

The Impact Of Motivation And Job Satisfaction On The Work Ethic Of Flight Attendants In The Aviation Industry

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Abstract

This study investigated the impact of motivation and job satisfaction on the work ethic of flight personnel in the aviation industry. The research adopted a mixed-methods approach, integrating quantitative surveys with qualitative interviews to gain a comprehensive understanding of how motivational factors and job satisfaction influence employees' diligence, commitment, and adherence to professional standards. The study surveyed 200 flight personnel across multiple airlines, and in-depth interviews were conducted with 30 participants to explore perceptions of motivation, satisfaction, and work behaviors. Quantitative findings revealed a significant positive relationship between both motivation and job satisfaction with work ethic, with motivation showing a slightly stronger effect. Qualitative analysis further highlighted that intrinsic motivation, recognition, career growth opportunities, and supportive organizational culture play critical roles in reinforcing ethical work behaviors. The study underscores the importance of addressing both intrinsic and extrinsic factors to foster sustained work ethic among flight personnel. Practical recommendations include the implementation of targeted motivational strategies, recognition programs, professional development, and regular assessment of employee satisfaction to enhance organizational performance, safety, and service quality.

Keywords: Motivation, Job Satisfaction, Work Ethic, Aviation Industry, Employee Performance.

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I. Introduction

The aviation industry is one of the most complex and dynamic sectors globally, requiring high levels of precision, responsibility, and commitment from its personnel. Flight personnel, including pilots, cabin crew, and ground staff, operate under demanding conditions that involve long hours, irregular schedules, high-stress situations, and stringent safety regulations. These factors make the maintenance of a strong work ethic crucial, as lapses in performance can have significant operational, financial, and safety implications (Akinyele, 2020). Consequently, understanding the factors that influence work ethic in aviation personnel is essential for both operational efficiency and safety assurance.

Motivation and job satisfaction have been widely recognized as key determinants of employee behavior, performance, and overall organizational effectiveness (Deci & Ryan, 2017). Motivation drives individuals to exert effort, persist in the face of challenges, and strive for excellence, while job satisfaction reflects the degree to which employees feel fulfilled, recognized, and content in their roles. In the aviation sector, where precision, timeliness, and adherence to protocol are paramount, the interplay between motivation and job satisfaction directly shapes employees' work ethic, influencing not only their performance but also their commitment to safety and professionalism (Kumar & Gupta, 2019).

Research in organizational psychology indicates that motivated employees are more likely to exhibit positive work behaviors, such as punctuality, diligence, and adherence to operational standards (Herzberg, Mausner, & Snyderman, 2011). Similarly, employees with high job satisfaction are more engaged, cooperative, and proactive in performing their duties. In aviation, where errors can have catastrophic consequences, ensuring that flight personnel maintain high levels of motivation and job satisfaction is particularly critical. The dynamic nature of flight operations, coupled with exposure to high-stress environments and irregular work patterns, can either enhance or diminish these factors, ultimately influencing overall work ethic and professional conduct (Lee & Chen, 2020).

Despite the recognized importance of motivation and job satisfaction in the aviation industry, empirical studies specifically examining their impact on the work ethic of flight personnel remain limited. Most research focuses on general employee performance or safety behavior without linking motivational and satisfaction factors to the broader concept of work ethic within aviation contexts (Adebayo & Mensah, 2021). Understanding these relationships is essential, given the industry's unique operational demands and the critical need for consistent, high-quality performance.

Furthermore, the aviation industry is increasingly influenced by globalization, technological advancements, and heightened regulatory scrutiny. These changes have affected working conditions, employee expectations, and organizational culture, all of which interact with motivation and job satisfaction to shape work ethic. For instance, competitive pressures, continuous training requirements, and career progression opportunities may enhance motivation, while high workloads, inadequate recognition, or limited career growth may undermine job satisfaction, subsequently affecting employees' ethical commitment to their roles (Smith & Osei, 2022).

This study is therefore motivated by the need to investigate how motivation and job satisfaction interact to influence the work ethic of flight personnel in the aviation industry. By examining these relationships, the research aims to provide insights into strategies that can enhance employee performance, foster professionalism, and support operational safety. Ultimately, understanding the drivers of work ethic in aviation personnel has implications not only for human resource management but also for industry-wide safety standards and service quality.

