

Exploring Intrinsic and Extrinsic Motivational factors in the cabin:
A quantitative study of motivational factors for cabin crew at
Norwegian Airlines

by
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Inspired by my experiences working as Cabin Crew, I wanted to deepen my understanding of the travel industry specifically to get a deeper understanding of motivational factors in our industry. Through my studies at Hotel Høgskolen, I have learned a plethora of theories within this area, and with this bachelor assignment, I aim to test their real-life applicability. I wish to extend gratitude to my advisor, Jinghua Xie, whose guidance and clarity have been crucial in shaping this assignment. I would also like to thank Eva Jeppsson, for her support by assisting me in conducting a survey at our workplace, and for fostering a positive and encouraging work environment. I am also deeply grateful to my mother, Hilde Cecilie Kjørmo, for providing feedback throughout the writing process and for her unconditional love and support. Also a huge thank you to Frank, my step-father, who always steps up for all of us when things are feeling tough, we appreciate all you do! Lastly, I want to acknowledge and thank my fiance, Adrian, for being my rock, keeping me grounded, and offering his unwavering support throughout my studies. I would like to dedicate this piece of work to our future children, symbolizing the journey and aspirations we share together.

Abstract

This thesis investigates the intricate interplay between intrinsic and extrinsic motivational factors among cabin crew members at Norwegian Airlines. Drawing upon Self-Determination Theory (SDT) and other motivational frameworks, the study explores how demographic variables and situational factors influence motivational regulation in the aviation industry. Through a quantitative survey-based approach, significant correlations were identified between cultural background, organizational support, commute conditions, and social extrinsic motivation (ER-S), as well as gender and organizational hierarchy with introjected regulation (IjR). Gender differences were observed in amotivation (AM), and leadership positions were associated with higher levels of identified regulation (IdR). Additionally, job position predicted intrinsic motivation (IM), while AD-Hoc analyses highlighted the impact of cultural background on amotivation scores. These findings contribute to a deeper understanding of motivational dynamics within the cabin crew workforce and offer insights for organizational practices aimed at enhancing employee motivation, job satisfaction, and performance in the aviation industry.

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List of abbreviations

<i>AM</i>	Amotivation
<i>BG MS</i>	Between Groups Mean Square
<i>BG df</i>	Between Groups degrees of freedom
<i>BG SS</i>	Between Groups Sum of Squares
<i>C. B.</i>	Cultural Background
<i>C. P.</i>	Current Position
<i>Edu. lvl</i>	Education level
<i>ER - S</i>	Extrinsic Regulation - Social
<i>ER- M</i>	Extrinsic Regulation - Materialistic
<i>IdR</i>	Identified Regulation
<i>IM</i>	Intrinsic Motivation
<i>IjR</i>	Introjected Regulation
<i>MF</i>	Motivational Factor
<i>MWMS</i>	Multidimensional Motivation Scale
<i>P-t / F-t</i>	Part-time / Full-time
<i>SDT</i>	Self Determination Theory
<i>SPSS</i>	IBM SPSS Statistics version 20.0.1.0 (171)
<i>SWEIMS</i>	A shorter form of Work Extrinsic and Intrinsic Motivation Scale
<i>WEIMS</i>	Work Extrinsic and Intrinsic Motivation Scale
<i>WG MS</i>	Within Groups Mean Square
<i>WG df</i>	Within Groups degrees of freedom
<i>WG SS</i>	Within Groups Sum of Square

1.0 Introduction

Within the dynamic airline industry, where organizational structures undergo continual adaptation, understanding employee motivation becomes paramount for organizational performance and employee well-being. This thesis will focus on exploring intrinsic and extrinsic motivational factors influencing cabin crew members at Norwegian Airlines. I was inspired to write this thesis from my own personal experiences working for Norwegian, starting off as an apprentice in 2019, to now working as a Senior Cabin Crew Member (SCCM), the company has changed immensely and that only serves as a testimony to the ever-changing industry. Through my years with the company, we have faced a pandemic, leaving the company on the brink of bankruptcy, new competitors have come and gone (Mikalsen, 2021) (Nrk, 2021), and now with the acquisition of Widerøe we have now merged our companies together, leaving the Norwegian group with well over 7000 employees, making it both the biggest nordic and regional airline.

1.1 Establishing the Research Topic

Within this dynamic landscape of the airline industry, full of constant changes, the motivation of cabin crew members plays a pivotal role in organizational performance and employee satisfaction. Against the backdrop of all of these significant organizational changes, this research seeks to shed light on the intricate interplay between intrinsic and extrinsic motivational factors within Norwegian Airlines' cabin crew.

1.2 Narrowing Down the Focus

Through employing the Multidimensional Work Motivation Scale (MWMS), which is rooted in Self-Determination Theory (SDT), this study narrows its focus to map out motivational factors among cabin crew members. By delving into the nuances of intrinsic motivation, extrinsic regulations, and amotivation, this research aims to contribute to a deeper understanding of motivational dynamics in the airline industry, by looking at what demographic variables that might be influencing these motivational factors.

1.3 Discussing Existing Research

While extensive research has been conducted on motivation in various work settings such as schools, offices, and hospitals, the unique organizational structure of airlines presents distinctive challenges and opportunities in understanding motivational dynamics. Existing literature provides a solid foundation for exploring this topic, yet there remains a significant gap in the understanding of motivation within the airline industry. Traditional theories and surveys often overlook the specific nuances of airline work environments, which can result in a disparity of standard motivational sources.

For instance, as a Senior Cabin Crew Member, I have rarely, if ever, received feedback on my performance from my supervisor. Feedback, a fundamental component of workplace motivation, may not be as readily available or emphasized within the airline industry compared to other sectors. This discrepancy sparked my curiosity and motivated me to delve deeper into the motivational factors unique to airline employees.

This study aims to address this gap in the literature by mapping out the motivational factors within Norwegian Airlines. By examining the distinct motivational sources and challenges faced by cabin crew members, this research seeks to contribute fresh insights to the discourse on employee motivation within the airline industry. Through a comprehensive exploration of these factors, we aim to provide valuable insights that can inform organizational practices and strategies to enhance employee motivation, satisfaction, and performance within the airline industry.

1.4 Research Questions and Objectives

By constructing and exploring hypotheses through robust methodology, this study endeavors to explore the intricate relationships between motivational factors and demographic variables within the unique context of Norwegian Airlines. By exploring these correlations and constructing predictive models, the research objectives are twofold: to offer actionable insights for organizational management and to contribute to theoretical advancements in the field of organizational behavior.

The study aims to investigate both intrinsic and extrinsic motivational factors influencing cabin crew at Norwegian Airlines. Specifically, it seeks to quantitatively analyze the relationship between various demographic variables (such as age, education level, gender, cultural background, tenure at the company, position, employment status, and base location) and cabin crew members' perceptions of motivational factors. By exploring these relationships, the research aims to provide insights into the key drivers of motivation among cabin crew, thereby contributing to a better understanding of factors that impact employee satisfaction and performance in the airline industry.

1.5 Overview

This thesis employs a systematic approach to explore motivational factors within Norwegian Airlines' cabin crew. Through demographic insights, correlation analyses, regression models, ANOVA examinations, and ad-hoc explorations, the study aims to offer a comprehensive understanding of motivational dynamics. Utilizing a quantitative methodical approach rooted in Self-Determination Theory, the study delves into the intricate interplay between various demographic variables and motivational factors. The aim is to provide a thorough understanding of motivational dynamics within Norwegian Airlines' cabin crew.

2.0 Theory

2.1 Literature Review

Before we start our exploration of intrinsic and extrinsic motivational factors in the cabin, I find it essential to establish a clear understanding of the key terms and concepts that will be discussed throughout this thesis. Motivation is the core of this research project, and is defined by Kaufmann and Kaufmann (2015) as the biological, psychological and social factors that activate, give direction to and maintain behavior in varying degrees of intensity to achieve a goal. One could say motivation is the driving force behind our actions. Kaufmann and Kaufmann (2015) further elaborate on how modern organizational psychology utilizes a number of motivational theories to explain motivated behavior in the workplace, these theories are categorized as need theory, cognitive theory, social theory and situational theory.

2.1.1 Need theory

Need theory, rooted in the work of Abraham Maslow (1943), suggests that individuals are motivated by a hierarchy of needs, starting from the fundamental physiological needs for survival, followed by the need for safety, social belongingness, esteem, and ultimately self-actualization. Maslow's theory serves as a cornerstone in organizational motivation theory and can be applied, for instance, to elucidate why an individual chooses one job offer over another. For example, if a person with strong financial security is presented with a job opportunity offering high esteem but lower pay, they might be more inclined to accept the offer compared to someone facing financial instability. While Maslow's theory suggests that human behavior is influenced by the satisfaction of needs, it does not account for the full complexity of human decision-making processes. Kaufmann and Kaufmann (2015) highlight one of the main critiques of need theory: its failure to acknowledge humans as conscious, rational decision-makers and agents of action.

2.1.2 Cognitive theory

In light of the critique of need theory's limitations in understanding human decision-making processes, cognitive theory emerged to offer a more nuanced perspective on motivated behavior. Unlike need theories, which focus primarily on unmet needs, cognitive theories offer insights into the cognitive aspects of motivation. As described by Kaufmann and Kaufmann (2015), these theories posit that motivated behavior is triggered by expectations of goal attainment and rational choices. Cognitive theory provides insights into how individuals perceive and pursue goals. Additionally, it introduces us to the concept of intrinsic and extrinsic motivational factors through Ryan and Deci's (1985) self-determination theory. Einarsen and Skogstad (2016) explain how extrinsic motivation is primarily rooted in

conditions that lie outside the activity itself, such as the hopes of rewards or positions and promotions. Einarsen and Skogstad (2016) goes on to explain how, in contradiction, intrinsic motivation is rooted in characteristics of the activity itself because it appeals to curiosity and creates joy or challenges us. Einarsen and Skogstad (2016) then further discuss that the distinction between intrinsic and extrinsic motivation is not absolute, as intrinsic motivation often arises from previous experiences of extrinsic motivation. Ryan and Deci (2009) support this argument by suggesting that an excessive focus on extrinsic rewards can also be detrimental, as it detracts from the inherent enjoyment of the work itself.

2.1.3 Social theory

In contrast to cognitive theories, social theories highlight the impact of others. Kaufmann and Kaufmann (2015) explain that social theories emphasize the individual's relationships with colleagues, parents, peers etc. as sources of motivation or demotivation. Within the social motivation theories, we find equality theory and justice theory. Kaufmann and Kaufmann (2015) describes equality theory as theories that suggest motivation is the result of an experience of fairness based on comparisons of one self with what others receive and give. Furthermore, Kaufmann and Kaufmann (2015) explain how justice theory introduces us to procedural justice, which deals with the experience of justice and injustice in the methods used to distribute benefits among employees. Greenberg (1990) claims, in his research, that when an individual perceives procedures as unfair because, for example, there is not given any consideration into factors such as willingness to take on extra work or overtime, it will cause the individual's job motivation to decrease.

