidexterity is enabled and encouraged individuals' behavioral to make their own judgement on how to divide time and resource between exploration and exploitation activities.

Heracleous and Wirtz (2009) focused on the service sector and discussed that ambidextrous behavior plays a key role in the competitive advantage achievement in the long run. As the researcher mentioned earlier, the organization as airline industry has characteristic in both type of activities considered as organizational ambidexterity.

Therefore, a successful airline company must have abilities both exploration and exploitation to be more competitive in the airline business.

2.2 Individual Ambidexterity

Whether an organization used a structural or contextual approach to ambidexterity, other researchers suggested that ambidexterity would not only need in an organization level, but also need in an individual level. Especially, contextual ambidexterity requires a high level of individual ambidexterity, owing to individuals need to make decision when to shift from exploration to exploitation activities and vice versa in the context of their daily work (Gibson & Birkinshaw, 2004). This is called "Individual Ambidexterity (IA)", which defined as "the individual-level cognitive ability to flexibly adapt within a dynamic context by appropriately shifting between exploration and exploitation" (Good & Michel, 2013, p. 437). Individual Ambidexterity is a significant ability of individual behavior to simultaneously balance exploration and exploitation activity.

Explorative task requires employees who are looking for option and involvement in decision-making. Employees acquire explorative task through some activities such as search, risk taking, discovery, flexibility and innovation (March, 1991; Mom et al., 2007; Tushman & O'Reilly, 1996). Exploitative task requires the organization to set up obvious objectives, goal-setting programs, standard training program and incentive systems in order to give and support employees' knowledge and skills. Employees acquire exploitative task through some activities such as refinement, choice, efficiency and creating reliability (Gibson & Birkinshaw, 2004; March, 1991). In general, Individual Ambidexterity involves balancing explorative task and exploitative task to enhance organization's success in both short term and long term (Gibson & Birkinshaw, 2004; Kao & Chen, 2016; Mom et al., 2009; Raisch et al., 2009).

Many factors come into play in Individual Ambidexterity such as exploration by focusing on new ideas, products and services, and exploitation by existing tasks (Good & Michel, 2013). Employees should have individual ambidexterity to work under pressure to balance both exploration and exploitation activities (Bonesso et al.,

2014). Mom, Bosch and Volberda (2007) noted that employees don't need to mutually perform exclusive activities. However, employees can decide on when to explore and when to exploit depending on the period of time and resources (Gibson & Birkinshaw, 2004; He & Wong, 2004).

On a similar note, Individual Ambidexterity can influence on employee's performance. Jasmand, Blazevic and de Ruyter (2012) stated that individual ambidexterity led to more positive employees job performance. Such employees must handle and balance the explorative and exploitative task at that time. Under the dynamic environment, Individual Ambidexterity is very necessary to organization's survival in the airline business (Good & Michel, 2013; Heracleous & Wirtz, 2009).

All studies above showed that the influence of ambidexterity on an individual focused on individual behavior. As an individual ambidexterity involves individual behavior, the mindset of the individual (motivation) and other components (work experience and emotional exhaustion) may have a significant factor of influencing an individual ambidexterity within organization. Therefore, the researcher will study more on whether the factors of motivation, work experience and emotional exhaustion have an influence on an individual ambidexterity. The researcher will obviously explain why those factors have an influence on the individual ambidexterity in the following paragraphs in this chapter.

2.3 Motivation and Individual Ambidexterity

"Why do people do what they do?" The term of motivation is used to describe decision, behaviors and course of action which could not be explain by ability (London, 1983). Individuals can perform well with high level of motivation. The high level of motivation effects on working performance and finishes task in the fastest and most efficient action (Urošević & Milijić, 2012; Valero & Hirschi, 2016). Most motivated individuals can work toward the end, yet those individuals can be motivated in different ways (Achim et al., 2013; Ryan & Deci, 2000). Nevertheless, motivation is one of the important factors in the successful working life and better business results of the company (Urošević & Milijić, 2012; Valero & Hirschi, 2016). According to Achim et al. (2013), individuals feel motivated when they satisfy their

needs which will effect on their job performance. In addition, motivation influences on individuals to do what they want to do and represents the synergistic effect of stimuli on the employees' behavior in job performance (Achim et al., 2013). The researcher will review several motivation theories and focus mainly on motivation theory which effect on job performance.

2.3.1 Motivational Theory

Many theories explained the nature of motivation. Most motivational theories explained the individual motivation at work such as Maslow's hierarchy of needs theory, Alderfer's modified need hierarchy model, Herzberg's Motivation-Hygiene theory and McClelland's achievement motivation theory. These theories emphasize on identifying employee's needs and goals they work toward to satisfy them. These theories maybe partially true and help to explain employee's behavior at certain time. In Maslow's (1943) need theory shows five basic needs: physiological, safety, love, esteem and self-actualization. In addition to the needs, people desire and satisfy the condition of basic needs. These needs make them feel motivated (Maslow, 1943). Alderfer's ERG theory modified Maslow's hierarchy of needs theory. Alderfer's condensed Maslow's five basic needs into three levels based on the core needs of existence, relatedness and growth. More than one need may be triggered at the same time (Mullins, 2010). McClelland's acquired needs theory is a theory that addressed the professional needs of achievements, affiliation and power (Mullins, 2010)

Herzberg's motivation-hygiene theory is more applicable and relevant than other theories in the view of service quality. Herzberg's motivation-hygiene theory has been used in multiple fields. For example, Herzberg's motivation-hygiene theory identified the effects of motivators and hygiene factors on public managers' job satisfaction(Y. Hur, 2017). Loureiro, Miranda, and Breazeale (2014) supported an increased impact on behavioral outcomes opposed to customer delight from perceived value, trust and satisfaction through Herzberg's motivation-hygiene theory. Bratton (2013) used Herzberg's motivation-hygiene theory as a predictive strategy of motivation for federal employees affected by government downsizing. Furnham, Eracleous, and Chamorro-Premuzic (2009) explored the relationship of individual differences to work motivation and job satisfaction as define by Herzberg's

motivation-hygiene theory. Wong, Siu, and Tsang (1999) used Herzberg's motivation-hygiene theory as a classification of job-related factors for employee motivation in the service industry.

The researcher considers Herzberg's motivation-hygiene theory as one of the initial studies attributed to Individual Ambidexterity behavior. The conceptual framework for researching motivational factors of airline cabin crew that fosters individual ambidextrous behavior is Herzberg's motivation-hygiene theory.

2.3.2 Herzberg's Motivation-Hygiene Theory

Frederick Herzberg studied employee motivation in 1950 and found the interactions between internal and external factors of motivation in people (Herzberg, 1987). Herzberg (1987) argued that employees who feel motivated want to work more hours. In addition, Herzberg (1987) considered wages as an effective way to motivate employees who seek to gain the high rate of payment (Herzberg, 1987). Compensations and benefits were also one of a motivational practices that became vital rewards for employees (Herzberg, 1987). Herzberg (1987) discovered that the two-way communication was an effective communication and job participation provided a sense of achievement (Herzberg, 1987). As a result, the opposite of employee's job satisfaction is not dissatisfaction, but it is no satisfaction. Besides, the opposite of employee's job dissatisfaction is no dissatisfaction (Herzberg, 1987).

Herzberg (1987) specified two-factor motivation theory and job satisfaction including Hygiene (maintenance) factors and motivators (growth) factors. Hygiene factors addressed either dissatisfaction or no dissatisfaction whilst motivators or growth factors addressed either job satisfaction or no job satisfaction (Herzberg, 1987). Hygiene factors are primarily extrinsic factors and they can support avoiding job dissatisfaction at work as well as deny unfair treatment. These factors response to something apart from the task itself (Amabile et al., 1994). They concern work conditions and environment. Extrinsic factors include salary, job security, work climate, level and quality of supervision, company policy and administration as well as interpersonal relationships (Herzberg, 1987). Motivator factors are primarily intrinsic factors which related to job content. Intrinsic factors are achievement, recognition, nature of the work, a feeling of responsibility, and personal growth and

advancement. They are essential for improvement and related to self-fulfillment (Herzberg, 1987).

A few studies showed intrinsic and extrinsic motivational factors. They identified two major classes of motivated behavior (Kuvaas et al., 2017; Vallerand, 2012). Intrinsic and extrinsic motivational behaviors fit well in motivation and they can result in the highest level of motivation (Vallerand, 2012). Intrinsic and extrinsic motivation associated with employees' outcomes such as performance, organizational commitment, emotional exhaustion and turnover intention (Kuvaas et al., 2017).

2.3.3 Intrinsic Motivation

Vallerand (2012) defined intrinsic motivation as the doing of an activity for knowing, accomplishing things and experiencing because of pleasure and satisfaction of the activity. Ryan and Deci (2000) stated that intrinsic motivation is an emotional state that happens when employees perform their work. Likewise, intrinsic motivation also reflects the employee's attitude (Frye, 2012). Intrinsic motivational behaviors do not provide external benefits but they provide fun and challenge towards tasks of the job (Ryan & Deci, 2000). Thus, challenge, enjoyment, learning goal orientation (Ryan & Deci, 2000), and empowerment (Spreitzer, 1995) are the component of intrinsic motivations. Furthermore, demographic factors such as age, years of employment or years of experience, professional qualifications and job status have an influence on employee's motivation (Urošević & Milijić, 2012; Wong et al., 1999). The researcher will solely focus on four components of intrinsic motivations to influence on individual ambidexterity.

Challenge is the first component that correlated with intrinsic motivation (Amabile et al., 1994). Challenge orientation focused on task and involved problem-solving (Amabile et al., 1994). Individuals, who have challenge orientation, desire to do creative and complex tasks (Leung et al., 2014). According to Good and Michel (2013), individual exploration can create new ideas, product and services. Thus, individual ambidexterity should have challenge intrinsic motivation in the creative process (Leung et al., 2014).

Enjoyment is the second component that correlated with intrinsic motivation (Amabile et al., 1994). Employees enjoyed doing an interesting job or activity at work

(Amabile et al., 1994). Enjoyment motivation might not be useful for creative ideas and problem-solving, but it emphasized on self-expression and self-enjoyment which improved task design or selection to enhance motivation (Amabile et al., 1994; Leung et al., 2014; Ryan & Deci, 2000).

Learning goal orientation is the third component of intrinsic motivation (Hirst et al., 2009). Colquitt and Simmering (1998) defined learning goal orientation as individual motivation to improve new skills and gain new knowledge. If employees have a high learning goal orientation, they will have a high motivation (Colquitt and Simmering, 1998). Motivated employees will increase their productivity at work, innovative behavior and experience from successful tasks (Gong et al., 2009; Hirst et al., 2009). Learning goal orientation is important to individual ambidexterity because individual ambidexterity involves in conflicting tasks: exploration and exploitation. An exploration involves learning process to search for and develop new ideas, products, services and skills whereas an exploitation involves learning process for refining existing skills and routine (Gong et al., 2009; Kauppila & Tempelaar, 2016; March, 1991). To be individual ambidexterity, individuals must learn to create efficient existing skills and new opportunities simultaneously. If individuals do not learn new things, it will be difficult for them to create new opportunities. Hence, the learning goal orientation may influence on individual ambidexterity.

Empowerment is the last component of intrinsic motivation (Spreitzer, 1995). Empowerment can motivate individuals to do explorative and exploitative behavior so as to perform their tasks (Spreitzer, 1995). Spreitzer (1995) defined empowerment as the motivational concept of self-efficacy. In other words, individuals believe in their competency to do their tasks. Moreover, empowerment can drive employees' intrinsic motivation (Spreitzer, 1995). For example, in the service industry, empowerment can drive employees' behavior and allow them to serve their customer which may lead to customer satisfaction and effective service performance (Lin, 2002).

Taken together, the researcher emphasized on the four components of intrinsic motivation as challenge, enjoyment, learning goal orientation and empowerment. They have a positive relationship with individual ambidexterity. The researcher captures in the following hypothesis:

Hypothesis 1: There is a positive relationship between Intrinsic Motivation and Individual Ambidexterity.

2.3.4 Extrinsic Motivation

Extrinsic motivation (Hygiene factors) is another factor that affects individual ambidexterity (Frye, 2012). According to Herzberg (1987), extrinsic motivation could avoid job dissatisfaction. Individuals need to receive an extrinsic motivation to motivate them when activities were not interesting in order to achieve goals (Gagné & Deci, 2005).

Frye (2012) noted that organizational culture and self-actualization were extrinsic sources that influenced on individual ambidexterity. High ambidextrous individuals might increase positive productivity and high working performance (Jasmand et al., 2012). Thus, extrinsic motivation is as important as intrinsic motivation, but in different reasons. According to Herzberg (1987), extrinsic motivations included incentive, compensation, job security, work climate, company policy and interpersonal relationships. However, the researcher will only concentrate on incentive and compensation, job security and service climate.

Incentive and compensation are parts of employee extrinsic motivation (Faisal Ahammad, Mook Lee, Malul, & Shoham, 2015). Incentive and compensation systems such as fixed salary, performance bonus and fringe benefits motivate employees to put their efforts toward job objective accomplishment (Ahammad et al., 2015). According to Cerasoli, Nicklin, and Ford (2014), extrinsic motivation related to employees' performance for noncomplex and repetitive tasks. Although extrinsic motivation is less important to complex and interesting tasks than intrinsic motivation, it requires to avoid undesired outcomes (Kuvaas et al., 2017). In addition, an incentive is a type of extrinsic motivation that motivates employees to increase their job performance when an organization clearly sets up a job performance assessment relating to employees' working intention (Kuvaas et al., 2017). Consequently, employees will increase their productivity and put more effort if they are motivated by incentive systems (Ahammad et al., 2015). Thus, providing a proper incentive will motivate employees to perform individual ambidexterity (Ahammad et al., 2015).

Job security is a part of extrinsic motivation (Herzberg, 1987). Employees

generally expect long-term hiring and want to be full-time employees. In doing so, employees will have a high perceive of job security (Ma et al., 2016). According to Kraimer, Wayne, Liden, and Sparrowe (2005), job security is employees' expectation of future career within an organization. Job security shows employees that the organization cares for their career development and needs their labor and contribution (Ma et al., 2016). High secured job employees positively related to employees' behavior and service performance (Darvishmotevali et al., 2017; Kraimer et al., 2005; Ma et al., 2016). For instance, cabin crew, who perceive high job security, will work hard to provide their service performance and make airline customers satisfied with their service. On the other hand, Airlines decreased the expenses of meals, pillows and blankets due to economic turndown on airline financial. Cabin crews perceived low job security and tended to be perform low service performance (Rhoades & Waguespack, 2008). In Asian countries, employees have an experience in unsecured job, so they are worried about their salary and social status (Ma et al., 2016). Thus, job security may effect on Asian employees' motivation and performance than Western employees.

Work climate refers to the perception of employees concerning about what is important in their organizational environment (Schneider et al., 1998). Employees evaluate working environment through their job experience. Work climate affects the reaction of employees' attitude and behavior (Yoon et al., 2001). In contrast, service climate refers to the perception of employees concerning the policies, procedures and interpersonal relationship of the service industry. Service climate supports, reward and expect employees to deliver their service (Schneider et al., 1998). In other words, if cabin crews have the same understanding of their airline's service climate, they will excellently perform their service to customers (Yeh, 2012). However, there are a variety of working climates in an organization that motivate employees to effectively and efficiently perform their work. In short, service climate can be a work climate in the service industry. Schneider, White, and Paul (1998) suggested that service climate's contextual factors are resources availability, training, managerial practices and assistance which required employees' performance. It is important that all service employees need to understand their roles in the service process (Tung et al., 2012). Organizations provided the resources that employees' need, the training related to job

function and procedure to guide them to perform the service (Tung et al., 2012). Furthermore, managing interpersonal relationship among cabin crews effected on cabin crews' performance and the successful services (Kang et al., 2005). Thus, if organizations can build service climate very high, it helps employees to manage their work, do their routine job as well as develop a service process model.

Service climate motivated employees to engage in service activities and deliver customer high service quality (Jiang et al., 2016; Yeh, 2012). Service climate improved service performance of individual ambidexterity to satisfy customers (Jiang et al., 2016; Jung et al., 2017). Employees with high service climate tended to have higher levels of service performance (C. Chen & Kao, 2014). Likewise, high service climate also plays an important role in the service sector. If the airline industry has a clear policy and procedure to deal with customer service issues, customers will receive a good experience and satisfy with the service quality provided (Jung et al., 2017).

Thus, the researcher will pay attention to study incentive and compensation, job security, and service climate that cabin crew perceive in the airlines industry. The researcher assumes that employees will have a high level of individual ambidexterity when they have a high extrinsic motivation.

Hypothesis 2: There is a positive relationship between Extrinsic Motivation and Individual Ambidexterity.

Intrinsic and extrinsic factors stimulate individuals' desire and effort to feel interested in assigned jobs or to perform work towards an end (Cerasoli et al., 2014). Maintaining employees' high performance and keeping them committed to organizational goals are a big challenge for managers (Achim et al., 2013). Motivation is an essential factor in influencing individual ambidexterity. Furthermore, the outcomes of motivated cabin crews lead to positive results such as individual ambidexterity (Kao & Chen, 2016).

2.4 Individual Ambidexterity and Service Performance

Employees engaged in both exploitation and exploration activities when a supportive organization context appeared and the results of contextual ambidexterity could improve performance (Gibson & Birkinshaw, 2004). According to Jasmand et al. (2012), the individual ambidexterity's antecedents and performance outcomes increased customers' satisfaction as well as job performance.

In the Airline industry, employees need to be adaptive and flexible to efficiently and effectively work under the changing and volatile environment (Pulakos et al., 2000). According to Mom et al., (2009), Individual ambidexterity managed themselves to perform in both efficiency-oriented routine tasks and variety-increasing nonroutine task. Cabin crews dealt with uncertain or unpredictable work situation, emergency situation, stress of working, learning new tasks and solving problems creatively (Pulakos et al., 2000). Therefore, cabin crews play a significate role in the airline industry because they have abilities to perform such job.

Competition in the airline industry led to an increasing complexity of airlines' services offering to customers so that an airline can create a competitive advantage in the business (Heracleous & Wirtz, 2009; Kao & Chen, 2016). Airline companies provided the training programs for cabin crew to improve their service knowledges and skills (Kang et al., 2005). According to Kao and Chen (2016) cabin crew needed to be more efficient and flexible to handle their duties. Heracleous and Wirtz (2009) stated that cabin crew's ambidextrous thinking and action involved the competitive advantage achievement in the long term. For example, individual ambidexterity can have employees concentrated on serving customers by their own service areas; meanwhile, employees can be watchful for changes in the task environment. When a conflict task arises, contextual ambidexterity allows employees to have a choice for engaging in either explorative or exploitative activities if it is suitable for the task (Gibson & Birkinshaw, 2004). Thus, individual ambidexterity is significantly and positively correlated to cabin crews' service performance.

In the context of airline industry, individual ambidexterity refers to airline cabin crews' abilities to perform contradictory tasks that engage in both service quality and service efficiency during service delivery. As exploration and exploitation

are both activities that are associated with performance, the researcher assumes that individual ambidexterity may have a positive effect on service performance.

Hypothesis 3: There is a positive relationship between Individual Ambidexterity and Service Performance.

At this point, the researcher assumed that employees with higher levels of intrinsic and extrinsic motivation, are more likely to perform individual ambidexterity and positively effect on service performance. However, there is often a tradeoff that must be made in terms of the experience and employees' energy involved in these behaviors. In next section, the researcher explores potential moderators that explain why individuals have difference ambidextrous behavior over the other. One moderator is work experience and the other is emotional exhaustion.

2.5 Work Experiences

Although an organization provides initial training program for new employees, employees have to keep learning the working processes and technical skills of their job and it will effect on working experience (Kang et al., 2005; Schmidt et al., 1986). Therefore, hiring experienced employees could result in organizational career development (Dokko et al., 2009). Working experience is the total years that employees were employed at the same job in the same organization (Kolz et al., 1998). However, working experience was the number of times that employees performed their job (Quinones et al., 1995). Uppal, Mishra, and Vohra (2014) noted that employees' total working experience was an accumulation of experiences from multiple organizations.

Employees in this research were doing the same type of job assignment in the airline industry. In this particular case, the total years on the job highly involved with the number of times an employee performs their job. Employees gained knowledge and skills from working experience leading to enhanced job performance because experienced employees carried their knowledge and skills from their previous work, especially when their current job was similar to their previous job (Dokko et al.,

2009). Bonesso et al., (2014) noted that individuals who had prior working experience could build up a specialist prior knowledge which led individuals to perform task depending on the information they received. Schmidt, Hunter, and Outerbridge (1986) noted that working experience related to job knowledge which might improve job performance. The Meta-Analyses result showed that the positive relationship between working experience and job performance (Quinones et al., 1995). According to Bonesso et al., (2014), individuals' working experience was antecedent of individual ambidexterity and effected towards both exploration and exploitation activities. The researcher assumed that working experience is expected to moderate both motivation and individual ambidexterity.

Hypothesis 4a (H4a). Work experience moderates the relationship between intrinsic motivation and individual ambidexterity.

Hypothesis 4b (H4b). Work experience moderates the relationship between extrinsic motivation and individual ambidexterity.

2.6 Emotional Exhaustion

Emotional exhaustion of service employees affected the airline industry (Kim et al., 2012) and became organizational reality for many employees (Halbesleben & Bowler, 2007). Emotional exhaustion often found in cabin crews who spend considerable time in intense interaction and deal with passengers during the service process (Maslach & Jackson, 1981). Physical and emotional tasks of dealing with passengers are the foundation of cabin crews' job responsibilities. So that cabin crew could experience emotional exhaustion by dealing with passengers in various situation during service encountering (Okabe, 2017). However, the emotional exhaustion came from many causes such as workload, physical exhaustion, insomnia, increased use of alcohol and drugs and marital and family (Maslach & Jackson, 1981). According to Halbesleben and Bowler (2007), the service industry generally generates emotional exhaustion that affects employees' motivation and service employees' creativity. Because of the nature of the airline industry, cabin crews often fatigue and deplete their emotional resources (Kim et al., 2012; Okabe, 2017). Halbesleben and Bowler (2007) stated that cabin crews feel less capability to complete services when they feel

exhausted. Performance was limited by physiological fatigue (Mullins, 2010). Halbesleben and Bowler (2007) noted that emotional exhaustion impacted on employees' performance. Hur, Moon, and Jun (2016) found that emotional exhaustion is an unsecured factor and related to intrinsic motivation and creative behavior. If cabin crews understand the emotional exhaustion mechanisms and manage their emotional exhaustion, they will achieve superior service performance and hospitality offering (Okabe, 2017). In summary, researcher assumes that emotional exhaustion will relate to motivation and individual ambidexterity. This hypothesis can be stated as follows:

Hypothesis 5a (H5a). Emotional exhaustion moderates the relationship between intrinsic motivation and individual ambidexterity.

