

GÖKYÜZÜNDE YOL ALMAK: ÇEŞİTLİ HAVACILIK KAZALARINDA İLETİŞİM ZORLUKLARININ ROLÜ

Ezgi YILDIZ*

ÖZ: Havacılık emniyetinin can damarı olan etkili iletişim, kazaların önlenmesi, krizlerin hafifletilmesi ve karmaşık, dinamik havacılık ortamındaki paydaşlar arasında sorunsuz koordinasyonun sağlanması açısından hayati öneme sahiptir. Bu çalışmanın amacı, havacılık tarihindeki 10 ölümcül kaza ile Ulusal Ulaştırma Emniyet Kurulu (NTSB) tarafından kaydedilen son 10 yılda meydana gelen olay ve kazaların nitel analizini sunmaktır. Ölümcül kazaların raporlarının ve kaza veri tabanında belirlenen 48 olayın raporlarının içerik analizi, uçuş ekibi üyeleri arasındaki yanlış iletişim, acil durumlarda karşılaşılan zorluklar ve Hava Trafik Kontrol (ATC) ile iletişim kopuklukları gibi temaları ortaya çıkarmıştır. Bu bulgular, mevcut literatürle uyumlu olarak, havacılık emniyetinde iletişimin merkezi rolünü vurgulamaktadır. Çalışma, CRM eğitimi, standartlaştırılmış terminoloji ve gelişmiş iletişim teknolojilerine yatırım yapma önerileri sunmaktadır. Gelecekteki araştırma soruları arasında insan-makine etkileşimi, yapay zeka ve İnsansız Hava Sistemleri'nde iletişim yer alabilir. Ayrıca, bu bulgulara dayanarak, havayolu şirketleri geliştirilmiş emniyet, operasyonel verimlilik, stres azaltma, maliyet tasarrufu, düzenleyici uyumluluk ve güven inşası gibi pratik sonuçlar çıkarabilir.

Anahtar Kelimeler: Havacılıkta emniyet, Etkili iletişim, Nitel analiz, Ekip Kaynak Yönetimi, Kaza analizi

Makalenin türü: Derleme

Jel Sınıflandırması: M10, M12

DOI: 10.54969/abuijss.1459587

Geliş tarihi: 27.03.2024/ **Kabul Tarihi:**04.07.2024 / **Yayın Tarihi:** 05.07.2024

NAVIGATING THE SKIES: UNRAVELING COMMUNICATION CHALLENGES IN DIVERSE AVIATION ACCIDENTS

ABSTRACT: Effective communication is the lifeline of aviation safety, serving as the cornerstone for preventing accidents, mitigating crises, and ensuring seamless coordination among diverse stakeholders within the complex and dynamic aviation environment. The aim of this study is to provide a qualitative analysis of the 10 fatal accidents in aviation history and incidents and accidents that occurred in the past 10 years registered by the National Transportation Safety Board (NTSB). The content analysis of the reports of the fatal accidents and reports of the 48 events identified in the accident database search revealed themes such as miscommunication between flight crew members, challenges in emergent situations, and communication breakdowns with ATC. These findings align with existing literature, emphasizing the pivotal role of communication in aviation safety. The study offers recommendations to invest in CRM training, standardized phraseology, and advanced communication technologies for aviation safety. Future research directions include exploring human-machine interaction, artificial intelligence, and communication in Unmanned Aerial Systems. Moreover, grounded in these findings, airline companies can infer practical implications such as improved safety, operational efficiency, stress reduction, cost savings, regulatory compliance, and trust-building, thereby emphasizing the industry's commitment to continuous improvement in navigating the complexities of aviation communication.

Key Words: *aviation safety, effective communication, qualitative analysis, miscommunication, CRM training, accident*

Type of article: Review

Jel Classification: M10, M12

DOI: 10.54969/abuijss.1459587

Received: 27.03.2024 / **Accepted:** 04.07.2024/ **Published:** 05.07.2024

* İstanbul Üniversitesi Havacılık Psikolojisi Araştırmaları Enstitüsü, Ezgi Yıldız, ezgiyildiztaskin@istanbul.edu.tr, ORCID: 0000-0001-5140-0889

Kaynak gösterimi için:

YILDIZ, E. (2024). Navigating the Skies: Unraveling Communication Challenges in Diverse Aviation Accidents. Antalya Bilim Üniversitesi Uluslararası Sosyal Bilimler Dergisi, 5 (1), 14-33.