2.1.4 Situational theory

The final theory used to explain motivated behavior in the workplace is situational theory, which are theories focusing on motivational elements within the work environment itself. Herzberg's two-factor theory is a prominent example of situational theory. This theory distinguishes between motivators, which contribute to job satisfaction, and hygiene factors, which lead to dissatisfaction in the workplace. Herzberg (1959) lists achievements, recognition, responsibility, the nature of the work itself and opportunities for personal growth as motivators, whilst working conditions, salary, job security, company policies, management style and interpersonal relations are listed as hygiene factors. According to Herzberg (1959) the absence of hygiene factors can cause dissatisfaction among employees, but their presence alone does not guarantee satisfaction. Herzberg (1959) argues that higher performance by employees can only be achieved by improving motivational factors within the workplace. Sharma (2021) uses Herzberg's theory to describe four organizational states. In the first state, characterized by high hygiene and high motivation, employees are highly motivated and have few complaints. The second state, marked by high hygiene and low motivation, sees employees with few complaints but little motivation, viewing the job merely as a source of income. In the third state, with low hygiene but high motivation, employees are motivated despite numerous complaints, as the job offers excitement and challenges despite inadequate salaries and working conditions. Finally, in the fourth state, where both hygiene and motivation are low, employees are unmotivated and discontented, representing the worst-case scenario for organizational performance. However, a critique of Herzberg's two-factor theory is that it does not provide an objective way to measure employee satisfaction. To address this, researchers such as Thorsrud and later Hackman and Oldham (1980) expanded on Herzberg's ideas to develop models that could objectively measure a job's motivating potential. Thorsrud's work on the industrial democracy program (IDP) outlined six psychological job

needs, which were further developed into a model by Hackman and Oldham. They created the Job Diagnostic Survey, which systematically maps out the organization's status on five different dimensions: variation in skills, task identity, task meaning, autonomy, and, lastly, feedback. Kaufmann and Kaufmann (2015, p. 141-142) discuss these dimensions in their work.

2.2 Theoretical framework

Building upon the insights from existing research, the theoretical framework of this study will focus on explaining the intrinsic and extrinsic motivational factors that influence cabin crew members' job satisfaction and performance at Norwegian Airlines. Central to this framework is the application of Self-Determination Theory (SDT), which posits that individuals are inherently motivated to satisfy their psychological needs for autonomy, competence, and relatedness. The Multidimensional Work Motivation Scale, rooted in SDT principles, will serve as the primary tool for assessing and mapping out the diverse array of motivational factors experienced by cabin crew members. By leveraging both theoretical and empirical foundations, this study aims to provide a nuanced understanding of the complex interplay between intrinsic and extrinsic motivations in shaping the work experiences of cabin crew members within the specific organizational context of Norwegian Airlines.

2.2.1 Self-Determination Theory (SDT)

Building upon the cognitive motivation theory previously discussed, Self-Determination Theory (SDT) emerges as a seminal framework for understanding human motivation. Developed by psychologists Edward L. Deci and Richard M. Ryan in the 1970s, SDT initially delved into intrinsic motivation before expanding its scope to encompass broader motivational phenomena, including extrinsic motivation and the social context of behavior. This expansion was influenced by insights from various disciplines such as developmental psychology, cognitive psychology, and organizational behavior. Ryan and Deci's foundational work emphasized the significance of psychological needs, intrinsic motivation, and self-regulation in human behavior. They identified autonomy, competence, and relatedness as pivotal for nurturing intrinsic motivation and optimal functioning, echoing the cognitive perspective on goal pursuit and rational choices.

SDT posits that humans inherently possess psychological needs for autonomy, competence, and relatedness, which are fundamental for well-being and optimal functioning. These needs serve as the bedrock for self-determination, propelling individuals towards meaningful activities and experiences that align with their personal values and interests. The theory discerns between intrinsic motivation, propelled by internal factors like curiosity and interest, and extrinsic motivation, driven by external rewards or incentives.

In organizational settings, SDT provides invaluable insights for fostering employee motivation, engagement, and well-being. By nurturing autonomy, competence, and relatedness in the workplace, organizations can cultivate environments that nurture intrinsic motivation, creativity, and job satisfaction. This strategic alignment with SDT principles finds

expression in tools like the Multidimensional Work Motivation Scale (MWMS). MWMS serves as a psychometric instrument designed to gauge various dimensions of work motivation grounded in SDT principles. It offers a structured framework for quantifying motivation in real-world contexts, enhancing our comprehension of how autonomy, competence, and relatedness influence employee behavior and well-being. Consequently, MWMS facilitates the implementation of targeted interventions and organizational strategies to enhance employee engagement and performance.

2.2.2 Hypotheses

Building upon the theoretical foundations of SDT and existing research in organizational psychology, this study proposes the following hypotheses:

H1: There will be a negative correlation between Amotivation (AM) and other motivational factors, reflecting the inverse relationship between the absence of motivation and intrinsic or extrinsic motivational factors.

H2: Intrinsic Motivation (IM) positively correlates with higher levels of education and longer seniority within the company, indicating that individuals with greater education and experience exhibit higher levels of intrinsic motivation.

H3: Extrinsic Regulation-Social (ER-S) is expected to decrease as individuals age and advance to higher positions within the company, reflecting a shift from externally regulated behavior to more internalized forms of motivation.

H4: Extrinsic Regulation-Material (ER-M) is anticipated to decrease as individuals age and have shorter commutes to the workplace, suggesting that factors such as convenience and proximity influence the extrinsic regulation of behavior.

H5: Identified Regulation (IdR) will positively correlate with individuals in leadership positions and those with a higher level of education, indicating that individuals with greater autonomy and responsibility exhibit higher levels of identified regulation.

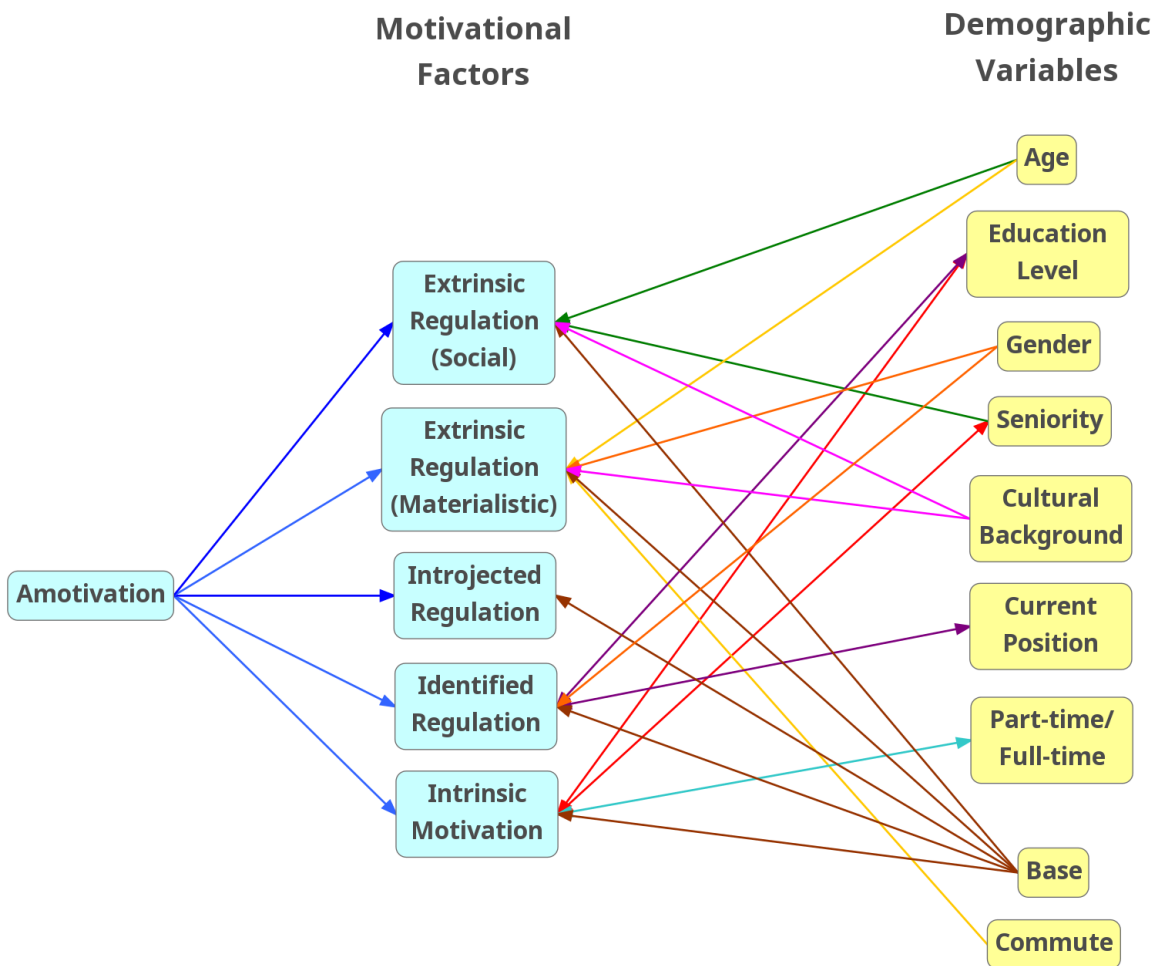
H6: Females will show higher levels of Identified Regulation (IdR), while males will show higher levels of Extrinsic Regulation-Material (ER-M), reflecting potential gender differences in motivational orientation.

H7: Employees from individualistic cultures may exhibit higher levels of Extrinsic Regulation - Materialistic (ER-M), while those from collectivistic cultures may show higher levels of Extrinsic Regulation - Social (ER-S) due to societal expectations regarding individual autonomy and group harmony.

H8: Full-time employees will exhibit higher levels of IM compared to part-time employees, as they may feel more invested in their work due to their greater commitment and involvement.

H9: Employees based in certain locations may exhibit differences in motivational factors, reflecting the influence of environmental and cultural factors on individual motivation.

Figure 1: Model of Hypothesis



2.2.3 The Multidimensional Work Motivation Scale (MWMS)

To test these hypotheses, I will use the Multidimensional Work Motivation Scale (MWMS), a psychometric tool designed to assess various dimensions of work motivation based on SDT principles. Developed by Gagné et al. (2015), the MWMS offers a comprehensive framework for assessing various dimensions of work motivation, encompassing both intrinsic and extrinsic motivational factors. Comprising 19 questions tailored to probe distinct facets of work motivation, the MWMS facilitated a nuanced examination of cabin crew motivations. Its primary purpose is to provide a comprehensive understanding of the factors that drive employee motivation in the workplace. MWMS measures intrinsic and extrinsic motivational factors across dimensions such as autonomy, competence, relatedness, intrinsic motivation, and extrinsic motivation.

MWMS complements SDT by providing a structured framework for operationalizing and measuring its key concepts in a real-world context. By quantifying the various dimensions of motivation, MWMS enhances our understanding of how autonomy, competence, and relatedness influence employee behavior and well-being, thereby facilitating more targeted interventions and organizational strategies.

The scale's application in research informs organizations in managing their workforce, evaluates motivational interventions, and enhances employee engagement and performance. For example, MWMS has been instrumental in studying the impact of leadership styles on employee motivation and in identifying factors contributing to job satisfaction and turnover intentions. However, limitations may arise from its reliance on self-report measures and potential response biases. Despite these limitations, MWMS offers a comprehensive and

versatile approach to understanding and promoting employee motivation in organizational settings.

3.0 Methodology

At first, I intended to conduct a study based on existing data. However, it soon became apparent that there was limited research specifically on Cabin Crew motivational factors. Therefore, I opted to conduct this quantitative study, with the possibility of supplementing the data with qualitative responses.

3.1 Justification for Employing the MWMS

The decision to utilize the MWMS over similar instruments such as the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) and its shorter form (SWEIMS) was deliberate and rooted in several considerations. While the WEIMS and its derivative scales are widely used, the MWMS offers distinct advantages. The MWMS provides a multidimensional perspective on work motivation, capturing a broader spectrum of motivational factors beyond the intrinsic-extrinsic distinction. This aligns well with the research aim of exploring diverse motivational factors relevant to cabin crew within Norwegian Airlines. The theoretical grounding of the scale enhances the comprehensiveness and depth of the instrument, ensuring a robust examination of motivational dynamics among cabin crew members.

