EXPECTATIONS OF LOW COST AIRLINE STAFF TOWARD DIGITAL INNOVATION

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Abstract

Covid-19 has dramatically affected aviation industries especially in the sight of decreasing passenger numbers including those in Thailand. This paper focuses solely on Thai low cost airlines by discussing and analyzing preparation plans to deal with Covid-19 using the means of digital innovation through the cabin crew's expectations. The researcher proposes digital innovation could help Thailand low cost carriers to survive during and after the pandemic. Therefore, a survey was designed and conducted among crew in Thailand

This paper consists of an introduction followed by a literature review discussing information about digital innovations. The latter part explains methods used in the study, data interpretation, then concludes. The study will benefit other researchers to study and investigate in greater detail concerning related work about innovation for airlines and the aviation industry postCovid-19. The time might have affected the results of the study as Covid-19 has not disappeared yet. Hence, researchers can use this study as a fundamental component in arranging concepts for further studies. Secondly, the study will benefit low cost airline companies especially in the area of directing better preparation postCovid-19. Low cost carriers can use this study to integrate with the company policy to find the best strategies and preparation to survive and meet employee expectations.

Keyword: Innovation, Expectation, Covid-19, Aviation industry

Introduction

The business of the aviation industry has grown significantly over the decades, especially for customers who travel primarily by plane and air transport. Most people consider travelling by air as the most convenient and fastest way to reach their final destination especially during a vacation or a business trip (Zajac, 2016). Because economic issues have become the main concern in people's lives, their spending activities are likely to be tighter but still need to fulfill their needs for travelling and seeing the world. Thus, the concept of a low cost carrier was introduced (Johnson, 2018). Low cost airlines are a stereotypical business whose core value is to offer a low, attractive price in the market regardless of service and entertainment. Customers are likely not to have high expectations in low cost airlines due to their core business ideal. Thailand's low cost carrier market seems to be increasing the same way as the global market trend in the aviation industry. The number of passengers using domestic low cost airlines has gradually increased from 2009 and finally overcame full-service airlines in 2018. The growth of the market is considered phenomenal (Casey, 2019). Another impact factor boosting Thai low cost airlines was relocating the operating base from Suvarnabhumi Airport (BKK) to Don Mueang Airport (DMK) in 2012. The result was reduced traffic congestion in Suvarnabhumi and at the same time, low cost airlines could fully add more flights to respond to customer needs when they use Don Mueang Airport (Chen & Tanomsin, 2018).

From the overall passenger transport statistics of Thailand during the past 10 years (2009 - 2018), It was found that the number of passengers increased approximately 2.8 times from 2010 when there were 58 million passengers increased to 162 million people in 2020 by the average growth rate (Compound Annual Growth Rate (CAGR) of all passengers accounted for 10.8% per year, divided into passenger growth international average 10% per year and average domestic passenger growth rate of 11.6% per year. (Mazis, N.,2020).

However, the market trend has reduced promptly due to the outbreak of Covid-19; a 54.2% decrease was forecasted by the end of 2020 which translates into 84.3 billion dollars net total loss (Mazareanu, 2020). With the uncertain timing of this pandemic, low cost carriers have to discover a solution to survive in the aviation industry. More importantly, how could low cost carriers prepare their business during the aftermath of this novel pandemic disease. Covid-19 brings to the researcher concerns for further study about preparing for postCovid-19 for Thai aviation survival.

The research gap will focus on the study of digital innovation in helping Thai low cost carriers to better prepare for the Covid-19 aftermath to survive in the Thai market. No specific studies have touched on the area of digital innovation to be included in the plan of Thai low cost carrier survival after Covid-19 for which most of the paperwork would likely focus on financial and health topics. Hence, this study is focused on two points, i.e., to explore the relationship of digital innovation in helping low cost carriers for postCovid-19 preparation through low cost airlines staff expectation and to recommend suitable digital innovation for low cost carriers to prepare for postCovid-19 challenges. As expectation is a key that drives employees to accomplish the goal so, employee expectations are used to measure these questions. Therefore, the questions formed include What are low cost airline employees' expectations in digital innovation to prepare plans during postCovid-19? Secondly, what will constitute suitable digital innovation for low cost airlines to help them prepare postCovid-19 plans?