Hypothesis 5b (H5b). Emotional exhaustion moderates the relationship between extrinsic motivation and individual ambidexterity.

2.7 Conceptual Framework

In this study, the researcher will find out how cabin crews' motivation has an influence on individual ambidexterity. The framework below aims to explain the possible relationship between intrinsic motivation, extrinsic motivation, work experience, emotional exhaustion and individual ambidexterity leading to service performance.

For better understand the conceptual model depicted in Figure 2.1 the defined hypotheses which will be tested in this research are repeated below:

H1: There is a positive relationship between Intrinsic Motivation and Individual Ambidexterity.

H2: There is a positive relationship between Extrinsic Motivation and Individual Ambidexterity.

H3: There is a positive relationship between Individual Ambidexterity and Service Performance.

H4a: Work experience moderates the relationship between intrinsic motivation and individual ambidexterity.

H4b: Work experience moderates the relationship between extrinsic motivation and individual ambidexterity.

H5a: Emotional exhaustion moderates the relationship between intrinsic motivation and individual ambidexterity.

H5b: Emotional exhaustion moderates the relationship between extrinsic motivation and individual ambidexterity.

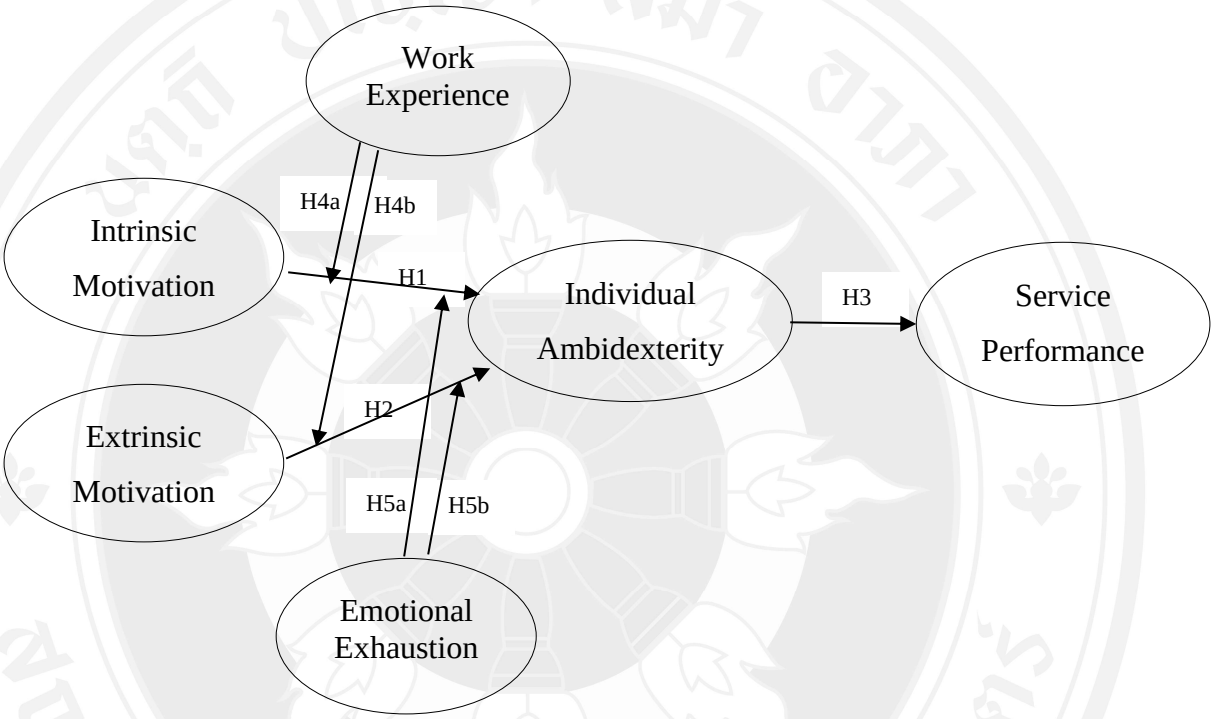

Figure 2.1 Conceptual Model

2.8 Literature on Current Studied Factors

The researcher summaries the previous studied that related to motivation, ambidextrous behavior, service performance, work experience and emotional exhaustion as the following table.

Table 2.1 Researches related to Emotional Exhaustion, Individual Ambidexterity, Motivation, Service Performance, and Work Experience

Construct	**Authors**	**Article**	**Study focus and, if applicable, characteristics of empirical study**	**Key findings**
Emotional Exhaustion	Maslach and Jackson (1981)	The Measurement of Experienced Burnout	Developed an instrument to assess experienced burnout in human service workers called "the Maslach Burnout Inventory". Data collected from 1,025 people with the different occupations in health and service industry.	Three scales emerged as a measure of burnout: emotional exhaustion, depersonalization and personal accomplishment.
	Halbesleben and Bowler (2007)	Emotional Exhaustion and Job Performance: The Mediating Role of Motivation	Examined the relationship between emotional exhaustion and job performance that is mediated by motivation. Data received from 64 firefighters and 369 working adults.	High levels of emotional exhaustion and low levels of achievement striving motivation influenced on lower levels of employees' performance.
	Kim et al. (2012)	Frontline Service Employees' Customer-Related Social Stressors, Emotional Exhaustion, and Service Recovery Performance: Customer Orientation as a Moderator	Investigated the relationship between customer-related social stressors, emotional exhaustion, and service performance. Data received from 1,014 Korean tourism service employees.	Although a positive relationship between the customer-related social stressors and emotional exhaustion, emotional exhaustion has negative related to service performance.

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	Hur et al. (2016)	The Effect of Workplace Incivility on Service Employee Creativity: The Mediating Role of Emotional Exhaustion and Intrinsic Motivation	Examined the relationship between workplace incivility and service employees' creativity. Data collected from 281 service employees from a hotel in South Korean.	Coworker and customer incivility related to emotional exhaustion and decrease intrinsic motivation and creativity.
	Okabe (2017)	Creating of Customer Loyalty by Cabin Crews: A Study of The Relation Between Emotional Labor and Job Performance	Examined the relationship between emotional labor, job performance, and organizational stress in the context of airline competitiveness. Data collected from 413 cabin crews of an Asian airline.	Emotional labor negatively related to job performance and hospitality offering.
Individual Ambidexterity	Duncan (1976)	The Ambidextrous Organization: Designing Dual Structures for Innovation	Focused on the structure of organization to design dual strategies that could balance and facilitate the initiating stage and implementation stage of the innovation process.	Duncan introduced the term of organizational ambidexterity to describe the ability of organization that could balance exploration and exploitation activities in their task environment.
	March (1991)	Exploration and Exploitation in Organizational	Examined the allocating resources (distribution of costs, timing, and ecological interaction) between the exploration of new possibilities and	Exploitation activities become effective in the short term and return positive, proximate, and predictable. Exploration activities have less certain outcomes,

25

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Learning	the exploitation of existing certainties in organizational learning.	longer period and more diffuse effects.
	Levinthal and March (1993)	The Myopia of Learning	The conceptual paper examined three forms of learning myopia that impacted the problem of balancing between exploration and exploitation in organizational learning.	Three constraints on the myopia compromised the effectiveness of learning. Particularly, the difficulty in balancing between exploration and exploitation is remaining.
	Tushman and O'Reilly (1996)	Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change	Discovered the managing way of organizations and managers during the change to successfully reach goal. Field research in multinational firms.	To remain successful in a longer period during economic crisis, managers and organizations required ambidextrous.
	Gibson and Birkinshaw (2004)	The Antecedents, Consequences, and Mediating Role of Organizational Ambidexterity	Their empirical research study investigated the antecedents and consequences of organizational contextual ambidexterity at a business-unit level. Data collected from 4,195 individuals in 41 business units.	Contextual ambidexterity is found to mediate the relationship between context and performance. A supportive organizational context is a key source in ambidexterity to be competitive advantage for managers.
	He and Wong	Exploration vs. Exploitation: An	Tested the ambidexterity hypothesis in the technological innovation	This study showed the empirical evidence of the positive effect between

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	(2004)	Empirical Test of the Ambidexterity Hypothesis	firms. The result of survey received from 206 manufacturing firms in Singapore and Malaysia.	ambidexterity in the context of technological innovation and sale growth rate. It also showed that the relative imbalance between explorative and exploitative negatively influenced to sales growth.
	Mom et al. (2007)	Investigating Managers' Exploration and Exploitation Activities: The Influence of Top-Down, Bottom-Up, and Horizontal Knowledge Inflows	Indicated the influence of managers' knowledge inflows on exploration and exploitation activities. Data collected from 104 managers at an international electronics firm.	The knowledge of top-down level positively related to managers who conduct exploitation activities. The knowledge of bottom-up and horizontal level positively related to managers who conduct exploration activities. This research also found that exploration and exploitation are not mutually exclusive at the managerial level.
	Raisch and Birkinshaw (2008)	Organization Ambidexterity: Antecedents, Outcomes, and Moderators	Investigated the antecedents, environmental influences, performance outcomes, and moderators of organizational ambidexterity. By reviewing key studies on prior research and point to important relevant variables for future research.	This paper summarized a comprehensive model that showed the antecedents, moderators and outcomes of organizational ambidexterity.

27

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	Heracleous and Wirtz (2009)	Strategy and Organization at Singapore Airlines: Achieving Sustainable Advantage through dual strategy	Examined Singapore airlines' strategy and competitiveness to maintain outstanding performance and sustained competitive advantage in the context of airline industry environment.	Singapore airlines has remained the outstanding performance and competitive advantage by utilizing dual strategies: 1) differentiation through service excellence and innovation, and 2) cost leadership in five activities (Rigorous service design, Total innovation, Ingrained profit consciousness, Strategic synergies, and Holistic staff development).
	Mom et al. (2009)	Understanding Variation in Managers' Ambidexterity: Investigating Direct and Interaction Effects of Formal Structural and personal Coordination Mechanisms	Investigated managers' ambidexterity by delivering three contributions: 1) clarify three related characteristics of ambidextrous managers, 2) develop a model and hypotheses on direct and interaction effects of two generic types of coordination mechanisms, and 3) test the hypotheses. This quantitative study collected data from 716 managers in five companies.	This research clarified three related ambidextrous managers' characteristics: host contradictions, multitaskers, and both refine and renew their knowledge, skills and expertise. In addition to the research, decision-making, cross-functional interfaces and the connectedness of managers positively related to ambidextrous behavior. This research also showed the results of positive effects between the formal structural and personal coordination mechanisms on individual ambidexterity.
	Raisch et al. (2009)	Organization Ambidexterity: Balancing	This introductory research explored four central tensions in detail from overviewing seven manuscripts for	This research showed four main conclusions as follows: 1) Ambidexterity required active

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Exploitation and Exploration for Sustained Performance	publication.	management between differentiation and integration. 2) Ambidexterity occurred in both individual and organizational levels. 3) Ambidexterity involves both exploration and exploitation in a dynamic process. 4) Ambidexterity relied on both internal and external knowledge integration of the firm.
	Jasmand et al. (2012)	Generating Sales While Providing Service: A Study of Customer Service Representatives' Ambidextrous Behavior	Developed a framework of antecedents and performance of individual ambidexterity in relation to the pursuit of service and sales goals. Their research is the first quantitative empirical study for individual-level ambidexterity. Data collected from 119 employees.	This study advanced understanding of individual ambidextrous behavior which has positive effected on customer satisfaction and employee performance.
	Good and Michel (2013)	Individual Ambidexterity: Exploring and Exploiting in Dynamic Context	Investigated how individual abilities contribute to ambidexterity of individual level. Collected data from 181 undergraduate students.	Individuals work within dynamic and unpredictable contexts that require ambidextrous behavior. Three variables necessary for balancing the exploration and exploitation are divergent thinking, focused attention, and cognitive

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
				flexibility.
	Bonesso et al. (2014)	The Individual Side of Ambidexterity: Do Individuals' Perceptions Match Actual Behaviors in Reconciling the Exploration and Exploitation Trade-off?	Analyzed individual dimension of ambidexterity according to the consistency/inconsistency between individuals' perceptions and actual behaviors. Collected data from 16 R&D and sales managers and direct reports of Italian companies.	This study identified four different situations at the individual level who face daily a strong pressure to perform ambidextrous behavior: enacted personal ambidexterity, dominant learning orientation, perceived personal ambidexterity, and full personal ambidexterity. Moreover, the important of individuals' prior work experience affects their actual behaviors toward exploration and exploitation on the different situations.
	Hafkesbrink and Schroll (2014)	Ambidextrous Organizational and Individual Competencies in Open Innovation: The Dawn of a new Research Agenda	Developed framework for ambidextrous organizational and individual competencies in driving effective and efficient innovation processes.	The research concluded two main points: 1) Organizational competencies should balance between exploration and exploitation of resources. 2) The balance of resources' exploration and exploitation effect on individual competences.
	Ahammad et al. (2015)	Behavioral Ambidexterity: The Impact of Incentive Schemes on	Investigated the impact of incentive on the productivity, motivation, and employee performance. Collected data from 133 bank employees in	High potential employees can take advantage of incentive because they can increase productivity, motivation, and job performance. Thus, incentive

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Productivity, Motivation, and Performance of Employees in Commercial Banks	Israel.	schemes are essential to potential employees in building an ambidextrous organization.
	Kao and Chen (2016)	Antecedents, Consequences and Moderators of Ambidextrous Behaviors among Frontline Employees	Investigated intrinsic motivation and service performance of frontline employees' ambidextrous behavior that moderated by proactive personality, emotional intelligence and extrinsic reward. Data collected from 205 cabin crew working at Taiwanese airline company.	This study confirmed that intrinsic motivation is positively related to ambidextrous behavior and improved cabin crews' service performance. These relationship is moderated by proactive personality, emotional intelligence and extrinsic reward.
Motivation	London (1983)	Toward a Theory of Career Motivation	Developed a theory of career motivation and understanding psychological and organizational career.	Career identity, career insight, and career resilience are the components of career motivation. The situation and individual characteristics affect career decisions and behaviors relating to career motivation.
	Amabile et al. (1994)	The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational	Developed the Work Preference Inventory (WPI) as a tool for research on intrinsic, extrinsic, and general motivation. Data collected from several samples of 1,363	The major scales of intrinsic motivation are challenge and enjoyment that positively related with autonomy orientation with showed interest in writing, art, and problem-solving

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Orientations	college students and 1,055 working adults over 8 years.	activities. Extrinsic motivation has outward and compensation scale that positively related with control and impersonal orientation.
	Spreitzer (1995)	Psychological Empowerment in The Workplace: Dimensions, Measurement, and Validation	Examined a multidimensional measure of psychological empowerment	The antecedents of empowerment are self-esteem, access to information, and rewards. The empowerment results are innovative behavior and managerial effectiveness.
	Colquitt and Simmering (1998)	Conscientiousness, Goal Orientation, and Motivation to Learn During the Learning Process: A Longitudinal Study	Examined the relationship between two personality variables (conscientiousness and goal orientation) and motivation to learn during learning process. Data collected from 103 undergraduate students.	Conscientiousness and goal orientation positively related to learning motivation, with reacting to job performance.
	Schneider et al. (1998)	Linking Service Climate and Customer Perceptions of Service Quality: Test of a Causal Model	Examined the relationship between service climate and customer perception of service quality. Data collected from employees and customers of 134 branches of northeastern bank.	Service climate positively resulted in customers' expectation and needs. Service climate requires service-oriented policies and practices.

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	Wong et al. (1999)	The Impact of Demographic factors on Hong Kong hotel employees' choice of job-related motivators	Investigated the relationship between demographic factors and ten job-related motivators among Hong Kong hotel employees. Data collected from 1,245 employees working in 64 hotels in Hong Kong.	Different demographic characteristics (age, education, years of service in the hotel, years of service in present position and monthly income) perceive impact to intrinsic motivation.
	Ryan and Deci (2000)	Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions	Revisited the classic definitions of intrinsic and extrinsic motivation and summarized the functional of two types of motivation	Intrinsic motivation is a critical element in social, cognitive and physical development which relate to individual and activities. Four forms of extrinsic motivation (Integration, Identification, Introjection and External regulation) were associated with differences in attitudes and adjustment. The research also found that the feeling of competence, autonomy and relatedness relate to intrinsic motivation.
	Yoon et al. (2001)	The Effect of Work Climate on Critical Employee and Customer Outcomes: An Employee-Level Analysis	Examined work climate variables that impacts on service quality.	Service climate and supportive management impact on employees' attitudinal and behavioral responses (work effort and job satisfaction). Job satisfaction related to behavioral performance towards customers.

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	Lin (2002)	Empowerment in the Service Industry: An Empirical Study in Taiwan	Examined the effects of personal and organization characteristic on empowerment. Data collected from 300 front-line service representatives in three insurance companies.	Empowerment practice, empowered employees, and empowering culture related to employees' retention and job satisfaction. Employee empowerment created competitive advantages in the service industry.
	Gagné and Deci (2005)	Self-Determination Theory and Work Motivation	Examined self-determination theory in organizational behavior.	Self-determination theory describes the motivational based for effective organizational behavior. Intrinsic and extrinsic motivation related to performance, satisfaction, trust and well-being in the workplace.
	Kang et al. (2005)	Investigating Structural Relations Affecting the Effectiveness of Service Management	Investigated the relation among airline crews affecting the effectiveness of airline service. Data collected from 194 cockpit crews and 215 cabin crews from Korean and Asiana airlines.	Trust and cooperation among cockpit crews and cabin crews positively related to the effectiveness of airline services and organizational performance.
	Kraimer et al. (2005)	The Role of Job Security in Understanding the Relationship Between Employees' Perceptions of	Examined the relationship between permanent employees' job security perception, temporary workers' perception, and job performance. Data collected from 149 full-time	High secured job positively related to benefit perceptions and job performance.

34

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Temporary Workers and Employees' Performance	employees.	
	Rhoades and Waguespack (2008)	Twenty Years of Service Quality Performance in the US Airline Industry	Examined airline key indicators to determine the trend of airline service performance. Data statistically collected for the major US airline from customer complaints, reporting in the Total Yearly Departure Reports from the Bureau of Transportation, and Service Quality over the past 20 years.	The ability of the airline industry is important to provide reliability and service quality. On-time performance, customer complaints, denied boarding, and mishandled baggage are key indicators that can guide airline decisions about process and infrastructure needs.
	Gong et al. (2009)	Employee Learning Orientation, Transformational Leadership, and Employee Creativity: The Mediating Role of Employee Creative Self-Efficacy	Examined the relationship between employee creativity and performance. Identified learning orientation and transformational leadership that effected on employee creativity. Data received from 277 insurance agents.	The research found that employee learning orientation and transformational leadership positively related to employee creativity and performance.
	Frye (2012)	An Examination of Job Satisfaction of Hotel Front Office	Explored the relationship among intrinsic, extrinsic, and general motivational factors and overall job	Intrinsic and extrinsic motivation impact on the job satisfaction of front office managers. Intrinsic and extrinsic factors

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Managers according to Extrinsic, Intrinsic, and General Motivational Factors	satisfaction of hotel front office managers. Data received from 70 front office managers at full-service hotels and 65 front office managers of limited-service hotels.	are motivators of employee behaviors.
	Tung et al. (2012)	The Service Climate-Customer Satisfaction Link: Boundary Conditions of Service Attribute and Mediating Effect of Service-Oriented Organizational Citizenship Behavior	Examined the relationship between service climate and customer satisfaction. Data collected from 299 employees of bank in Taiwan.	Frontline contact employees' perceptions of service climate positively related to customer satisfaction. Service employees is a moderator of the relationship.
	Urošević and Milijić (2012)	Influence of Demographic Factors on Employee Satisfaction and Motivation	Investigated and discussed the interactions of certain demographic factors that influence employee motivation and satisfaction. Data received from 328 employees in the telecommunication firms in Serbia.	Professional qualification, years of working experience and age have influence on employee motivation and satisfaction.
	Vallerand (2012)	From Motivation to Passion: In Search of the Motivational Processes Involved in	The research focus on: 1) Social factors' role in intrinsic motivation; 2) the outcomes of motivational processes in real-life; 3) an	Passion and motivation are important with respect to living a meaningful life. The quality of motivation makes difference in outcomes. The highest

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		a Meaningful Life	integrative perspective on the role of personality, task, and social factors in motivational processes and outcomes; 4) a perspective on passion for life activities.	quality of motivational process is intrinsic motivation. However, motivation related to task, person, and the social environment.
	Yeh (2012)	Relationships Among Service Climate, Psychological contact, Work Engagement, and Service Performance	Identified relationship between cabin crew, service climate, psychological contracts, work engagement, service performance and cue perception ability. Data collected from 223 cabin crew of the largest airline in Taiwan.	Relational psychological contracts positively related to work engagement. Work engagement and service climate positively related to service performance.
	Achim et al. (2013)	The Importance of Employee Motivation to Increase Organizational Performance	This descriptive research analyzed about the importance of employees' motivation and the strategic of the non-financial motivation in the management process. Sample size is 28 employees from all hierarchy levels in the distribution of cooked product company.	The best motivation is the financial gain. There is a direct relation between rewards and performance growth. HR management should have standard to evaluate the performances and recognition system.
	Cerasoli et al. (2014)	Intrinsic Motivation and Extrinsic Incentives Jointly Predict Performance:	Explained the relationship between extrinsic incentives, intrinsic motivation, and performance.	Intrinsic motivation enhanced performance. However, incentives were more important to performance when

37

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		A 40-Year Meta-Analysis		directly impact to performance.
	Chen and Kao (2014)	Investigating the Moderating Effects of Service Climate on Personality, Motivation, Social Support, and Performance among Flight Attendants	Examined the moderating effects of service climate on performance and personality. Data collected from 205 Taiwanese cabin crews.	Interaction among service climate, social support, and proactive personality related to service performance. Manager must pay attention to creating positive service climate in the work environment to sustained service performance.
	Leung et al. (2014)	Learning Goal Orientation and Creative Performance: The Differential Mediation Roles of Challenge and Enjoyment Intrinsic Motivations	Developed a theoretical model to examine the relationship between learning goal orientation on creative performance within challenge and enjoyment intrinsic motivation. Sample size is 189 Chinese employees.	Learning goal orientation positively related to intrinsic motivation. Challenge intrinsic motivation positively related to creative performance.
	Ahammad et al. (2015)	Behavioral Ambidexterity: The Impact of Incentive Schemes on Productivity, Motivation, and	Examined the impact of motivation-enhancing HR practices on employees' productivity, motivation, and performance. Collected data from 133 bank	Incentives impacts on productivity, motivation, and performance of employees with high abilities.