3.2 Modification of the MWMS Survey Structure

Under the guidance of my academic counselor, a few adjustments were made to the structure of the MWMS survey. Specifically, questions relating to amotivation were relocated to the end of the survey. The rationale behind this modification was the recognition that asking participants to assess their level of motivation prior to exploring the factors influencing their motivation might lead to cognitive dissonance or confusion. Participants were now first prompted to reflect on the specific motivational factors that drive their behavior and attitudes in the workplace, this adjustment minimizes potential biases or inconsistencies in participants' self-reported data, and ensures a better flow in the sequence of questioning.

Additionally, I made the decision to delete question 13 from the original MWMS questionnaire. This question, "Why do you or would you put effort into your job? Because otherwise, I will feel ashamed of myself," was removed to maintain consistency in the number of questions per motivational factor. Given that question 12, "Why do you or would you put effort into your job? Because it makes me feel proud of myself," indirectly addressed the absence of shame associated with job performance, thus maintaining coverage of the motivational aspect related to self-evaluation and personal pride.

3.3 Survey Development and Testing

Before starting the data collection phase, the survey was tested and refined to ensure its clarity, relevance, and efficiency. Initial development involved a review of relevant literature, mostly consisting of the syllabus for service leadership (BRH100), which provided insights into the key constructs and dimensions of work motivation. After deciding on what theory I wanted to explore, I used oria.no to search for a well-established and tested questionnaire based on Ryan and Deci's self-determination theory. After considering various options, including the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) and its shorter version (SWEIMS), I decided to use the MWMS by Gagné et al. (2015) because of its comprehensive framework and its alignment with my research objectives. However, as mentioned above, modifications were made to ensure uniformity in the number of questions per motivational factor, as well as the removal of question 13 from the original MWMS questionnaire.

I used nettskjema.no to conduct the survey, which made for efficient data collection and management, ensuring seamless administration of the survey to participants while safeguarding the confidentiality and protection of their personal information in accordance with University of Stavanger's guidelines. Detailed information about the survey, including its structure and contents, can be found in Appendix 1.

3.3.1 Pilot Testing and Feedback

Following the adaptation of the MWMS questionnaire, a pilot test was conducted to assess the survey's clarity, comprehensibility, and time efficiency. Feedback was solicited from several sources, including my academic counselor, friends, and family members. Their input helped identify areas for improvement, particularly in refining the phrasing of survey

questions and reducing the overall time required for completion. Notably, every one of the pilot participants reported spending less than 10 minutes to complete the survey, indicating its feasibility and user-friendly nature. This was a positive outcome, as it aligned with the objective of minimizing the survey's time burden on participants, as I know flight attendants highly value their time off and are very aware of on-time-performance.

3.3.2 Survey Distribution

After finalizing the survey, I discussed distribution methods with my supervisor. She recommended utilizing a private Facebook group for employees of Norwegian Airlines to reach a broader audience and enhance engagement. This approach was chosen over distributing the survey through company email, which often faces challenges in receiving responses. With her approval I posted a brief introduction to the survey in the designated Facebook group, outlining its purpose, expected completion time, and encouraging participation through a giveaway of 500NOK. The introduction post instructed participants to comment 'done' once they completed the survey, thereby boosting the post's visibility and engagement within the group. The survey remained open for a duration of two weeks to allow for substantial time for participation. During this period, all participants' details were meticulously documented in an Excel spreadsheet to ensure transparency and accountability in the giveaway process. Once the survey period concluded, a random winner was selected from the pool of participants. The selection process was conducted using a random name generator, ensuring fairness and impartiality in the selection. The chosen winner was promptly contacted, and the reward of 500NOK was transferred to them via VIPPS, a secure payment platform. During the data-collection period I worked on outlining hypotheses of my research.

3.4 Data Summarization in Excel

Nettskjema.no allowed me to assign a value to each question/answer pair, enabling the possibility to download the raw survey data into an Excel document. This document contained submission IDs, dates of participation, answers to each question, and completion times. To manage the data efficiently for analysis in SPSS, each participant's motivational-factor-score, including ER-S, ER-M, IjR, IdR, IM, and AM, was each summarized into one single value instead of three separate values in Excel. By summarizing the motivational-factor-scores in Excel and removing submission ID, date of participation, and completion time from the document, redundant data points were minimized, resulting in a more concise dataset without compromising the integrity or validity of the information. Please see Appendix 2 for an overview of the raw data collected.

3.5 AI-Assisted Data Analysis

After organizing the data, I began working on interpreting the data. IBM SPSS Statistics served as the primary tool, and was supplemented with step-by-step guides generated by ChatGPT on how to utilize SPSS for various analyses. The use of ChatGPT made it easier to carry out the analyzes and aided in highlighting and interpreting the results. It's essential to note that while AI contributed to the analysis, all generated outputs were processed and primarily used as a discussion tool, complimenting my interpretation of the findings. This approach to analysis resulted in enhanced accuracy and speed in conducting these complex statistical procedures.

The data analysis process commenced with the generation of frequency tables to comprehend the distribution of responses for each survey item. These tables provided a summary of response frequencies and percentages for categorical variables, illustrating the prevalence of various motivational factors among cabin crew at Norwegian Airlines. Following that a correlation matrix was created to explore the relationships among the diverse motivational factors assessed in the survey. The matrix revealed potential patterns between variables, and provided valuable insight into the intricate interaction between different motivational factors, as well as their relationship with different demographic variables. Next, regression analysis was conducted to investigate the predictive relationships between independent variables (demographic variables) and a dependent variable (motivational factor). By examining the strength and direction of these relationships, the regression analysis provided valuable insights into how different demographic variables influence the outcomes of motivational factors. Thereafter, ANOVA analyses were performed to assess whether statistically significant differences existed in motivational factors across various demographic groups. The ANOVA analyses facilitated the comparison of means between multiple groups and provided evidence of systematic variations in motivational factors based on demographic variables. To enhance clarity, the results from the ANOVA analyses were organized into a table using Excel. In instances where ANOVA signaled significant differences between groups, Tukey's HSD (Honestly Significant Difference) test was employed to determine which specific group means differed significantly from each other, thereby providing additional insights into the variations in motivational factors among different subgroups.

3.6 AI-Powered Writing Assistance

In addition to aiding in data analysis, AI technology was employed to improve the writing quality of the thesis. ChatGPT was utilized to review and refine the clarity, coherence, and grammar of written content. AI-generated suggestions were processed, critically evaluated and rephrased before being incorporated. Similar to the data analysis phase, ChatGPT was used primarily as a discussion tool.

4.0 Results

4.1 Frequency Analysis

The survey received a total of 117 responses. The majority of respondents are within the age range of 30-49 years old, comprising nearly 60% of the sample. Most respondents have higher education (university/college), with 46.2% falling into this category. The sample is predominantly female (82.1%) and comes from Northern European backgrounds (80.3%). There is a relatively even distribution across different seniority levels, with the highest proportion in the 0-4 years and 5-9 years categories. The majority of respondents are Cabin Crew Members (CCM), with 56.4% in this position, and most respondents work full-time (80.3%).

Responses regarding extrinsic regulations (social and material) are distributed across different levels, suggesting a diverse range of perceptions regarding their influence on motivation. Introjected regulation, identified regulation, and intrinsic motivation show varied responses, with high and very high levels being most prevalent. Respondents generally show a high level of intrinsic motivation, indicating a strong sense of ownership and enjoyment in their

roles. The majority of respondents (76.1%) exhibited high motivation, while only 1.7% showed no motivation. This supports the hypothesis (H1) predicting a negative correlation between Amotivation (AM) and other motivational factors, indicating an inverse relationship between the absence of motivation and intrinsic or extrinsic motivational factors.

Table 1: Frequency Table of Demographic Variables

Variable	Category	Frequency	Percentage	Cumulative Percentage
Age	20 - 29 years old	32	27,4	27,4
	30 - 39 years old	34	29,1	56,4
	40 - 49 years old	35	29,9	86,3
	50 - 59 years old	15	12,8	99,1
	60+ years old	1	0,9	100,0
Education level	Secondary Education / High School Diploma	40	34,2	34,2
	Trade Certificate / Certificate of Apprenticeship	23	19,7	53,8
	Higher Education (University / College)	54	46,2	100,0
Gender	Male	21	17,9	17,9
	Female	96	82,1	100,0
Cultural Background	Northern European	94	80,3	80,3
	Eastern European	4	3,4	83,8
	Southern European	13	11,1	94,9
	Other	6	5,1	100,0
Seniority	0 - 4 years	34	29,1	29,1
	5 - 9 years	33	28,2	57,3
	10 - 14 years	31	26,5	83,8
	15 - 19 years	14	12,0	95,7
	20 years or more	5	4,3	100,0
Current position	CCM	66	56,4	56,4
	CCM, former SCCM	1	0,9	57,3
	SCCM	47	40,2	97,4
	Supervisor	3	2,6	100,0
Part-time / Full-time	Part-time	23	19,7	19,7
	Full-time	94	80,3	100
Base	Bergen (BGO)	10	8,5	8,5
	Copenhagen (CPH)	1	0,9	9,4
	Oslo (OSL)	75	64,1	73,5
	Stavanger (SVG)	23	19,7	93,2
	Trondheim (TRD)	8	6,8	100,0
Commute	No	89	76,1	76,1
	Yes	28	23,9	100,0
ER-S	Low	17	14,5	14,5
	Neutral	73	62,4	76,9
	High	27	23,1	100,0
ER-M	Low	30	25,6	25,6
	Neutral	77	65,8	91,5
	High	10	8,5	100,0
IjR	Low	3	2,6	2,6
	Neutral	42	35,9	38,5
	High	72	61,5	100,0
IdR	Low	1	0,9	0,9
	Neutral	38	32,5	33,3
	High	78	66,7	100,0
IM	Low	1	0,9	0,9
	Neutral	47	40,2	41,0
	High	69	59,0	100,0
AM	Highly Motivated	89	76,1	76,1
	Fairly Motivated	26	22,2	98,3
	Not Motivated	2	1,7	100,0

4.2 Correlation Analysis

Statistical significance of correlation are marked with ** indicating highly significant correlations at the 0.01 level and * indicating significant correlations at the 0.05 level. Interpreting Pearson's r , which ranges from -1 to 1, is pivotal. Positive correlations signify a direct relationship, while negative correlations imply an inverse relationship. Stronger correlations approach the extremes of -1 or 1, while weaker correlations approach 0.

Analyzing specific correlations reveals intriguing patterns. For example, a strong positive correlation ($r = 0.556$, $p < 0.01$) between Age and Seniority suggests that older cabin crew members tend to have more experience. Additionally, moderate positive correlations ($r = 0.246$ to 0.281 , $p < 0.01$) exist between various factors, such as Gender and Identified Regulation, and Current Position and Identified Regulation, indicating potential relationships between these variables and partially confirming H6, which claims that females will show higher levels of Identified Regulation (IdR), and H5, which claims Identified Regulation (IdR) will positively correlate with individuals in leadership positions.

Of particular interest are the strong negative correlations between Amotivation and both Identified Regulation ($r = -0.578$) and Intrinsic Motivation ($r = -0.609$), suggesting that higher levels of motivation are associated with higher levels of identified and intrinsic motivation, again supporting hypothesis H1.