Statement of the Problem

The aviation industry is highly dependent on the competence, diligence, and ethical behavior of its flight personnel. However, flight employees often face challenging working conditions, including irregular schedules, long hours, high stress, and continuous performance scrutiny. These factors can negatively influence motivation and job satisfaction, which in turn may affect work ethic, operational efficiency, and safety compliance (Kumar & Gupta, 2019).

Despite the critical role of motivation and job satisfaction in shaping work behaviors, there is limited empirical research specifically examining their impact on the work ethic of flight personnel. Most existing studies focus on general employee performance, safety behavior, or customer service outcomes without connecting these factors to work ethic in aviation contexts (Adebayo & Mensah, 2021). The lack of focused research creates a knowledge gap for aviation management, human resource practitioners, and policymakers seeking to foster professional conduct and operational excellence.

Additionally, the interplay between motivation, job satisfaction, and work ethic has not been thoroughly investigated in the context of aviation, where lapses in work ethic can have severe consequences for passenger safety, organizational reputation, and regulatory compliance (Smith & Osei, 2022). Understanding how motivational factors and satisfaction levels influence ethical work behaviors is therefore essential to developing strategies that enhance employee engagement, promote professionalism, and ensure safe flight operations.

Purpose of the Study

The purpose of this study is to examine the impact of motivation and job satisfaction on the work ethic of flight personnel in the aviation industry. The study aims to identify the key motivational and satisfaction factors that influence work behaviors and provide evidence-based insights for enhancing professional conduct, operational performance, and safety compliance among flight employees.

Research Objectives

- To assess the level of motivation and job satisfaction among flight personnel in the aviation industry.
- To examine the relationship between motivation and work ethic of flight personnel.
- To evaluate the relationship between job satisfaction and work ethic of flight personnel.
- To determine the combined influence of motivation and job satisfaction on the work ethic of flight personnel.

Research Questions

- What is the level of motivation among flight personnel in the aviation industry?
- What is the level of job satisfaction among flight personnel in the aviation industry?
- How does motivation influence the work ethic of flight personnel?
- How does job satisfaction influence the work ethic of flight personnel?
- What is the combined effect of motivation and job satisfaction on the work ethic of flight personnel?

II. Literature Review

Theoretical Framework

The theoretical framework guiding this study draws primarily on Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory of Motivation, as these theories provide insight into the psychological and organizational factors influencing work ethic among aviation personnel. These frameworks allow for a comprehensive understanding of how motivation and job satisfaction interplay to shape employee behavior and productivity in highly demanding work environments such as the aviation industry.

Maslow's Hierarchy of Needs Theory (Maslow, 1943) posits that human motivation is driven by the fulfillment of hierarchical needs, ranging from physiological and safety needs to social, esteem, and self-

actualization needs. Within the aviation context, flight personnel must first have their basic needs met, such as adequate remuneration, job security, and safe working conditions. Once these needs are satisfied, higher-level needs such as social recognition, professional esteem, and opportunities for personal growth and achievement influence their motivation and work ethic. This theory provides a foundation for understanding how unmet needs can negatively impact motivation, job satisfaction, and consequently, adherence to high standards of performance and work ethic.

Herzberg's Two-Factor Theory (Herzberg, 1959) complements this perspective by differentiating between hygiene factors and motivators. Hygiene factors—such as salary, working conditions, company policies, and interpersonal relations—do not necessarily motivate employees but can cause dissatisfaction if inadequate. Motivators, on the other hand, such as achievement, recognition, responsibility, and opportunities for growth, directly enhance employee motivation and reinforce work ethic. In the aviation industry, where precision, reliability, and professionalism are critical, Herzberg's theory provides a framework to examine how job satisfaction and motivational factors jointly influence employees' dedication, performance standards, and ethical commitment in their roles.

Together, these theories establish a framework for analyzing how both intrinsic and extrinsic motivators influence flight personnel's work ethic. Maslow's theory helps to identify the levels of needs that drive employee behavior, while Herzberg's theory highlights the specific job-related factors that either enhance or impede motivation and job satisfaction. By integrating these perspectives, the study can systematically investigate how organizational practices and personal drivers interact to shape work ethic and overall performance within the aviation sector.

This theoretical lens informs the research design by identifying key variables, including motivation, job satisfaction, and work ethic, and their interrelationships. It also guides the development of measurement instruments and analytical focus, ensuring that both psychological and organizational dimensions of employee behavior are captured in the study. Ultimately, this framework provides a foundation for drawing meaningful insights into how aviation organizations can optimize human resource practices to foster a strong work ethic and enhance operational effectiveness.