38

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Performance of Employees in Commercial Banks	employees.	
	Hirst et al. (2016)	A Cross-Level Perspective on Employee Creativity: Goal Orientation, Team Learning Behavior, and Individual Creativity	Examined the team learning behavior influences the individual creativity in difference goal orientations. Sample size is 198 employees in 25 R&D teams.	The research found positively relationship between individual goal orientation and creativity depending on team learning behavior. Individual learning goal orientation may enhance creative problem solving and innovative behavior.
	Jiang et al. (2016)	Do It Well and Do It Right: The Impact of Service Climate and Ethical Climate on Business Performance and the Boundary Condition	Examined the relationship between service climate, ethical climate, and service units' business performance. Data collected from 2,417 employees and 196 managers from digital movie theater in China.	Service behavior positively related to business performance when unethical behavior was low.
	Valero and Hirschi (2016)	Latent Profiles of Work Motivation in Adolescents in Relation to Work Expectations, Goal Engagement, and Changes in Work	Explored the profiles of work-related motivation in teenager school-to-work transition and adolescents in vocational education and training by using three motivational indicators (autonomous goals, positive affect,	The high levels of motivation related to the highest levels of positive work expectation, goal engagement, person-job fit, and job satisfaction.

39

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
		Experiences	and occupational self-efficacy).	
	Ma (2016)	Job Security and Work Performance in Chinese Employees: The Mediating Role of Organizational Identification	Investigated the impact of job security on employees' behavior. Data collected from 212 employees from Chinese air transportation group.	Job security positively related to in-role behavior and extra-role behavior. Employees' perception of job security contributes to increase their work-related outcomes.
	Darvishmotevali et al. (2017)	Effects of Job Insecurity on Frontline Employee's Performance: Looking Through the Lens of Psychological Strains and Leverages	Explored the relationship between job insecurity and job performance. Data collected from 288 frontline employees from hotels in Cyprus.	The research found that job insecurity reduces job performance. The moderating effect of supervisor support and intrinsic motivation decreased the negative effect of job insecurity on job performance.
	Jung et al. (2017)	Service Climate as a Moderator of the Effects of Customer-to-Customer Interactions on Customer Support and Service Quality	Examined the interaction between customer-perceived service climate and service quality.	Strong service climate positively related to employee action and supportive behaviors among customers. Customer support behaviors influence service quality.
	Kuvaas et al.	Do Intrinsic and Extrinsic Motivation	Explored how intrinsic and extrinsic motivation related to	Intrinsic motivation positively related to positive outcomes (work performance

40

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	(2017)	relate Differently to Employee Outcomes?	various employee outcomes (work performance, turnover intention, affective and continuance commitment, burnout, and work-family conflict.	and affective organizational commitment) and extrinsic motivation positively related to negative outcomes (continuance commitment, turnover intention, burnout and work-family conflict).
Service Performance	Pulakos et al. (2000)	Adaptability in the Workplace: Development of a Taxonomy of Adaptive Performance	Explored the concept of adaptive performance in the workplace and the adaptive performance requirements of jobs. Data collected from 1,311 participants from 21 different jobs.	The eight dimensions of adaptive performance: handling emergencies, handling work stress, solving problems creatively, dealing with uncertain situation, learning work tasks, interpersonal adaptability, cultural adaptability and physically oriented adaptability represented adaptive requirements that existed in many different types of jobs.
	Kang et al. (2005)	Investigating Structural Relations Affecting the Effectiveness of Service Management	Investigated the relation among airline crews affecting the effectiveness of airline service. Data collected from 194 cockpit crews and 215 cabin crews from Korean and Asiana airlines.	Trust and cooperation among cockpit crews and cabin crews positively related to the effectiveness of airline services and organizational performance.
	Heracleous and Wirtz	Strategy and Organization at	Examined Singapore airlines' strategy and competitiveness to	Singapore airlines has remained the outstanding performance and competitive

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	(2009)	Singapore Airlines: Achieving Sustainable Advantage through dual strategy	maintain outstanding performance and sustained competitive advantage in the context of airline industry environment.	advantage by utilizing dual strategies: 1) differentiation through service excellence and innovation, and 2) cost leadership in five activities (Rigorous service design, Total innovation, Ingrained profit consciousness, Strategic synergies, and Holistic staff development).
	Jasmand et al. (2012)	Generating Sales While Providing Service: A Study of Customer Service Representatives' Ambidextrous Behavior	Developed a framework of antecedents and performance of individual ambidexterity in relation to the pursuit of service and sales goals. Their research is the first quantitative empirical study for individual-level ambidexterity. Data collected from 119 employees.	This study advanced understanding of individual ambidextrous behavior which has positive effected on customer satisfaction and employee performance.
	Wattanacharoensil and Yoopetch (2012)	Thailand's Human Resource Competencies in Airline Service Quality: Voices from The Airline Industry	Explored Thai employees' performance in service quality on the airline specific tasks. Data collected from 20 experts from 20 airlines operating in Thailand.	This research found that the ground handling agents have limited potential in airline service quality. Managers should encourage and appreciate their employees and provide necessary training to their employees. Employees need to improve their discipline and communication to increase service quality.

42

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	Yeh (2012)	Relationships Among Service Climate, Psychological contact, Work Engagement, and Service Performance	Identified relationship between cabin crew, service climate, psychological contracts, work engagement, service performance and cue perception ability. Data collected from 223 cabin crew of the largest airline in Taiwan.	Relational psychological contracts positively related to work engagement. Work engagement and service climate positively related to service performance.
	Kao and Chen (2016)	Antecedents, Consequences and Moderators of Ambidextrous Behaviors among Frontline Employees	Investigated intrinsic motivation and service performance of frontline employees' ambidextrous behavior that moderated by proactive personality, emotional intelligence and extrinsic reward. Data collected from 205 cabin crew working at Taiwanese airline company.	This study confirmed that intrinsic motivation is positively related to ambidextrous behavior and improved cabin crews' service performance. These relationships is moderated by proactive personality, emotional intelligence and extrinsic reward.
Work Experience	Schmidt et al. (1986)	Impact of Job Experience and Ability on Job Knowledge, Work Sample Performance, and Supervisory Rating of Job Performance	Discovered the impact of job experience on job knowledge, performance capability and supervisory ratings of job performance.	Job experience related to the learning skills, techniques, method and psychomotor habits that increased job knowledge and improved working performance.

43

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
	Quinones et al. (1995)	The Relationship Between Work Experience and Job Performance: A Conceptual and Meta-Analytic Review	Studied the relationship between the different measurement of working experience and job performance using meta-analytic technique from 44 analyzable correlations with 25,911 samples.	The relationship between work experience and job performance was positive. The measurement modes (amount, time and type) and level of specification (task, job and organization) were used as measurements of working experience construct.
	Kolz et al. (1998)	Cognitive Ability and Job Experience as Predictors of Work Performance	Examined the relationship between employees' ability and performance in different levels of experience. Data collected from 147 manufacturing employees.	Ability and experience related to work performance.
	Kang et al. (2005)	Investigating Structural Relations Affecting the Effectiveness of Service Management	Investigated the relation among airline crews affecting the effectiveness of airline service. Data collected from 194 cockpit crews and 215 cabin crews from Korean and Asiana airlines.	Trust and cooperation among cockpit crews and cabin crews positively related to the effectiveness of airline services and organizational performance.
	Dokko et al. (2009)	Unpacking Prior Experience: How Career History Affects Job Performance	Explored the relationship between prior related job experience and current job performance. Data collected 771 employees in call center of insurance firms.	Prior related job experience positively effects on performance via knowledges and skills. Previous employees working experience on task-relevant knowledge and skill affected the levels of experience

44

Construct	Authors	Article	Study focus and, if applicable, characteristics of empirical study	Key findings
				in the current company.
	Bonesso et al. (2014)	The Individual Side of Ambidexterity: Do Individuals' Perceptions Match Actual Behaviors in Reconciling the Exploration and Exploitation Trade-off?	Analyzed individual dimension of ambidexterity according to the consistency/inconsistency between individuals' perceptions and actual behaviors. Collected data from 16 R&D and sales managers and direct reports of Italian companies.	This study identified four different situations at the individual level who face daily a strong pressure to perform ambidextrous behavior: enacted personal ambidexterity, dominant learning orientation, perceived personal ambidexterity, and full personal ambidexterity. Moreover, the important of individuals' prior work experience affects their actual behaviors toward exploration and exploitation on the different situations.
	Uppal et al. (2014)	Prior Related Work Experience and Job Performance: Role of Personality	Investigated the relationship between prior related working experience and job performance. Data received from 688 employees from insurance company in New Delhi.	The positive relationship between prior related working experience and job performance was moderated by Big Five Personality Traits.

45

CHAPTER 3

METHODOLOGY

This chapter describes the research methodology that examines the conceptual model discussed in chapter 2 (see Figure 2.1) to find out the relationship between motivation, individual ambidextrous behavior and service performance of airline cabin crews based in Thailand. The following is the topic of research methodology.

3.1 Research Design

3.2 Target Populations and Samples

3.3 Research Instruments

3.4 Data Collection

3.5 Data Analysis and Statistic Used in the Research

3.1 Research Design

The selected research design for this study is the correlational design. Other types of quantitative design were not appropriate for this study. An experimental design could impact a treatment on an outcome and control other factors that might influence that outcome (Creswell, 2009). A quasi- experimental design used the quantitative data collection methods that required the control and experimental groups (Creswell, 2009). However, the study examines the relationship between motivation, individual ambidextrous behavior and service performance of airline cabin crews based in Thailand. The correlational design helped the researcher examine the relationship between variables (Prion & Haerling, 2014). Therefore, the correlational design is the most appropriate for the study.

3.2 Target Populations and Samples

3.2.1 Target Populations

The population for the study is the experienced cabin crews who work in airline business at least one year.

3.2.2 Sample

In this study, the researcher uses the experienced cabin crews to be the sample. The size of the sample and the method of sample selection as follows:

3.2.2.1 The size of the sample

Hair, Black, Babin, and Anderson (2010) noted that sample size for Structure Equation Modeling (SEM) is more sensitive than other multivariate approaches. The five main considerations of SEM included: 1) multivariate normality of data, a considered ratio to minimize problems with deviations from normality is 15 respondents for each parameter in model, 2) estimation technique, Maximum Likelihood Estimation (MLE) is the most common SEM estimation technique which suggested sample size in the range of 100 to 400, 3) model complexity, the model that required larger sample sizes to produce more information and greater stability. More constructs lead to the need for more parameters to be estimated. Constructs having less than three measured/ indicator variables require large sample sizes, 4) missing data, the amount of missing data makes the testing of SEM models complicated because the sample size will be diminished to some extent from the original cases. Therefore, planning to increase the sample size can replace the missing data problem, 5) the average error variance among the reflective indicators, communality is relevant to the sample size that is explained by the measurement model and calculated as the square of the standardized construct loadings. The larger sample sizes are required smaller communalities.

The researcher used multiple regression technique sample size. Kline (2005) recommended to have a minimum sample size of 200 for any Structural Equation Model (SEM) analysis. However, the sample size relied on the complexity of model and the basic measurement model characteristics (Hair et al., 2010). Hair et al. (2010) suggested that the minimum sample size of 300 relied on models with seven or fewer constructs, lower communalities (below 0.45), or multiple under identified (fewer than three) constructs. Therefore, the model in this research has 11 constructs that are divided into 75 observation variables. The sample size is estimated at 500 to 1,005.

3.2.2.2 The method of sample selection

The researcher selects experienced cabin crews who work in the airline business at least one year. To gather the respondents who fit the research criteria, the researcher uses a snowball sampling technique that is a non-probability sampling method. The researcher also chose experienced cabin crews who work in many different airline companies, airline cabin crews have the similarity in job responsibilities. However, these airline companies are still operating, and cabin crews are normal operating.

3.3 Research Instruments

3.3.1 Type of Research Instruments

The researcher will collect data by using a self-administered questionnaire in two methods (paper and pencil self-administration and electronic self-administration method) that were generated and adapted from the theoretical literature review and other related researches. The detail of the self-administered questionnaire as follows:

Part 1: Demographic information consists of gender, age, educational background, current position and working experiences in the airline business.

Part 2: A part of the questionnaire for variables of intrinsic motivation includes challenge, enjoyment, learning goal orientation, and empowerment. Researcher adapted the questionnaire of challenge and enjoyment parts from Work Preference Inventory (WPI) scale (Amabile et al., 1994). The questionnaire of learning goal orientation part used the scale of learning goal orientation by Button, Mathieu, and Zajac (1996). The questionnaire of empowerment part used the measurement empowering scale by Spreitzer (1995).

Part 3: A part of the questionnaire for variable of extrinsic motivation includes incentive and compensation, job security, and service climate. The questionnaire of incentive and compensation part adapted from Kuvaas, Buch, Weibel, Dysvik, and Nerstad (2017). Researcher used the questionnaire of job security part that was developed by Kraimer, Wayne, Liden, and Sparrowe (2005). The questionnaire of service climate used the climate service scale by Scheider, White, and Paul (Schneider et al., 1998).

Part 4: For a part of the questionnaire for variable of individual ambidexterity, the researcher adapted the questionnaire of this part from the scale of individual ambidexterity by Mom, van den Bosch, and Volderba (2009).

Part 5: For a part of the questionnaire for variable of emotional exhaustion, the researcher adapted the questionnaire of this part from Maslach and Jackson (1981).

Part 6: For a part of the questionnaire for variable of service performance, the researcher adapted the questionnaire of General self-efficacy scale which was developed by Chen, Gully, and Eden (2001).

Table 3.1 The Structure of Questionnaires

Construct	**Question**	**Answer**
Intrinsic Motivation	**Challenge** (Amabile et al., 1994) 1. I enjoy tackling problems that are completely new to me. 2. I enjoy trying to solve complex problems. 3. The more difficult the problem, the more I enjoy trying to solve it. 4. I want my work to provide me with opportunities for increasing my knowledge and skills. 5. Curiosity is the driving force behind much of what I do. **Enjoyment** (Amabile et al., 1994) 1. I want to find out how good I really can perform work. 2. I prefer to figure things out for myself. 3. What matters most to me is enjoying what I do. 4. It is important to me to have an outlet for self-expression. 5. No matter what the outcome of a project, I am satisfied if I feel I gain a new experience. 6. I am more comfortable when I can set my own goals.	"strongly disagree" (=1) to "strongly agree" (=5)

Construct	Question	Answer
	7. I enjoy doing work that is so absorbing that I forget about everything else. 8. It is important for me to be able to do what I most enjoy. **Learning goal orientation** (Button, 1996) 1. The opportunity to do challenging work is important to me. 2. When I fail to complete a difficult task, I plan to try harder the next one. 3. I prefer to work on tasks that force me to learn new thing. 4. The opportunity to learn new things is important to me. 5. I do my best when I'm working on a fairly difficult task. 6. I try hard to improve on my past performance. 7. The opportunity to extend the range of my abilities is important to me. 8. When I have difficult solving problem, I will try different approaches to see which one work. **Empowerment** (Spreitzer, 1995) 1. The work I do is very important to me. 2. My job activities are personally meaningful to me. 3. The work I do is meaningful to me. 4. I am confident about my ability to do my job. 5. I am self-assured about my capabilities to perform my work activities. 6. I have mastered the skills necessary for my job. 7. I have significant autonomy in determining how to do my job.	

Construct	Question	Answer
	8. I can decide on my own how to go about doing my work.	
	9. I have considerable opportunity for independence and freedom in how I do my job.	
Extrinsic Motivation	**Incentive and compensation** (Kuvaas et al., 2017)	"strongly disagree" (=1) to "strongly agree" (=5)
	1. If I am supposed to put in extra effort in my job, I need to get extra pay.	
	2. It is important for me to have an external incentive to strive for and do a good job.	
	3. External incentives such as bonuses and provisions are essential for how well I perform my job.	
	4. If I had been offered better pay, I would have done a better job.	
	Job security (Kraimer et al., 2005)	
	1. My job will be there if I want it.	
	2. I am confident that I will be able to work for my organization if I wish.	
	3. I am secure in my job.	
	4. I will be able to keep present job if I wish	
	5. Regardless of economic conditions, I will have a job at my current organization.	
	Service climate (Schneider et al., 1998)	
	1. Cabin crew in our airline have knowledge of this job and the skills to deliver superior service quality.	
	2. Our airline makes efforts to improve the quality of service.	
	3. Cabin crew receive recognition and rewards for the delivery of superior service.	
	4. The overall quality of service provided by our airline	

Construct	Question	Answer
	to passengers is excellent. 5. The leadership shown by our airline management is supporting the service quality. 6. Our airline appears to effectively communicate with both employees and passengers. 7. Cabin crew are provided with the tools, technology, and other resources to support the delivery of superior quality service.	
Individual Ambidexterity	**Exploration activities** (Mom et al., 2009) 1. Searching for new possibilities with respect to services or processes. 2. Evaluating diverse option with respect to services or processes. 3. Focused on strong renewal of services or processes. 4. Requiring quite some adaptability in my routines. 5. Requiring me to learn new skills and knowledge. 6. Activities of which the associated costs are currently unclear. 7. Activities that are not clearly existing company procedure. **Exploitation Activities** (Mom et al., 2009) 1. Activities of which a lot of experience has been accumulated by myself. 2. Activities which serve existing passengers with existing services or products. 3. Activities of which it is clear to me how to conduct them. 4. Activities primarily focused on achieving short-term goals.	"strongly disagree" (=1) to "strongly agree" (=5)

Construct	Question	Answer
	5. Activities which I can conduct by using my existing knowledge. 6. Activities which clearly fit into existing company procedure. 7. Activities which I carry out as if it were routine.	
Emotional exhaustion (Maslach & Jackson, 1981)	1. I feel emotionally drained from my work. 2. I feel burned out from my work. 3. I feel fatigue when I get up in the morning and have to face another day on the job. 4. Working all day is really a strain for me. 5. I feel exhausted at the end of workday. 6. I feel frustrated by my job. 7. I feel like I am at the end of my rope.	"strongly disagree" (=1) to "strongly agree" (=5)
Service Performance (G. Chen et al., 2001)	1. I will be able to achieve most of service's goals that company set for employees. 2. When facing difficult services, I am certain that I will accomplish them. 3. In general, I think that I can obtain outcomes that are important to me. 4. I believe I can succeed at most service quality which my company set. 5. I will be able to successfully overcome many challenges. 6. I am confident that I can perform effectively on many different services. 7. Compare to my colleagues, I can deliver good service. 8. Even when things are tough, I can efficiently	"strongly disagree" (=1) to "strongly agree" (=5)

Construct	Question	Answer
	perform.	

3.3.2 Creating Research Instruments

The researcher constructed the questionnaires by using the existing questionnaires that are created and developed by the related previous studies. Researcher adopted the questionnaires from various related studies according to the research context. The advantage of the questionnaires, that are developed based on the literature and are already validated, is its high internal consistency and reliability (Jeon, 2016). Thus, the content validity is deemed to be adequate. The researcher did not use the short form of questionnaire in this study. The researcher reviewed the structure of variables and explained the definitions of variables in the model. Moreover, the researcher used a five-point Likert-type scale to measure variables ranging from “strongly disagree” (=1) to “strongly agree” (=5).

3.3.3 Trial Questionnaire

The researcher used the trial questionnaire to determine the face validity condition and examine the reliability of the instruments. To determine the face validity, the researcher must bring the trial questionnaire to a sample that resembles to the actual sample to check the understanding and clarity of the language. The researcher conducted a trial questionnaire with 30 samples.

The researcher used a statistic analysis program to analyze the reliability of each measurement instrument. The minimum acceptable Cronbach’s alpha coefficient value is 0.70 (Hair et al., 2010). Corrected Item-Total Correlation value minimum is 0.30 (Hair et al., 2010). The researcher assessed and choose the variables with the higher reliability because reliability presents the quality and repeatability of the measurements (Hair et al., 2010).

3.4 Data Collection

The researcher prepared the questionnaires to collect data in order to answer the research question and achieve the objective of this research. The questionnaires

were placed in a convenient location for the airline cabin crews while were sending online questionnaire via Internet channels. The researcher created two distributing channels for questionnaires for efficiency, saving cost, quickly response time, and convenient for airline cabin crews' lifestyle. The researcher conducted the survey from April 2018 to July 2018. A total of 700 paper questionnaires were distributed, and the total paper questionnaires with valid and complete responses were 351. A total of 218 valid online questionnaires were received. Thus, a total of 569 questionnaires were used for further statistical analysis, which is consistent with the sample size requirements for a structural equation modal (SEM) (Hair et al., 2010)

3.5 Data Analysis

To examine the relationship between motivation, individual ambidextrous behavior and service performance, the researcher analyzed data and tested hypotheses by using statistical tools called "SPSS" and "Mplus". SPSS was used to describe statistics and test reliability. Mplus was used to conduct Confirmatory Factor Analysis (CFA) for assessing a construct validity and Structural Equation Modeling (SEM) for testing the hypothesized paths. The SEM allowed the researcher to test the hypotheses and show variables reliability in the model at one time (Hair et al., 2010). Mplus runs the SEM by using the partial correlations between the variables after accounting for the effects of the control variables.

3.5.1 Descriptive Statistics Analysis

After the researcher collected data, the researcher analyzed demographic information by using the descriptive statistic method. The researcher also analyzed the data collected to indicate the statistical significance which includes frequency and percentage.

3.5.2 Confirmatory Factor Analysis (CFA)

The researcher used the Confirmatory Factor Analysis (CFA) to test the construct validity, convergent validity and data consistency with the model. The CFA analysis focused on the theoretical relationship between the observation variables and latent variables. The CFA analysis provided a confirmatory test of a measurement

theory. Thus, the CFA analysis showed the measured variables that represented the construct and enabled the researcher to either confirm or reject a preconceived theory (Hair et al., 2010). The CFA analysis generally used the first four stages in the SEM six-stage model which will be discussed in the next section.

3.5.3 Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) is a multivariate technique of statistical models that shows the relationships among multiple variables and examines the structure of interrelationships expressed in a series of equations (Hair et al., 2010). Therefore, the SEM technique is appropriate when the researcher has multiple constructs. Each construct consists of several measured variables, and those constructs are distinguished.

The SEM is multivariate technique that based on variables including two main components as follows:

1) the measurement models, each set of indicators for a construct defines a construct. The researcher used the CFA analysis to test the fit and construct validity of the measurement model. The measurement model showed the relationship between the indicator variables of constructs and one another well (Hair et al., 2010).

2) the structural model (path model), the set of constructs that are related to another in correlational and/or dependent relationships. The researcher used the SEM analysis to test the structural relationships by examining the relative model fit as an acceptable measurement of the proposed model and the estimated structural parameter (Hair et al., 2010).

Hair et al. (2010) provided a six-stage decision process of SEM as follows:

1) defining individual constructs: this process used the theoretical definition of the constructs to explain the creation of constructs. This process provided the basis of selecting and designing measured variables and enabled the validity of measurement quality. In CFA, there are no cross-loading or all cross-loading are fixed at zero (Unidimensionality) (Hair et al., 2010).