Literature Review

2.1) Digital innovation through the aviation industry during Covid-19

The pandemic has placed a strict concern on health and safety for both workers and travelers. Many airlines integrate digital innovation to deal with Covid-19. Airasia, Airline revealed a brand new online platform, namely, ASEAN's super app. This application facilitates its passengers as a one stop service under three types, i.e., travel, technology and e-commerce (Zhegalina, 2021). Referring to the Airasia website, the airline has contracted with digital transformation company, GrayMatter, to create a Scan2Fly app that can determine whether a passenger is fit to fly or not before he or she reaches the airport including the latest proven update version of health certificates. With this application, passengers can upload a medical certificate by themselves during check in. Emirates Airlines has also introduced a smart contactless journey available at Dubai Airport. This system uses 32 self-service bag drops and 16 check-ins sites that can be totally controlled by the mobile phone of travelers without touching any screens (Zhegalina, 2021). Several airports partner with airlines in piloting this solution since the journey starts using sensors in kiosks to appraise the passenger's body temperature in a specific range that must respond to a satisfactory level of accurate health safety. This solution includes inserting a camera at the immigration gate which can read and

post travelers' details at a distance (Whitely, 2020). Digital innovation during the pandemic outbreak does not always focus on health issues solely, it could also accelerate the airline in raising revenue. Lufthansa sees the opportunity to increase income using virtual reality technology (Mazis, 2020). Asking passengers to upgrade to business class for an extra fee is typically required during check-in, However, the rate of acceptance has been exceptionally low. On the other hand, the airline used a virtual reality headset to show passengers how luxurious their business class is, so the outcome is more satisfactory than check-in counter staff asking verbally (Mazis, 2020). Air New Zealand has been improving passenger experience by allowing the cabin crew to have complete and precise information of the customer by scanning the cabin and viewing them using Microsoft Hololens. This innovation can also reduce the number of times the cabin crew interact with passengers directly during this Coronavirus outbreak (Mazis, 2020).

2.2) Theory of Expectation of Motivation

The theory of needs describes the elements of motivation. Try to understand and explain what motivates people to act. While the motivation process theory seeks to understand how people's behaviors are motivated and why. For example, why did he choose this goal in his work? Why did he do that to achieve his desired goal? How do people assess their satisfaction with goals or needs? It might be said that this theory attempts to understand a person's thought processes in behavior. The major theories in this group are expectation theory and equality theory (Vroom, V., 1964).

Expectancy refers to a person's perception of his or her abilities or opportunities and the likelihood that he or she will achieve goals. In general, people with high expectations are highly motivated. But if any employee does not trust himself to work successfully, that employee has no incentive to do or not try to do the job (Vroom, V., 1964).

Another important perception is Perceiving the relationship between practice Actions or behaviors that affect the outcome or the reward If a person has high expectations that his actions will be rewarded. He will be highly motivated. If employees are confident that when they do, they will receive compensation but if the employee is not sure what to get. Motivation for work will not arise. For example, they can be a good supervisor and he wants to get that position. But he has an external locus of control, who believes that hard work is not the way to gain promotion. Therefore, he has no incentive to work hard for promotion (Vroom, V., 1964).

2.3) Relationship of employee expectations and company

This research has discussed that business and innovation continues to change over time and so do employee expectations. Employee expectations in contemporary businesses include positive work culture, recognition, work-life balance, respect and trust, transparency and feedback (Roy, 2018). However, Covid-19 obviously changed employee expectations. Many companies are working extremely hard to address the employee's basic needs for safety, stability and security (Emmett, Schrah, Schrimper and Wood, 2021). With these expectations among subordinates, companies need to apply more sophisticated approaches to deal with the situation. According to the Harris poll, more companies have produced plans for returning to work. However, employees strongly urge that their safety should be a top priority for their employers. Employee expectations have shifted to maintaining a stable and secure workplace followed by other standard expectations, namely, trusting relationships, social involvement and individual purpose (Emmett, Schrah, Schrimper and Wood, 2020). Job security has the highest percentage in helping employees become engaged with the company, and employees expect more safety and security from their company. Digital collaboration is also counted as one need employees seek to secure. The number of employees working from home is expected to continue increasing. Nevertheless, they want to remain in touch with their colleagues and customers just like they were functioning in the workplace using the help of inventions and technologies (McGovern, 2020).