Weak correlations are also scattered across the matrix, indicating minimal or no linear relationships between certain variables. This highlights the complexity of motivational dynamics and challenges hypothesis H2, by showing that there were no significant correlations found between Intrinsic Motivation (IM) and education level or seniority, and H8, which suggested there is significant correlation between employment status and Intrinsic Motivation (IM).

Table 2: Correlation Matrix

	Age	Edu. lvl	Gender	C. B.	Seniority	C. P.	P-t / F-t	Base	Commute	ER-S	ER-M	IjR	IdR	IM	AM
Age	1	0,127	0,161	-0,021	0,556**	0,362**	-0,165	-0,089	0,143	-0,072	-0,090	0,140	0,150	-0,076	0,016
Education level		0,171	0,083	0,824	<0,001	<0,001	0,076	0,339	0,124	0,443	0,335	0,132	0,107	0,416	0,860
Gender		0,171	0,188*	-0,050	0,154	0,071	-0,006	-0,101	0,060	-0,129	-0,011	0,172	0,043	-0,083	-0,005
Gender		0,161	0,188*	-0,220*	0,140	0,058	-0,119	0,045	0,054	0,158	0,095	0,246**	0,130	0,097	-0,241**
Cultural Background		0,083	0,042	0,017	0,132	0,536	0,200	0,633	0,566	0,089	0,311	0,008	0,163	0,299	0,009
Cultural Background		-0,021	-0,220*	1	-0,183*	-0,192*	0,033	0,042	-0,056	-0,218*	-0,007	-0,042	0,001	0,050	0,090
Seniority		0,824	0,589	0,017	0,048	0,039	0,721	0,653	0,547	0,018	0,938	0,657	0,990	0,591	0,337
Seniority		0,556**	0,154	0,140	-0,183*	1	0,623**	-0,082	0,201*	0,055	-0,078	0,169	0,040	-0,187*	0,036
Seniority		<0,001	0,098	0,132	0,048	<0,001	0,002	0,377	0,030	0,553	0,400	0,068	0,669	0,043	0,700
Current position		0,362**	0,071	0,058	-0,192*	1	-0,074	-0,031	0,178	0,132	-0,089	0,267**	0,229*	0,061	-0,120
Current position		<0,001	0,448	0,536	0,039	<0,001	0,425	0,739	0,055	0,155	0,338	0,004	0,013	0,516	0,199
Part-time / Full-time		-0,165	-0,006	-0,119	0,033	-0,285**	1	0,064	-0,126	0,002	0,079	0,045	-0,007	0,096	0,015
Part-time / Full-time		0,076	0,949	0,200	0,721	0,002	0,425	0,490	0,177	0,986	0,394	0,627	0,943	0,303	0,872
Base		-0,089	-0,101	0,045	0,042	-0,082	0,064	1	-0,030	-0,018	0,194*	0,126	0,163	0,151	-0,154
Base		0,339	0,278	0,633	0,653	0,377	0,739	0,490	0,750	0,848	0,036	0,175	0,079	0,105	0,097
Commute		0,143	0,060	0,054	-0,056	0,201*	-0,126	-0,030	1	-0,190*	0,040	-0,165	-0,091	-0,122	0,011
Commute		0,124	0,522	0,566	0,547	0,030	0,055	0,177	0,750	0,041	0,670	0,076	0,327	0,191	0,910
ER-S		-0,072	-0,129	0,158	-0,218*	0,055	0,132	-0,018	-0,190*	1	0,281**	0,351**	0,153	0,241**	-0,183*
ER-S		0,443	0,166	0,089	0,018	0,553	0,155	0,986	0,041	0,040	0,002	<0,001	0,100	0,009	0,048
ER-M		-0,090	-0,011	0,095	-0,007	-0,078	0,079	0,194*	0,040	0,281**	1	0,158	0,127	0,105	-0,155
ER-M		0,335	0,905	0,311	0,938	0,400	0,394	0,036	0,670	0,002	0,158	0,089	0,172	0,261	0,096
IjR		0,140	0,172	0,246**	-0,042	0,169	0,267**	0,045	-0,165	0,351**	0,158	1	0,590**	0,427**	-0,362**
IjR		0,132	0,064	0,008	0,657	0,068	0,004	0,627	0,076	<0,001	0,089	<0,001	<0,001	<0,001	<0,001
IdR		0,150	0,043	0,130	0,001	0,040	0,229*	-0,007	-0,091	0,153	0,127	0,590**	1	0,517**	-0,578**
IdR		0,107	0,645	0,163	0,990	0,669	0,013	0,943	0,327	0,100	0,172	<0,001	<0,001	<0,001	<0,001
IM		-0,076	-0,083	0,097	0,050	-0,187*	0,061	0,096	-0,122	0,241**	0,105	0,427**	0,517**	1	-0,609**
IM		0,416	0,372	0,299	0,591	0,043	0,303	0,105	0,191	0,009	0,261	<0,001	<0,001	<0,001	<0,001
AM		0,016	-0,005	-0,241**	0,090	0,036	-0,120	0,015	0,011	-0,183*	-0,155	-0,362**	-0,578**	-0,609**	1
AM		0,860	0,953	0,009	0,337	0,700	0,199	0,872	0,910	0,048	0,096	<0,001	<0,001	<0,001	<0,001

** Correlation is significant at the 0.01 level (2-tailed).

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

4.3 Regression Analysis

The regression analysis results indicate that several demographic variables significantly predict motivational factors, while others do not reach statistical significance. For the Extrinsic Regulation - Social (ER-S) domain, age, education level, gender, cultural background, seniority, current position, and commute all contribute to predicting ER-S, although none of the coefficients are significant at the 0.05 level. Notably, commute emerges as the most influential variable, with a substantial negative coefficient of -0.764 and a significant p-value of 0.019. In contrast, for Extrinsic Regulation - Materialistic (ER-M), none of the independent variables significantly predict ER-M at the 0.05 level, although the base variable exhibits a potential relationship with a coefficient of 0.222 and a p-value of 0.062. Moving to Introjected Regulation, gender, current position, and commute significantly predict introjected regulation at the 0.05 level, with gender and commute having the most substantial impact, with coefficients of 0.715 and -0.655, respectively. Identified Regulation (IdR) is significantly predicted by current position ($b = 0.358$, $p = 0.003$), supporting hypothesis H5, that individuals in leadership positions exhibit higher levels of IdR. Intrinsic Motivation (IM) is only significantly predicted by current position ($b = 0.343$, $p = 0.011$), while amotivation is significantly predicted by gender and current position at the 0.05 level, with gender having the most substantial impact ($b = -0.762$). Overall, while some demographic variables show significant associations with motivational factors, others do not reach statistical significance. Factors such as current position and commute appear to have relatively stronger relationships with motivational factors compared to others. Gender consistently emerges as a significant predictor across multiple motivational factors. The regression analysis partially supports H1, H5, and H6, while not directly addressing H2, H3, H4, H7, H8, and H9.

Table 3: Regression Analysis Summarization

Dependent Variable	Independent Variables	Coefficients	Standard Errors	t-values	p-values	R-Squared
Exentric Regulation - Social	Age	-0,199	0,158	-1,261	0,21	0,159
	Education level	-0,274	0,155	-1,762	0,081	
	Gender	0,680	0,369	1,841	0,068	
	Cultural Background	-0,234	0,135	-1,739	0,085	
	Seniority	0,054	0,176	0,305	0,761	
	Current position	0,240	0,169	1,418	0,159	
	Part-time / Full-time	0,014	0,357	0,039	0,969	
	Base	-0,061	0,120	-0,507	0,613	
Exentric Regulation - Materialistic	Age	-0,092	0,154	-0,594	0,553	0,066
	Education level	-0,008	0,152	-0,054	0,957	
	Gender	0,382	0,361	1,057	0,293	
	Cultural Background	-0,006	0,132	-0,046	0,964	
	Seniority	0,025	0,173	0,145	0,885	
	Current position	-0,116	0,165	-0,699	0,486	
	Part-time / Full-time	0,273	0,349	0,781	0,436	
	Base	0,222	0,117	1,888	0,062	
Introjected Regulation	Age	0,045	0,125	0,363	0,717	0,215
	Education level	0,186	0,123	1,509	0,134	
	Gender	0,715	0,292	2,445	0,016*	
	Cultural Background	0,059	0,107	0,556	0,579	
	Seniority	-0,002	0,140	-0,013	0,989	
	Current position	0,348	0,134	2,602	0,011*	
	Part-time / Full-time	0,191	0,282	0,676	0,500	
	Base	0,141	0,095	1,486	0,140	
Identified Regulation	Age	0,172	0,109	1,576	0,118	0,152
	Education level	0,048	0,108	0,446	0,656	
	Gender	0,309	0,256	1,207	0,230	
	Cultural Background	0,039	0,093	0,413	0,681	
	Seniority	-0,239	0,122	-1,957	0,053	
	Current position	0,358	0,117	3,050	0,003*	
	Part-time / Full-time	-0,109	0,247	-0,442	0,659	
	Base	0,151	0,083	1,816	0,072	
Intrinsic Motivation	Age	0,026	0,123	0,215	0,83	0,138
	Education level	-0,080	0,121	-0,661	0,512	
	Gender	0,462	0,288	1,603	0,112	
	Cultural Background	0,070	0,105	0,663	0,505	
	Seniority	-0,360	0,138	-2,603	0,011	
	Current position	0,343	0,132	2,594	0,011*	
	Part-time / Full-time	0,049	0,278	0,176	0,861	
	Base	0,116	0,094	1,234	0,217	
Amotivation	Age	0,019	0,129	0,144	0,886	0,121
	Education level	0,013	0,127	0,104	0,917	
	Gender	-0,762	0,301	-2,532	0,013*	
	Cultural Background	0,040	0,110	0,362	0,718	
	Seniority	0,225	0,144	1,564	0,121	
	Current position	-0,285	0,138	-2,064	0,041*	
	Part-time / Full-time	0,127	0,291	0,437	0,663	
	Base	-0,143	0,098	-1,458	0,148	
Commuter	0,068	0,262	0,262	0,794		

4.4 Analysis of Variance (ANOVA)

Table 4 illustrates significant differences among various variables, with correlations marked by a p-value of <0.05 , highlighted in bold and denoted by *. Cultural Background emerged as a significant determinant of Extrinsic Regulation - Social (ER-S) scores, suggesting that cultural diversity influences levels of social extrinsic motivation ($p = 0.021$). Similarly, the organizational base significantly impacted ER-S scores, implying that foundational support affects social extrinsic motivation ($p = 0.034$). This finding supports hypothesis H9, which suggests that Employees based in certain locations may exhibit differences in motivational factors, reflecting the influence of environmental and cultural factors on individual motivation. Furthermore, Commute conditions were found to significantly influence ER-S scores, highlighting the impact of commute circumstances on social extrinsic motivation ($p = 0.041$). Gender significantly influenced Introjected Regulation (IjR) scores, indicating potential gender differences in introjected regulation levels ($p = 0.008$). Gender also significantly influenced Amotivation (AM) scores, suggesting gender differences in motivation levels ($p = 0.009$). Both findings support hypothesis 6, which suggests potential gender differences in motivational levels and factors. Current Position significantly affected IjR scores, reflecting the impact of organizational hierarchy on introjected regulation ($p = 0.014$). Notably, significant relationships were observed between ER-S, IjR, IdR, IM, and AM, confirming Hypothesis H1, which claims a negative correlation between AM and other motivational factors.