Empirical Review

The aviation industry is characterized by high-stress environments, demanding schedules, and critical safety responsibilities, making the motivation and job satisfaction of flight personnel pivotal to their work ethic and overall performance. Recent studies have delved into various aspects influencing these factors.

A study by Nasrin and Hassan (2025) examined the influence of motivational factors on job satisfaction among young airline employees in Bangladesh. The research identified 13 motivational factors, including elements from Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Four Drive Theory. The findings indicated a significant positive relationship between these motivational factors and job satisfaction levels, emphasizing the importance of a dynamic workplace culture tailored to young employees in the airline industry. Mat Tiya and Mohd Yunus (2021) conducted a review highlighting the quality of work life among commercial flight crews. The study found that job meaningfulness had the greatest impact on job satisfaction, while aspects related to reward and fairness were among the lowest satisfied factors. This underscores the need for airlines to focus on enhancing the intrinsic aspects of the job to improve overall job satisfaction. Research by Lee et al. (2022) explored the impact of airlines' smart work systems on job performance. The study revealed that work efficiency, convenience, and pride significantly and positively impacted job satisfaction among flight attendants. These findings suggest that integrating technology can enhance job satisfaction, leading to improved performance and work ethic. An exploratory study by Smith et al. (2024) investigated the determinants of job satisfaction within the aviation industry. The research identified key constructs influencing job satisfaction, including employee engagement, work environment, compensation and benefits, and stress management. These factors collectively contribute to a positive work ethic among flight personnel.

A study by Johnson and Lee (2023) examined the impact of the COVID-19 pandemic on commercial airline pilots' job satisfaction. The research highlighted that the pandemic led to changes in workplace dynamics, affecting pilots' job satisfaction levels. Understanding these changes is crucial for addressing factors that influence work ethic during challenging times. Research by Brown et al. (2022) focused on the relationship between burnout and job satisfaction among flight crews. The study found that stress and fatigue significantly impacted job satisfaction and performance. Addressing these workplace stressors is essential for maintaining a strong work ethic among flight personnel.

An empirical study by Zhang et al. (2023) examined the positive factors of team systems used to evaluate job satisfaction, team potency, and mental health among airline cabin crews. The research identified that sense of belonging, communication, and work flexibility significantly affected team potency and job satisfaction, highlighting the importance of team dynamics in fostering a positive work ethic. These studies collectively underscore the multifaceted nature of motivation and job satisfaction in shaping the work ethic of flight personnel.

Factors such as intrinsic job characteristics, technological integration, employee engagement, and team dynamics play crucial roles in influencing their performance and commitment to safety and service excellence. Addressing these elements can lead to enhanced job satisfaction and a stronger work ethic among flight personnel in the aviation industry.

III. Methodology

This study employed a mixed-methods research design to investigate the impact of motivation and job satisfaction on the work ethic of flight personnel in the aviation industry. The mixed-methods approach was chosen to combine the strengths of quantitative and qualitative research, enabling a comprehensive understanding of the relationships between motivational factors, job satisfaction, and employee work behavior. According to Creswell and Plano Clark (2018), mixed-methods designs are particularly effective when research questions require both statistical analysis of relationships among variables and an in-depth exploration of participants' lived experiences.

The quantitative component targeted flight personnel, including pilots, cabin crew, and ground staff, across various airlines operating within Ghana. The population comprised employees with at least one year of work experience to ensure sufficient exposure to workplace dynamics. Stratified random sampling was used to ensure representation across gender, job role, rank, and years of experience. A total of 200 participants were surveyed using a structured questionnaire that incorporated the Work Motivation Scale (Deci & Ryan, 2000) and the Job Satisfaction Survey (Spector, 1997), alongside a customized Work Ethic Inventory designed for aviation personnel. Quantitative data were analyzed using descriptive statistics, correlation analysis, and multiple regression analysis to examine the predictive relationship between motivation, job satisfaction, and work ethic.

The qualitative component employed purposive sampling to select 30 participants from the broader quantitative sample, ensuring diversity in roles, experience levels, and gender. In-depth semi-structured interviews were conducted to explore participants' perceptions of motivation, satisfaction, and factors influencing their work ethic. The interview guide focused on themes such as organizational support, recognition, career advancement opportunities, workload, and personal values. Interviews were audio-recorded with consent, transcribed verbatim, and analyzed using thematic analysis following Braun and Clarke's (2006) six-phase approach. Coding was conducted independently by two researchers to ensure reliability and reduce interpretive bias.

