Guidelines to reinforce airline professionals’ quality of life through new career advancement: a case study of Thai airways flight attendants

Kanittha Charernnit* and Pongsapak Treruttanaset

College of Hospitality Industry Management, Suan Sunandha Rajabhat University, 1 U Thong Nok rd., Dusit, Bangkok, Thailand, 10300

Abstract. The goal of this research is to determine how to reinforce flight attendants' quality of life through their new career advancement after the corporate restructuring according to the rehabilitation plan of Thai Airways International Public Company Limited which driven by the spread of COVID-19 epidemic. This is a case study of a flight attendants of Thai Airways International Public Company Limited. In order to verify the findings, the qualitative and the quantitative research approach are implemented. The data collected by in-depth interviews from flight attendants who have resigned from Thai Airways International Public Company Limited and the referral was made until the response from 30 people was received. Moreover, data were gathered from a survey of 100 people and then using statistical analysis of percentage, mean, and standard deviation. The results showed the guidelines for managing and increasing flight attendants' quality of life from their new career advancement consist of 7 new careers as follows: The first career is doing business online. The second career is running a personal business by setting up a shop to sell goods. The third career is working as a food delivery driver (Rider), running a delivery service, or transporting items from an internet freight forwarding company by using their own transportation. The fourth career is a driver for super application called “Grab” for passenger transportation and delivery service. The fifth career is to support in family business affairs. The sixth career is being a relationship manager, career blogger, YouTuber, as well as influencer by employing various online platforms to make money. The seventh career is being an insurance broker. Keywords: New Career Advancement, Quality of life, corporate downsizing, Corona Virus 19 (Covid-19).

1 Introduction

The first outbreak of the coronavirus disease (COVID19) since December in 2019, has spread to many countries in different regions all over the world. In consequence, the World Health Organization has announced the spread of COVID-19 as a Public Health Emergency to International Concern on 30th January 2020 and later declared COVID-19 a pandemic.

*Corresponding author: kanittha.ch@ssru.ac.th
In order to prevent entry and exit, many nations had to close their borders, which had an impact on society, the economy, and trade both nationally and internationally. This was especially the case of international travel by land, sea, and air, which forced people to stop going places and instead conduct self-isolation at home.

Subsequently, The Emergency Decree on Public Administration in Emergency Situations B.E. was then invoked by the Prime Minister to proclaim a state of emergency. Section 9 of the Emergency Decree, published in 14 copies under B.E. 2548 (2005), extended the timeframe for declaring a state of emergency in all local regions across the Kingdom by advocating numerous steps to stop the spread of COVID-19, such as preventing access to high-risk places, reducing the possibility of spreading diseases, restricting the use of vehicles—including airplanes, ships, cars, and other international vehicles—to enter the Kingdom, etc. Citizens must stop traveling, especially internationally, as a result of this circumstance, which has forced businesses to cease operations.

Air travel, which is currently the quickest and most widely used method of transportation, has been significantly impacted by flight suspensions, flight path restrictions, and airline flight cancellations.

The COVID-19 epidemic forced air carriers worldwide to discontinue operating international flights. Due to financial losses, a lack of liquidity, and poor cash flow, airlines must restructure in order to survive the suspension period. This includes cutting costs, raising prices, and changing service plans to compete with industry competitors. However, the most important change is to cut the number of personnel and ask them to leave the company.

Thai Airways International Public Company Limited is a public listed company that operates as a national airline with a stable business model and employees can receive relatively high benefits and salaries. Out of a total of 22,370 employees, the company employs 6,081 flight attendants and 1,371 pilots, also with flight attendant personnel earning an average of 1.35 million Thai Baht per person (Thai Airways, 2019). International travel restrictions continue to have an impact on Thailand's tourism industry both in Thailand and other nations following the COVID-19 virus that has been disrupting the world's air transport industry since March 2020.

As a result, there are no ongoing influxes of international tourists visiting Thailand. According to the Cabinet's decision on May 19, 2020, the company had to commence the process of business rehabilitation in addition to having enormous debts. It was also required to manage its operations in line with its debt and financial situation as well as the condition of the economy at the time. Additionally, it's important to manage the organization in every area, including labor, investments, and business strategy, as the company begins the rehabilitation process.

This will help to lower expenses overall and improve the company's competitiveness in the aviation business industry. Hence, Thai Airways International Public Company Limited is thus able to carry on with its operations and maintain a sufficient cash flow to settle its financial obligations as outlined in the rehabilitation plan to its creditors.