Table 4: ANOVA Analysis Summarization Table

Demographic variable	MF	BG SS	BG df	BG MS	WG SS	WG df	WG MS	F-value	p-value	Effect Size
Age	ER-S	8,047	4	2,012	256,175	112	2,287	0,880	0,479	0,030
Education level	ER-S	9,071	2	4,536	255,151	114	2,238	2,027	0,137	0,034
Gender	ER-S	6,603	1	6,603	257,619	115	2,240	2,948	0,089	0,025
Cultural Background	ER-S	21,718	3	7,239	242,504	113	2,146	3,373	0,021*	0,082
Seniority	ER-S	14,413	4	3,603	249,810	112	2,230	1,615	0,175	0,055
Current position	ER-S	7,914	3	2,638	256,308	113	2,268	1,163	0,327	0,030
Part-time / Full-time	ER-S	0,001	1	0,001	264,222	115	2,298	0,000	0,986	0,000
Base	ER-S	23,271	4	5,818	240,952	112	2,151	2,704	0,034*	0,088
Commute	ER-S	9,497	1	9,497	254,726	115	2,215	4,287	0,041*	0,036
Age	ER-M	4,240	4	1,060	223,453	112	1,995	0,531	0,713	0,019
Education level	ER-M	0,107	2	0,053	227,586	114	1,996	0,027	0,974	0,000
Gender	ER-M	2,036	1	2,036	225,656	115	1,962	1,038	0,311	0,009
Cultural Background	ER-M	7,391	3	2,464	220,301	113	1,950	1,264	0,290	0,032
Seniority	ER-M	2,498	4	0,624	225,194	112	2,011	0,311	0,870	0,011
Current position	ER-M	3,878	3	1,293	223,814	113	1,981	0,653	0,583	0,017
Part-time / Full-time	ER-M	1,437	1	1,437	226,255	115	1,967	0,731	0,394	0,006
Base	ER-M	9,849	4	2,462	217,843	112	1,945	1,266	0,288	0,043
Commute	ER-M	0,360	1	0,360	227,332	115	1,977	0,182	0,670	0,002
Age	IjR	10,595	4	2,649	166,653	112	1,488	1,780	0,138	0,060
Education level	IjR	5,274	2	2,637	171,973	114	1,509	1,748	0,179	0,030
Gender	IjR	10,718	1	10,718	166,530	115	1,448	7,402	0,008*	0,060
Cultural Background	IjR	2,238	3	0,746	175,010	113	1,549	0,482	0,696	0,013
Seniority	IjR	9,270	4	2,318	167,978	112	1,500	1,454	0,194	0,052
Current position	IjR	15,822	3	5,274	161,426	113	1,429	3,692	0,014*	0,089
Part-time / Full-time	IjR	0,365	1	0,365	176,883	115	1,538	0,238	0,627	0,002
Base	IjR	11,070	4	2,767	166,178	112	1,484	1,865	0,121	0,062
Commute	IjR	4,808	1	4,808	172,440	115	1,499	3,206	0,076	0,027
Age	IdR	7,813	4	1,953	118,050	112	1,054	1,853	0,124	0,062
Education level	IdR	0,562	2	0,281	125,301	114	1,099	0,256	0,775	0,004
Gender	IdR	2,125	1	2,125	123,738	115	1,076	1,975	0,163	0,017
Cultural Background	IdR	0,169	3	0,056	125,694	113	1,112	0,051	0,985	0,001
Seniority	IdR	1,853	4	0,463	124,011	112	1,107	0,418	0,795	0,015
Current position	IdR	7,751	3	2,584	118,112	113	1,045	2,472	0,065	0,062
Part-time / Full-time	IdR	0,006	1	0,006	125,858	115	1,094	0,005	0,943	0,000
Base	IdR	7,384	4	1,846	118,480	112	1,058	1,745	0,145	0,059
Commute	IdR	1,053	1	1,053	124,811	115	1,085	0,970	0,327	0,008
Age	IM	6,454	4	1,613	150,179	112	1,341	1,203	0,313	0,041
Education level	IM	1,764	2	0,882	154,868	114	1,358	0,649	0,524	0,011
Gender	IM	1,466	1	1,466	155,167	115	1,349	1,086	0,299	0,009
Cultural Background	IM	4,164	3	1,388	152,468	113	1,349	1,029	0,383	0,027
Seniority	IM	9,134	4	2,283	147,499	112	1,317	1,734	0,147	0,058
Current position	IM	8,496	3	2,832	148,137	113	1,311	2,160	0,097	0,054
Part-time / Full-time	IM	1,447	1	1,447	155,185	115	1,349	1,072	0,303	0,009
Base	IM	9,357	4	2,339	147,275	112	1,315	1,779	0,138	0,060
Commute	IM	2,323	1	2,323	154,309	115	1,342	1,731	0,191	0,015
Age	AM	7,993	4	1,998	159,973	112	1,428	1,399	0,239	0,048
Education level	AM	0,449	2	0,225	167,517	114	1,469	0,153	0,858	0,003
Gender	AM	9,769	1	9,769	158,196	115	1,376	7,102	0,009*	0,058
Cultural Background	AM	2,830	3	0,943	165,136	113	1,461	0,646	0,587	0,017
Seniority	AM	3,187	4	0,797	164,779	112	1,471	0,542	0,705	0,019
Current position	AM	4,197	3	1,399	163,769	113	1,449	0,965	0,412	0,025
Part-time / Full-time	AM	0,038	1	0,038	167,928	115	1,460	0,026	0,872	0,000
Base	AM	15,326	4	3,831	152,640	112	1,363	2,811	0,290	0,091
Commute	AM	0,019	1	0,019	167,947	115	1,460	0,013	0,910	0,000
ER-S	AM	20,180	6	3,363	147,786	110	1,344	2,503	0,026*	0,120
ER-M	AM	12,184	6	2,031	155,781	110	1,416	1,434	0,208	0,073
IjR	AM	24,460	6	4,077	143,506	110	1,305	3,125	0,007*	0,146
IdR	AM	61,480	5	12,296	106,486	111	0,959	12,817	<0,001*	0,366
IM	AM	64,963	5	12,993	103,003	111	0,928	14,001	<0,001*	0,387

4.5 AD-Hoc Analysis

Table 5 reveals significant differences in Extrinsic Regulation - Social (ER-S) scores among participants from different cultural backgrounds. Individuals from Southern European backgrounds exhibit notably higher ER-S scores compared to those from other backgrounds. This distinction is further highlighted by homogeneous subsets, where participants from Southern European backgrounds form a subset with significantly elevated ER-S scores compared to other subsets. Conversely, participants from Eastern European, Other, and Northern European backgrounds do not exhibit significant differences in ER-S scores among themselves. Looking at Amotivation (AM), there are noteworthy variations based on the level of agreement with ER-S. Participants who strongly disagree with ER-S demonstrate significantly lower AM scores (indicating higher motivation), forming a subset distinct from others. Conversely, subsets comprising individuals who somewhat disagree, neither agree nor disagree, and somewhat agree with ER-S show progressively higher AM scores (lower motivational level). Participants who agree and strongly agree with ER-S form a subset with the highest AM scores (lowest motivational levels). These findings underscore the influence of cultural background on ER-S, particularly with Southern European participants displaying the highest scores.

Table 5: Ad-Hoc Analysis

Factor	Comparison	Mean Difference	Standard Error	Sig.	Lower Bound	Upper Bound
Extrinsic Regulation - Social	Southern European vs. Others	1,272*	0,433	0,021	0,14	2,4
	Eastern European vs. Others	-0,333	0,946	0,958	-2,8	2,13
	Northern European vs. Others	-0,592	0,617	0,772	-2,2	1,02
	Homogenous Subset	Southern European				
Extrinsic Regulation - Social	Highly Motivated vs. Others	2,045*	0,588	0,013	0,28	3,81
	Minimal Motivation vs. Others	1,75	0,529	0,021	0,16	3,34
	Homogenous Subset	Highly Motivated				

4.6 Summary of Findings

F1: Cultural Background and Extrinsic Regulation - Social (ER-S): The study found a significant difference in ER-S scores among individuals from different cultural backgrounds ($p = 0.021$). This indicates that cultural diversity may influence the level of social extrinsic motivation observed among employees.

F2: Base and Extrinsic Regulation - Social (ER-S): Significant differences in ER-S scores were noted based on the individuals' base ($p = 0.034$). This suggests that organizational or foundational support may impact social extrinsic motivation levels.

F3: Commute and Extrinsic Regulation - Social (ER-S): The length or nature of the commute significantly affected ER-S scores ($p = 0.041$). This implies that commute conditions may influence the level of social extrinsic motivation experienced by individuals.

F4: Gender and Introjected Regulation (IjR): Gender was found to significantly influence IjR scores ($p = 0.008$), indicating potential differences in introjected regulation levels between males and females.

F5: Current Position and Introjected Regulation (IjR): Significant differences in IjR scores were observed based on individuals' current positions within the organization ($p = 0.014$). This suggests that organizational hierarchy may impact introjected regulation levels.

F6: Gender and Amotivation (AM): Gender was found to significantly influence AM scores ($p = 0.009$), suggesting that males and females may exhibit different levels of amotivation.

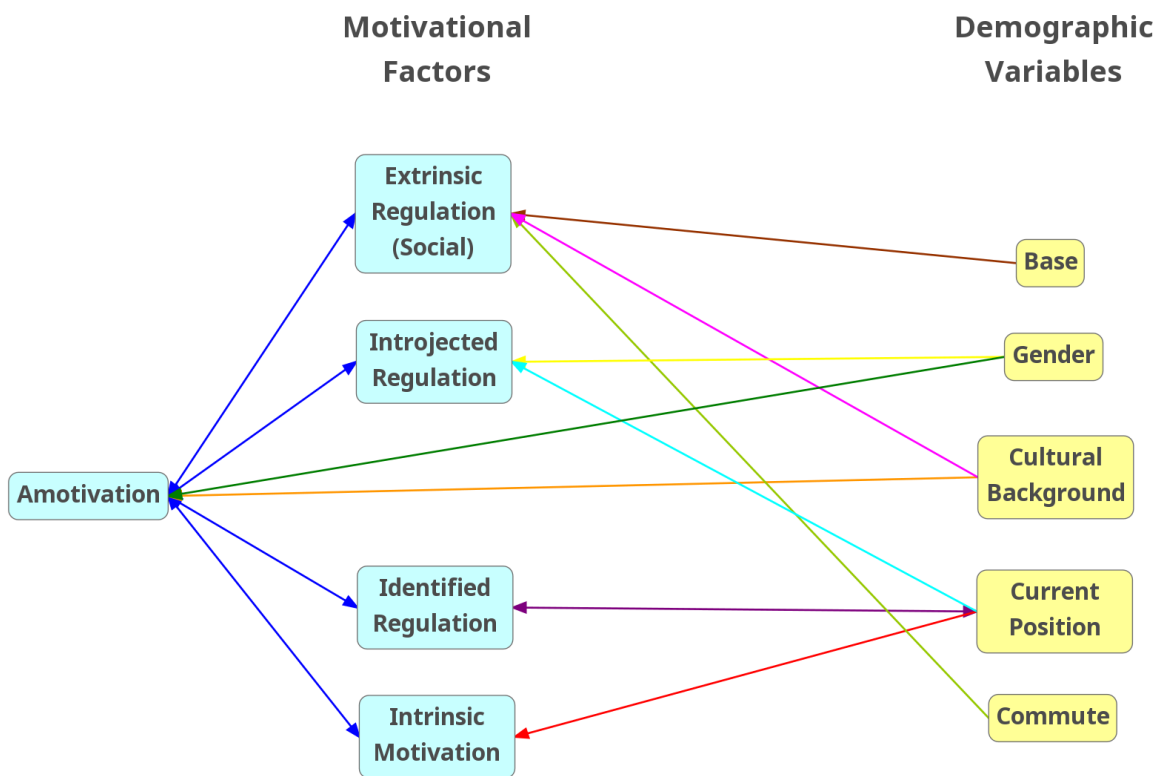
F7: Significant correlations between Extrinsic Regulation - Social ($p = 0.026$), Introjected Regulation ($p = 0.007$), Identified Regulation ($p < 0.001$), Intrinsic Motivation ($p < 0.001$) and Amotivation (AM), confirming hypothesis H1.