1. INTRODUCTION

Communication serves as the fundamental pillar of safe and efficient aviation operations, encompassing the reciprocal flow of information, instructions, and feedback across diverse stakeholders, including but not limited to pilots, air traffic controllers, ground personnel, and maintenance crews. The paramount importance of effective communication lies in its role in maintaining situational awareness, averting misunderstandings, and fostering collaboration within the aviation ecosystem. Conversely, the ramifications of miscommunication within this context are profound, with the potential to precipitate serious consequences, including incidents and accidents. This article aims to provide a comprehensive examination of aviation accidents and incidents wherein communication errors played a pivotal role. Through a detailed exploration of these occurrences, the aim is to extract valuable insights, identify patterns, and gain knowledge that can guide the improvement of communication protocols within the aviation industry. Additionally, the discussion seeks to outline concrete paths for future research initiatives, acknowledging the ever-evolving nature of the aviation domain. By thoroughly examining past incidents and accidents, this article strives to offer specific recommendations designed to strengthen communication frameworks, ultimately contributing to the broader objective of enhancing safety and efficiency in the aviation sector.

1.1. Effective Communication and Miscommunication

The term "communication" originates from the Latin root "communis, communicare." It is defined as the process in which individuals endeavor to understand and interpret messages exchanged with one another through the construction of knowledge or symbols, as articulated (Dökmen, 1998). Effective communication refers to the clear, accurate, and timely exchange of information between individuals or groups, facilitating a shared understanding of a given situation. It involves conveying messages with precision, considering the context, and acknowledging feedback. In contrast, miscommunication occurs when there is a failure to convey the intended message accurately or when the message is misunderstood.

Effective communication is a critical determinant of success and safety across diverse domains such as interpersonal relationships, business, healthcare, and aviation. Effective communication is pivotal for fostering understanding, trust, and connection in interpersonal relationships (Nicotera, 1993). Furthermore, it enhances relationship satisfaction and overall well-being (Eğeci & Gençöz, 2006). Conversely, miscommunication can lead to conflict and deteriorate relationship quality (Sillars et al., 2003). In the workplace, effective communication has been linked to employee satisfaction, productivity, and overall organizational performance (Clampitt & Downs, 1993). Similarly, in healthcare contexts, effective communication is associated with improved patient outcomes and fewer medical errors (Mazor et al., 2004). Finally, effective communication was identified to have a pivotal role in maintaining situational awareness, crew coordination, crew resource management (CRM), and enhanced team effectiveness (Endsley, 1999; Kanki, 2019; Kolander, 2019), fostering open communication channels for reporting and addressing safety concerns (Helmreich & Merritt, 2017).

Communication errors, which refer to misunderstandings, misinterpretations, or failures in the exchange of information, encompass a range of breakdowns in the transmission, reception, or interpretation of information and can happen in various contexts (Dayton & Henriksen, 2007). Communication errors in interpersonal relationships, such as

deviations from expectations and unclear expressions of emotions (Burgoon, 1993; Ekman, 1997), can lead to misunderstandings and relational challenges. Additionally, poor communication can also negatively impact relationship satisfaction and may even lead to potential dissolution (Yoo et al., 2014). In the healthcare domain, examples of communication errors encompass disparities in medication orders, misinterpretation of test results, and deficiencies in patient handovers (Frydenberg & Brekke, 2012; Sutcliffe et al., 2004). Within business environments, communication lapses may encompass misinterpretations of project objectives, ambiguous instructions, or insufficient feedback among team members (Brewer & Holmes, 2016; Stubbe, 2017). Lastly, communication errors in aviation encompass misunderstandings in radio communications, ambiguous instructions in cockpit communication, and the failure to convey critical information, contributing to safety-critical incidents (Alharasees et al., 2023; Hamzah & Fei, 2018; Shukri et al., 2016).