Regarding the cost-effectiveness strategy, the rehabilitation program requires for an organizational restructuring that will reduce executive positions by 30% and the company's pre-COVID employment by half. The business had to redesign its internal structure with new employment conditions and salary schemes in organizational restructuring projects like "Volunteer resignation," "Leave without Pay," and "Mutual Separation Plan," most employees are voluntarily accepting new employment conditions, salary schemes, and cooperatively participating in organizational restructuring projects that reduce the number of employees from approximately 29,000 employees to 13,000–15,000 employees, under the cost efficiency strategy, a reduction of about 52%.
There are now 905 less pilots than there were previously, which will bring the total down to roughly 400 pilots. There were 1,417 captains and pilots in all. Flight attendants are the largest group of employees and will be reduced to almost 3,000 persons from their current 5,733 total, or 26.85% of the overall workforce. (Prachachat Business, 2020).

According to organizational restructuring efforts, new employment policies and remuneration package were stated as following:

1. Mutual Separation Plan A project (Mutual Separation Plan A). Employee resignations associated with this project, there are now only about 14,900 workers left.

2. Together We Can project. With the long-term leave program (LW20), this project's wage and compensation reductions, the cost of salaries will drop by 18% to roughly 11.3 billion baht. Additionally, the project will pay a 20% salary.

3. Mutual Separation Plan B Project (Mutual Separation Plan B). By 2020, the project will contribute to a 33% reduction in payroll costs, or roughly 9,300 million Thai Baht.

4. The Mutual Separation Plan C project (Mutual Separation Plan C) allows employees in both projects to progressively resign voluntarily. The MSP B and MSP C initiatives are anticipated to involve between 6,000 and 7,000 personnel in 2021, leaving between 14,000 and 15,000 employees behind, which is adequate for Thai Airways' long-term business ambitions.

5. The MAP C project will be open to employees who do not want to be hired to work under the new organizational structure or who apply to be hired into jobs under the new organizational structure but are not chosen may submit a voluntary resignation in this project.

Regarding the fleet efficiency policy, Thai Airways only flew to 15 to 25 cities in 2019, down from 83 cities with a total of 102 aircraft, due to the inability of the airline to carry on business as usual during the COVID-19 era. In order to raise working cash and as part of a review of its asset portfolio, the airline has also been selling off aircraft, facilities, and stockholdings. According to the fleet efficiency strategy, Thai Airways has changed the size of its fleet; by the end of 2025, there won't be more than 75 aircraft left. Airbus A 350-900, Boeing 777-300ER, and Boeing 787 are the only three models.

According to Thai Airways International Public Company Limited's rehabilitation strategy, all of the company's employees have been impacted by the corporate downsizing. The flight attendants who are being forced to gradually retire from their jobs as a result of corporate downsizing projects have unanticipated encountered many negative effects on their quality of life.

However, when the COVID-19 pandemic strikes the corporate was forced to implement the restructuring plan. When corporate downsizing first occurs, flight attendants are unsure of how to deal with unemployment and how to move on with their lives. There was a sudden, unplanned alteration in one's own life. For this reason, the study question was posed by the researcher to the flight attendant of what professions are they most likely to pursue once they leave the organization in order to enhance their quality of life? However, the aforementioned research questions lead to the following study aims.

Research Objectives: to investigate the guidelines to reinforce flight attendants' quality of life through new career advancement posterior corporate restructuring program which driven by Covid-19 epidemic.

2 Literature Reviews

2.1 Corporate Downsizing

Downsizing refers to organizational restructuring that involves reducing the workforce size
in order to lower costs and boost efficiency, effectiveness, and competitiveness by lowering employee benefits or compensation. (Dougherty & Bowman, 1995).

However, Downsizing plans are designed to improve an organization's productivity, efficiency, or competitiveness. By removing employees, jobs, and some operational responsibilities—all of which are intended to save costs and boost the organization's revenue—it has an impact on the size of the organization's workforce. The executives will be responsible for maintaining the morale of both the departing employees and the remaining employees of the company.

Downsizing is a contemporary management idea that first appeared in the United States in the 1980s (Freeman & Cameron, 1991). The steps of downsizing that the business should be carried out are as follows:

First, make the decision to downsize. Prior to the actual downsizing, it is advisable to halt recruitment, forgo wage increases, be rigorous about working overtime, reduce salaries, forgo bonus payments, etc. The early retirement and compensation system is used by some.