F8: Identified Regulation (IdR) is significantly predicted by current position ($b = 0.358$, $p = 0.003$), supporting hypothesis H5, that individuals in leadership positions exhibit higher levels of IdR.

F9: Intrinsic Motivation (IM) is only significantly predicted by current position ($b = 0.343$, $p = 0.011$)

F10: Findings in the AD-Hoc analyses showed that Cultural background had impact on amotivation scores.

Figure 2: Conceptual Model



5.0 Discussion

5.1 Interpretation of Results

The interpretation of the survey findings is contextualized within the theoretical framework of Self-Determination Theory (SDT), providing insights into the underlying mechanisms driving motivational orientations among cabin crew members at Norwegian Airlines.

Self-Determination Theory explains how individuals are inherently motivated to satisfy their psychological needs for autonomy, competence, and relatedness. The observed correlations between demographic variables and motivational factors in our study resonate with SDT's emphasis on these fundamental psychological needs. For instance, the strong positive correlations between age and seniority suggest that as individuals accumulate experience over time, they tend to exhibit higher levels of identified regulation and intrinsic motivation while experiencing lower levels of amotivation. This aligns with SDT's proposition that autonomy and competence are essential components of intrinsic motivation, which flourishes as individuals develop mastery and autonomy in their roles.

Furthermore, the findings support the key tenets of SDT by highlighting the role of intrinsic motivation in fostering job satisfaction among cabin crew members. The moderate positive correlations between gender, current position, and motivational factors underscore the nuanced interplay between intrinsic and extrinsic motivational factors, as individuals' perceptions of autonomy, competence, and relatedness vary based on their demographic characteristics. These findings echo SDT's emphasis on the importance of intrinsic motivation in promoting optimal functioning and well-being in the workplace.

In addition to SDT, the interpretation of the results is enriched by insights from other motivational theories discussed in the literature review. Maslow's hierarchy of needs provides a valuable framework for understanding how individuals prioritize different motivational factors based on their stage of personal development and the satisfaction of basic needs. Cognitive theories offer complementary perspectives on how individuals perceive and pursue goals, shedding light on the cognitive processes underlying motivated behavior. Social theories highlight the influence of interpersonal relationships and societal norms on motivational orientations, emphasizing the role of relatedness in shaping employee motivation. Situational theories, such as Herzberg's two-factor theory, further elucidate the impact of organizational factors on job satisfaction and performance, highlighting the importance of both intrinsic and extrinsic motivational factors in the work environment.

By integrating insights from multiple motivational theories, our interpretation of the results provides a comprehensive understanding of the complex interplay between intrinsic and extrinsic motivational factors in shaping the work experiences of cabin crew members at Norwegian Airlines. These findings have implications for theory and practice, informing the development of targeted interventions and organizational strategies to enhance employee motivation, satisfaction, and performance within the aviation industry.

5.2 Discussion of Implications

The findings of this study have profound implications for organizational practices and interventions aimed at enhancing cabin crew members' motivation, job satisfaction, and performance within Norwegian Airlines. By translating the research insights into actionable recommendations, the organization can cultivate a work environment that fosters autonomy, competence, and relatedness, thereby promoting employee well-being and organizational success.

The observed relationships between demographic variables and motivational factors underscore the importance of tailoring organizational policies and initiatives to meet the diverse needs and preferences of cabin crew members. For instance, the positive correlation between age and seniority suggests that as individuals progress in their careers, they may benefit from opportunities for increased autonomy and responsibility. Therefore, Norwegian Airlines could consider implementing career development programs that provide avenues for professional growth and advancement, thereby enhancing intrinsic motivation and job satisfaction among senior employees.

The moderate positive correlations between gender, current position, and motivational factors highlight the need for gender-sensitive approaches to leadership and management practices within the organization. Recognizing the unique challenges and preferences of male and female cabin crew members, Norwegian Airlines could implement training programs and mentorship initiatives that promote gender diversity and inclusivity in decision-making processes, fostering a sense of belonging and relatedness among all employees.

By incorporating insights from Self-Determination Theory (SDT) and other motivational theories, Norwegian Airlines can develop targeted training programs, performance management strategies, and leadership practices tailored to the unique needs and preferences of cabin crew members. SDT emphasizes the importance of autonomy, competence, and relatedness in fostering intrinsic motivation and optimal functioning. Therefore, the organization could design training modules that empower employees to take ownership of their work processes, develop new skills, and build meaningful relationships with colleagues and supervisors. It is only in recent years the company has opened for performance reviews with a supervisor, upon request. More funding has also gone into fostering the community, via company parties, upgrades of employees' electronic tools etc.

By using insights from Maslow's hierarchy of needs, cognitive theories, social theories, and situational theories, Norwegian Airlines can implement holistic approaches to employee development and engagement. For example, the organization could establish feedback mechanisms that allow cabin crew members to provide input on organizational policies and practices, thereby enhancing their sense of autonomy and involvement in decision-making processes. This is a huge issue for airlines as there are so many flight attendants it is hard to develop a system where every suggestion is heard, evaluated and responded to.

5.2.1 Contradictions in Participant Responses and Theoretical Grounding in SDT

Despite the anticipated correlations outlined in the theoretical framework, it's noteworthy to address the absence of a significant correlation between Extrinsic Regulation-Material (ER-M) and amotivation among participants. This contradiction challenges both the participants' responses and the theoretical grounding in SDT. Furthermore, Appendix 2

reveals that several participants expressed desires for material rewards, such as increased pay, in the text box responses, yet this sentiment was not reflected in their survey answers. This discrepancy raises questions about the underlying factors influencing motivational orientations among cabin crew members and warrants further investigation.

The findings of this study provide valuable insights for Norwegian Airlines to enhance cabin crew members' motivation, job satisfaction, and performance. By aligning organizational practices and interventions with the principles of SDT and other motivational theories, the organization can create a supportive and empowering work environment that promotes employee well-being and organizational success.

It's noteworthy to consider the organizational context of Norwegian Airlines within the framework of Herzberg's two-factor theory. As explained earlier in the thesis this theory distinguishes between motivators, which contribute to job satisfaction, and hygiene factors, which can lead to dissatisfaction if lacking but do not necessarily contribute to satisfaction when present. From my perspective, Norwegian as an organization might find itself in a situation where it's low on hygiene factors and high on motivational factors.

Herzberg's theory suggests that the absence of hygiene factors, such as working conditions, salary, and job security, can lead to dissatisfaction among employees. However, their presence alone does not guarantee satisfaction. On the other hand, motivators, such as recognition, responsibility, and opportunities for personal growth, contribute to job satisfaction and can lead to higher levels of motivation and engagement among employees.

Considering this perspective, Norwegian Airlines may need to pay attention to improving hygiene factors to mitigate potential sources of dissatisfaction among cabin crew members. Based on my earlier distinctions, it seems the company is working on raising its hygiene factors, through improving employees electronic tools, conducting performance reviews, and working on ways to improve work/life balance among crew-members through action groups. While the findings of this study emphasize the importance of intrinsic motivation and autonomy in driving job satisfaction and performance, neglecting hygiene factors could undermine the overall well-being and morale of employees. During the pandemic a lot of employees were laid-off, working for less pay to ensure the company's survival. Many employees feel as though this effort has not been recognised enough. Therefore, organizational initiatives aimed at enhancing working conditions, addressing salary concerns, and providing job security may be necessary to create a supportive and conducive work environment for cabin crew members.

The organization can make use of insights from Self-Determination Theory and other motivational theories to complement efforts aimed at improving hygiene factors. By fostering autonomy, competence, and relatedness in the workplace, Norwegian Airlines can enhance intrinsic motivation and job satisfaction among cabin crew members, thereby promoting overall organizational performance and success.

While Norwegian Airlines may excel in providing motivational factors conducive to job satisfaction and performance, attention to hygiene factors is crucial for maintaining employee well-being and organizational effectiveness. By addressing both motivators and hygiene

factors, the organization can create a balanced and fulfilling work environment that meets the diverse needs and preferences of cabin crew members, ultimately contributing to the achievement of organizational goals and objectives.

5.3 Acknowledgement of Limitations

While this study sought to shed light on the complex dynamics of motivational factors among cabin crew members at Norwegian Airlines through the lens of Self-Determination Theory (SDT) and other motivational theories, several limitations warrant acknowledgment. Reflecting on these limitations is crucial for interpreting the findings accurately and identifying avenues for future research to address these gaps.

Firstly, while the theoretical framework of SDT provided valuable insights into the underlying mechanisms driving motivational orientations among cabin crew members, its application in the context of this study may have been constrained by certain factors. For instance, the reliance on self-report measures to assess motivational factors may introduce response bias and social desirability effects, potentially influencing the validity of the results. Additionally, the inherent complexity of human motivation suggests that other theoretical perspectives, such as cognitive theories or social theories, could offer complementary insights that were not fully explored in this study.

Furthermore, the limitations of the research design may have implications for the generalizability of the findings and the validity of the conclusions drawn. The survey-based

methodology employed in this study relied on a convenience sample of cabin crew members at Norwegian Airlines, which may not be fully representative of the broader population. As such, caution should be exercised when extrapolating the results to other airline companies or cultural contexts. The cross-sectional nature of the study precludes causal inferences about the relationships between demographic variables and motivational factors, highlighting the need for longitudinal research designs to capture the dynamic nature of motivation over time.

In acknowledging these limitations, it's essential to recognize how Gagné, et al. (2015) incorporated a multitude of other surveys to include crucial variables that affect motivation in his original article introducing the Multidimensional Work Motivation Scale (MWMS). It could be beneficial for future research to include surveys measuring autonomy, competence, and relatedness, to gain an even more comprehensive framework for assessing motivational factors in the workplace. Additionally, one could integrate measures of different types of leadership and job design, providing a holistic view of the organizational factors that influence employee motivation.

In light of these limitations, several avenues for future research can be proposed to further explore the complex dynamics of motivation among cabin crew members in the aviation industry. Firstly, longitudinal studies could track changes in motivational factors and job satisfaction over time, allowing for a more nuanced understanding of the factors influencing employee motivation. Additionally, qualitative research methods, such as interviews or focus groups, could provide deeper insights into the subjective experiences and perceptions of cabin crew members, complementing the quantitative findings obtained in this study. Comparative studies across different airline companies and cultural contexts could shed light

on the contextual factors shaping motivational orientations and organizational practices within the aviation industry.

In conclusion, while this study contributes valuable insights into the motivational factors influencing cabin crew members at Norwegian Airlines, it is essential to acknowledge the limitations inherent in the research design and theoretical framework. By addressing these limitations and proposing avenues for future research, we can advance our understanding of motivation in the aviation industry and inform evidence-based practices to enhance employee well-being and organizational performance.

5.4 Integration of Theoretical Framework

The theoretical framework outlined in the literature review, particularly Self-Determination Theory (SDT), serves as a guiding lens through which to interpret the findings of this study and explore the underlying mechanisms driving motivational orientations among cabin crew members at Norwegian Airlines.