2.4) Relationship of demographics and employee expectations

Age vs. employee expectation - Diversity in generations reflects varying expectations and motivations and simply means that what motivates one generation will differ for other generations (people trends, n.d.). To depict this, the UK Commission for Employment and Skills (UKCES) Report on the Future of Work in 2014 stated that the human resources department must pay attention to the wellbeing of staff including healthcare and personal matters to ensure that employees are happy and constitute a quality workforce for the company. To conclude, healthcare matters will be a growing demand for the job market. Another research conducted from 2013 to 2014 reported that "when asked to identify at least one benefit of extending their working life, 26% of respondents confirmed improved personal wellbeing" (Casey, 2019). It means employees seek their own personal wellbeing at a later age or when

they have worked for a company for some period. It could be explained that no matter how fast the later generations' growth is, individual well-being is always a top concern (people trends, n.d.).

Sex vs. employee expectation - A CareerBuilder survey reviewed more than 3000 men and women employees in the US, reporting that men had higher expectations for a higher salary and at the same time, were prone to have more job expectations than women. Forty-four percent of men said they expected to eventually make $100,000, more than double the percentage of women who expected the same. In addition, men were twice more likely than women to trust that they would one day own a company. On the contrary, regarding being a leader, the percentage of men and women differed slightly, 29 and 27%, respectively. On the other hand, Pewresearch in 2013, stated the expectations of men and women differed except concerning salary expectations. Women tended to have more expectations than men in every shade of expectation in the US. Even though both surveys revealed different results, it could still prove that expectations toward work differ between men and women leading this study to include sex/gender as one of the issues linking to employee expectations.

Job position vs. employee expectation - One survey conducted in the top management level investigated what managers needed their subordinates to innovate. Surprisingly, the result indicated that not all managers wanted their employees to innovate (Sturt and Rogers, 2016). Even though innovation could be significant for business in many aspects, some high management positions might not have the same expectations as those with lower positioned staff. A Harvard business survey with nearly 3,500 respondents from the US, UK, Germany and India showed that most employees stated that innovation fits all but only some truly innovated in hand to improve practices. One specifically large unrelated issue exists between leaders and their subordinates. To be explicit, roughly nine of ten employees, not in management level positions, fully trusted that they might be engaged in innovations, while six of ten stated that they truly were. Most employees' perspectives are that their leaders or the management level did not sincerely motivate them to perform quality work or allowed them the opportunity to accomplish the task. Less than 50% of these lower ranked staff perceived they were trusted and could enjoy having the means to perform tasks including money, staff, and other supports (Sturt and Rogers, 2016).

2.5) Related research in Low cost airline

Jutharat Laoprahman (2018) said that the problem of dissatisfaction with low-cost airlines This is due to the excessively slow communication that approaches to increase satisfaction and loyalty should begin. From training or setting up rules for employees to respond to requests or services to passengers with speed and willingness, Janejira Nathongkha (2017) said that at present, due to the emergence of new technologies and changes all the time, causing the channels of information transmission to the public to change accordingly which consumers will have to adjust the way of accessing news to study and find information. As a result, people with higher education have an advantage in accessing information than those with lower education levels. can understand various technologies more than those with low education, such as advertising on various websites. Advertising steps for various video clips and advertisements based on various applications in Smartphones, etc.

Kunanun Sukpascharoen et al (2015) said that the main factor affecting the loyalty of low-cost airline users is the personal factor. and physical factors. In terms of individuals, it means receptionist The airline must control the behavior of the flight attendants, whether it is the way of speaking, dressing, giving advice to solve problems including fast service The physical aspect It focuses mainly on the internal characteristics of the aircraft, such as cabin lighting, cabin temperature, cabin cleanliness, toilet cleanliness including the distance of the seats, all of these factors will determine the use of the service of passengers.