Second, when releasing a business downsizing plan, the effect and the needs of the shareholder must also be considered. The plan must also be competent enough to function, conduct training, and impart knowledge and understanding to personnel inside the firm.

Third, the official announcement. Employees who are downsized must be given fair benefits and pay, and this move must be transparent and honest about the factors that led to the decision to do so. It is then necessary to advertise the date, time, procedure, and labor law requirements.

The final consideration to take into account is: avoiding misunderstandings from both inside and outside the company is the final item to watch out for. Corporate leaders are in charge of making sure that subordinate employees are free from any risks in their lives and have a job with a reasonable amount of security as part of the organization's preparation for downsizing. Employees must be prepared by management to make necessary adjustments to minimize unemployment. Since the organization was founded and runs in order to generate money, the corporate leaders have a duty and responsibility to treat their employees fairly, taking into consideration both the interests of the individual and the organization (Van et al., 2017; Ushakov et al., 2018).

Organizations should follow a strategy for downsizing their organization, which includes planning corporate downsizing in advance. Employees often need at least six months to prepare to leave the company in order to find work elsewhere without getting into too much problems. Corporate leaders should consider ample amount of time in the company and employee competence in relation to the organization's performance when deciding which employees should be retained on employment and which ones to let go (Ushakov et al., 2017).

One strategy to boost the organization's reputation is through voluntary retirement, in which employers compensate employees who leave on their own volition. There might be fewer consequences because the management has not picked any staff to be let go.

However, organizational downsizing has both positive and negative impacts. The decrease in the organization's size and the workforce's size are the beneficial effects which will increase the organization's adaptability and efficiency while saving money from the initial budget. Whereas, employees being terminated have a direct financial influence on income they may experience financial difficulties, which is the negative result and the consequences of quitting the job on one's mental health, including such having to find a new career that could be challenging or less rewarding.

### 2.2 New Careers in the “New Normal” era during the situation of Covid-19

Covid-19 has changed how people work. The survey conducted online shows future trends
of working or new job opportunities as follows (Krungsri Guru, 2020):

1. Online marketer: They are designer and producer of advertisement who communicates with consumers about the product’s information and stories.

2. Application Creator: Their job is to write a program for an application on the smartphone. Nowadays, there is a lot of information on the internet but people try to find the easiest way to read it. Applications should provide categorized information that is easy to understand. Even Application that facilitates people in each different aspect is also necessary for the future.

3. Relationship Manager: They are bloggers and influencers. With thousands of followers, they can make a huge impact after posting about the products, even more than the product’s owner.

4. Online Guru: They will give newbie’s advice, analysis, and guidance in many aspects such as investment, home decoration, make-up and beauty, and exercise. If you are an expert in a particular field, you can make a profit from it.

5. Real estate marketer: They promote real estate like condominiums with a good location. The better they can create content for advertising, the more money they can make.

6. Computer system administrator: This job is to support everyone that uses online marketing, social media, and big data for analyzing the trend of the business. Thus, computer system administrators are necessary for the future.

7. Online shop owner: Create your account to sell stuff online via Facebook Page, Instagram, Marketplace, Lazada, and Shopee.

8. Delivery Agent: They are the one who delivers food, things, and important document to the recipients quickly.

### 2.3 The quality of life

The experience of satisfaction is the quality of life (Quality of Life) that UNECO (1981) has defined. The individual places a high value on being content with all aspects of life: food, health, nutrition, education, income, and the environment are all aspects of life quality. Quality of Life is the ability to address psychological and social demands at both the micro and macro levels is what leads to a person having a high quality of life, which is a difficult and satisfying idea.

While Bernardin & Russell (1998) proposed that the quality of life are complex ideas which include the satisfaction when one’s desire is being met or from society. They separated quality of life into 2 components.

The first sort of component deals with physical composition by taking in consideration both quantity and quality of food, water, housing, clothing, and other resources.

The second component deals with social and cultural elements in both quantity and quality which includes aspects like education, income, having decent neighbors, having a job, etc., From the definitions above, we can shortly say that the quality of life is the state of being satisfied when one can meet the physical and mental demand. It is the satisfaction of living and at the same time feeling safe and secure. However, to create satisfaction due to physical health and good mental health as well as having a lifestyle in accordance with the environment both in terms of economic and social, it is only when a person receives adequate responses to the needs of the body and mind.