Self-Determination Theory explains that individuals are inherently motivated to satisfy their psychological needs for autonomy, competence, and relatedness. In the context of this study, SDT provides a conceptual framework for understanding how these fundamental psychological needs manifest in the workplace and influence employee motivation, job satisfaction, and performance.

By integrating insights from SDT into the discussion of our findings, we can discern patterns and relationships that align with the theory's propositions. For example, the observed correlations between age and seniority and motivational factors resonate with SDT's emphasis on autonomy and competence as drivers of intrinsic motivation. As cabin crew members accumulate experience and develop mastery in their roles, they may experience higher levels of intrinsic motivation and lower levels of amotivation, reflecting the fulfillment of their psychological needs within the organizational context.

The Multidimensional Work Motivation Scale (MWMS), grounded in SDT principles, enhances our understanding of the diverse array of motivational factors experienced by cabin crew members and facilitates the development of targeted interventions to optimize employee motivation and well-being. By assessing multiple dimensions of motivation, including intrinsic and extrinsic factors, the MWMS offers a comprehensive framework for identifying areas of strength and areas for improvement within the organization. For instance, the scale may reveal specific areas where cabin crew members lack autonomy or perceive a lack of relatedness with colleagues and supervisors, signaling opportunities for organizational interventions to enhance these aspects of the work environment.

Overall, the integration of the theoretical framework outlined in the literature review, particularly Self-Determination Theory, into the discussion of our findings enriches our understanding of the complex dynamics of motivation among cabin crew members at Norwegian Airlines. By leveraging insights from SDT and utilizing tools such as the MWMS, the organization can develop targeted interventions and organizational strategies to

optimize employee motivation, job satisfaction, and performance, ultimately contributing to the achievement of organizational goals and objectives.

6.0 Conclusion

In conclusion, this thesis aimed to explore the motivational factors influencing cabin crew members at Norwegian Airlines through the lens of Self-Determination Theory (SDT) and other motivational theories. The research process involved a comprehensive methodology, including the utilization of the Multidimensional Work Motivation Scale (MWMS), AI-assisted data analysis, and advanced writing assistance tools. By integrating insights from both quantitative survey data and theoretical frameworks, this study has provided valuable insights into the complex dynamics of motivation within the aviation industry.

The study examined the relationship between various demographic and situational factors and motivational regulation among cabin crew members at Norwegian Airlines. Significant findings revealed that cultural background, organizational support, and commute conditions influenced social extrinsic motivation (ER-S), while gender and organizational hierarchy impacted introjected regulation (IjR). Additionally, gender differences were observed in amotivation (AM), and correlations were found between different motivational factors. Leadership positions were associated with higher levels of identified regulation (IdR), and job position predicted intrinsic motivation (IM). AD-Hoc analyses highlighted the impact of cultural background on amotivation scores. These findings underscore the multifaceted nature of motivation among cabin crew members and provide valuable insights for understanding and addressing motivational dynamics within the airline industry.

The discussion of implications outlined actionable recommendations for Norwegian Airlines and other organizations within the aviation industry. By aligning organizational practices with the principles of SDT and other motivational theories, organizations can create a supportive and empowering work environment that promotes employee well-being and organizational success. Moreover, attention to both motivators and hygiene factors is crucial for maintaining employee satisfaction and performance.

Acknowledging the limitations of the research process, including the reliance on self-report measures and the cross-sectional nature of the study, future research endeavors should consider longitudinal designs and qualitative methodologies to further elucidate the complex dynamics of motivation in the aviation industry.

Overall, this thesis contributes to the existing body of knowledge on work motivation by providing insights into the motivational factors influencing cabin crew members at Norwegian Airlines. By integrating theoretical frameworks with empirical evidence, this study informs evidence-based practices to enhance employee well-being, job satisfaction, and organizational performance within the aviation industry.

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AI tools that have been used in the work on this bachelor's thesis

Name (and version) of the AI tool: ChatGPT, 3.5

The purpose of the use of the tool: Used to organize data, data analysis and text revision.

I am aware that I am responsible for all content of this bachelor's thesis, including the parts where AI tools are used. I am responsible for ensuring that the thesis complies with ethical rules for privacy and publication.

Appendix 1: Survey



Exploring Motivational Factors: A Survey on Work

Motivation at Norwegian

Hi! My name is Silje Kvía, I am a student at the University of Stavanger. This survey is being conducted as a part of my Bachelor thesis, the goal of the survey is to gather insights into motivational factors among Cabin Crew at Norwegian. Your responses will remain confidential, individual results will not be tracked or shared, ensuring your privacy. The survey will take 5-10 minutes to complete. Your valuable input is greatly appreciated.

What is your age?

- 20 - 29 years old
- 30 - 39 years old
- 40 - 49 years old
- 50 - 59 years old
- 60+ years old

What is your education level?

- Primary School
- Secondary Education / High School Diploma
- Trade Certificate / Certificate of Apprenticeship
- Higher Education (University / College)

What gender do you identify as?

- Male
- Female
- Other

What is your cultural background?

- Northern European (Norway, Denmark, Sweden, Iceland or Finland).
- Eastern European (Russia, Poland, Hungary, Bulgaria, Serbia, Croatia, Montenegro, the Czech Republic, Slovakia, Slovenia, Ukraine or Romania).
- Southern European (Italy, Greece, Spain or Portugal).
- Western European (France, Netherland, Belgium, Luxembourg, Switzerland, Austria, Germany, UK or Ireland)
- Other.

How many years have you been employed at Norwegian?

- 0 - 4 years
- 5 - 9 years
- 10 - 14 years
- 15 - 19 years
- 20 years or more

What is your current position at Norwegian?

- Cabin Crew Member (CCM)
- Cabin Crew Member (CCM), former Senior Cabin Crew Member (SCCM)
- Senior Cabin Crew Member (SCCM)
- Supervisor

Are you currently working Part-time or Full-time?

- Part-time
- Full-time

What base are you currently operating from?

- Malaga (AGP)
- Alicante (ALC)
- Stockholm (ARN)
- Bergen (BGO)
- Copenhagen (CPH)
- Helsinki (HEL)
- Oslo (OSL)
- Palma de Mallorca (PMI)
- Stavanger (SVG)
- Trondheim (TRD)

Do you need to travel a significant distance (more than a 90-minute commute), to reach your workplace?

- No
- Yes

This section of the survey will delve into various motivational factors. The questions presented here are derived from the Multidimensional Work Motivation Scale (MWMS), a tool rooted in the framework of Self-Determination Theory.

Please rate the following statements on a scale from Strongly Disagree to Strongly Agree, indicating the extent to which you agree or disagree with each statement.

The following questions relate to extrinsic motivation with a social focus, which involves being motivated by external factors such as approval, respect, or avoidance of criticism from others.

Why do you or would you put effort into your current job?

To get others' approval (e.g., supervisor, colleagues, family, strangers ...)

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because others will respect me more (e.g., supervisor, colleagues, family, strangers ...).

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job? job? To avoid being

criticized by others (e.g., supervisor, colleagues, family, strangers ...).

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

The next set of questions concern extrinsic motivation with a material focus, which involves being motivated by external rewards or consequences such as financial rewards or job security.

Why do you or would you put effort into your current job?

Because others will reward me financially only if I put enough effort in my job (e.g., employer, supervisor).

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because others offer me greater job security if I put enough effort in my job (e.g., employer, supervisor ...).

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because I risk losing my job if I don't put enough effort into it.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

The following questions address introjected regulation, which involves being motivated by internal pressures or expectations such as the need to prove oneself or avoid feelings of shame or guilt.

Why do you or would you put effort into your current job?

Because I have to prove to myself I can.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because it makes me feel proud of myself.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because otherwise, I will feel bad about myself.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

The next set of questions pertain to identified regulation, which involves being motivated by a sense of personal importance or alignment with personal values.

Why do you or would you put effort into your current job?

Because I personally consider it important to put effort into this job.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because putting effort into this job aligns with my personal values.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because putting effort into this job has personal significance to me.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

The following questions explore intrinsic motivation, which involves being motivated by the inherent enjoyment, excitement, or interest in the work itself.

Why do you or would you put effort into your current job?

Because I have fun doing my job.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because what I do in my work is exciting.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Why do you or would you put effort into your current job?

Because the work I do is interesting.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither Agree nor Disagree
- Somewhat Agree
- Agree
- Strongly Agree

Appendix 2: Raw data

	var1	var2	var3	var4	var5	var6	var7	var8	var9	ER-S	ER-M	IJR	IdR	IM	AM	OPEN TEXT	
1	1	4	2	1	1	3	2	8	1	6	6	6	6	6	7	1	
2	3	4	2	1	4	3	2	4	1	6	2	6	6	6	6	2	Positive feedback
3	3	4	2	1	4	3	2	8	1	6	6	6	6	6	1		
4	2	3	2	5	1	1	2	7	1	5	4	4	6	7	1		
5	1	4	1	1	1	1	1	7	1	1	2	6	6	5	3		
6	1	2	2	1	1	1	2	8	1	6	5	7	7	7	1		
7	1	2	1	1	1	1	2	7	1	7	5	7	6	7	1		
8	1	2	2	1	2	3	2	9	1	6	3	7	7	6	1	The people who put down an effort and the people who does NOT care about their job is always treated the same. Ofcourse everything should be equal. But it feels like a punch in the gut when you work hard and you see people not working hard that do not even like their job be treated the same way. There is no consequens for the ones doing a bad job. And that is de-motivating to do a good one.	
9	4	2	2	1	3	4	2	7	1	2	2	7	7	7	1	In current situation in my company we need to get more flexibility to get vacation. And the workload with longer pairings in type early shifts must change.	
10	4	4	2	1	3	3	2	5	1	5	3	6	6	6	2		
11	1	2	1	1	1	1	2	9	1	4	4	5	7	6	1		
12	1	3	2	3	2	1	2	7	1	2	4	6	6	6	1		
13	2	4	2	1	3	1	1	7	2	4	3	4	5	6	1	Better leadership	
14	2	4	2	1	3	3	2	9	1	2	4	7	5	5	2		
15	3	3	2	1	2	3	2	8	1	5	2	6	7	6	1	Course	
16	3	2	2	1	1	1	2	7	1	3	4	4	3	5	4	Mere lønn og bedre betingelser!	
17	1	2	2	1	1	1	2	9	1	3	3	5	6	7	1	I can't think of anything as of right now because I love my job and my colleagues very much, and ofc not everything is perfect but nothing can be absolutely perfect either, so i'm glad that NK is doing so much for us and listening to what we have to say.	
18	2	3	2	1	3	3	2	8	1	5	3	5	5	5	2	Feedback, and better uniforms. More courses (both optional and non optional) and that the CBT recurrent was available for everyone to read whenever they want.	
19	3	4	2	1	1	1	2	4	1	4	3	6	6	7	2		
20	2	4	1	3	2	1	2	7	1	5	5	6	6	6	1		
21	3	2	2	1	3	1	2	8	1	3	4	6	6	6	1		
22	2	3	2	1	3	1	1	7	1	5	2	6	5	7	1		
23	3	2	2	1	4	3	1	4	1	5	3	5	6	5	3		
24	1	2	1	5	1	1	2	8	1	4	4	7	6	7	1		
25	2	4	2	1	3	3	2	7	2	5	3	5	5	6	2	Motivation from crew management, more acknowledging seeing crew for their outstanding job effort. Improve the balance between work/private life.	
26	2	4	2	1	3	3	2	7	2	4	4	6	5	6	5	The possibility to change position, bases and departments without giving up your salary and seniority. Life changes and so does the business. I should be possible to grown together than grow apart.	
27	1	2	2	1	1	1	2	8	1	4	5	6	6	6	2		
28	3	4	2	1	3	1	1	7	1	4	3	5	6	6	1	Work pattern that's suits us, late/early ci/co, layover/no layover, work/home Balance, normal work hours, not max duty most days at work.	
29	2	3	2	1	4	3	2	7	2	5	4	6	7	6	1		
30	1	4	2	1	1	1	2	7	1	6	5	6	7	7	1		
31	3	4	2	1	5	3	1	4	1	6	2	6	6	3	3		
32	3	2	2	5	3	1	2	7	1	3	4	6	6	6	3	Better payment, competitions, etc	
33	2	2	2	1	2	1	2	8	1	5	3	6	6	5	3	Feeling seen, that the company cares to help us out with requests, income	
34	4	2	2	1	4	3	1	7	2	4	5	6	7	4	2		
35	1	2	1	1	1	1	2	4	1	2	4	2	5	5	2		
36	3	3	2	1	3	1	2	8	1	6	6	6	7	7	1		
37	3	2	2	1	3	1	2	7	2	5	4	5	5	5	3		
38	2	3	2	1	3	1	1	7	1	5	4	5	5	4	3		
39	4	2	2	1	3	3	1	7	2	5	2	6	7	6	1	Shorter working days; better scheduling.	
40	1	4	2	1	1	1	2	4	1	6	4	6	6	7	1		
41	3	4	2	2	4	3	1	7	2	2	3	4	5	7	1	To be appreciated by our employer and not fighting with them all the time about everything.	
42	3	2	2	1	3	1	1	7	1	3	5	4	6	5	3		
43	4	4	2	1	4	3	1	7	2	2	5	6	6	6	1		
44	3	2	1	3	2	3	2	7	2	2	2	3	7	7	1		
45	3	2	2	1	4	1	2	8	1	4	2	7	6	6	2		
46	1	4	1	1	1	1	1	7	1	4	3	5	6	5	2	- Higher economic reward for selling products on board. - More layovers at LPA, TFS, etc.	