2) developing the overall measurement model: this process identified each latent construct in the model and measured variables which were the indicators of latent constructs. Then drew a path diagram for the measurement model. For construct

validity, the guidelines are that the standardized loading should be at least 0.5, and ideally 0.7 or higher. Average Variance Extracted (AVE) should equal 50 percent to suggest adequate convergent validity. Moreover, construct reliability should be 0.7 or greater (Hair et al., 2010).

3) designing a study to produce empirical results: this process focused on research design and model estimated. The researcher chose appropriate type of data matrix. The researcher chose either covariances or correlation to analyze data. The adequate sample size and missing data approach must be addressed. In the term of model estimation, the researcher considered the estimation technique and computer program available. The default estimate procedure is maximum likelihood method.
The degrees of freedom has to be positive which is calculated from the number of unique covariances matrix ($(p)(p+1)/2$, p as measured items) minus estimated parameters. (Hair et al., 2010).

4) assessing the measurement model validity: after the researcher specified the measurement model, collected enough data and selected the estimation technique, the researcher assessed the measurement model validity by evaluating goodness-of-fit (GOF) for the overall model and constructing the validity of measurement model. The GOF measure resulted from a mathematical comparison of the theory (the estimated covariance matrix) with the reality (the observed covariance matrix) such as chi-square statistic, RMSEA, SRMR, and CFI. The overall fit indices' guidelines are the chi-square value divided by the degrees of freedom should be smaller than 2.0, yet 2.0-5.0 is acceptable, RMSEA is below 0.08, SRMR should be lower than 0.05, and CFI should be 0.9 or greater (Hair et al., 2010). The CFA analysis is used in this first four stages to verify measurement model validity.

5) specifying the structural model: assigning the relationships from a construct to another construct based on the proposed theoretical model. This process tested the overall theories including the measured variables relationship of each constructs and the hypothesized structural relationships among constructs.

6) assessing structural model validity: assessing the structural model GOF and Competitive Fit. After the acceptable model fit and the estimated path representing

hypotheses are significant and predictable direction, the researcher could examine the conclusion and recommendations.

CHAPTER 4
DATA ANALYSIS AND RESEARCH RESULT

The purpose of this study is to examine the relationship between two types of motivation of experienced cabin crews' ambidextrous behavior that effect on their service performance. This study also explores the moderating effects of a previous work experience and employees' emotional exhaustion on motivation and cabin crews' ambidextrous behavior. A total of 569 questionnaires from multinational cabin crew who work in airline business at least one year as the samples. Analyzed using SPSS and Mplus to analyze, the results were analyzed as follows.

4.1 Analysis of Demographic Profile of Respondents.

4.2 Confirmatory Factor Analysis

4.3 Structural Equation Modeling

4.4 Conclusion of the Hypotheses Testing

After finishing collected the data from 30 samples, the reliability in each of the variables and the total of questionnaire was as flowing table:

Table 4.1 The Reliability of Each of the Variables and the Total Questionnaire of Tryout

Name of Variables	**Number of Items**	**Reliability (α)**
Intrinsic Motivation	30	0.974
Challenge		
Enjoyment		
Learning goal orientation		
Empowerment		
Extrinsic Motivation	16	0.870
Incentive and compensation		
Job security		
Service climate		
Individual Ambidexterity	14	0.912
Exploration activities		
Exploitation activities		
Service Performance	8	0.933
Emotional Exhaustion	7	0.913
Total of Questionnaire	75	0.949

Regarding the reliability of each construct were exhibited in table 4.1, the range between 0.870-0.974 show that all constructs passes the criteria. After the reliability of all constructs from tryout was approved, the researcher collected the data from the experienced cabin crew who work in airline business based in Asia at least for one year.

After finishing collecting the data, the researcher analyzes and indicates the common factors that can explain the relationship among variables by applying techniques to screen for a high factor loading into the model. The common factors will be grouped according to their relationship (Joreskog & Sorbom, 1996) In order to analyze the suitability and the relationship of the variable, Bartlett's test of sphericity

must be less than 0.05 which represent the correlation matrix observed from the identity Matrix with statistical significance at 0.5. Kaiser-Meyer-Olkin (KMO) measure of above 0.6 is acceptable for representing internal correlation and applying in the structural analysis. In this study, KMO is over 0.6 and Bartlett's test of Sphericity is below 0.05. According to these results, the available data sets were suitable for factor analysis. So, some indicators was dropped due to a low factor loading (Hair et al., 2010). The rest of indicators were represented to the problem being indicated through the study. Total indicators that pass the criteria and can be set into this structural model is 36 items. Finally, the number of 569 sample size (36 indicators x 15 respondents) was suitable to use in this study.

4.1 Analysis of Demographic Profile of Respondents

This part to analysis of demographic profile of respondents including gender, age, continent, job position, and educational level using percentage analysis method as the following table.

From the table 4.2, the majority of the respondents were female counting at 410, calculated to be 72.1%, and 159 male which is at 27.9%. In term of age, most of the sample were between the ages of 25 and 34 years old (56.6%). The great majority of respondents were from Asia (92.3%). Most of sample worked in a cabin crew position (73.3%). A majority of the employees had a bachelor's degree (78.7%). Additionally, regarding work experience, 64.3% of the respondents had one to eight years and 35.7% had more than eight years.

This research has 11 measurement models that would be applied in the Confirmatory Factor Analysis (CFA) in the next section. The data statistical analysis of this study was divided into two phases. The first phase examined the hypotheses of the relationship among two type of motivation, individual ambidexterity, and service performance using structural equation model (SEM). The second phase examined the moderating effects of work experience and emotional exhaustion that assume increase or decrease the effect of two types of motivation on individual ambidexterity using hierarchical moderated regression analysis.

Table 4.2 Socio-demographic Characteristic

Demographic statistic		**Frequency**	**Percentage**
Gender	Male	159	27.9
	Female	410	72.1
	Total	569	100
Age	Below 25 years old	38	6.7
	25-34 years old	322	56.6
	35-44 years old	159	27.9
	45-54 years old	40	7
	Above 55 years old	10	1.8
	Total	569	100
Continent	North America	8	1.4
	Europe	28	4.9
	Africa	3	0.5
	Asia	525	92.3
	Australia and Oceania	5	0.9
	Total	569	100
Job position	Cabin crew	417	73.3
	Senior cabin crew	69	12.1
	Manager/Purser	83	14.6
	Total	569	100
Educational level	High school graduate	7	1.2
	Associate degree	6	1.1
	Bachelor’s degree	448	78.7
	Master’s degree	107	18.8
	Doctoral degree	1	0.2
	Total	569	100
Work experience	1-8 years	366	64.3
	More than 8 years	203	35.7
	Total	569	100

4.2 Confirmatory Factor Analysis (CFA) for Each Constructs

In this section used a confirmatory factor analysis (CFA) to verify the data fit a hypothesized measurement model as well as to confirm validity and reliability of measured variables in each construct (Hair et al., 2010). This research used the first-ordered and second-ordered CFA Technique with the estimation of weight factor determining the goodness of fit indices by using the Mplus Program, including chi-square statistics, p-value, Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR).

4.2.1 Intrinsic Motivation

The researcher analyzed the construct of intrinsic motivation by using the second-ordered CFA that consists of four first-ordered CFA, which are challenge, enjoyment, learning goal orientation, and empowerment as shown in figure 4.1

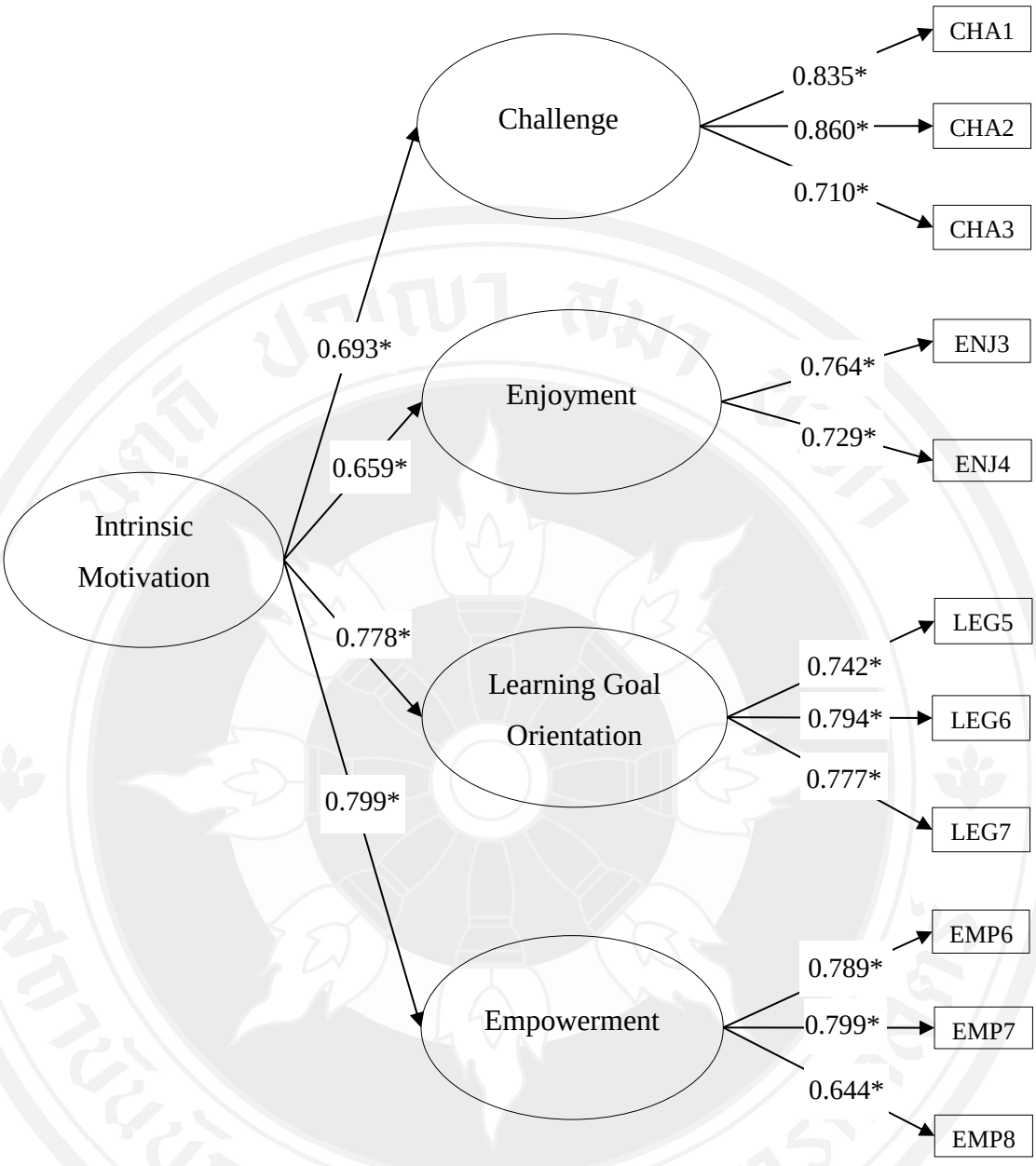

Figure 4.1 Confirmatory Factor Analysis for the Construct of Intrinsic Motivation

The construct of challenge is one of latent variable and first-ordered CFA of intrinsic motivation that can be represented by the following three indicators: 1) I enjoy tacking problems that are completely new to me (CHA1). 2) I enjoy trying to solve complex problems (CHA2). 3) The more difficult the problem, the more I enjoy trying to solve it (CHA3). In the table 4.3, all factor loadings in the construct of challenge were significant ($p < 0.001$) with weight factor between 0.710-0.860.

The construct of enjoyment is one of latent variable and first-ordered CFA of intrinsic motivation. In this study, enjoyment consists of 2 indicators, which are, 1) What matters most to me is enjoying what I do (ENJ3). 2) It is important to me to have an outlet for self-expression (ENJ4). In the table 4.3, all factor loadings in the construct of enjoyment were significant ($p< 0.001$) with weight factor between 0.729-0.764.

The construct of learning goal orientation is one of latent variable and first-ordered CFA of intrinsic motivation which consists of the following three indicators: 1) I do my best when I am working on a fairly difficult task (LEG5). 2) I try hard to improve on my past performance (LEG6). 3) The opportunity to extend the range of my abilities is important to me (LEG7). In the table 4.3, all factor loadings in the construct of learning goal orientation were significant ($p< 0.001$) with weight factor between 0.742-0.794.

The construct of empowerment is one of latent variable and first-ordered CFA of intrinsic motivation that can be represented by the following three indicators: 1) I have mastered the skills necessary for my job (EMP6). 2) I have significant autonomy in determining how to do my job (EMP7). 3) I can decide on my own how to go about doing my work (EMP8). In the table 4.3, all factor loadings in the construct of empowerment were significant ($p< 0.001$) with weight factor between 0.644-0.799.

Table 4.3 The Standardized Factor Loading and T-value of Each Indicators for Construct of Challenge, Enjoyment, Learning goal orientation, and Empowerment

Constructs Indicators	**Standardize Factor Loading**	**t-value**
Challenge		
I enjoy tacking problems that are completely new to me (CHA1).	0.835	31.934*
I enjoy trying to solve complex problems (CHA2).	0.860	32.787*
The more difficult the problem, the more I enjoy trying to solve it (CHA3).	0.710	22.394*
Enjoyment		

Constructs Indicators	**Standardize Factor Loading**	**t-value**
What matters most to me is enjoying what I do (ENJ3).	0.764	20.598*
It is important to me to have an outlet for self-expression (ENJ4).	0.729	19.855*
Learning goal orientation		
I do my best when I am working on a fairly difficult task (LEG5).	0.742	29.919*
I try hard to improve on my past performance (LEG6).	0.794	35.400*
The opportunity to extend the range of my abilities is important to me (LEG7).	0.777	33.726*
Empowerment		
I have mastered the skills necessary for my job (EMP6).	0.789	28.949*
I have significant autonomy in determining how to do my job (EMP7).	0.799	29.065*
I can decide on my own how to go about doing my work (EMP8).	0.644	18.280*

Note: *t-value are significant at p<0.001

In the table 4.4, all factor loadings in the construct of intrinsic motivation were significant (p<0.001) with weight factor between 0.659-0.799. The result of goodness of fit of the measurement model were chi-square/ degree of freedom (χ^2/df) = 89.688/37 or equal to 2.424, P-value = 0.000, CFI = 0.981, TLI = 0.972, RMSEA = 0.050 and SRMR = 0.026. The p-value at 0.0000 could not determine the goodness of fit of the measurement model. However, the other goodness of fit statistics were above the model adaptability standard suggested by Hair et al. (2010).

Table 4.4 The Standardized Factor Loading and T-value of Second-Ordered CFA for Construct of Intrinsic Motivation

Intrinsic motivation	**Standardize Factor Loading**	**t-value**
Challenge	0.693	18.874*
Enjoyment	0.659	15.679*
Learning goal orientation	0.778	22.610*
Empowerment	0.799	22.273*

Note: *t-value are significant at p<0.001

4.2.2 Extrinsic Motivation

The researcher analyzed the construct of extrinsic motivation by using the second-ordered CFA that consists of three first-ordered CFA, which are incentive and compensation, job security, and service climate as shown in figure 4.2.

The construct of incentive and compensation is one of latent variable and first-ordered CFE of extrinsic motivation. In this study, incentive and compensation consists of four indicators, which are, 1) If I am supposed to put in extra effort in my job, I need to get extra pay (INC1). 2) It is important for me to have an external incentive to strive for and do a good job (INC2). 3) External incentives such as bonuses and provisions are essential for how well I perform my job (INC3). 4) If I had been offered better pay, I would have done a better job (INC4). In the table 4.5, all factor loadings in the construct of incentive and compensation were significant (p< 0.001) with weight factor between 0.718-0.873.

The construct of job security is one of latent variable and first-ordered CFA of extrinsic motivation that can be represented by the following three indicators: 1) I am secure in my job (JOS3). 2) I will be able to keep present job if I wish (JOS4). 3) Regardless of economic conditions, I will have a job at my current organization (JOS5). In the table4.5, all factor loadings in the construct of job security were significant (p< 0.001) with weight factor between 0.631-0.822.

The construct of service climate is one of latent variable and first-ordered CFA of extrinsic motivation which consists of the following four indicators: 1) Cabin crew

receive recognition and rewards for the delivery of superior service (CLI3). 2) The overall quality of service provided by our airline to passengers is excellent (CLI4). 3) The leadership shown by our airline management is supporting the service quality (CLI5). 4) Cabin crew are provided with the tools, technology, and other resources to support the delivery of superior quality service (CLI7). In the table4.5, all factor loadings in the construct of service climate were significant ($p < 0.001$) with weight factor between 0.664-0.851.

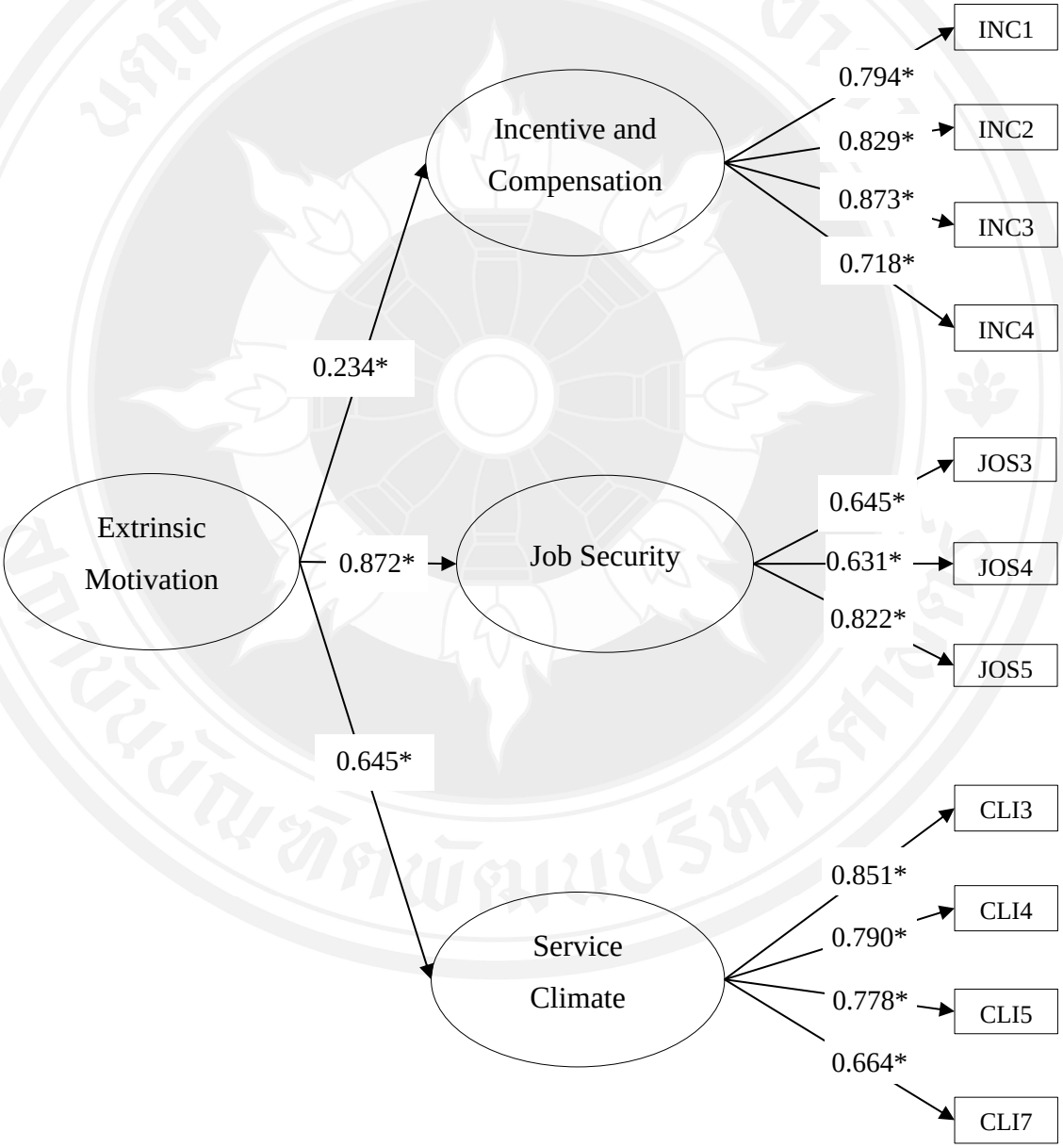

Figure 4.2 Confirmatory Factor Analysis for the Construct of Extrinsic Motivation

Table 4.5 The Standardized Factor Loading and T-value of Each Indicators for Construct of incentive and compensation, job security, and service climate

Constructs Indicators	**Standardize Factor Loading**	**t-value**
Incentive and compensation		
If I am supposed to put in extra effort in my job, I need to get extra pay (INC1).	0.794	33.684*
It is important for me to have an external incentive to strive for and do a good job (INC2).	0.829	44.313*
External incentives such as bonuses and provisions are essential for how well I perform my job (INC3).	0.873	45.875*
If I had been offered better pay, I would have done a better job (INC4).	0.718	30.553*
Job security		
I am secure in my job (JOS3).	0.645	17.098*
I will be able to keep present job if I wish (JOS4).	0.631	16.203*
Regardless of economic conditions, I will have a job at my current organization (JOS5).	0.822	21.138*
Service climate		
Cabin crew receive recognition and rewards for the delivery of superior service (CLI3).	0.851	45.543*
The overall quality of service provided by our airline to passengers is excellent (CLI4).	0.790	37.811*
The leadership shown by our airline management is supporting the service quality (CLI5).	0.778	35.805*
Cabin crew are provided with the tools, technology, and other resources to support the delivery of superior quality service (CLI7).	0.664	23.301*

Note: *t-value are significant at $p<0.001$

In the table 4.6, all factor loadings in the construct of Extrinsic motivation were significant (p<0.001) with weight factor between 0.234-0.872. The result of goodness of fit of the measurement model were chi-square/ degree of freedom (χ^2/df) = 108.964/38 or equal to 2.867, P-value = 0.000, CFI = 0.975, TLI = 0.964, RMSEA = 0.057 and SRMR = 0.042. The p-value at 0.0000 could not determine the goodness of fit of the measurement model. However, the other goodness of fit statistics were above the model adaptability standard suggested by Hair et al. (2010).