Sharma (1988) proposed a link between human wants and quality of life, in contrast. The three levels of necessity are as follows: Level 1 Bio-Physical Needs are those that are absolutely necessary for survival, such as clothing, food, shelter, and medical care. These factors result in the lowest level of life quality when exposed. Social needs are part of Level 2 psycho-social demands. It is a necessary component of education, transportation, other social services, and so forth.
These, along with Bio-Physical Needs, result in a satisfactory degree of life quality. The greatest level of need is Level 3 Personal Aspiration, which refers to a person's ambition, including needs for honor, celebrity, and other things. A person who reaches this point in their need has attained the Maximum Level, although people tend to become extravagant and opulent when they reach this point in their living situations.

A spectacular way of life creates issues in daily life. The fall in demand will cause a progressive decline in the quality of living in the near future. It can be concluded that people who will have a satisfactory quality of life Most of them are met with four levels of demand: 1 to 4. According to Maslow's concept, that means that most people have physical needs (basic). Security requirements social commitment needs and the need for recognition in order to have a better quality of life.

2.4 Elements of Quality of Life

The World Health Organization (WHO) has identified the following three major indices of quality of life (Sap, 1993).

The first factor is physical health, which includes things like sleep and mobility.

The second factor is mental health, which includes pleasure, ideas, memories, and emotions, among other things. The capacity to conduct everyday activities is a component of the third factor of Independence.

The fourth aspect is social relationships, such as family support, the ability to take care of family, religion, etc.

Fifth, the environment. This level of independence comes from physical safety and environmental quality of the home economic status, etc. (Huse & Cumming, 1985) proposed three components of quality of life as follows: first, the standard of living for the body, consisting of food or nutrition, health, housing, environment, facilities, schools, hospitals, sanitation. Having a mind or an emotion, such as love or friendship, comes second.

For example, marriage or parenthood, a family, leisure activities, education, work happiness and security, social standing, old age security, etc. The third aspect of consciousness consists of being free to believe and act on one's beliefs. In conclusion, the composition of the quality of life should consist of the happiness of the body, the mind as well as the social environment and daily living that satisfy the individual.

La-Leang (2013) emphasizes the value of quality of life and how it relates to having a healthy body rather than being ill for oneself and one's family. As a result, it can lower personal expenses and be able to make life good, carry out a career successfully, and have a loving, problem-free family. Pattrapha Suksanga and Phanthipha Saktong (2014) stated that good quality of life is a state of total physical, mental, and social well-being in addition to not only being physically healthier and illness or disability but spiritual well-being simultaneously. The optimal wellbeing, interconnected approach represents health's genuine holistic nature, which can be tying into four dimensions.

The first dimension is having a healthy body, which is a sign of physical wellness, that leads to a strong economy, a clean environment, no accidents, etc.

The second dimension is mental health - meaning of happy, relaxed, stress-free, agile, compassionate, mindfulness, consciousness, etc.

The third dimension is social health. It encompasses coexistence with regard to effective social services and peace in the family, community, workplace, and global society.

The fourth dimension, Intellectual (spiritual) health, refers to the sublime happiness that arises from having a peacefully mind that reaching all truth; reduce selfishness aiming to reach the “Nibbana” which means nirvana or God. Ultimately, it depends on the different beliefs of each person. Spiritual health means the highest value dimension beyond the
world or material landscape, having faith and having access to divine values, causing profound happiness.

However, the meaning of all four dimensions of health, including physical and mental health as well as social and intellectual health, is straightforward. It is a shift that becomes apparent over time.

For social well-being is a communal representation of society that must be recognized and embraced by the entire society. In contrast to intellectual (spiritual) health, which is challenging to understand and represents the pinnacle of holistic health?

We can draw the conclusion that a person's quality of life is significant and essential. It is something that society values. Humans can choose to establish benchmarks in order to improve their quality of life and to foster personal and social development in line with their individual goals. Additionally, each family must base its educational efforts on having values and ethics, excellent thoughts and attitudes, self-control, consideration for others; every family member has a job and an income to live a quality life. If members of society can do the aforementioned, they can contribute to improving both individual and societal worth and extravagantly create an ideal society while minimizing social difficulties.