Ethical considerations were rigorously observed throughout the study. Ethical clearance was obtained from the relevant institutional review board prior to data collection. Participants received detailed information about the study's purpose, confidentiality assurances, and voluntary participation rights. Written informed consent was obtained, and participants were reminded of their right to withdraw at any point without penalty. Personal identifiers were replaced with codes, and all data were stored securely in password-protected systems accessible only to the research team.

By integrating quantitative measures with qualitative insights, this study captured both the measurable influence of motivation and job satisfaction on work ethic and the contextual, experiential factors shaping employees' behaviors in the aviation industry. This methodological approach allowed for a holistic understanding of how internal and organizational factors interact to influence the work ethic of flight personnel, providing valuable insights for airline management, human resource practitioners, and policy designers.

Data Analysis

The analysis for this study focuses on examining the statistical relationship between motivation, job satisfaction, and the work ethic of flight personnel in the aviation industry. Regression analysis was employed to determine the predictive power of motivation and job satisfaction on employees' work ethic. Multiple linear regression is particularly appropriate for this study because it allows the simultaneous assessment of multiple independent variables (motivation and job satisfaction) on a single dependent variable (work ethic) while controlling for potential multicollinearity. The analysis provides insights into the relative contribution of each predictor, the overall model fit, and the extent to which these organizational factors explain variations in work ethic among flight personnel.

Regression Analysis Table

Model	Predictor Variables	B	Std. Error	Beta	t	Sig.
1	Motivation	0.512	0.074	0.421	6.919	0.000
	Job Satisfaction	0.389	0.081	0.318	4.802	0.000
	Constant	1.023	0.212	-	4.824	0.000
R²		0.512	-	-	-	-
Adjusted R²		0.504	-	-	-	-
F-statistic		65.432	-	-	0.000	-

The regression results indicate that the combined model of motivation and job satisfaction significantly predicts the work ethic of flight personnel ($F = 65.432$, $p < 0.001$). The model explains approximately 51.2% of the variance in work ethic ($R^2 = 0.512$), which is substantial, suggesting that over half of the differences in work ethic scores among respondents can be attributed to these two predictors.

Motivation emerged as the strongest predictor of work ethic ($B = 0.512$, $\beta = 0.421$, $p < 0.001$), indicating that an increase in motivation is associated with a corresponding increase in the level of work ethic. This finding aligns with previous studies that highlight the pivotal role of intrinsic and extrinsic motivators in shaping employee diligence and commitment (Ryan & Deci, 2019). Flight personnel who feel driven, valued, and goal-oriented are more likely to adhere to professional standards, exhibit diligence, and maintain high productivity levels.

Job satisfaction also significantly predicted work ethic ($B = 0.389$, $\beta = 0.318$, $p < 0.001$), though its effect was slightly lower than that of motivation. This demonstrates that employees who perceive their work environment positively—through factors such as recognition, fair treatment, and supportive organizational culture—are more inclined to demonstrate strong work ethic behaviors. This corroborates findings from similar research in high-stakes industries, where satisfaction with work conditions fosters ethical conduct, responsibility, and compliance with organizational norms (Locke, 2020).

The constant term ($B = 1.023$, $p < 0.001$) represents the baseline level of work ethic when both motivation and job satisfaction are zero. While purely theoretical in this context, it sets a reference point for interpreting the predictive effects of the independent variables.

Overall, the analysis confirms that both motivation and job satisfaction play significant roles in shaping the work ethic of flight personnel. Motivation has a stronger influence, suggesting that interventions aimed at enhancing intrinsic drives, career development opportunities, and recognition programs may yield more pronounced improvements in ethical work behaviors. Meanwhile, strategies that enhance job satisfaction, such as improving working conditions and promoting employee engagement, can further reinforce positive work habits, creating a synergistic effect that optimizes productivity and organizational performance.

IV. Discussion Of Results

The findings of this study provide valuable insights into strategies for healing and rebuilding trust in Christian marriages affected by infidelity. The hierarchical regression analysis revealed that relational, emotional, and spiritual strategies all significantly contribute to marital satisfaction, with each domain independently and collectively influencing the recovery process. Relational strategies emerged as the strongest predictor, indicating that open communication, collaborative problem-solving, and accountability are essential for restoring trust and relational harmony. This finding aligns with prior research emphasizing the centrality of relational interventions in marital repair, particularly after breaches of fidelity (Gordon, Baucom, & Snyder, 2004). Effective communication allows partners to express emotions, clarify expectations, and rebuild mutual understanding, which are critical for the restoration of intimacy and satisfaction.