Table 4.6 The Standardized Factor Loading and T-value of Second-Ordered CFA for Construct of Extrinsic Motivation

Extrinsic motivation	**Standardize Factor Loading**	**t-value**
Incentive and compensation	0.234	4.351*
Job security	0.872	44.191*
Service climate	0.645	14.336*

Note: *t-value are significant at p<0.001

4.2.3 Individual Ambidexterity

The researcher analyzed the construct of extrinsic motivation by using the second-ordered CFA that consists of two first-ordered CFA, which are exploration activities and exploitation activities as shown in figure 4.3

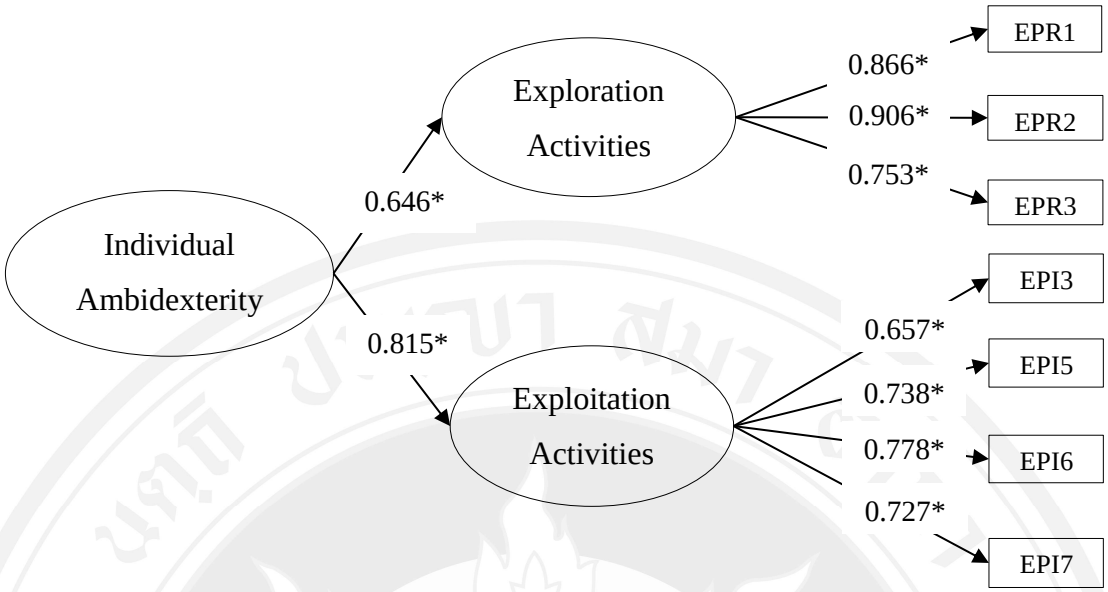

Figure 4.3 Confirmatory Factor Analysis for the Construct of Individual Ambidexterity

The construct of exploration activities is one of latent variable and first-ordered CFA of individual ambidexterity which consists of the following three indicators: 1) Searching for new possibilities with respect to services or process (EPR1). 2) Evaluating diverse option with respect to services or processes (EPR2). 3) Focused on strong renewal of services or processes (EPR3). In the table 4.7, all factor loadings in the construct of exploration activities were significant ($p < 0.001$) with weight factor between 0.753-0.906.

The construct of exploitation activities is one of latent variable and first-ordered CFA of individual ambidexterity which consists of the following four indicators: 1) Activities of which it is clear to me how to conduct them (EPI3). 2) Activities which I can conduct by using my existing knowledge (EPI5). 3) Activities which clearly fit into existing company procedure (EPI6). 4) Activities which I carry out as if it were routine (EPI7). In the table 4.7, all factor loadings in the construct of exploitation activities were significant ($p < 0.001$) with weight factor between 0.657-0.778.

Table 4.7 The Standardized Factor Loading and T-value of Each Indicators for Construct of Exploration Activities and Exploitation Activities

Constructs Indicators	**Standardize Factor Loading**	**t-value**
Exploration activities		
Searching for new possibilities with respect to services or process (EPR1).	0.866	54.825*
Evaluating diverse option with respect to services or processes (EPR2).	0.906	63.867*
Focused on strong renewal of services or processes (EPR3).	0.753	35.747*
Exploitation activities		
Activities of which it is clear to me how to conduct them (EPI3).	0.657	22.635*
Activities which I can conduct by using my existing knowledge (EPI5).	0.738	29.380*
Activities which clearly fit into existing company procedure (EPI6).	0.778	33.524*
Activities which I carry out as if it were routine (EPI7).	0.727	28.367*

Note: *t-value are significant at $p<0.001$

In the table 4.8, all factor loadings in the construct of Individual ambidexterity were significant ($p<0.001$) with weight factor between 0.646-0.815. The result of goodness of fit of the measurement model were chi-square/ degree of freedom (χ^2/df) = 24.476/12 or equal to 2.040, P-value = 0.018, CFI = 0.993, TLI = 0.988, RMSEA = 0.043 and SRMR = 0.026. The p-value at 0.018 could not determine the goodness of fit of the measurement model. However, the other goodness of fit statistics were above the model adaptability standard suggested by Hair et al. (2010).

Table 4.8 The Standardized Factor Loading and T-value of Second-Ordered CFA for Construct of Individual Ambidexterity

Individual ambidexterity	**Standardize Factor Loading**	**t-value**
Exploration activities	0.646	13.585*
Exploitation activities	0.815	31.974*

Note: *t-value are significant at p<0.001

4.2.4 Emotional Exhaustion

The construct of emotional exhaustion consists of three indicators, which are, 1) I feel burned out from my work (EXH2), 2) I feel fatigue when I get up in the morning and have to face another day on the job (EXH3). 3) Working all day is really a strain for me (EXH4) as shown in figure 4.4.

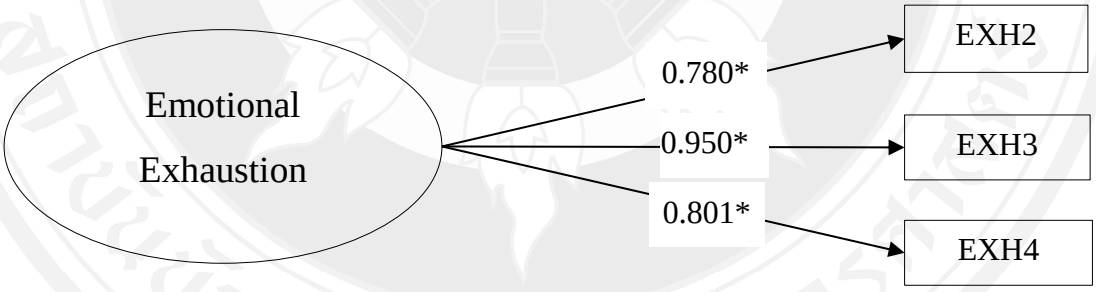

Figure 4.4 Confirmatory Factor Analysis for the Construct of Emotional Exhaustion

In the table 4.9, all factor loadings in the construct of emotional exhaustion were significant (p< 0.001) with weight factor between 0.780-0.950. The result of goodness of fit of the measurement model were chi-square/ degree of freedom (χ^2/df) = 0.886/1 or equal to 0.886, P-value = 0.347, CFI = 1.000, TLI = 1.000, RMSEA = 0.000 and SRMR = 0.004. The p-value at 0.347 could not determine the goodness of fit of the measurement model. However, the other goodness of fit statistics were above the model adaptability standard suggested by Hair et al. (2010).

Table 4.9 The Standardized Factor Loading and T-value of Each Indicator for Construct of Emotional Exhaustion

Emotional Exhaustion	**Standardize Factor Loading**	**t-value**
I feel burned out from my work (EXH2).	0.780	42.460*
I feel fatigue when I get up in the morning and have to face another day on the job (EXH3).	0.950	312.380*
Working all day is really a strain for me (EXH4).	0.801	47.151*

Note: *t-value are significant at p<0.001

In the proposed model for this study, emotional exhaustion is proposed as moderator between intrinsic and extrinsic motivation and individual ambidexterity. Therefore, the construct of emotional exhaustion will not be combined in the structural model. This construct will be tested by hierarchical moderated regression analysis using the procedure described by Baron and Kenny (1986).

4.2.5 Service Performance

The construct of service performance consists of 4 indicators, which are, 1) When facing difficult services, I am certain that I will accomplish them (SER2). 2) I will be able to successfully overcome many challenges (SER5). 3) I am confident that I can perform effectively on many different services (SER6). 4) Compare to my colleagues, I am delivered good service (SER7) as shown in figure 4.5.

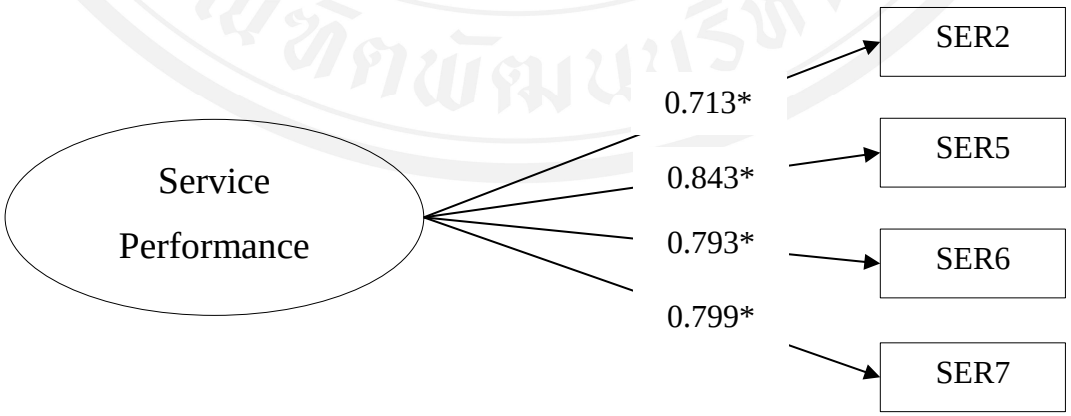

Figure 4.5 Confirmatory Factor Analysis for the Construct of Service Performance

In the table 4.10, all factor loadings in the construct of service performance were significant (p< 0.001) with weight factor between 0.713-0.843. The result of goodness of fit of the measurement model were chi-square/ degree of freedom (χ^2/df) = 0.126/1 or equal to 0.126, P-value = 0.723, CFI = 1.000, TLI = 1.005, RMSEA = 0.000 and SRMR = 0.002. The p-value at 0.723 could not determine the goodness of fit of the measurement model. However, the other goodness of fit statistics were above the model adaptability standard suggested by Hair et al. (2010).

Table 4.10 The Standardized Factor Loading and T-value of Each Indicator for Construct of Service Performance

Service Performance	**Standardize Factor Loading**	**t-value**
When facing difficult services, I am certain that I will accomplish them (SER2).	0.713	28.708*
I will be able to successfully overcome many challenges (SER5).	0.843	36.983*
I am confident that I can perform effectively on many different services (SER6).	0.793	36.244*
Compare to my colleagues, I am delivered good service (SER7).	0.799	31.891*

Note: *t-value are significant at p<0.001

4.2.6 The Reliability and Validity Analysis

An analyzing of confirmatory factor analysis of each construct were found that above the criteria of model fit index suggested Hair et al. (2010). The overall measurement model fit was tested and analyzed by confirmatory factor analysis of all constructs together to examine the Composite Reliability (CR), Average Variance Extract (AVE), the value of Cronbach's alpha, and KMO. The results were demonstrated in table 4.11

Table 4.11 The Results of Validity and Reliability of Measurement Scales

Construct Indicators	**Standardize Factor Loading**	**t-value**	**CR**	**AVE**
Challenge (**α** = 0.865, KMO = 0.707)			0.839	0.638
I enjoy tacking problems that are completely new to me. (CHA1)	0.858	34.131*		
I enjoy trying to solve complex problems. (CHA2)	0.837	32.699*		
The more difficult the problem, the more I enjoy trying to solve it. (CHA3)	0.690	22.084*		
Enjoyment (**α** = 0.714, KMO = 0.500)			0.715	0.557
What matters most to me is enjoying what I do. (ENJ3)	0.759	21.501*		
It is important for me to have an outlet for self-expression. (ENJ4)	0.733	20.787*		
Learning Goal Orientation (**α** = 0.813, KMO = 0.714)			0.815	0.595
I do my best when I am working on a fairly difficult task. (LEG5)	0.736	29.614*		
I try hard to improve on my past performance. (LEG6)	0.798	36.496*		
The opportunity to extend the range of my abilities is important to me. (LEG7)	0.778	34.347*		
Empowerment (**α** = 0.810, KMO = 0.686)			0.816	0.598
I have mastered the skills necessary for my job. (EMP6)	0.745	30.712*		
I have significant autonomy in determining how to do my job. (EMP7)	0.849	42.330*		
I can decide on my own how to go about doing my work. (EMP8)	0.719	28.495*		
Incentive and compensation (**α** = 0.871, KMO = 0.816)			0.873	0.633
If I am supposed to put in extra effort in my job, I need to get extra pay. (INC1)	0.761	35.631*		
It is important for me to have an external incentive to strive for and do a good job. (INC2)	0.855	52.925*		
External incentives such as bonuses and provisions are essential for how well I perform my job. (INC3)	0.831	47.837*		
If I had been offered better pay, I would have done a better job. (INC4)	0.728	31.370*		

Construct Indicators	**Standardize Factor Loading**	**t-value**	**CR**	**AVE**
Job Security (**α** = 0.768, KMO = 0.699)			0.767	0.523
I am secure in my job. (JOS3)	0.703	23.769*		
I will be able to keep present job if I wish. (JOS4)	0.711	24.261*		
Regardless of economic conditions, I will have a job at my current organization. (JOS5)	0.755	26.652*		
Service climate (**α** = 0.866, KMO = 0.811)			0.857	0.602
Cabin crew receive recognition and rewards for the delivery of superior service. (CLI3)	0.840	46.275*		
The overall quality of service provided by our airline to passengers is excellent. (CLI4)	0.792	39.015*		
The leadership shown by our airline management is supporting the service quality. (CLI5)	0.786	37.698*		
Cabin crew are provided with the tools, technology, and other resources to support the delivery of superior quality service (CLI7)	0.675	24.520*		
Exploration Activities (**α** = 0.880, KMO = 0.727)			0.882	0.715
Searching for new possibilities with respect to services or processes. (EPR1)	0.864	58.249*		
Evaluating diverse option with respect to services or processes. (EPR2)	0.903	67.193*		
Focused on strong renewal of services or processes. (EPR3)	0.764	37.090*		
Exploitation Activities (**α** = 0.815, KMO = 0.794)			0.817	0.529
Activities of which it is clear to me how to conduct them. (EPI3)	0.665	23.634*		
Activities which I can conduct by using my existing knowledge. (EPI5)	0.744	30.625*		
Activities which clearly fit into existing company procedure. (EPI6)	0.775	33.943*		
Activities which I carry out as if it were routine. (EPI7)	0.720	28.430*		
Emotional Exhaustion (**α** = 0.881, KMO = 0.719)			0.884	0.719
I feel burned out from my work. (EXH2)	0.796	46.694*		
I feel fatigue when I get up in the morning and have to face another day on the job.	0.920	67.832*		

Construct Indicators	**Standardize Factor Loading**	**t-value**	**CR**	**AVE**
(EXH3) Working all day is really a strain for me. (EXH4)	0.822	46.937*		
Service Performance (***α*** = 0.860, KMO = 0.820)			0.861	0.608
When facing difficult services, I am certain that I will accomplish them. (SER2)	0.739	32.309*		
I will be able to successfully overcome many challenges. (SER5)	0.807	42.730*		
I am confident that I can perform effectively on many different services. (SER6)	0.811	43.410*		
Compare to my colleagues, I can deliver good service. (SER7)	0.757	34.880*		

Note: *t-value are significant at p<0.001, α = Cronbach alpha reliability, KMO = KMO & Bartlett's test of sphericity that were significant at p<0.001, CR = Composite reliability, AVE = Average Variance Extracted.

In the table 4.11, the result of model fit indices which were chi-square/ degree of freedom (χ^2/df) = 1458.406/535 or equal to 2.73, P-value = 0.000, CFI = 0.916, TLI = 0.901, RMSEA = 0.055 and SRMR = 0.042 that all above criteria. The reliability of observed variables in each construct was evaluated by Cronbach's alpha. Cronbach's alpha ranged from 0.714 to 0.881, all constructs greater than the cutoff values 0.7 (Nunnally, 1978). The KMO measure of sampling adequacy values were found between 0.500 to 0.820 which were appropriate for all constructs. Also, Bartlett's test of sphericity that less than 0.05 shows the validity and suitability of the tool in this study. This study used standard procedures in evaluating the scale's convergent validity since the composite reliability (CR) values ranged from 0.715-0.884, all greater than the recommended value of 0.7 (Fornell & Larcker, 1981). Also, each construct exhibited an average extracted variance (AVE) between 0.523 to 0.719 which exceeded cutoff values of 0.5. These indicated that the reliability and validity of the constructs are well established constructs in the literature, prior to testing the hypotheses.

4.2.7 Discriminant Validity

Fornell and Larcker (1981) noted that discriminant validity is established if observed variables are distinct and uncorrelated with other constructs in the same model. To test this requirement, each construct's average variance extracted have to be compared with its squared correlations involving the constructs (Fornell & Larcker, 1981). In this study, the discriminant validity of all constructs was examined by the correlation matrix in the following table.

Table 4.12 The Discriminant Validity of All Constructs of First-Ordered CFA

Constructs	**Mean**	**SD**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**
1.Challenge	3.546	0.236	**0.799**										
2.Enjoyment	3.999	0.137	0.470	**0.746**									
3.Learning goal orientation	4.061	0.114	0.559	0.484	**0.771**								
4.Empowerment	3.911	0.077	0.520	0.517	0.602	**0.773**							
5.Incentive and compensation	3.863	0.348	0.104	0.267	0.201	0.171	**0.796**						
6.Job security	3.596	0.240	0.295	0.142	0.286	0.380	0.198	**0.723**					
7.Service climate	3.406	0.566	0.241	0.087	0.282	0.323	0.094	0.564	**0.776**				
8.Exploration activity	3.680	0.155	0.339	0.202	0.358	0.326	0.208	0.461	0.555	**0.846**			
9.Exploitation activity	3.765	0.055	0.369	0.335	0.472	0.406	0.160	0.350	0.433	0.516	**0.727**		
10.Service performance	3.939	0.059	0.472	0.453	0.535	0.517	0.298	0.386	0.402	0.479	0.598	**0.780**	
11.Emotional exhaustion	3.264	0.440	-0.139	0.068	-0.093	-0.057	0.139	-0.206	-0.166	-0.048	0.129	-0.148	**0.848**

Note: SD = Standard deviation, the bold numbers in the diagonal present the correlation estimated between factors (square root of AVE)

The result in Table 4.12 showed that the correlation coefficients of each construct exhibited both positive and negative value between -0.166 to 0.602. The square root of AVE for each construct in the diagonal were all greater than the correlation coefficients involving the construct. Finally, the discriminant validity of the measures was confirmed for this measurement model.

4.3 Structural Equation Modeling

The data analysis of the study was divided into two parts. The first part examined the three hypotheses with ten latent variables and thirty-three observed variables in the structural model. The structure equation model (SEM) analyses the relationship between two types of motivation of experienced cabin crews' ambidextrous behavior that effect on their service performance. The second part examined the moderating effects of work experience and emotional exhaustion that assume increase or decrease the effect of two types of motivation on cabin crews' ambidextrous behavior using hierarchical moderated regression analysis. The data analysis and results of the study are exhibited as follows.

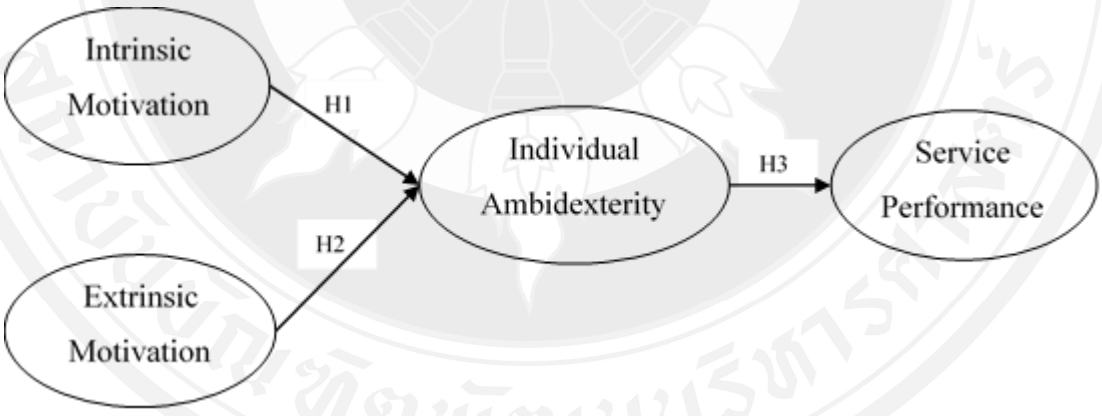

Figure 4.6 The Structural Model Regarding The Study's Hypotheses1-3

H1: There is a positive relationship between Intrinsic Motivation and Individual Ambidexterity.

H2: There is a positive relationship between Extrinsic Motivation and Individual Ambidexterity.

H3: There is a positive relationship between Individual Ambidexterity and Service Performance.

The structural model was tested in this study as shown in Figure 4.6. The structural model proposed that two types of motivation positively effect on individual ambidexterity. Further, individual ambidexterity positively effects on service performance. After analysis of the structural model, the standardized factor loading and t-value of the indicators in each construct were exhibited in Table 4.13.