Conceptual Framework

Expectations refers to thoughts, beliefs, needs, aspirations, or feelings of one's toward something which can be both positive and negative, possible and impossible, depending on the experience and the situation that can be the trigger for the behavior to do something. Innovation that plays a role in the development of organizational behavior There are many factors, each of which is involved in driving learning and behavioral change based on one's expectations (Pinder, C. C., 1987).
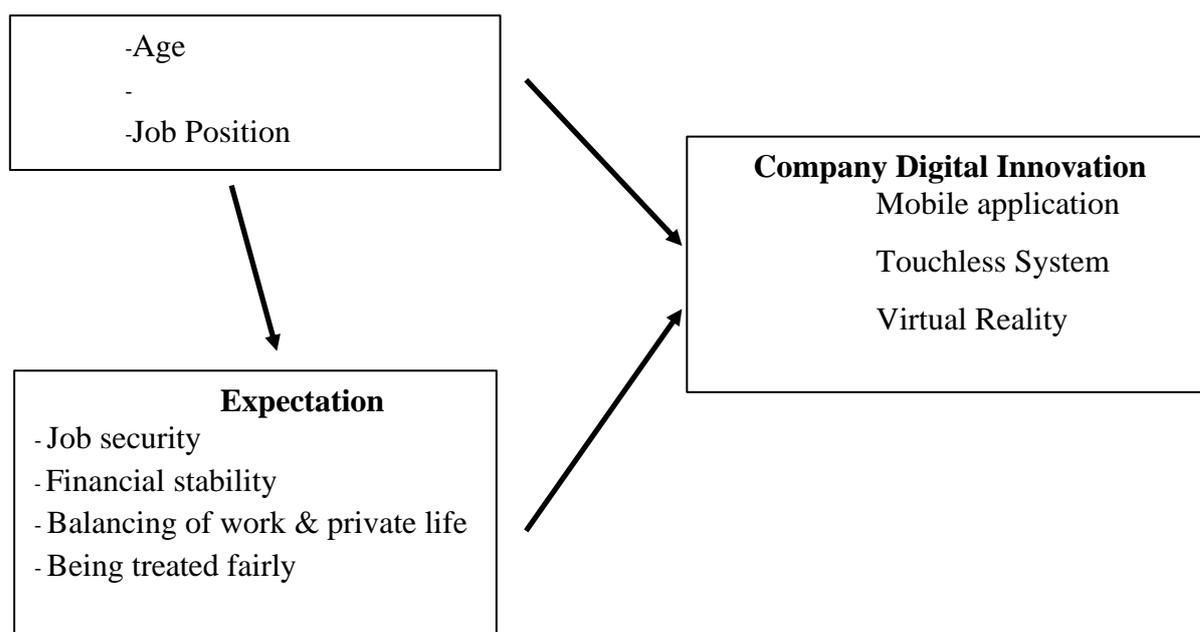
Figure 1: Conceptual framework

Method

4.1) Research design

The researcher selected the survey research model that would be the most appropriate to answer the questions and achieve the research objectives. This study employed a survey to collect opinions from a group of subjects. Data were collected and analyzed from a randomized group of people considered members of the group. A survey of a partial population and expected outcomes to be applied to the entire population is consistent with the study of McBurney (1994), who conducted a research survey by collecting data from a randomized sample of a large population using questionnaires.

4.2) population and sample

The population of this study comprised crew working in a low cost airline and aged 21 years or older. Therefore, the researcher assigned the sample according to the case where the population was unknown. The sample size was calculated to estimate the proportion of the population using the Cochran formula (Cochran, 1977), having a 95% confidence level (Confidence Level) and an error of 0.05. Further, the proportion of traits of interest in the

desired population was 0.50. In cases where the actual target population was unknown, a discrepancy of 5% was acceptable, so, the appropriate sample size totaled 385 subjects. However, to increase the likelihood of collecting more data and reduce the risk of incomplete data, 400 sample questionnaires were created using a Google Form for crew working in low cost airlines.

4.3) Testing the research tool

The study will refer to validity and reliability tests. Content validity is assessed by testing the relevance of the content in a rational analysis determined by an authorized panel or research expert. Content accuracy ensures that measurements contain a sufficient set of items and represent the study concepts. The more a scaled item reflects the overall idea, the greater the accuracy. In other words, content validity checks how well the query can describe the dimensions and elements of a concept.