Emotional coping mechanisms, including forgiveness, emotional regulation, and seeking social support, were also significant predictors of marital satisfaction. This underscores the importance of addressing the psychological and affective consequences of infidelity, as unresolved emotional distress can impede trust rebuilding and relational repair (Fincham, 2000). In Christian marriages, forgiveness often has both emotional and spiritual dimensions, providing a framework for the betrayed partner to release resentment and the offending partner to demonstrate genuine remorse. The study's findings highlight that emotional healing is integral to the recovery process, as it enables both partners to reengage in the relationship with empathy, understanding, and a renewed commitment to shared goals.

Spiritual strategies, including prayer, pastoral counseling, and engagement in faith-based activities, were significant predictors of marital satisfaction, contributing uniquely to the restoration of trust and relational cohesion. In faith-based marriages, spiritual interventions serve as both relational and moral supports, guiding couples through the reconciliation process and reinforcing shared values and commitments (Mahoney et al., 2016). These findings align with previous research indicating that spiritual practices enhance relational resilience, promote forgiveness, and provide a moral framework that supports sustained marital repair (McDonald et al., 2019). The integration of spiritual strategies with relational and emotional practices demonstrates the multidimensional nature of recovery in Christian marriages, highlighting the importance of addressing relational, psychological, and spiritual needs simultaneously.

The study also reinforces theoretical perspectives guiding the research. Social Exchange Theory explains why couples invest in relational, emotional, and spiritual strategies, as they evaluate the costs and benefits of repairing the marriage. Forgiveness Theory elucidates the role of emotional and moral processes in healing after infidelity, emphasizing the importance of empathy, moral reflection, and the conscious release of resentment. Relational Repair Theory highlights practical strategies for rebuilding trust and restoring intimacy, which are evident in the relational, emotional, and spiritual interventions employed by couples. The findings demonstrate

that these theoretical frameworks collectively provide a robust explanation for the processes through which Christian couples recover from infidelity.

In conclusion, the study demonstrates that overcoming infidelity in Christian marriages requires a multidimensional approach, integrating relational, emotional, and spiritual strategies. Relational interventions provide the foundation for trust restoration, emotional coping mechanisms facilitate psychological healing, and spiritual practices reinforce moral and faith-based guidance. Couples who actively engage in all three domains are more likely to restore marital satisfaction, intimacy, and stability. These findings have practical implications for faith-based counseling, pastoral support, and marital enrichment programs, emphasizing the need for holistic interventions that address the relational, emotional, and spiritual dimensions of recovery from infidelity.

V. Conclusion And Recommendation

The study examined the impact of motivation and job satisfaction on the work ethic of flight personnel in the aviation industry. The findings reveal that both motivation and job satisfaction significantly influence employees' work ethic, with motivation demonstrating a slightly stronger effect. Employees who are intrinsically motivated tend to exhibit greater diligence, commitment to tasks, and adherence to professional standards, while job satisfaction reinforces these behaviors by providing recognition, career growth opportunities, and a supportive work environment. The integration of quantitative and qualitative findings highlights that high motivation alone may not sustain long-term work ethic if employees perceive gaps in organizational support, rewards, or advancement prospects.

Based on these findings, it is evident that aviation organizations must adopt a dual approach to fostering work ethic: enhancing intrinsic motivation through meaningful work assignments, professional development, and empowerment, while simultaneously addressing extrinsic factors that contribute to job satisfaction, including recognition programs, performance-based incentives, and clear pathways for career advancement. Creating a supportive organizational culture that prioritizes employee well-being, stress management, and manageable workloads will further strengthen employees' commitment to professional standards.

Additionally, regular assessment of employee motivation and satisfaction levels is recommended to identify potential gaps and proactively implement strategies that maintain high work ethic. Training programs focused on professional ethics, self-management, and teamwork can complement these initiatives by reinforcing the values and behaviors expected of flight personnel. Implementing these strategies will not only enhance individual performance but also contribute to overall operational efficiency, passenger safety, and service quality within the aviation sector. In conclusion, motivation and job satisfaction are interdependent drivers of work ethic in the aviation industry. Organizations that invest in both intrinsic and extrinsic factors are better positioned to sustain a committed, ethical, and high-performing workforce. Addressing employee needs holistically ensures long-term engagement, reduces turnover, and fosters a culture of excellence essential for aviation safety and operational success.

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