Table 4.13 The Standardized Factor Loading and T-Value of the Indicators

Construct	**Standardized Factor Loading**	**t-value**
Intrinsic motivation (2nd ordered CFA)		
Challenge (1st ordered CFA)	**0.703**	**21.034***
I enjoy tacking problems that are completely new to me. (CHA1)	0.849	34.690*
I enjoy trying to solve complex problems. (CHA2)	0.845	34.106*
The more difficult the problem, the more I enjoy trying to solve it. (CHA3)	0.697	22.647*
Enjoyment (1st ordered CFA)	**0.635**	**15.471***
What matters most to me is enjoying what I do. (ENJ3)	0.756	20.366*
It is important for me to have an outlet for self-expression. (ENJ4)	0.736	19.949*
Learning Goal Orientation (1st ordered CFA)	**0.792**	**26.367***
I do my best when I am working on a fairly difficult task. (LEG5)	0.738	29.945*
I try hard to improve on my past performance. (LEG6)	0.796	36.200*
The opportunity to extend the range of my abilities is important to me. (LEG7)	0.779	34.474*
Empowerment (1st ordered CFA)	**0.762**	**23.676***
I have mastered the skills necessary for my job. (EMP6)	0.741	30.361*
I have significant autonomy in determining how to do my job. (EMP7)	0.855	42.943*
I can decide on my own how to go about doing my work. (EMP8)	0.716	28.355*
Extrinsic motivation (2nd ordered CFA)		
Incentive and compensation (1st ordered CFA)	**0.222**	**4.342***
If I am supposed to put in extra effort in my job, I need to get extra pay. (INC1)	0.795	33.581*
It is important for me to have an external incentive to	0.829	43.971*

Construct	Standardized Factor Loading	t-value
strive for and do a good job. (INC2)		
External incentives such as bonuses and provisions are essential for how well I perform my job. (INC3)	0.874	45.822*
If I had been offered better pay, I would have done a better job. (INC4)	0.716	30.355*
Job Security (1st ordered CFA)	**0.717**	**17.049***
I am secure in my job. (JOS3)	0.716	24.782*
I will be able to keep present job if I wish. (JOS4)	0.716	24.703*
Regardless of economic conditions, I will have a job at my current organization. (JOS5)	0.741	26.131*
Service climate (1st ordered CFA)	**0.766**	**19.354***
Cabin crew receive recognition and rewards for the delivery of superior service. (CLI3)	0.839	45.806*
The overall quality of service provided by our airline to passengers is excellent. (CLI4)	0.795	39.371*
The leadership shown by our airline management is supporting the service quality. (CLI5)	0.784	37.049*
Cabin crew are provided with the tools, technology, and other resources to support the delivery of superior quality service (CLI7)	0.675	24.374*
Individual Ambidexterity (2nd ordered CFA)		
Exploration Activities (1st ordered CFA)	**0.681**	**21.006***
Searching for new possibilities with respect to services or processes. (EPR1)	0.862	56.225*
Evaluating diverse option with respect to services or processes. (EPR2)	0.909	68.175*
Focused on strong renewal of services or processes. (EPR3)	0.755	36.050*
Exploitation Activities (1st ordered CFA)	**0.773**	**29.871***
Activities of which it is clear to me how to conduct them. (EPI3)	0.618	24.741*
Activities which I can conduct by using my existing knowledge. (EPI5)	0.732	29.675*
Activities which clearly fit into existing company procedure. (EPI6)	0.777	34.636*
Activities which I carry out as if it were routine. (EPI7)	0.721	28.547*
Service Performance (1st ordered CFA)		
When facing difficult services, I am certain that I will accomplish them. (SER2)	0.729	31.242*

Construct	Standardized Factor Loading	t-value
I will be able to successfully overcome many challenges. (SER5)	0.812	43.549*
I am confident that I can perform effectively on many different services. (SER6)	0.817	44.301*
Compare to my colleagues, I can deliver good service. (SER7)	0.753	34.332*

Note: * p-value was significant at $p < 0.05$

As show Table 4.13, the construct of challenge which is a first CFA of intrinsic motivation consists of three indicators, exhibited the factor loadings from high to low: CHA1 (β = 0.849), CHA2 (β = 0.845), and CHA3 (β = 0.697), respectively. The construct of enjoyment which is a first CFA of intrinsic motivation consists of two indicators, exhibited the factor loadings from high to low: ENJ3 (β = 0.756) and ENJ4 (β = 0.736). The construct of learning goal orientation which is a first CFA of intrinsic motivation consists three indicators, exhibited the factor loadings from high to low: LEG6 (β = 0.796), LEG7 (β = 0.779), and LEG5 (β = 0.738). The construct of empowerment which is a first CFA of intrinsic motivation consists three indicators, exhibited the factor loadings from high to low: EMP7 (β = 0.855), EMP6 (β = 0.741), and EMP8 (β = 0.716).

The second CFA of the construct of intrinsic motivation exhibited the factor loadings from high to low: learning goal orientation (β = 0.792), empowerment (β = 0.762), challenge (β = 0.703), and enjoyment (β = 0.635), respectively.

The construct of incentive and compensation which is a first CFA of extrinsic motivation consists of four indicators, exhibited the factor loadings from high to low: INC3 (β = 0.874), INC2 (β = 0.829), INC1 (β = 0.795), and INC4 (β = 0.716), respectively. The construct of job security which is a first CFA of extrinsic motivation consists of three indicators, exhibited the factor loadings from high to low: JOS5 (β = 0.741), JOS3 (β = 0.716), and JOS4 (β = 0.716). The construct of service climate which is a first CFA of intrinsic motivation consists four indicators, exhibited the factor loadings from high to low: CLI3 (β = 0.839), CLI4 (β = 0.795), CLI5 (β = 0.784), and CLI6 (β = 0.675).

The second CFA of the construct of extrinsic motivation exhibited the factor loadings from high to low: service climate (β = 0.766), job security (β = 0.717), and incentive and compensation (β = 0.222), respectively.

The construct of exploration activities which is a first CFA of individual ambidexterity consists of three indicators, exhibited the factor loadings from high to low: EPR2 (β = 0.909), EPR1 (β = 0.862), and EPR3 (β = 0.755), respectively. The construct of exploitation activities which is a first CFA of individual ambidexterity consists of four indicators, exhibited the factor loadings from high to low: EPI6 (β = 0.777), EPI5 (β = 0.732), EPI7 (β = 0.721), and EPI3 (β = 0.618), respectively.

The second CFA of the construct of individual ambidexterity exhibited the factor loadings from high to low: exploitation activities (β = 0.773), and exploration activities (β = 0.681), respectively.

The construct of service performance which consists of four indicators, exhibited the factor loadings from high to low: SER6 (β = 0.817), SER5 (β = 0.812), SER7 (β = 0.753), and SER2 (β = 0.729), respectively.

Table 4.14 The Structure Model Results

Relationship	**Path coefficient estimate**	**T-value**	**Hypothesis Supported**
H1: Intrinsic motivation → Individual Ambidexterity	0.489	8.448*	Supported
H2: Extrinsic motivation → Individual Ambidexterity	0.537	8.914*	Supported
H3: Individual ambidexterity → Service performance	0.772	26.720*	Supported

Note: *p-value was significant at $p < 0.05$

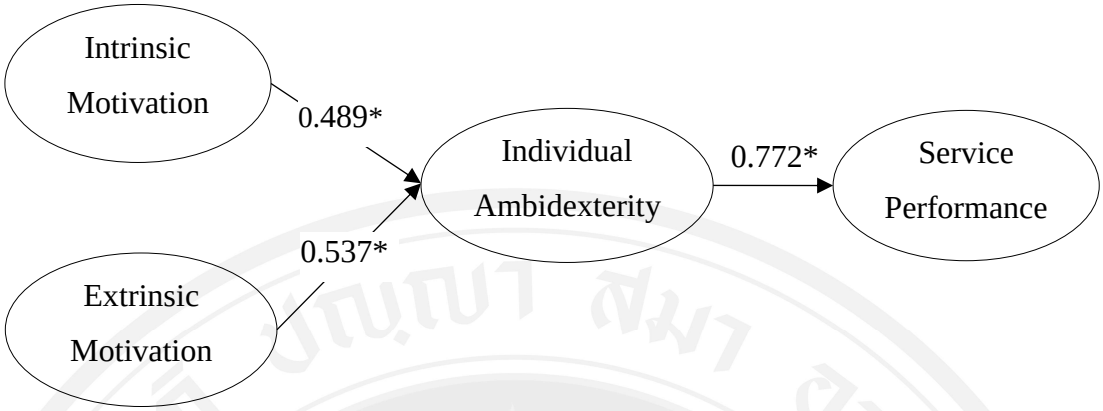

Figure 4.7 The Structural Model Relationship Between Two Types of Motivation of Experienced Cabin Crews' Ambidextrous Behavior that Effect on Their Service Performance

Regarding the model fit, chi-square/ degree of freedom (χ^2/df) = 1332.949/477 or equal to 2.79, P-value = 0.000, CFI = 0.913, TLI = 0.904, RMSEA = 0.056 and SRMR = 0.057, indicated that the structural model adequately fit the data. Table 4.14 and Figure 4.7 demonstrated the significant of the hypotheses and path coefficients. The positive effects of two types of motivation, intrinsic motivation ($\beta = 0.489$; $t = 8.448^*$; $p < 0.05$) and extrinsic motivation ($\beta = 0.537$; $t = 8.914^*$; $p < 0.05$) were significant. Therefore, Hypotheses 1 and 2 were supported. Hypothesis 3 proposed a positive relationship between individual ambidexterity and service performance. As indicated in Table 4.14, the path coefficient ($\beta = 0.772$; $t = 26.720^*$; $p < 0.05$) was positively significant. Hence, Hypothesis 3 was supported.

4.3.1 Hierarchical Moderated Regression Analysis

In last section exhibits the analysis of moderating effects of work experience and emotional exhaustion that assume increase or decrease the effect of two types of motivation on cabin crews' ambidextrous behavior using hierarchical moderated regression analysis. The data analysis and results of the study are exhibited as follows.

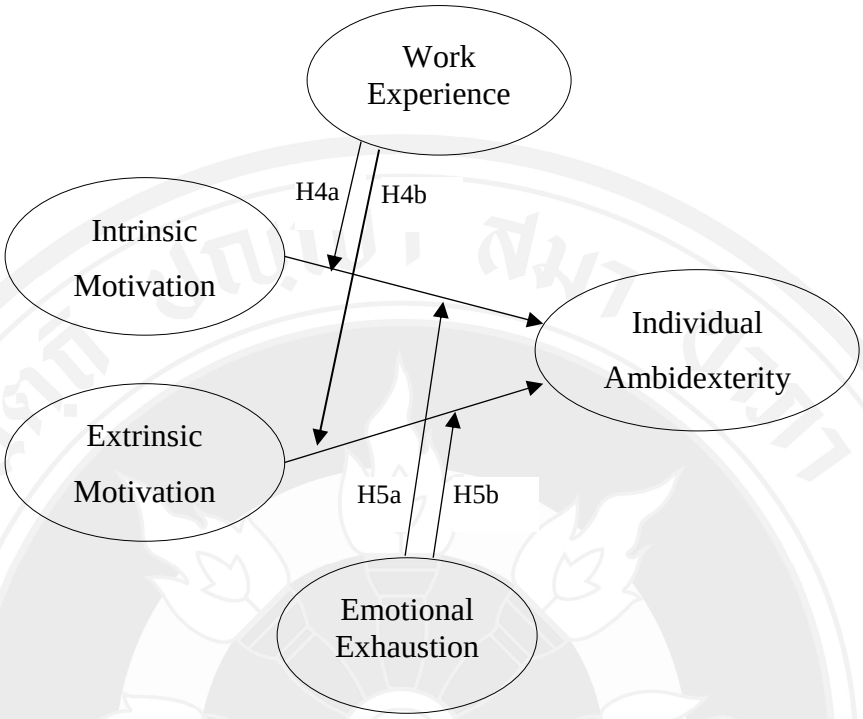

Figure 4.8 The Moderating Work Experience and Emotional Exhaustion Effect Two Types of Motivation on Individual Ambidexterity

H4a: Work experience moderates the relationship between intrinsic motivation and individual ambidexterity.

H4b: Work experience moderates the relationship between extrinsic motivation and individual ambidexterity.

H5a: Emotional exhaustion moderates the relationship between intrinsic motivation and individual ambidexterity.

H5b: Emotional exhaustion moderates the relationship between extrinsic motivation and individual ambidexterity.

In Figure 4.8, work experience and emotional exhaustion are proposed as moderators between intrinsic and extrinsic motivation and individual ambidexterity. In addition to test the moderation effect, Hierarchical moderated regression analysis were performed using the procedure described by Baron and Kenny (1986). Two separate regression models were constructed. In the first step of each regression

model, gender and age were entered as control variables. Step 2 added two types of motivation and one selected moderator as main effect variables. The final step included the interaction term as the test for moderation. The regression analysis results are presented in Table 4.15 and 4.16, respectively.

Table 4.15 Hierarchical Regression Results for Work Experience and Motivation Predicting Individual Ambidexterity

Models and variables		Individual ambidexterity			
		β^i	β^s	β^t	ΔR^2
Model1	Control variables				0.013*
	Age	-0.051	-0.025	-0.041	
	Gender	0.098*	-0.001	-0.003	
Model2	Main effect variables				0.343***
	Intrinsic motivation (INT)		0.314***	0.460***	
	Extrinsic motivation (EXT)		0.406***	0.448***	
	Work experience (EXP)		-0.007	1.466***	
Model3	Interaction term				0.034***
	INTxEXP			-1.205***	
	EXTxEXP			-0.285	
F				51.274***	
Total R^2				0.390	

Notes: β^i = standardized beta with control variables; β^s = standardized beta with controls and predictor variables; β^t = standardized beta after all concerned variables have been entered; gender: female = 0 and male = 1. *p < 0.05; **p < 0.01; ***p< 0.0001

Table 4.16 Hierarchical Regression Results for Emotional Exhaustion and Motivation Predicting Individual Ambidexterity

Models and variables		Individual ambidexterity			
		β^i	β^s	β^t	ΔR^2
Model1	Control variables				0.013*

Models and variables		Individual ambidexterity			
		β^i	β^s	β^t	ΔR^2
	Age	-0.051	-0.030	-0.046	
	Gender	0.098*	-0.002	0.009	
Model2	Main effect variables				0.348***
	Intrinsic motivation (INT)		0.319***	0.323***	
	Extrinsic motivation (EXT)		0.405***	0.397***	
	Emotional exhaustion (EXH)		0.069*	0.075*	
Model3	Interaction term				0.023***
	INTxEXH			-0.113**	
	EXTxEXH			-0.071	
F				49.923***	
Total R^2				0.384	

Notes: β^i = standardized beta with control variables; β^s = standardized beta with controls and predictor variables; β^t = standardized beta after all concerned variables have been entered; gender: female = 0 and male = 1. *p < 0.05; **p < 0.01; ***p< 0.0001

According to hypothesis 4a proposed a moderating effect of work experience on the intrinsic motivation and individual ambidexterity relationship. As reported in Table 4.15, the result of model 3 indicated a significant effect for this interaction (β = -1.205, P < 0.0001). However, the negative sign showed that work experience dampens the positive relationship between intrinsic motivation and individual ambidexterity. Hypothesis 4b proposed a moderating effect of work experience on the extrinsic motivation and individual ambidexterity relationship. As reported in Table 4.15, the results did not indicate a significant (β = -0.285, P > 0.05). Thus, hypothesis 4b was not supported.

The second regression was performed in order to evaluate hypothesis 5a and hypothesis 5b, Hypothesis 5a predicted a moderating effect of emotional exhaustion on the intrinsic motivation and individual ambidexterity relationship. As reported in

Table 4.16, the result of model 3 indicated a significant effect for this interaction (β = -0.113, P < 0.01). However, the negative sign showed that emotional exhaustion dampens the positive relationship between intrinsic motivation and individual ambidexterity. Hypothesis 4b proposed a moderating effect of emotional exhaustion on the extrinsic motivation and individual ambidexterity relationship. As reported in Table 4.16, the results did not indicate a significant (β = -0.071, P > 0.05). Thus, hypothesis 5b was not supported.

The researcher used procedure by Aiken and West (1991) to facilitate interpretation of the moderation results and plot simple slope for the relationship between intrinsic motivation and individual ambidexterity.

Figure 4.9 showed separate lines depicting a two-way interaction chart. The plot illustrated that the relationship between intrinsic motivation and individual ambidexterity was stronger for individual who had more work experience. As shown in Figure 4.10, the positive relationship between intrinsic motivation and individual ambidexterity was stronger for individual who reported lower levels of emotional exhaustion.

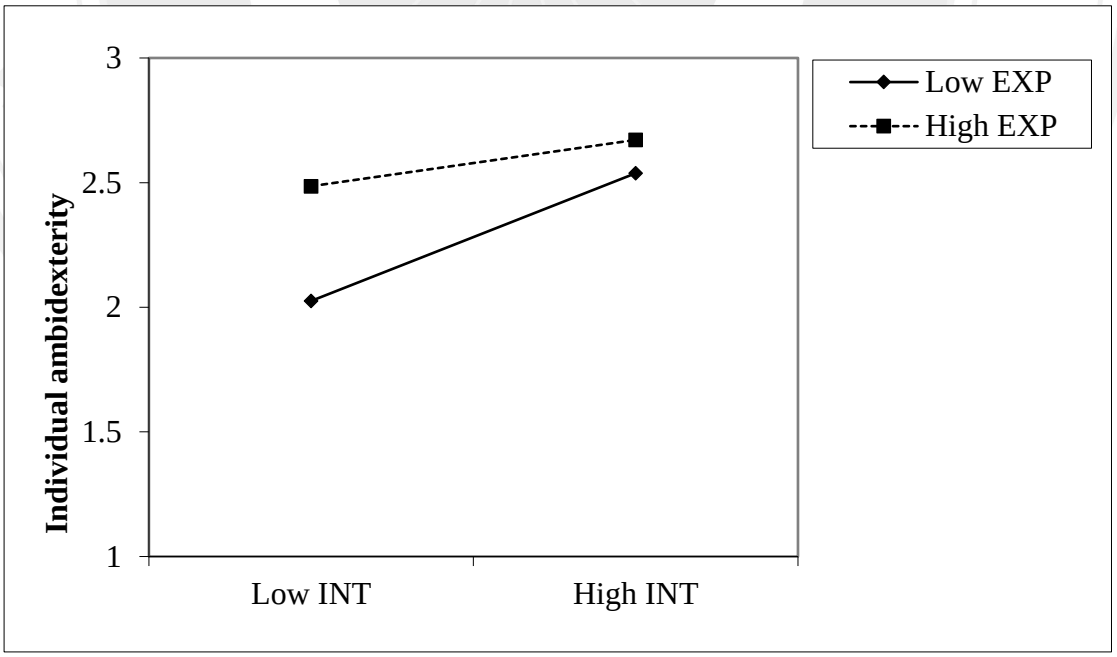

Figure 4.9 Moderating Effect of Work Experience on The Relationship Between Intrinsic Motivation and Individual Ambidexterity

Notes: INT: Intrinsic motivation; EXP: Work experience

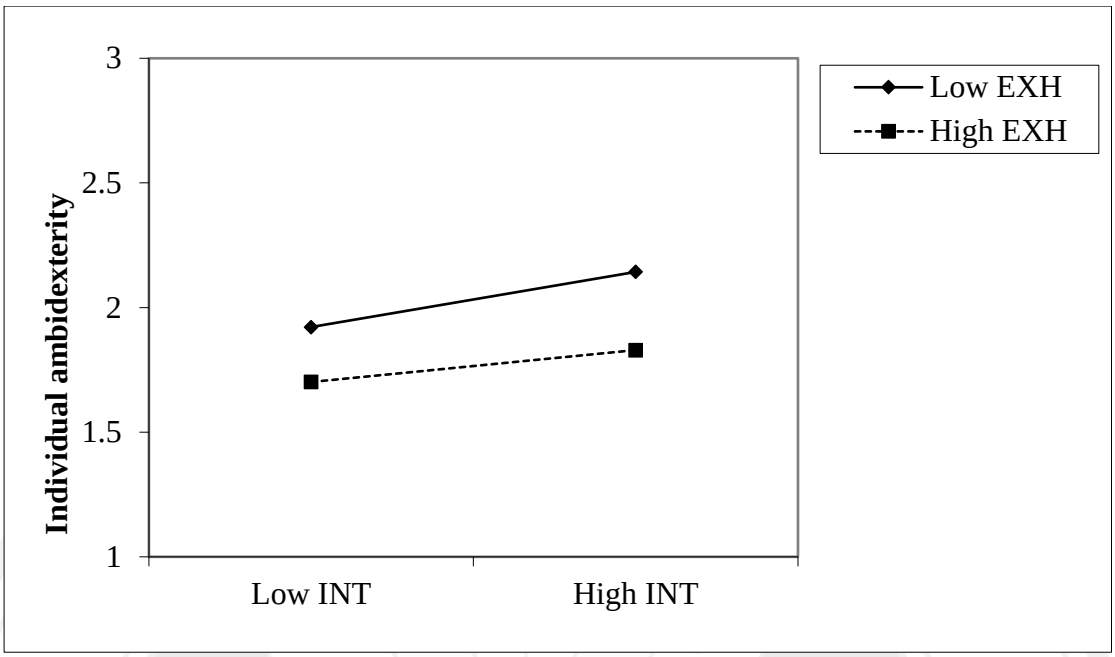

Figure 4.10 Moderating Effect of Emotional Exhaustion on The Relationship Between Intrinsic Motivation and Individual Ambidexterity
Notes: INT: Intrinsic motivation; EXH: Emotional exhaustion

4.4 Conclusion of the Hypotheses Testing

Form the data analysis of this study, the researcher concludes the results of hypotheses testing as follows.

Table 4.17 The Conclusion of The Hypotheses Testing of The Study

Hypotheses	**Results**
H1: There is a positive relationship between intrinsic motivation and individual ambidexterity.	Supported
H2: There is a positive relationship between extrinsic motivation and individual ambidexterity.	Supported
H3: There is a positive relationship between individual ambidexterity and service performance.	Supported
H4a: Work experience moderates the relationship between intrinsic motivation and individual ambidexterity.	Supported
H4b: Work experience moderates the relationship between extrinsic	Not Supported

Hypotheses	Results
motivation and individual ambidexterity.	
H5a: Emotional exhaustion moderates the relationship between intrinsic motivation and individual ambidexterity.	Supported
H5b: Emotional exhaustion moderates the relationship between extrinsic motivation and individual ambidexterity.	Not Supported

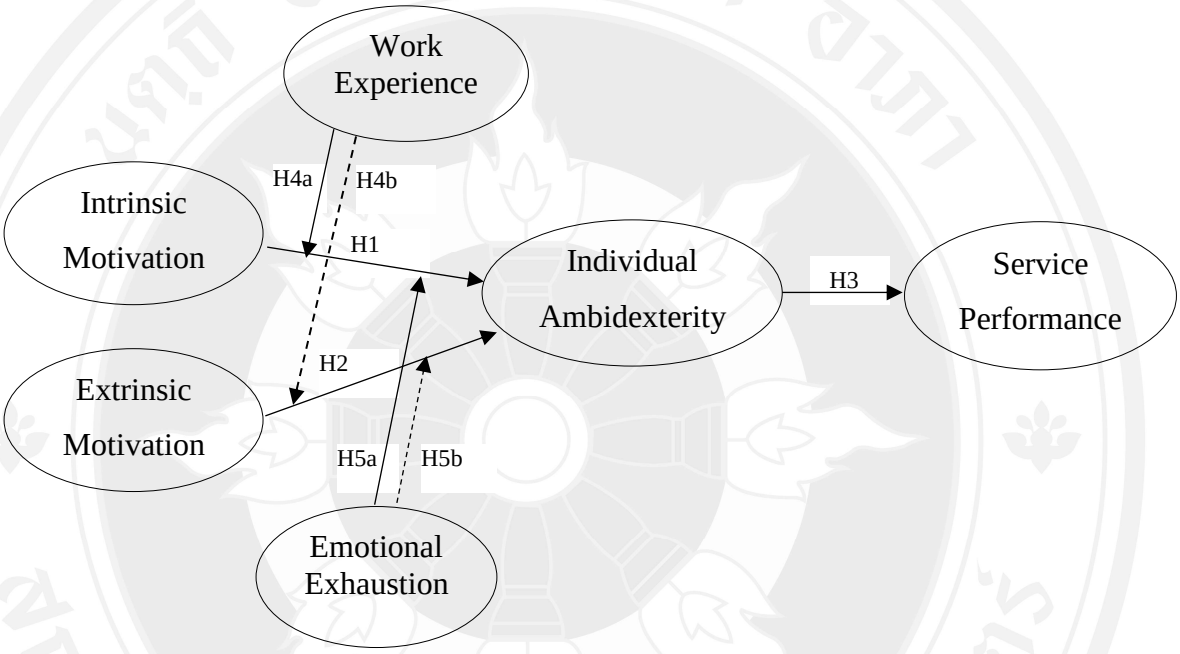

Figure 4.11 The Conclusion of The Model and Hypotheses testing of The Study

Base on the analysis results above, the researcher can response to the research question and the hypotheses as follows.