Aiken, et al. (1994) calculated the content accuracy coefficient. The calculation method starts from the result of expert evaluation. This assesses the scope of the research and whether the questionnaire reflects the comprehensive measurable structure. Carmines and Zeller (1979) concluded that higher reliability means greater measurement accuracy, i.e., repeated measurement results are more accurate than before. Nunnally (1978) articulated clearly that a higher alpha value to 1 means a higher level of trust. An alpha coefficient of 0.70 or higher is considered reliable.

Reliability refers to the consistency or trustworthiness of the measurement results, which invite the meaning of measurement accuracy. Cronbach's Alpha Coefficient reliability test was applied to company digital innovation including mobile applications, touchless systems, virtual reality and expectations including job security, financial stability, balancing of work & private life and being treated fairly. When the score exceeds a value of 0.7 that data is considered reliable (Pasick et al., 2009).

4.4) Data collection and analysis

The study used a primary data collection method where data were collected from selected samples using a survey that the researcher created. The data were collected using the quantitative method. This study employed self-completion questionnaires. The data were collected from crew working in low cost airlines and aged 21 years or older. Data were

collected from subjects from both online (Google Form questionnaire) and offline platforms. In our instance, respondents accepted and agreed to complete our provided survey. To obtain a multiplicity of respondents, we asked crew working in low cost airlines aged 21 years and over, also considering an equal number of women and men. Later, the collected data from the survey were analyzed using Statistical Package for the Social Science (SPSS) application. For quantitative research, after the data were keyed in directly using SPSS, Input errors were checked by running description and frequency procedures to find outliers through the correct maximum and minimum values of each variable. Moreover, the reported values outside this range will indicate an error in the input data to correct for further analysis. Editing the data was the first process after all the data had been collected. The data editing process was the procedure to check for correctness and completeness of the data. Only data that were correct and completed was used in the next process, namely, data analyzing and interpreting. In this study, descriptive and inferential statistics, the two main kinds of statistics, were applied. First, descriptive statistics including mean, standard deviation, and frequency distribution was used to describe employee characteristics.

Average score has 5 level which are 1) 4.21 – 5.00 means strongly agree, 2) average score 3.41 – 4.20 means agree 3) average score 2.61 – 3.40 means undecided 4) average score 1.81 – 2.60 means disagree and 5) average score 1.00 – 1.80 means strongly disagree.

Second, inferential statistics of multiple regression analysis was used to highlight the relevance of independent and dependent variables at a level of significance of 0.05.

Results

5.1 The analysis of respondent demographics

The 400 respondents, comprised more women (62.7%) than men (37.3%). In this study, most respondents were aged between 25 and-30 years (47.2%). Most study participants were single (49.9%) and held a bachelor 's degree (82.8%). Most participants were Asian (88.87%) and earned an average monthly income over 50,000 THB (31.4%). Flight attendants and cabin crew also made up 100% of the study.

5.2 The analysis of expectations for low cost airlines for postCovid-19 preparation

Analysis of expectations for low cost airlines for postCovid-19 preparation indicated that the overall mean was 3.88 with a standard deviation of 1.02. Security had a mean of 2.71 and a standard deviation of 1.43. Financial stability had a mean of 4.31 and a standard deviation of 0.87. Balancing of work and private life had a mean of 4.22 and a standard deviation of 0.90. Being treated fairly had a mean of 4.28 and a standard deviation of 0.90. When considering each item, that the item, "I hesitate to spend money, even on necessities" exhibited the highest average of the expectations for low cost airlines for postCovid-19 preparation (Mean=4.66, S.D=0.65), However, the item, "If the low cost airline that I worked was facing economic problems, I expect that my job would be the first to go." had the lowest average of expectations for low cost airlines for postCovid-19 preparation (Mean=2.45, S.D=1.34) (Table 1).