2.5 Levels of human needs to meet a good quality of life

Maslow (1970) proposed “Maslow’s Theory of Need Gratification saying that all human beings have a need to satisfy their own needs. There are many things together. He arranged these needs in order from the lowest to the highest into five levels as follows:

First, physical needs, were the basic needs for survival. These include the need for food, water, air, rest, sexual desire, warmth, getting rid of sickness and wanting to maintain the balance of the body. Everyone needs these things the same way; it may differ from person to person depending on gender, age and situation etc. After that they will develop the needs to the second step.

These needs are the need to be free from physical harm and fear of losing a job, property, food, or place of residence. The requirement for social bonding is the third phase. Because everyone in society needs to be acknowledged. As a result, they feel a sense of belonging in social groups like family and friends and wish to join and participate in those groups. In line with Maslow's idea, once a person has satisfied their need for acceptance, they seek the approval of others, which satisfies their desires for power (power), status (status), and confidence (confidence).

The desire for life success is the fifth level. The greatest level, according to Maslow, is a person's drive to succeed and utilize all of their skills. In order to succeed to the fullest extent possible in anything, this is necessary. Whereas Sharma (1988) proposed the relationship between human needs and quality of life into 3 levels as follows:

1. Biophysical needs: The most fundamental biological necessities in life are needs. There are several prerequisites, such as clothing, food, shelter, and medication. These factors result in the lowest level of life quality when exposed.

2. Social needs: Include psycho-social requirements. It is a necessary component of education, transportation, other social services, and so forth. These, along with Bio-Physical Needs, result in a satisfactory degree of life quality.

3. Personal aspiration: Include needs for respect, reputation, etc. A person who reaches this level of need has a maximal level, however due to the conditions of their lifestyle, people tend to be extravagant and over consume so that might cause to troubles with everyday living that gradually deteriorate the degree of self-satisfaction. In order to live a better quality of life, it may be determined that persons who will have a satisfied quality of life are those who have their physical needs, safety and security needs, social involvement, and recognition needs met.
2.6 Related Research

Yvonne Görlich & Daniel Stadelmann (2020). Study on depression, anxiety, and stress among flight crew members. The goals were to investigate how the COVID-19 pandemic affected the cabin crew's mental health both before and after the epidemic. An online survey (survey research) of 1,224 flight attendants from around the world served as the research methodology. According to research published in April 2020, the number of sad, nervous, and stressed flight attendants was substantially connected with their working environment, their fear of losing their jobs, and the crew members who were quarantined. In comparison to flight attendants who were not detained, there were significantly more signs of stress and sadness. The COVID-19 pandemic crisis, according to the study, markedly elevated stress, anxiety, and depressive symptom levels. This leads to the conclusion that flight attendants' mental health is greatly impacted by the ban on working on aircraft during the COVID-19 pandemic.

Wongsa Laoworawit (2020) conducted research on Air-Stewart Thai Airways with a major challenge Through the Covid-19 crisis through qualitative research, an interview with ten flight attendants who have been with Thai Airways for 15 to 20 years were surveyed, and the results revealed a new strategy for dealing with accepted employment conditions. He suggested four approaches that can be applied to daily life while not performing duties on board the aircraft as follows:

First, activity-based therapy, such as watching movies, listening to music, reading books, talking on the phone to relieve stress or even sleep.

Second, cleaning activities, of which 90 percent agreed that it can be mindful, let go of worries and come back to focus on the activities in front of you, help time pass quickly.

Third, daily routine activity. This is an activity that has never been done before the COVID-19 pandemic, such as going to bed early and waking up early, eating healthy food, going to fitness, financial planning, including meditation to create peace and mindfulness.

Fourth, create new career and new skills through online resources to guide you to your future career which can generate income along with regular work that may change, such as learning to cook savory-sweet dishes, learning to use computer programs in designing public relations materials, learn to use technology from public platform or new application for doing business online, or becoming a professional blogger, learning foreign languages, etc.

3 Research Methodology

3.1 Research Approach

In order to achieve the study's objectives, the researcher developed the study's guidelines as qualitative research that is supported by basic quantitative research utilizing simple statistics by conducting a questionnaire with the flight attendants who have joined the project to resign from Thai Airways International Public Company Limited, and by primarily using in-depth interviews (In-dept Interview) to understand and be able to explain in that phenomenon clearly on the issues to be studied.