Regarding Hypothesis 1, the result showed that intrinsic motivation had significantly positive related to individual ambidexterity. In Hypothesis 2, extrinsic motivation had significantly positive related to individual ambidexterity. Moreover, regarding Hypothesis 3, the result showed that individual ambidexterity had significantly positive related to service performance. Therefore, hypotheses 1,2, and 3 were supported in this study and answered the research question.

For the hierarchical moderated regression analysis, the results showed that the significance of the moderating effect of work experience and emotional exhaustion,

which only dampened the positive relationship between intrinsic motivation and individual ambidexterity. Thus, hypotheses 4a and 5a were supported in this study.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

The purpose of this study was to examine the relationship between motivation and experience cabin crews' ambidextrous behavior that effect on their service performance. In addition, the researcher analyzed the moderating effects of employee's work experience and emotional exhaustion on motivation and individual ambidexterity relationship. The following research question has been studied: How motivation influence experienced airline cabin crews' ambidextrous behavior toward effective service performance. In doing this, the conceptual model was tested using data collected from airline business based in Asia. A total of 569 valid responses were completed by experienced airline cabin crew at least one year. The researcher assessed and analyzed data using structural equation model and hierarchical moderated regression model to test the hypotheses. The topics of this chapter are described below.

5.1 Discussion of the Results of Hypotheses Testing

5.2 Implications from the Study's Results

5.3 Limitations and Suggestions for Future Research

5.1 Discussion of the Results of Hypotheses Testing

The study aimed to answer the research question regarding objective 1: To have a better understanding about cabin crews' ambidextrous behavior based on motivation. Objective 2: to find out the relationship among motivation, individual ambidexterity, and service performance of cabin crew members. Objective 3: to find out the difference in work experience and emotional exhaustion of cabin crew member on motivation and individual ambidexterity relationship. The discussion of the study is described as follows.

5.1.1 The Relationship of Intrinsic Motivation and Extrinsic Motivation on Individual Ambidexterity

To answer the research question regarding objective 1: To have a better understanding about cabin crews' ambidextrous behavior based on motivation. This study shows that intrinsic and extrinsic motivation are important predictors of individual ambidexterity. The positively relationship can be seen in multinational cabin crew members in airlines business based in Asia. Intrinsic motivation is represented by four components: challenge, enjoyment, learning goal orientation, and empowerment. Extrinsic motivation is represented by three components: incentive and compensation, job security, and service climate. The differences in the components proposed in this study were affected on the service industry.

The results support that challenge and enjoyment can make a cabin crew enjoy themselves, feel happy and enthusiastic. Challenge and enjoyment are emotional states that a cabin crew gets directly from its work. These emotional states are also associated with solving complex tasks that require flexibility and creativity process (Leung et al., 2014). Additionally, learning goal orientation is important for creative cabin crew member that can generate exploitative as well as explorative ideas, products, and services (Caniëls, Neghina, & Schaetsaert, 2017). High creative performance showed as an important to utilize resources in workplace and bring new ideas to products and services (Leung et al., 2014). Moreover, empowerment is inherent in intrinsic motivation enhancing individual ambidexterity (Caniëls, Neghina, & Schaetsaert, 2017) and tends to take place in service industry (Lin, 2002). Thus, intrinsic motivation associates with performing behavior to experience pleasure and satisfaction in engaging tasks (Vallerand, 2012). The findings indicate that intrinsic motivation can be a good motivator for cabin crews to work under complex tasks in a dynamic environment to accomplish positive service performance (Kao & Chen, 2016).

While intrinsic motivation can drive cabin crew members' ambidexterity, the role of extrinsic motivation has been supported by Ahammad et al. (2015), Ma et al. (2016), and Yeh (2012). Ahammad et al. (2015) explained that incentive and compensation influence productivity and performance. They also suggested that a company should design incentives and appraisal programs for motivating employees

to promote cabin crew members' ambidexterity. Though, cabin crew are willing to work under complex tasks when they perceive a high level of job security (Ma et al., 2016). Moreover, the service climate within the airline is related to organizational support which influences the cabin crew's ambidextrous behavior to accomplish their duties effectively, thereby resulting in good service performance (Yeh, 2012).

The findings of this study are supported by previous researches, for example that of Mom et al. (2015), who noted that motivation is a foundation of individual ambidexterity. These two types of motivation effect cabin crews' behavior and lead them to engage in learning, exploring, and developing inherent activities within a certain period of time (Deci, 1971; Vallerand, 2012). In other words, the two types of motivation stimulate cabin crew to improve ideas, products, and services undertaking ambidextrous activities. Hence, cabin crew managers need to understand motivational drivers in order to get to know their cabin crew and emphasize development requirements, whereas airline companies should combine appropriate motivational drivers to motivate and support their cabin crews.

5.1.2 The Relationship of Individual Ambidexterity on Service Performance

To answer the research question regarding objective 2: to find out the relationship among motivation, individual ambidexterity, and service performance of cabin crew members. The concept of individual ambidexterity has been studied for both types of activities involving ambidexterity that may lead to better service performance (Bonesso et al., 2014; Gibson & Birkinshaw, 2004; Good & Michel, 2013; Heracleous & Wirtz, 2009; Kao & Chen, 2016; Mom et al., 2009). The findings revealed that cabin crews' ambidexterity is positively related to service performance. Cabin crew deal with difference passengers demanding, uncertain work situation, long working hour, stress of working, and inadequate supervision. Such experiences require cabin crews' ambidexterity to perform their job. It can be said that cabin crews, who can compete conflicting tasks on how to manage time and resources between exploration and exploitation activities, exhibit positive service performance. Cabin crews' ambidexterity is also said to affect the airline business in term of increased customers' satisfaction due to high service performance. Similarly, Jasmand

et al. (2012) found that cabin crew produce and deliver the service and their effort to provide the excellent service delivery, so their behaviors have direct impacts on the company's ability to achieve competitive advantage in the long term. Thus, cabin crews' ability must have skills and quickness to response to the changing environment. Also, airlines should provide more safety and service training for cabin crews on how to manage service efficiently and effectively in order to satisfy their passengers and to follow company standards.

5.1.3 The Moderating Roles of Emotional Exhaustion and Work Experience

To answer the research question regarding objective 3: to find out the difference in work experience and emotional exhaustion of cabin crew member on motivation and individual ambidexterity relationship. This study aimed to investigate the effects of the two types of motivation on individual ambidexterity leading to the cabin crew's service performance and explored the role of emotional exhaustion and work experience as the moderators of the effects of the two types of motivation on individual ambidexterity. The findings of this study supported the path relationship of the two types of motivation, individual ambidexterity, and service performance.

In this study, the researcher predicted emotional exhaustion and work experience as moderators that have a positive relationship between the two types of motivation and individual ambidexterity, yet the results indicated that emotional exhaustion and work experience were not moderators of extrinsic motivation and individual ambidexterity. The insignificant moderation effect of emotional exhaustion and work experience in this study may be attributable to the unique characteristics of the airline business. Most of the job responsibilities of the cabin crew are in the aircraft cabin. Therefore, the cabin crew's intrinsic motivation comes from its working attitude during service encounters. On the other hand, the extrinsic motivation comes from the company, such as salary, job security, and company policies. Thus, emotional exhaustion and work experience moderately affect the crew's intrinsic motivation while extrinsic motivation does not immediately take place during the work. Despite there being no moderating effect on the relationship between extrinsic motivation and individual ambidexterity, extrinsic motivation was

seen to positively affect individual ambidexterity. This indicates that cabin crews still need benefits from the company to motivate their ambidextrous behavior.

Emotional exhaustion appeared to significantly buffer the positive effects of intrinsic motivation on the ambidextrous behavior of the cabin crew. This result showed that high levels of individual ambidexterity with high levels of intrinsic motivation grow faster when the level of emotional exhaustion decreases. As Halbesleban and Bowler (2007) claimed, emotional exhaustion is negatively associated with motivation and is linked to job performance. Cabin crews will perform well for a period of time in such situations, but higher levels of emotional exhaustion make ambidextrous behavior difficult to achieve (Birkinshaw & Gibson, 2004; C. F. Chen & Kao, 2012). Thus, reducing emotional exhaustion goes along with higher levels of intrinsic motivation, which has a positive outcome through individual ambidexterity and service performance.

Work experience may buffer the positive effects of intrinsic motivation on individual ambidexterity. This result showed that high levels of individual ambidexterity with high levels of intrinsic motivation grow more slowly when the level of work experience increases. This interesting finding may suggest that work experience is linked to the cabin crew's ambidexterity through distinct mechanisms. For example, according to some explanations based on previous research, work experience may decrease exploration activities, such as the creation of flexibility and variability (Mom et al., 2015). Another explanation, however, suggests that work experience shapes attitudes and personal identification, which may not utilize the knowledge or skills gained from previous work experience (Uppal et al., 2014).

Overall, the findings contribute to understanding the cabin crews that work in dynamic service environments by examining the relationship between the two types of motivation and individual ambidexterity in terms of service performance. This relationship indicated that airline companies should understand unique motivational drivers in order to promote cabin crews' ambidexterity and to control the management of cabin crews' emotional exhaustion. Meanwhile, airline companies should consider how cabin crews use their previous work experience in response to passengers' demands.

5.2 Implications from the Study's Results

In additional to advancing understanding of two types of motivation of cabin crew member, this study yields several important managerial implications. The significant positive relationship between two types of motivation, individual ambidexterity, and service performance suggest that human resource management practices should seek to motive cabin crew members to balance and combine both exploration and exploitation activities throughout their work process. Human resource management should give importance to the two types of motivation of their cabin crew members to increase service performance. Also, cabin crew manager can create a work environment on each flight that encourages cabin crew to engage in innovative and creative behavior. This can improve employees' service performance.

The benefits of this study could be used not only by cabin crew in aviation industries but also could be applied to frontline employees in other service industries, such as hotels, restaurants, and amusement park. This study can also apply to aviation industries. Human resource management in the airline company should understand and provide practical implementation of the human resource management process to contribute to cabin crews' ambidextrous behavior and enhance service performance, as follow:

5.2.1 Selection

Airline management should include proper and practice consideration in the selection process. They should focus on developing methods to identify and hire cabin crews who have individual ambidexterity. For instance, the selection procedures may include assessing a set of prescribed job attributes, endeavoring to recruit and hire cabin crews who have ability in balancing the two activities and succeeding in being ambidextrous. Applicants may be involved in the initial evaluation to measure the ambidexterity practices in the selection process that could be used to identify which applicants constitute suitable matches for cabin crew position. Thus, cabin crew manager should perform careful screening of their applicants' ambidextrous behavior when hiring new cabin crew during process of recruiting and selecting. For instance, the airline management can create some situations of service process or problem solving with the applicants to observe and evaluate their actions.

5.2.2 Training

Training is one of the most important parts in the recruitment process. Human resource management should develop the training process for their cabin crews to improve their ambidextrous behavior. Training program should be developed to educate cabin crew to improve their ability to deal with conflict. Cabin crew manager should plan different kinds of training course as a developmental tool for cabin crews with different ability. Furthermore, cabin crews should be trained to apply natural feeling to the expression of service. They also should be made aware of the raised value from modifying their intrinsic motivation to appear pleasant and friendly during service delivery.

Therefore, cabin crew manager can use performance appraisal as a way of identifying cabin crew who requiring further training and assistance. Such training and support are expected to improve their skills to successfully achieve and enhance individual ambidexterity behavior.

5.2.3 Organization support

The airline management aim to build cabin crews ambidextrous behavior should implement human resource practices such as incentive and compensation, job security, and service climate. The airline management should design financial incentive schemes and performance appraisal programs that emphasize development requirements. As economic instability has intensified aviation industry (Heracleous & Wirtz, 2009), airline companies have difficulty in providing high levels of job security to their cabin crews. As job security is subjective, airline companies should be concerned about cabin crews' feeling. Also, the airline management should work to prevent false perceptions of job insecurity during downsizing or changing company's structure (Ma et al., 2016). Service climate rests on an organization support in the way of resources, training, managerial practices, the assistance required to perform effectively. Service climate guides cabin crew behavior during service delivery. Thus, cabin crew managers are advised to build good service climate and gives corrective directions when cabin crew are faced with conflict situations (Jiang et al., 2016).

Organization support enhance employee in building ambidextrous behavior (Ahammad et al., 2015). Therefore, the airline management should design and implement intrinsic and extrinsic factors that make cabin crews feel the positive sense of stretch that is essential in building ambidextrous behavior and enhance service performance.

5.3 Limitations and Suggestions for Future Research

The limitations of research are the factors that are beyond the control of a researcher. The first limitation of this study was the participants, who were in the different positions in various airlines, meaning that one single airline and one specific position were not analyzed. The researcher recommends that further research on this topic include controlled positions and the airline companies of the participants. The general self-efficacy scale was another limitation that might have influenced this study because it could have overestimated the results of the cabin crew members' behavior, which could have affected the data interpretation. These limitations might be useful for future researchers in order to explore additional and insightful data from specific cultures or companies. Moreover, future researchers can examine the use of intrinsic or extrinsic motivation to foster individual ambidextrous behavior. The scope of individual ambidexterity can be adopted and expanded to different industries. Future researchers may also investigate the moderating hypothesis of work experience using specific outcome variables, such as the activities of exploration and exploitation in the service context, in order to enhance the current findings. However, the researcher believes that the findings would not be significantly different in direction.

APPENDIX

Questionnaire

RES-ID# | | | | | | | |

Dear Participant: You are invited to participate in a research study about Cabin crew's ambidextrous behavior. Please read this form.

Background Information: This survey aims to examine the relationship between motivations of experienced cabin crew's ambidextrous behavior that effect on their service performance. Your responses, combined with the responses of other participants, will help us better understand how motivation influences experienced airline cabin crews' ambidextrous behavior towards effective service performance.

Procedures: Your participation involves your responding to a series of questions. After reviewing the information provided and agreeing to be in this study, please select the following option: "I consent." Next, complete the questionnaire. It should take no more than 15 minutes to complete.

Risks of being in the study: To the best of our knowledge, there are no harmful risks associated with participating in this survey, and your participation is greatly appreciated.

Confidentiality: Your responses will be kept strictly confidential to the extent allowed by law and will be used only for this study. The completed surveys will be coded into an Excel template, and only the research team will have access to the data. The data will be used for only academic purposes.

Voluntary Nature of the Study: If you decide to take part in this survey, please understand that your participation is voluntary, you may cease to participate at any time.

Contacts and Questions: If you have any questions about the survey or the procedures, you may contact the researcher, Prae Sinanuwong at prae.kpi@gmail.com.

By marking or checking the consent form below, you acknowledge that your participation in this study is voluntary, you are 18 years of age, and that you are aware that you may choose to terminate your participation in the study at any time and for any reason.

- ❑ **I consent; begin the study.**
- ❑ **I do not consent; I do not wish to participate.**

Before beginning, please provide the current date.

Date: (YY/MM/DD __ __ /__ __ /__ __)

I. This section concerns background information. You are not asked to provide your name or ID number, so your identity will remain anonymous. These answers will be used to distinguish your answers from the other participants' answers. Please complete the table below.

1. Gender:	❑ Male	❑ Female	
2. Age:	(_____) years old		
3.Your continent:			
❑ North America	❑ Europe	❑ Asia	
❑ South America	❑ Africa	❑ Australia and Oceania	
4.Educational Level:			
❑ Less than high school	❑ Associate degree (2-year)	❑ Master's degree	
❑ High school graduate	❑ Bachelor's degree (4-year)	❑ Doctoral degree	
5. Job position:	❑ cabin crew	❑ Senior cabin crew	❑ Manager/Purser
6. Working experience in airline (in total):	(Year_____/Month _____)		

II. This section of the survey is intended to assess your intrinsic motivation toward ambidextrous behavior. Thirty descriptive statements are listed in the following table. Please judge how would you agree each statement fits yourself. Use the following rating scale:

Strongly disagree 0	Disagree 1	Neutral 2	Agree 3	Strongly agree 4

How would you agree with this statement					
1. I enjoy tackling problems that are completely new to me.	0	1	2	3	4

2. I enjoy trying to solve complex problems.	0	1	2	3	4
3. The more difficult the problem, the more I enjoy trying to solve it.	0	1	2	3	4
4. I want my work to provide me with opportunities for increasing my knowledge and skills.	0	1	2	3	4
5. Curiosity is the driving force behind much of what I do.	0	1	2	3	4
6. I want to find out how good I really can perform work.	0	1	2	3	4
7. I prefer to figure things out for myself.	0	1	2	3	4
8. What matters most to me is enjoying what I do.	0	1	2	3	4
9. It is important for me to have an outlet for self-expression.	0	1	2	3	4
10. No matter what the outcome of a project, I am satisfied if I feel I gain a new experience.	0	1	2	3	4
11. I am more comfortable when I can set my own goals.	0	1	2	3	4
12. I enjoy doing work that is so absorbing that I forget about everything else.	0	1	2	3	4
13. It is important for me to be able to do what I most enjoy.	0	1	2	3	4
14. The opportunity to do challenging work is important to me.	0	1	2	3	4
15. When I fail to complete a difficult task, I plan to try harder the next one.	0	1	2	3	4
16. I prefer to work on tasks that force me to learn new thing.	0	1	2	3	4
17. The opportunity to learn new things is important to me.	0	1	2	3	4
18. I do my best when I am working on fairly difficult task.	0	1	2	3	4
19. I try hard to improve on my past performance.	0	1	2	3	4
20. The opportunity to extend the range of my abilities is important to me.	0	1	2	3	4
21. When I have difficult solving problem, I will try difficult approaches to see which one work.	0	1	2	3	4
22. The work I do is very important to me.	0	1	2	3	4
23. My job activities are personally meaningful to me.	0	1	2	3	4

24. The work I do is meaningful to me.	0	1	2	3	4
25. I am confident about my ability to do my job.	0	1	2	3	4
26. I am self-assured about my capabilities to perform my work activities.	0	1	2	3	4
27. I have mastered the skills necessary for my job.	0	1	2	3	4
28. I have significant autonomy in determining how to do my job.	0	1	2	3	4
29. I can decide on my own how to go about doing my job.	0	1	2	3	4
30. I have considerable opportunity for independence and freedom in how I do my job.	0	1	2	3	4

III. This section of the survey is intended to assess your extrinsic motivation toward ambidextrous behavior. Sixteen descriptive statements are listed in the following table. Please rate how much you agree with each statement. Use the following rating scale:

Strongly disagree 0	Disagree 1	Neutral 2	Agree 3	Strongly agree 4

How would you agree with this statement					
1. If I am supposed to put in extra effort in my job, I need to get extra pay.	0	1	2	3	4
2. It is important for me to have an external incentive to strive for and do a good job.	0	1	2	3	4
3. External incentives such as bonuses and provisions are essential for how well I perform my job.	0	1	2	3	4
4. If I had been offered better pay, I would have done a better job.	0	1	2	3	4
5. My job will be there if I want it.	0	1	2	3	4
6. I am confident that I will be able to work for my company if I wish.	0	1	2	3	4
7. I am secure in my job.	0	1	2	3	4
8. I will be able to keep present job if I wish.	0	1	2	3	4
9. Regardless of economic conditions, I will have a job at my current company.	0	1	2	3	4

10. Cabin crew in our airline have knowledge of this job and the skills to deliver superior service quality.	0	1	2	3	4
11. Our airline makes efforts to improve the quality of service.	0	1	2	3	4
12. Cabin crew receive recognition and rewards for the delivery of superior service.	0	1	2	3	4
13. The overall quality of service provided by our airline to passengers is excellent.	0	1	2	3	4
14. The leadership shown by our airline management is supporting the service quality.	0	1	2	3	4
15. Our airline appears to effectively communicate with both employees and passengers.	0	1	2	3	4
16. Cabin crew are provided with tools, technology, and other resources to support the delivery of superior service.	0	1	2	3	4

IIII. This section of the survey is intended to assess cabin crews' ambidextrous behavior. Fourteen descriptive statements are listed in the following table. Please rate how much you agree with each statement fits your service activities. Use the following rating scale:

Strongly disagree 0	Disagree 1	Neutral 2	Agree 3	Strongly agree 4

My service activities can be characterized as ….					
1. Searching for new possibilities with respect to services or processes.	0	1	2	3	4
2. Evaluating diverse option with respect to services or processes.	0	1	2	3	4
3. Focused on strong renewal of services or processes.	0	1	2	3	4
4. Requiring quite some adaptability in my routine.	0	1	2	3	4
5. Requiring me to learn new skills and knowledge.	0	1	2	3	4
6. Services of which the associated costs are currently unclear.	0	1	2	3	4
7. Services that are not clearly existing company procedure.	0	1	2	3	4
8. Activities of which a lot of experience has been accumulated by myself.	0	1	2	3	4

9. Activities which serve existing passengers with existing services or products.	0	1	2	3	4
10. Activities of which it is clear to me how to conduct them.	0	1	2	3	4
11. Activities primarily focused on achieving short-term goals.	0	1	2	3	4
12. Activities which I can conduct by using existing knowledge.	0	1	2	3	4
13. Activities which clearly fits into existing company procedure.	0	1	2	3	4
14. Activities which I carry out as if it were routine.	0	1	2	3	4

V. This section of the survey is intended to assess your emotional exhaustion. Seven descriptive statements are listed in the following table. Please rate how much you agree with each statement. Use the following rating scale:

Strongly disagree 0	Disagree 1	Neutral 2	Agree 3	Strongly agree 4		
1. I feel emotionally drained from my work.	0	1	2	3	4	
2. I feel burned out from my work.	0	1	2	3	4	
3. I feel fatigue when I get up in the morning and have to face another day on the job.	0	1	2	3	4	
4. Working all day is really a strain for me.	0	1	2	3	4	
5. I feel exhausted at the end of the workday.	0	1	2	3	4	
6. I feel frustrated by my job.	0	1	2	3	4	
7. I feel like I am at the end of my rope.	0	1	2	3	4	

VI. This section of the survey is intended to assess your service performance. Eight descriptive statements are listed in the following table. Please rate how much you agree with each statement. Use the following rating scale:

Strongly disagree 0	Disagree 1	Neutral 2	Agree 3	Strongly agree 4					
How would you agree with this statement									
1. I will be able to achieve most of service's goals that company set for employees.					0	1	2	3	4
2. When facing difficult services, I am certain that I will accomplish them.					0	1	2	3	4
3. In general, I think that I can obtain outcomes that are important to me.					0	1	2	3	4
4. I believe I can succeed at most service quality which my company set.					0	1	2	3	4
5. I will be able to successfully overcome many challenges.					0	1	2	3	4
6. I am confident that I can perform effectively on many different services.					0	1	2	3	4
7. Company to my colleagues, I can deliver good service.					0	1	2	3	4
8. Even when things are tough, I can effectively perform.					0	1	2	3	4

---- Thank you ---

BIBLIOGRAPHY

Achim, I. M., Dragolea, L., & Balan, G. (2013). The Importance of Employee Motivation to Increase Oraganization Performance. *Annales Universitatis Apulensis: Series Oeconomica*, *15*(2), 685–691. Retrieved from http://www.americasjobexchange.com/employer/employer-articles/employee-motivation

Ahammad, M. F., Lee, S. M., Malul, M., & Shoham, A. (2015). Behavioral Ambidexterity: The Impact of Incentive Schemes on Productivity, Motivation, and Performance of Employees in Commercial Banks. *Human Resource Management*, *54*(S1), 45–62. https://doi.org/10.1002/hrm.21668

Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions. Multiple regression: Testing and interpreting interactions.* Thousand Oaks, CA, US: Sage Publications, Inc.

Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). The Work Preference Inventory: Assessing intrinsic and extrinsic motivational orientations. *Journal of Personality and Social Psychology*, *66*(5), 950–967. https://doi.org/10.1037/0022-3514.66.5.950

Babbar, S., & Koufteros, X. (2008). The human element in airline service quality: contact personnel and the customer. *International Journal of Operations & Production Management*, *28*(9), 804–830. https://doi.org/10.1108/01443570810895267

Baron, R. M., & Kenny, D. A. (1986a). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173–1182. https://doi.org/10.1016/j.rmb.2016.01.023

Baron, R. M., & Kenny, D. A. (1986b). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*(6), 1173–1182. https://doi.org/10.1016/j.rmb.2016.01.023

Birkinshaw, J., & Gibson, C. (2004). Building Ambidexterity into an Organisation. *MIT Sloan Management Review*, *45(Summer)*(8), 47–55. https://doi.org/10.1038/067462b0

Blau, D., Bach, L., Scott, M., & Rubin, S. (2013). Clark Moustakas (1923–2012): Scholar, Teacher, Colleague and Friend. *The Humanistic Psychologist*, *41*(1), 97–99. https://doi.org/10.1080/08873267.2013.752695

Bonesso, S., Gerli, F., & Scapolan, A. (2014). The individual side of ambidexterity: Do individuals' perceptions match actual behaviors in reconciling the

exploration and exploitation trade-off? *European Management Journal*, *32*(3), 392–405. https://doi.org/10.1016/j.emj.2013.07.003

Bratton, D. (2013). Federal employee motivation during government downsizing: A literature review. *Australian Journal of Business and Management Research*, *03*(01), 1–43.

Button, S. B., Mathieu, J. E., & Zajac, D. M. (1996). Goal Orientation in Organizational Research: A Conceptual and Empirical Foundation. *Organizational Behavior and Human Decision Processes*, *67*(1), 26–48. https://doi.org/10.1006/obhd.1996.0063

Caniëls, M. C. J., Neghina, C., & Schaetsaert, N. (2017). Ambidexterity of employees: the role of empowerment and knowledge sharing. *Journal of Knowledge Management*, *21*(5), 1098–1119. https://doi.org/10.1108/JKM-10-2016-0440

Cerasoli, C. P., Nicklin, J. M., & Ford, M. T. (2014). Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*, *140*(4), 980–1008. https://doi.org/10.1037/a0035661

Chen, C.-F., & Kao, Y.-L. (2012). Investigating the antecedents and consequences of burnout and isolation among flight attendants. *Tourism Management*, *33*(4), 868–874. https://doi.org/10.1016/j.tourman.2011.09.008

Chen, C., & Kao, Y. (2014). Investigating the moderating effects of service climate on personality, motivation, social support, and performance among flight attendants. *Tourism Management*, *44*, 58–66. https://doi.org/10.1016/j.tourman.2014.02.012

Chen, G., Gully, S. M., & Eden, D. (2001). Validation of a New General Self-Efficacy Scale. *Organizational Research Methods*, *4*(1), 62–83. https://doi.org/10.1177/109442810141004

Chermack, T. J., Bodwell, W., & Glick, M. (2010). Two Strategies for Leveraging Teams Toward Organizational Effectiveness: Scenario Planning and Organizational Ambidexterity. *Advances in Developing Human Resources*, *12*(1), 137–156. https://doi.org/10.1177/1523422310365669

Colquitt, J. A., & Simmering, M. J. (1998). Conscientiousness, goal orientation, and motivation to learn during the learning process: A longitudinal study. *Journal of Applied Psychology*, *83*(4), 654–665. https://doi.org/10.1037/0021-9010.83.4.654

Creswell, J. W. (2009). *Research design: Qualitative, quantitative, and mixed*

methods approaches (4th ed.). Sage publications.

Darvishmotevali, M., Arasli, H., & Kilic, H. (2017). Effect of job insecurity on frontline employee's performance: Looking through the lens of psychological strains and leverages. *International Journal of Contemporary Hospitality Management*, *29*(6), 1724–1744. https://doi.org/10.1108/IJCHM-12-2015-0683

Duncan, R. B. (1976). The ambidextrous organization: designing dual structures for innovation. In Killman, R.H., Pondy, L.R., Sleven, & D. (Eds.), *The management of organization* (Vol. 1, pp. 167–188). New York, NY: North Holland.

Dokko, G., Wilk, S. L., & Rothbard, N. P. (2009). Unpacking Prior Experience: How Career History Affects Job Performance. *Organization Science*, *20*(1), 51–68. https://doi.org/10.1287/orsc.1080.0357

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, *18*(1), 39–50. https://doi.org/10.2307/3151312

Frye, W. D. (2012). An Examination of Job Satisfaction of Hotel Front Office Managers According to Extrinsic , Intrinsic , and General Motivational Factors. *International Journal of Business and Social Science*, *3*(18), 40–53.

Furnham, A., Eracleous, A., & Chamorro-Premuzic, T. (2009). Personality, motivation and job satisfaction: Hertzberg meets the Big Five. *Journal of Managerial Psychology*, *24*(8), 765–779. https://doi.org/10.1108/02683940910996789

Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, *26*(4), 331–362. https://doi.org/10.1002/job.322

Gibson, C. B., & Birkinshaw, J. (2004). The antecedents, consequences, and mediating role of organizational ambidexterity. *The Academy of Management Journal*, *47*(2), 209–226. https://doi.org/10.2307/20159573

Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, *52*(4), 765–778. https://doi.org/10.5465/AMJ.2009.43670890

Good, D., & Michel, E. J. (2013). Individual ambidexterity: Exploring and exploiting in dynamic contexts. *The Journal of Psychology*, *147*(5), 435–453. https://doi.org/10.1080/00223980.2012.710663

Hafkesbrink, J., & Schroll, M. (2014). Ambidextrous organizational and individual

competencies in open innovation: The dawn of a new research agenda. *Journal of Innovation Management*, *2*(1), 9–46. Retrieved from http://www.worldscientific.com/doi/abs/10.1142/9789814719186_0020

Hair, J. F. J., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (7th ed.). Upper Saddle River,NJ:Prentice Hall.

Halbesleben, J. R. B., & Bowler, W. M. (2007). Emotional exhaustion and job performance: The mediating role of motivation. *Journal of Applied Psychology*, *92*(1), 93–106. https://doi.org/10.1037/0021-9010.92.1.93

He, Z.-L., & Wong, P.-K. (2004). Exploration vs. Exploitation: An Empirical Test of the Ambidexterity Hypothesis. *Organization Science*, *15*(4), 481–494. https://doi.org/10.1287/orsc.1040.0078

Heracleous, L., & Wirtz, J. (2009). Strategy and organization at Singapore Airlines: Achieving sustainable advantage through dual strategy. *Journal of Air Transport Management*, *15*(6), 274–279. https://doi.org/10.1016/j.jairtraman.2008.11.011

Herzberg, F. (1987). One more time : How do you motivate employees? *Harvard Business Review*, *65*(5), 109–120.

Hirst, G., Van Knippenberg, D., & Zhou, J. (2009). A cross-level perspective on employee creativity: goal orientation, team learning behavior, and individual creativity. *Academy of Management Journal*, *52*(2), 280–293. https://doi.org/10.5465/amj.2009.37308035

Hodgkinson, I. R., Ravishankar, M. N., & Aitken-Fischer, M. (2014). A resource-advantage perspective on the orchestration of ambidexterity. *Service Industries Journal*, *34*(15), 1234–1252. https://doi.org/10.1080/02642069.2014.942655

Hur, W., Moon, T., & Jun, J.-K. (2016). The effect of workplace incivility on service employee creativity: the mediating role of emotional exhaustion and intrinsic motivation. *Journal of Services Marketing*, *30*(3), 302–315. https://doi.org/10.1108/JSM-10-2014-0342

Hur, Y. (2017). Testing herzberg's two-factor theory of motivation in the public sector: Is it applicable to public managers? *Public Organization Review*. https://doi.org/10.1007/s11115-017-0379-1

IATA. (2017). IATA economic performance of the industry mid-year 2017. Retrieve from https://www.iata.org/whatwedo/Documents/economics/IATA-Economic-Performance-of-the-Industry-mid-year-2017-report.pdf

Jasmand, C., Blazevic, V., & de Ruyter, K. (2012). Generating sales while providing service: A study of customer service representatives' ambidextrous behavior. *Journal of Marketing*, *76*(1), 20–37. https://doi.org/10.1509/jm.10.0448

Jeon, A. (2016). The effect of pre-flight attendants' emotional intelligence, emotional labor, and emotional exhaustion on commitment to customer service. *Service Business*, *10*(2), 345–367. https://doi.org/10.1007/s11628-015-0273-2

Jiang, K., Hu, J., Hong, Y., Liao, H., & Liu, S. (2016). Do it well and do it right : The impact of service climate and ethical climate on business performance and the boundary conditions. *Journal of Applied Psychology*, *101*(11), 1553–1568. https://doi.org/10.1037/apl0000138

Jöreskog, K. G., & Söbom, K. (1993). LISREL 8: Analysis of linear structural relationships by maximum likelihood, instrument variables and least squares methods. In *User's guide, department of statistics*, University of Uppsala. http://ci.nii.ac.jp/naid/10003195026/en/

Jung, J. H., Yoo, J. J., & Arnold, T. J. (2017). Service climate as a moderator of the effects of customer-to-customer interactions on customer support and service quality. *Journal of Service Research*, 1–15. https://doi.org/10.1177/1094670517714331

Kang, I., Jeon, S., Lee, S., & Lee, C. K. (2005). Investigating structural relations affecting the effectiveness of service management. *Tourism Management*, *26*(3), 301–310. https://doi.org/10.1016/j.tourman.2004.02.006

Kao, Y.-L., & Chen, C.-F. (2016). Antecedents, consequences and moderators of ambidextrous behaviours among frontline employees. *Management Decision*, *54*(8), 1846–1860. https://doi.org/10.1108/MD-05-2015-0187

Kauppila, O. P., & Tempelaar, M. P. (2016). The social-cognitive underpinnings of employees' ambidextrous behaviour and the supportive role of group managers' leadership. *Journal of Management Studies*, *53*(6), 1019–1044. https://doi.org/10.1111/joms.12192

Kim, T. T., Paek, S., Choi, C. H., & Lee, G. (2012). Frontline service employees' customer-related social stressors, emotional exhaustion, and service recovery performance: Customer orientation as a moderator. *Service Business*, *6*(4), 503–526. https://doi.org/10.1007/s11628-012-0164-8

Kline, T. J. B. (2005). *Psychological testing: A practical approach to design and evaluation.* Sage

http://www.doi.org/10.4135/9781483385693

Kolz, A. R., McFarland, L. A., & Silverman, S. B. (1998). Cognitive ability and job experience as predictors of work performance. *Journal of Psychology: Interdisciplinary and Applied*, *132*(5), 539–548. https://doi.org/10.1080/00223989809599286

Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The role of job security in understanding the relationship between employees'perceptions of temporary workers and employees' performance. *Journal of Applied Psychology*, *90*(2), 389–398. https://doi.org/10.1037/0021-9010.90.2.389

Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, *61*, 244–258. https://doi.org/10.1016/j.joep.2017.05.004

Leung, K., Chen, T., & Chen, G. (2014). Learning goal orientation and creative performance: The differential mediating roles of challenge and enjoyment intrinsic motivations. *Asia Pacific Journal of Management*, *31*(3), 811–834. https://doi.org/10.1007/s10490-013-9367-3

Levinthal, D. A., & March, J. G. (1993). The myopia of learning. *Strategic Management Journal*, *14*, 95–112.

Lin, C. Y.-Y. (2002). Empowerment in the service industry: An empirical study in Taiwan. *The Journal of Psychology*, *136*(5), 533–554. https://doi.org/10.1080/00223980209605549

London, M. (1983). Toward a theory of career motivation. *Academy of Management Review*, *8*(4), 620–630. https://doi.org/10.5465/AMR.1983.4284664

Loureiro, S. M. C., Miranda, F. J., & Breazeale, M. (2014). Who needs delight?: The greater impact of value, trust and satisfaction in utilitarian, frequent-use retail. *Journal of Service Management*, *25*(1), 101–124. https://doi.org/10.1108/JOSM-06-2012-0106

Ma, B., Liu, S., Liu, D., & Wang, H. (2016). Job security and work performance in Chinese employees: The mediating role of organisational identification. *International Journal of Psychology*, *51*(2), 123–129. https://doi.org/10.1002/ijop.12137

March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science*, *2*(1), 71–87. https://doi.org/10.1287/orsc.2.1.71

Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout.

Journal of Organizational Behavior, *2*(2), 99–113. https://doi.org/10.1002/job.4030020205

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, *50*(4), 370–396. https://doi.org/10.1037/h0054346

Mom, T. J. M., Fourné, S. P. L., & Jansen, J. J. P. (2015). Managers' work experience, ambidexterity, and performance: The contingency role of the work context. *Human Resource Management*, *54*(S1), s133–s153. https://doi.org/10.1002/hrm.21663

Mom, T. J. M., van den Bosch, F. A. J., & Volberda, H. W. (2009). Understanding variation in managers' ambidexterity: Investigating direct and interaction effects of formal structural and personal coordination mechanisms. *Organization Science*, *20*(4), 812–828. https://doi.org/10.1287/orsc.1090.0427

Mom, T. J. M., Van Den Bosch, F. A. J., & Volberda, H. W. (2007). Investigating managers' exploration and exploitation activities: The influence of top-down, bottom-up, and horizontal knowledge inflows. *Journal of Management Studies*, *44*(6), 910–931. https://doi.org/10.1111/j.1467-6486.2007.00697.x

MULLINS, L. J. (2005). *Management and organisational behaviour* (7th ed). Harlow, England: Prentice Hall/Financial Times.

Nameghi, E. N. M., & Ariffin, A. A. M. (2013). The measurement scale for airline hospitality: Cabin crew's performance perspective. *Journal of Air Transport Management*, *30*, 1–9. https://doi.org/10.1016/j.jairtraman.2013.03.001

Nunnally, J. C. (1978). *Psychometric theory*. New York, NY: McGraw-Hill.

Okabe, N. (2017). Creating of customer loyalty by cabin crew A study of the relation between emotional labor and job performance. *Transportation Research Procedia*, *25*, 149–164. https://doi.org/10.1016/j.trpro.2017.05.387

Parasuraman, A., Zeithaml, V., & Berry, L. (1985). Conceptual model of service quality and its implications for future research. *Journal of Marketing*, *49*(4), 41–50. https://doi.org/10.1016/S0148-2963(99)00084-3

Pierro, A., Kruglanski, A. W., & Higgins, E. T. (2006). Regulatory mode and the joys of doing: effects of 'locomotion' and 'assessment' on intrinsic and extrinsic task-motivation. *European Journal of Personality*, *20*(5), 355–375. https://doi.org/10.1002/per.600

Prion, S., & Haerling, K. (2014). Making sense of methods and measurement: Pearson product-moment correlation coefficient. *Clinical Simulation in Nursing*, *10*, 587–588. https://doi.org/10.1016/j.ecns.2014.07.010

Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology*, *85*(4), 612–624. https://doi.org/10.1037//0021-9010.85.4.612

Quinones, M. a, Ford, J. K., & Teachout, M. S. (1995). The relationship between work experience and job performance: A conceptual and meta-analytic review. *Personnel Psychology*, *Vol. 48*(4), 887–910. https://doi.org/10.1111/j.1744-6570.1995.tb01785.x

Raisch, S., & Birkinshaw, J. (2008). Organizational ambidexterity: Antecedents, outcomes, and moderators. *Journal of Management*, *34*(3), 375–409. https://doi.org/10.1177/0149206308316058

Raisch, S., Birkinshaw, J., Probst, G., & Tushman, M. L. (2009). Organizational ambidexterity: Balancing exploitation and exploration for sustained performance. *Organization Science*, *20*(4), 685–695. https://doi.org/10.1287/orsc.1090.0428

Rhoades, D. L., & Waguespack, B. (2008). Twenty years of service quality performance in the US airline industry. *Managing Service Quality: An International Journal*, *18*(1), 20–33. https://doi.org/10.1108/09604520810842821

Ryan, R. M., & Deci, E. L. (2000). Intrinsic and extrinsic motivations: classic definitions and new directions. *Contemporary Educational Psychology*, *25*(1), 54–67. https://doi.org/10.1006/ceps.1999.1020

Schmidt, F. L., Hunter, J. E., & Outerbridge, A. N. (1986). Impact of job experience and ability on job knowledge, work sample performance, and supervisory ratings of job performance. *Journal of Applied Psychology*, *71*(3), 432–439. https://doi.org/10.1037/0021-9010.71.3.432

Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Test of a causal model. *Journal of Applied Psychology*, *83*(2), 150–163. https://doi.org/10.1037/0021-9010.83.2.150

Slevitch, L., & Washburn, I. (2017). Competency-based training in aviation : The impact on flight attendant performance and passenger satisfaction. *Journal of Aviation/Aerospace Education & Research*, *26*(2), 18. https://doi.org/10.15394/jaaer.2017.1716

Spreitzer, G. M. (1995). Psychological, empowerment in the workplace: dimensions, measurement and validation. *Academy of Management Journal*, *38*(5), 1442–1465. https://doi.org/10.2307/256865

Tung, H.-L., Chen, K.-Y., & Chen, C.-T. (2012). The service climate - customer satisfaction link: boundary conditions of service attribute and mediation effect of service-oriented organizational citizenship behavior. *GSTF Journal of Law and Social Sciences*, *1*(1), 116–126. https://doi.org/10.5176_2251-2853_1.1.19

Tushman, M. L., & O'Reilly, C. A. (1996). Ambidextrous organizations: Managing evolutionary and revolutionary change. *California Management Review*, *38*(4), 8–30. https://doi.org/10.1080/09652540903536982

Uppal, N., Mishra, S. K., & Vohra, N. (2014). Prior related work experience and job performance: Role of personality. *International Journal of Selection and Assessment*, *22*(1), 39–51. https://doi.org/10.1111/ijsa.12055

Urošević, S., & Milijić, N. (2012). Influence of demographic factors on employee satisfaction and motivation. *Organizacija*, *45*(4), 174–182. https://doi.org/10.2478/v10051-012-0019-z

Vaismoradi, M., Turunen, H., & Bondas, T. (2013). Content analysis and thematic analysis: Implications for conducting a qualitative descriptive study. *Nursing and Health Sciences*, *15*(3), 398–405. https://doi.org/10.1111/nhs.12048

Valero, D., & Hirschi, A. (2016). Latent profiles of work motivation in adolescents in relation to work expectations, goal engagement, and changes in work experiences. *Journal of Vocational Behavior*, *93*, 67–80. https://doi.org/10.1016/j.jvb.2016.01.003

Vallerand, R. J. (2012). From motivation to passion: In search of the motivational processes involved in a meaningful life. *Canadian Psychology/Psychologie Canadienne*, *53*(1), 42–52. https://doi.org/10.1037/a0026377

Wattanacharoensil, W., & Yoopetch, C. (2012). Thailand's Human Resource Competencies in Airline Service Quality: Voices from the Airline Industry. *Journal of Human Resources in Hospitality and Tourism*, *11*(4), 280–302. https://doi.org/10.1080/15332845.2012.690680

Wolgemuth, J. R. (2013). Analyzing for critical resistance in narrative research. *Qualitative Research*, *14*(5), 586–602. https://doi.org/10.1177/1468794113501685

Wong, S., Siu, V., & Tsang, N. (1999). The impact of demographic factors on Hong Kong hotel employees' choice of job-related motivators. *International Journal of Contemporary Hospitality Management*, *11*(5), 230–242. https://doi.org/10.1108/09596119910272766

World Travel and Tourism Council. (2017). Travel and Tourism economic impact. *Travel and Tourism economic impact 2017 Thailand.* Retrieved from

https://www.wttc.org/-/media/files/reports/economic-impact-research/countries-2017/thailand2017.pdf

Yeh, C. W. (2012). Relationships among service climate, psychological contract, work engagement and service performance. *Journal of Air Transport Management*, *25*, 67–70. https://doi.org/10.1016/j.jairtraman.2012.08.011

Yoon, M. H., Beatty, S. E., & Suh, J. (2001). The effect of work climate on critical employee and customer outcomes: an employee-level analysis. *International Journal of Service Industry Management*, *12*(5), 500–521. https://doi.org/10.1108/eum0000000006095

BIOGRAPHY

NAME	Prae Sinanuwong
ACADEMIC BACKGROUND	Bachelor degree in a major of Computer engineering from King Mongkut's Institute of Technology Ladkrabang Master degree in a major of Business management from Ramkhamhaeng University
EXPERIENCES	15 years of flying experience in a position of cabin crew. 3 years experience in a current position of private jet cabin crew.

ปญฺญา สมา อาภา
สถาบันบัณฑิตพัฒนบริหารศาสตร์