Table1: Mean and standard deviation of expectations for low cost airlines for postCovid-19 preparation

The expectations of low cost airline staff	Mean	S.D.	Level
Job security	2.71	1.43	Undecided
1. I expect that I can keep my present job at a low cost airline as long as I wish.	3.09	1.49	Undecided
2. I am secure in my job.	2.59	1.51	Disagree
3. If the low cost airline that I work for was facing economic problems, I expect that my job would be the first to go.	2.45	1.34	Disagree
4. I expect that my low cost airline will not cut back on the number of hours each week.	2.71	1.37	Medium
Financial stability	4.31	0.87	Strongly Agree
1. I must admit that I purchase things because I know they will impress others.	3.86	1.10	Agree
2. I put money aside on a regular basis for the future.	3.96	1.07	Agree
3. I do financial planning for the future.	4.40	0.86	Strongly Agree
4. I hesitate to spend money, even on necessities.	4.66	0.65	Strongly Agree
The expectations of low cost airline staff	Mean	S.D.	Level
5. I show worrisome behavior when it comes to money.	4.67	0.65	Strongly Agree
Balancing of work & private life	4.22	0.90	Strongly Agree

	Mean	S.D.	Level
1. I feel that my job at a low cost airline is the most significant factor to my happiness.	4.46	0.82	Strongly Agree
2. I feel that my salary is the most significant factor to my happiness.	4.55	0.94	Strongly Agree
3. I feel that my family is the most significant factor to my happiness.	3.92	0.95	Agree
4. I am satisfied with the time I spend with my family.	3.97	1.13	Agree
5. I used my time at home to connect with family and friends.	4.22	0.67	Strongly Agree
The expectations of low cost airline staff	Mean	S.D.	Level
Being treated fairly	4.28	0.90	Strongly Agree
1. I receive the respect I deserve from my colleagues at my low cost airline.	4.19	0.87	Agree
2. My supervisors/managers positively contribute to my work environment at my low cost airline.	4.24	0.94	Strongly Agree
3. My colleagues at low cost airlines are willing to listen to my work-related problems.	4.38	0.88	Strongly Agree
4. My employer took action to address my problem/complaint at my low cost airline.	4.31	0.91	Strongly Agree
Total	**3.88**	**1.02**	Agree

5.3 The analysis of the company digital innovation

Analysis of company digital innovation for postCovid-19 preparation found that the overall mean was 4.02 with a standard deviation of 0.93. Mobile application had a mean of 4.06 and a standard deviation of 0.91. Touchless system had a mean of 4.15 and a standard deviation of 0.89. Virtual reality had a mean of 3.84 and a standard deviation of 1.00. When considering each item, the item, "Touchless gesture control, was apparently easy to use, convenient, and in fact was "cool, modern technology." had the highest average for company digital innovation regarding postCovid-19 preparation (Mean=4.19, S.D=0.91). The item, "When I use a virtual reality system, I feel that bringing virtual reality on board an aircraft requires a high level of technology to integrate application efforts." had the lowest average for company digital innovation concerning postCovid-19 preparation (Mean=3.77, S.D=1.04) (Table 2).

Table 2: Mean and standard deviation of company digital innovation

Company digital innovation	Mean	S.D.	Level
Mobile application	4.06	0.91	Medium
1. Overall, I could use a mobile application that is helpful to keep social distance-focused route finder apps such as Wisefly, which send notifications when getting too close to others.	4.05	0.93	Medium

Company digital innovation	Mean	S.D.	Level
2. I could use a mobile application for checking the conditions and provisions of emergency equipment and information for passengers.	4.04	0.92	Medium
3. The information in the mobile application was well organized, so I could easily be encouraged to use portable devices as boarding passes and coupons to print labels without the need to touch the bag dispenser and digital surface similarities.	4.09	0.90	Medium
4. I could easily use a mobile application to acknowledge and provide information to communicate with my passengers, inform them about the status of their luggage and alert them when it's time to board.	4.06	0.89	Medium
Touchless system	4.15	0.89	Medium
1. The system ensured all sensitive and health-related data in which the kiosks can monitor a passenger's temperature, heart rate and respiratory rate, flagging those who need medical attention.	4.07	0.89	Medium
2. Airline staff will assist with check-in as usual but all of these initiatives are working towards creating a touchless experience for passengers and staff.	4.18	0.88	Medium
Company digital innovation	Mean	S.D.	Level
3. Touchless gesture control was apparently easy to use, convenient, and in fact was "cool, modern technology.	4.19	0.91	Medium
Virtual reality	3.84	1.00	Medium
1. Using virtual reality may help me obtain additional passengers insight on use preferences	3.94	0.95	Medium
2. When I use a virtual reality system, I feel that bringing virtual reality on board an aircraft requires a high level of technology to integrate application efforts.	3.77	1.04	Medium
3. Virtual reality may help interfacing with the cabin management system for safety measures or connectivity platforms.	3.84	0.99	Medium
4. When I use a virtual reality system, I am always aware that I'm addressing concerns detrimental to the virtual reality user experience.	3.83	1.02	Medium
5. A virtual reality system offers inflight entertainment to passengers, in a bid to appeal to its young and tech-savvy customers.	3.84	0.98	Medium
Total	4.02	0.93	Medium