47	3	2	2	1	4	3	2	7	1	6	3	7	6	7	1	If management Could understand our work environment better.
48	3	4	2	1	3	3	2	9	1	3	5	6	6	5	1	Better understanding from the employer regarding the work/life balance
49	3	4	2	1	1	1	2	8	1	5	4	6	7	6	1	
50	3	4	2	1	2	1	2	7	2	3	3	4	3	4	5	Get me enough sleep and food on regular pattern basis. If we constantly have 11h work day, 3h travel to and from work (ish), 8 hours sleep, that means we have 2 hours left for other activities like eating at home, taking a shower, brushing teeths, kissing your partner.nwhich means i dont even have time to put on laundry or dishwasher and empty it during these 5 days. To have that 5 days every working period is severely demotivating.
51	1	3	1	1	2	1	2	7	2	6	4	6	5	6	1	
52	2	2	2	1	2	1	2	7	2	3	4	1	3	2	3	
53	2	4	1	3	3	2	2	7	1	4	3	4	5	3	3	- increase in the salary - more importance given to seniority - a better staff Ticket solution -give more power to flight deck and cabin crew on a company scale
54	2	4	2	1	2	1	2	7	2	5	5	5	6	6	2	If management had a clearer picture of our workday and could show a bit of empathy when it came to the sacrifices we make when doing this job. Not only should it pay better, but work life balance should be a greater priority. There should also be focus on work day structure, should be set up a proper system for bidding routes, layovers, early/lates/night flights etc. When we are expected to wear a uniform to work they should provide us with enough pieces for us to properly dress ourself and the quality should be better.
55	3	3	2	1	1	1	2	4	1	6	5	6	6	6	1	
56	2	3	2	1	4	3	1	7	1	5	5	5	6	5	2	Moore day's off.
57	1	2	1	1	1	1	2	9	1	3	2	4	6	7	1	
58	2	4	2	1	3	3	2	7	2	3	2	7	7	7	1	Better flexibility put into planning
59	2	3	2	1	2	3	2	7	1	5	4	6	7	7	2	Better communication, and less of a distance between KL and flying personell. Last basemeeting proved that CEO has no actual knowledge of the issues raised by his employees, as we are separated instances due to apps etc. No human factor taken into account, and an employee is just a number on a spreadsheet.
60	3	3	1	3	2	1	2	7	1	5	5	5	5	5	5	
61	2	2	1	1	2	1	2	7	1	1	4	2	2	4	6	Managents respect against employees
62	2	4	2	1	1	1	2	8	1	4	3	7	5	6	1	
63	1	2	2	1	2	3	2	8	1	6	7	6	7	6	1	
64	3	3	1	3	2	3	2	7	1	3	4	4	6	6	3	
65	4	2	1	1	5	3	2	7	1	6	3	6	6	6	3	That the management listen to our unions .
66	2	2	2	1	1	1	2	8	1	5	2	6	7	7	1	
67	2	4	2	1	2	1	2	7	1	4	4	6	5	3	5	Money
68	1	3	2	2	2	3	2	8	1	6	4	7	7	7	1	
69	4	2	2	1	1	1	2	8	1	6	4	6	7	7	1	
70	4	3	2	1	3	3	2	7	1	6	2	5	5	4	2	
71	4	4	2	1	5	3	1	9	1	7	4	7	7	7	1	That recruitment does a good job recruit the right persons
72	2	4	2	1	2	1	2	7	2	1	4	4	7	4	1	Not being exhausted from work -Shorter duty days. Higher pay.
73	1	4	2	1	3	1	2	7	1	3	5	6	4	4	3	More benefits and appreciation for the work we do every day.
74	3	2	2	1	3	3	1	7	2	5	6	5	6	5	1	
75	4	4	2	1	2	1	1	7	2	2	1	4	4	5	3	
76	1	4	2	1	1	1	2	7	1	7	7	7	7	6	2	I think for other people economic perks would create higher motivation and better service.
77	1	2	2	1	1	1	2	8	1	6	6	4	4	4	2	
78	2	4	2	3	1	1	2	7	1	4	5	5	6	7	1	
79	2	3	2	1	2	3	2	7	1	4	3	7	7	6	1	A salary you can live of in Oslo as one person, and a schedule that would make it possible to work until retirement
80	2	2	2	5	2	1	1	8	1	6	3	6	5	6	2	Have a great colleagues to work with.
81	3	4	2	1	3	3	2	7	1	5	4	6	5	5	2	
82	1	3	2	1	2	1	2	7	2	6	5	7	6	6	2	
83	1	4	2	1	1	1	2	8	1	3	2	6	7	7	1	
84	4	4	2	3	2	1	2	7	1	4	6	7	6	5	1	Leadership, good atmosphere between colleagues, rewards, recognition for work well done
85	1	4	2	1	1	1	2	8	1	5	4	4	6	6	1	
86	2	2	1	1	4	3	2	7	2	3	2	3	4	3	4	Better management that cares about their employees. The feeling of working against each others is highly unmotivated

87	4	4	2	1	3	3	2	9	1	5	5	6	6	6	1	Being heard and seen by our leaders. Two- way communication, giving feedback and getting feedback
88	3	4	2	2	4	3	2	7	2	4	2	5	6	5	3	Respect and understanding you are not a slave to the company. If you feel proud of your job and company you work for and you can get many benefits that's what can really help to improve your motivation. Not challenges and brain wash with or strategies.
89	2	4	2	1	3	1	2	7	1	3	5	4	5	5	2	More money
90	2	2	2	1	1	1	1	7	1	6	6	6	6	6	2	Better teamwork, and a good mood amongst all the operating crew.
91	1	4	2	2	1	1	2	7	1	2	1	5	6	7	1	
92	2	4	2	1	3	4	2	7	1	3	2	7	7	7	1	
93	2	2	1	3	2	3	2	7	2	4	4	6	5	5	1	
94	2	3	2	1	3	3	1	7	1	4	3	6	6	5	1	Increased salary or reduced working hours. Any work hours above 8 hours should be double payment.
95	3	4	1	1	4	4	2	7	1	6	4	6	6	5	4	
96	2	3	2	3	2	1	2	7	1	1	2	3	5	4	4	Work life balance, and not having more than 9h duties, or 5-6 sectors in 10h... the roster is awful in Oslo
97	4	4	2	3	2	3	2	7	2	2	3	6	6	5	2	More motivation from the company, but not with, in my humble opinion, superhero of the month thing, company gaining money but using it for changing logo or other not necessarily things, instead of paying attention of what employees need, like level the salary up to the life level or inflation. Also, paying attention on why employees are exhausted no matter what because of the work load and not turning heads on that. Spending a little bit of the money the company has gained lately on our crew food, which is vital for us, when we spend literally more than we have of our day, more than 12 hours at work every single day and the crew food is disgusting and more all full of unhealthy ingredients. And so on, and so on, and so on....
98	4	4	2	1	5	3	2	4	1	5	2	7	5	5	1	
99	3	4	2	1	2	1	2	7	1	1	2	5	7	4	1	More pay is the only way in my opinion. We are such a big company that you are hardly "seen" by anyone, and not everybody works here to get promoted. Two cabin crew members can put in totally different levels of effort in to the same job, same flight but we get paid the same amount. One can be service-minded, the other hardly talk to the passengers and it doesn't really affect anything, it just depends what kind of person you are and what your personal values are. Both get to keep the job, even if one person is doing the bare minimum and the other one is going out of their way to help passengers/co-workers and the company.
100	3	4	2	3	3	1	2	7	2	2	4	7	7	5	1	
101	3	4	2	1	4	3	1	8	1	5	1	6	6	4	3	
102	4	4	2	1	3	3	2	7	1	5	3	7	7	6	1	Høyere lønn, lettere for å ta ut ferie
103	1	3	1	1	1	1	2	4	1	3	1	4	5	4	2	
104	3	4	2	1	5	3	2	8	1	3	5	7	7	4	1	
105	3	2	1	1	3	3	2	7	1	4	2	4	5	6	2	Salary, better scheduling and better vacation system!
106	3	4	2	1	3	3	1	7	2	3	5	7	7	6	1	I think employees would feel more taken care of by the company if the leaders didn't take out big bonus for themselves and instead shared with all the employees, economical bonus to employees is definitely an important reason for many and increases work motivation.
107	1	2	2	1	1	1	2	7	1	6	4	6	6	6	2	
108	1	3	2	1	2	3	2	7	2	5	4	6	5	6	2	
109	2	4	2	3	2	1	2	7	1	3	5	5	5	6	1	To be heard by the company when people complain about something proved to be important
110	1	2	2	1	2	3	2	4	1	5	2	6	5	6	2	Not us working against the company, we are just human and need too have a work life balance. The leaders have and will remove more of our few benefits. It's not normal to work that long days and the body is starting to get old.
111	2	4	2	1	2	1	2	7	2	4	5	4	5	4	2	More compensation and better work life balance
112	1	2	2	1	1	1	2	7	1	4	1	4	5	4	3	Getting paid what we actually deserve. Extra when we get 5 hours delayed etc. Not being pushed to the limits all the time. Stop «if computer say yes, we go», focus on human factors instead. Better work-life balance.
113	3	2	2	1	2	3	2	7	2	5	6	6	7	6	1	
114	1	2	2	5	1	1	1	7	1	4	2	4	5	5	2	
115	3	4	1	5	1	1	2	7	1	1	3	7	7	4	6	
116	1	4	2	1	1	1	2	7	1	6	1	4	3	3	5	
117	5	3	2	1	2	1	2	7	1	4	2	6	7	6	1	