3.2 Data Collections

To develop a conceptual framework for a qualitative study using secondary sources like books, documents, and academic journals, the researcher first begins to gather data by seeking the data from numerous sources. Internet media is defined as a related research area
and a preliminary conceptual framework.

In-depth interviews were used as the major source of data gathering in order to get comprehensive information. According to the circumstance, suitability, or convenience of the interviewers, both formal and informal in-depth interviews were performed with the respondents. In this sense, the research employed the technique of asking interviewee’s questions and letting them respond without the researcher casting judgment or adding their own opinions, however the researcher would be restricted to the topics pertinent to the study's objectives.

When an answer is ambiguous or there is insufficient data, the researcher will elaborate immediately or request additional interviews later. Due to the COVID-19 epidemic, it is possible that some interviewers do not feel comfortable conducting in-person interviews. The researcher will conduct interviews over the phone. Interviews with the interviewees were done in this regard till the answers were acquired and matched the objectives of the research.

3.3 Research Populations, unit of analysis and research tools

Flight attendants employed by Thai Airways International Public Company Limited are the study's target demographic. 2,733 people were included in the sample group who had to take part in the organizational downsizing project in accordance with the rehabilitation plan because they had been impacted by the corporate downsizing project. The flight attendants of the company are non-probability samples (purposive samples). The interview questions were created for a group of four-level employees: first-level flight attendants for economy class, second-level flight attendants for business class, third-level flight attendants for first-class first level, four-level air pursers, and level five-level in-flight managers. In a quantitative research method, the researcher utilizes the snowball sampling technique to gather the data.

The Yamané (1973) principled sampling method was used to determine a random sample of 2,733 flight attendants. However, this questionnaire collection is constrained since the sample is a former employee of Thai Airways International Public Company Limited, making it challenging to identify. So, a minimum sample size of 100 samples is recommended. A two-step procedure was developed by the researcher for validating data. In order to provide a conceptual framework for planned research, the researcher separated the data analysis for the study into two portions as follows:

1. The information was categorized in accordance with the study's objectives after the data were analyzed by using the descriptive method and combining the information from the subsections of the interviews (using an inductive approach) with the causality technique.
2. To compare the results of the data analysis with those from the qualitative research, the data were examined using statistical values, percentages, means, and standard deviation.

4 Research Framework

4.1 Research conceptual framework

In order to develop a conceptual framework, the researcher has read and evaluated relevant literature as well as research outcomes from the review of literature related to research studies on guidelines to reinforce airline professionals’ quality of life through new career advancement after corporate restructuring driven by COVID-19 epidemic, the researcher has applied the concept of Krungsri Guru(2020) about a career that will be feverous in the
next 10 years in the new normal era during the Covid-19 situation which is based on the concept of quality of life (Quality of Life) from UNECO (1981) and related research to create conceptual framework that will serve as a guide to gather interview data by using the following research concepts framework as shown in fig. 1.

![Corporate downsizing Strategy](image)

![Impact on flight attendants](image)

![Guidelines to reinforce airline professionals' quality of life through new career advancement](image)

**5 Research Result**

The results of the guidelines to reinforce flight attendants' quality of life through new career advancement after corporate restructuring program which driven by Covid-19 epidemic consist of 7 careers alternatives as follows:

The findings indicated that the new career guidelines for flight attendants are: first career guidelines, doing business online. Selling foods online allow the flight attendants, who is now turn their professional career to become chefs or patisseries to prepare a variety of food or desserts, such as croissants, egg tarts, and brownies, by altering them to have a flavor that is suitable for Thai people.

Some flight attendants use their own knowledge to do business online such as teaching English online or start an online training course to become a flight attendant in the future, besides consulting in composing a job application. For other flight attendants, may selling clothes online or planting various kinds of trees and vegetables and selling them online which aligns with the current online business trend.

Second career guidelines, establishing personal business by setting up a storefront, like those that sell cocoa drinks, fresh milk bread and drinks, noodles, convenience stores etc.

The third career guideline is working as a food delivery driver (Rider), running a delivery service, or transporting items from an internet freight forwarding company by using their own transportation. It is a professional that is appropriate for the circumstances of the ongoing COVID 19 outbreak because of the need for employees to work from home during the lockdown announcements from COVID-19 epidemic, and the concerns about contracting COVID-19, people do not leave their homes, so this career is considered a well-liked and profitable from food delivery service. In addition, at this present day, city dwellers love to order food with delivery service and eat at home sequentially.
The fourth career guideline is a driver for super application called “Grab” for passenger transportation and delivery service. Driving a Grab Car is similar to driving a taxi except it is the private vehicle which is clean and safe. Although the price is slightly higher than usual, but the passenger’s express satisfaction. Moreover, airline professional might have stepped outside of their comfort zone to do new things.