5.4 Hypothesis testing

Hypotheses 1: Age, sex and job position affected company digital innovation

<u>Mobile application</u>

Hm_1 age relates to company digital innovation within mobile applications.

Age was unrelated to company digital innovation within mobile applications (Pearson Correlation = -0.026 and Sig=0.595).

Hm_2 sex relates to company digital innovation within mobile applications.

Sex related to company digital innovation within mobile applications (Pearson Correlation = 0.096 and Sig=0.049).

Hm$_3$ job position relates to company digital innovation within mobile applications.

Job position was unrelated to company digital innovation within mobile applications (Pearson Correlation = -0.032 and Sig=0.512).

    <u>Touchless System</u>

H$_{t4}$ Age relates to company digital innovation within touchless systems.

Age was unrelated to company digital innovation within touchless systems (Pearson Correlation = 0.027 and Sig=0.578).

H$_{t5}$ Sex relates to company digital innovation within touchless systems.

Sex related to company digital innovation within touchless systems (Pearson Correlation = 0.123 and Sig=0.011).

H$_{t6}$ Job position relates to company digital innovation within touchless systems.

Job position was unrelated to company digital innovation within touchless systems (Pearson Correlation = -0.032 and Sig=0.512).

    <u>Virtual Reality</u>

H$_{t7}$ age relates to company digital innovation within virtual reality.

Age was unrelated to company digital innovation within virtual reality (Pearson Correlation = 0.011 and Sig=0.815).

H$_{t8}$ sex relates to company digital innovation within virtual reality.

Sex was unrelated to company digital innovation within virtual reality (Pearson Correlation = -0.005 and Sig=0.920).

H$_{t9}$job position relates to company digital innovation within virtual reality.

Job positions were unrelated to company digital innovation within virtual reality (Pearson Correlation = 0.031 and Sig=0.533).

Table 3: Influence of age, sex and job position toward company digital innovation with Pearson correlation analysis

	Age	Sex	Job position	Mobile application	Touchless system	Virtual reality
Age	1					
Sex	-.129[**]	1				

	Age	Sex	Job position	Mobile application	Touchless system	Virtual reality
Job position	0.003	0.077	1			
Mobile application	-0.026	**.096**[*]	-0.032	1		
Touchless system	0.027	**.123**[*]	-0.032	.347[**]	1	
Virtual reality	0.011	-0.005	0.031	0.006	0.029	1

*Significant level 0.05

Table 4: Influence of age, sex and job position toward expectations with Pearson correlation analysis.

	Age	Sex	Job position	Job security	Financial stability	Balancing of work	Being treated fairly
Age	1						
Sex	**-.129**[*]	1					
Job position	0.003	0.077	1				
Job security	**.144**[*]	0.043	-0.031	1			
Financial stability	0.028	-0.073	0.058	.158[*]	1		
Balancing of work	-0.055	0.010	0.046	-.193[*]	0.086	1	
Being treated fairly	-0.035	0.040	0.075	.435[*]	0.078	0.425	1

*Significant level 0.05

Hypotheses 2: Age, sex and job position had an effect on expectation.

<u>Job security</u>

Hj_{10} Age relates to expectations within job security.

Age was related to expectations within job security (Pearson Correlation = 0.144 and Sig=0.003).

H_{j11} sex relates to expectations within job security.

Sex was unrelated to expectations within job security (Pearson Correlation = 0.043 and Sig=0.383).