The fifth career guideline is to support in family business affairs which is the most traditional and most prevalent model of economic organization. Family businesses can be run by people who are not related to the founders. Family members may, however, work primarily in their family business in some capacity, and in smaller businesses, typically one or more family members hold senior management positions in their organization. This might allow airline professional to operate their family businesses more freely and with greater flexibility.

The sixth career guideline is to become a blogger, YouTuber, or influencer using the different online income platforms, focusing on particular content in the areas of food, travel and career advise such as how to be a flight attendant, or sharing knowledge gained through experience, telling the story of a flight attendant's career for example, until they have a huge following members and reviews that they can continuously monetize through advertising on that platform or their own content channel, which is then can provide ongoing money in their own content.

The seventh career guideline is being a life insurance agent or real estate agent that fits the requirements of customer service from the flight attendant career professional.

6 Result Discussion

According to downsizing, and corporate restructuring, employees with regular spending and liabilities are particularly affected even though the organization try to apply various measures, including reducing the number of personnel. The business must consider the various approaches and plans that can be used to treat every employee fairly.

Even if there may be a means to ensure justice for all workers, the flight attendants were impacted unexpectedly because they had to stop flying and the company had to downsize, forcing them to choose between participating in either project in the end. The reflex to employees’ monthly budgets for both regular and non-routine spending is insufficient. The concern due to company downsizing is that since new flight attendants are in the early stages of building their careers, they may not have saved enough money, so when there is a lack of income, they do not have enough money to pay off the debt associated with their housing installation and other expenses.

Even long-term employees, when there is an insufficient income, it causes a financial interruption. Considering the guidelines to reinforce flight attendants' quality of life through new career advancement after corporate restructuring program which driven by Covid -19 epidemic is to shift their actions to new activities, such as learning how to cook, bake, or learn something new online or start their new business on their own for example to effectively shift into a new career, in order to survive the crisis in accordance with the change of corporate downsizing. However, accepting reality is a means to help people deal with the new working circumstances and difficulties which must be resolved respectively.

7 Recommendation

The key lesson from the pandemic is that conditions can change very quickly, the world is dynamic, unpredictable, and there is a high degree of uncertainty in the economy, society, and the emergence of unexpected new diseases. Millions of people lost their jobs as a
result, and small businesses were forced to shut down.

It is essential to determine new practices and strategies that can allow air transport management to be enriched and to be successful said Kankaew (2022). In consequence, the researcher offers two suggestions. "Savings" comes first. The COVID-19 outbreak has made us realize how crucial it is to have a saving. Employees must therefore, have savings in a variety of approaches whether they work for the government, the corporation, or the private sector. Knowing where your money is going and being held can make it simpler for people to distinguish between needs and wants and concentrate more on priorities.

Additionally, having "a second job" or a different line of work is advised. Particularly from case studies during the COVID-19 epidemic, which resulted in several layoffs in numerous firms. Some employees may encounter financial problems, such as when their primary source of income from a full-time job is insufficient to sustain them and their families, having one career is no longer sufficient to manage the high level of uncertainty in the future.

Therefore, finding a second job to work at in order to pay the bills might be the best option. In some circumstances, this could also contribute to developing a network of acquaintances and strengthening partnerships with people working in various industries respectively.

Reference

2. P. Chalermsarn, Quality of work life (Production World, Bangkok, 2008)
3. S.J. Freeman, K.S. Cameron, Research in organizational change and development (CT: JAI Press, Greenwich, 1991)
4. K. Kankaew, Global Air Transport Management and Reshaping Business Models for the New Era (Hershey USA, IGI Global, 2022)
7. P. La-Leang, Research report on quality-of-life study. and factors influencing the quality of life of oil palm farmers in the southern region (Maejo University, Chiang Mai, 2013)
15. P. Suksanga, P. Sakhthong, Thai Journal of Pharmacy and Health Sciences 6(14) (2014)
https://www.admissionpremium.com/airline/news/4118 #google_vignette