H_{j12} job position relates to expectation within job security.

Job position was unrelated to expectations within job security (Pearson Correlation = -0.031 and Sig=0.521).

Financial stability

H_{f13} age relates to expectations within financial stability.

age did not relate to expectation within financial stability (Pearson Correlation = -0.028 and Sig=0.564).

H_{f14} sex relates to expectations within financial stability.

Sex was unrelated to expectations within financial stability (Pearson Correlation = -0.073 and Sig=0.133).

H_{f15} job position relates to expectations within financial stability.

Job position was unrelated to expectations within financial stability (Pearson Correlation = 0.058 and Sig=0.237).

Balancing of work and private life

H_{bp16} age relates to expectations within balancing of work and private life.

Age was unrelated to expectations within balancing of work and private life (Pearson Correlation = -0.055 and Sig=0.265).

H_{bp17} sex relates to expectations within balancing of work and private life.

Sex was unrelated to expectations within balancing of work and private life (Pearson Correlation = 0.010 and Sig=0.836).

H_{bp18} job position relates to expectations within balancing of work and private life.

Job position was unrelated to expectations within balancing of work and private life (Pearson Correlation = 0.046 and Sig=0.351).

Being treated fairly

H_{bt19} age relates to expectations of being treated fairly.

Age was unrelated to expectations within being treated fairly (Pearson Correlation = -0.035 and Sig=0.215).

H_{bt20} sex relates to expectations within being treated fairly.

Sex was unrelated to expectations within being treated fairly (Pearson Correlation = 0.040 and Sig=0.236).

H_{bt21} job position relates to expectations within being treated fairly.

Job position was unrelated to expectations within being treated fairly (Pearson Correlation = 0.075 and Sig=0.371).

Hypotheses 3: Expectations affected company digital innovation

H_{22} expectations positively related to company digital innovation.

Table 5: Influence of expectations toward company digital innovation with Pearson correlation analysis

		Expectations
Expectations	Pearson Correlation	1
	Sig. (2-tailed)	
Company digital innovation	Pearson Correlation	.493**
	Sig. (2-tailed)	0.000

*Significant level 0.05

Table 5 presents the influence of expectations toward company digital innovation with Pearson correlation analysis. Expectations were positively related to company digital innovation (Pearson Correlation = 0.493 and Sig=0.000).

Discussion and Conclusion

This study found that expectations positively affected a company's digital innovation. Expectations can be explained because an individual's idea of a higher effort on tasks will result in better performance. Conditions that accelerate expectations include having the right resources, having the skills necessary for the job at hand, and receiving the support needed to get the job done efficiently and correctly (McShane, S. L., & Von Glinow, M. A., 2011).

The results related to Edward C. Tolman's Theory of Expectation of Motivation and developed by Victor H. Vroom (1964). This theory can best be described as a process theory, explaining why individuals choose more than one behavior. The essence of the concept of this theory is that people are motivated to achieve some result because they perceive their actions will lead to the expected or desired outcome. Consistent with the theory of expectations, it has been proposed that motivation to work depends on whether individuals perceive the relevance of hard work related to the outcome or not, which in turn results in individuals modifying their behaviors according to the expected outcomes.

Airline service is a business that continues to expand and grow. The theory states that each person has different goals. However, individuals can be motivated when they believe

that increasing their efforts will improve their performance. Admirable and helpful contributions will result in desirable rewards, and awards can meet individual needs. At present, a large number of digital technologies are being applied including the emergence of new businesses that create differentiation and competitive advantages by successfully using digital technology. Some processes are focused on reducing costs and rarely result in increasing innovation in services. However, many business leaders are adjusting their experience by learning from highly successful small businesses. They use its own strengths, including superior resource levels and customer reach, to redefine digital services and improve the customer experience as well as reduce costs. After the COVID-19 lockdown most companies have been forced to adapt a great deal in terms of technology inside the workplace and most of the time employees are likely to resist the change leading to unproductive employees. From the results, technology must fulfill the basic needs, safety requirements and self-actualization demand of each employee to increase their satisfaction. However, changes are expected in the age of Covid-19 (David Bull). Clearly, many companies are working hard to meet the basic needs of employees concerning safety, stability and security.

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