1.2. Communication Errors in Aviation

The imperative concern for aviation safety has prompted an extensive inquiry into the crucial role of communication in aviation accidents. Several researchers underscored the pivotal link between communication practices and flight safety, emphasizing that ineffective communication among key stakeholders can lead to catastrophic outcomes (Kanki, 2019; Trkovsky, 2017). This recognition of communication's vital role extends to additional studies, which highlight its significance in cockpit decision-making and the cohesive functioning of flight crews (Bowers et al., 2017; Hellesy, 1995; Jensen, 1989). Consequently, the aviation industry has integrated communication skills into Crew Resource Management (CRM) training programs, addressing communication both as an individual skill and within broader trainable skills, with regulatory bodies like the FAA mandating assessments of crew members' proficiency in these skills (İnan, 2018; Kanki, 2019).

Effective communication is integral to various critical aviation tasks, ensuring the smooth and safe execution of operations. During pre-flight briefings, pilots engage in communication with each other and ground personnel to establish a shared understanding of the flight plan, weather conditions, and operational considerations. Within the cockpit, communication is vital for tasks such as pre-flight checks, decision-making in emergencies, and routine flight operations. Pilots must also maintain clear communication with air traffic controllers to receive instructions, clearances, and updates on air traffic conditions, highlighting the crucial role of precise dialogue in ensuring safe flight. Furthermore, communication between flight crews and maintenance personnel is essential for reporting and addressing issues identified during pre-flight inspections or routine maintenance checks, ensuring the overall airworthiness and safety of the aircraft. The seamless integration of effective communication protocols across these aviation tasks is paramount for the reliability and safety of flight operations.

Communication errors in aviation span a spectrum of manifestations, from seemingly innocuous misunderstandings to consequential lapses with severe implications (Alharasees et al., 2023). Noteworthy among these errors are language and terminology issues, where misinterpretations arise from language disparities or the use of non-standard terminology, potentially leading to confusion. Additionally, cockpit crew coordination errors, marked by ineffective communication within the cockpit, particularly in high-stress situations, may result in critical mistakes. Further, ATC-pilot miscommunication, involving the inaccurate exchange of information between air traffic controllers and pilots, can lead to errors in flight paths, altitudes, or other essential parameters. Moreover, the failure to confirm and acknowledge in

radio communications poses a risk, potentially causing crucial instructions or information to be overlooked (Jacob et al., 2016). These diverse communication errors underscore the multifaceted challenges in maintaining precise and effective communication within the aviation context.

During flight operations, various communication errors pose potential risks to aviation safety. Notably, misunderstood clearances, where pilots misinterpret or incorrectly execute air traffic control clearances, may lead to deviations from assigned routes or altitudes. Additionally, poor cockpit resource management, characterized by inadequate communication within the cockpit, can result in a lack of coordination between crew members, impacting decision-making and task prioritization. Furthermore, ATC-pilot readback errors, involving inaccuracies in reading back instructions from air traffic control, have the potential to confuse assigned altitudes, headings, or other critical directives. Finally, frequency congestion on radio frequencies poses challenges, contributing to missed instructions or difficulties in establishing and maintaining communication with air traffic control. These communication errors highlight the need to address and mitigate potential risks through enhanced communication protocols in aviation operations.

Recurrent themes in communication errors within the aviation domain reveal multifaceted challenges that impact safety and operational efficiency. One prominent theme involves the prevalence of ambiguity and lack of clarity in communication, where unclear instructions or responses contribute to confusion and misinterpretation. Researchers, recognizing the significance of unambiguous communication, emphasize its pivotal role in preventing misunderstandings (Barshi & Farris, 2016; Tavlin). Another recurrent theme stems from the global nature of the aviation industry, resulting in diverse crews and air traffic controllers. Cultural and language differences pose communication challenges, with studies underscoring the impact of cultural diversity on cockpit communication (Cookson, 2017; Orasanu et al., 1997). Failures in Crew Resource Management (CRM), encompassing communication, coordination, and decision-making, constitute another recurrent contributor to communication errors. Inadequate teamwork and coordination within the cockpit can lead to critical lapses in operational procedures (Helmreich, 2000; Orasanu, 2017). Additionally, the overreliance on technology introduces new challenges, as pilots may become complacent or misinterpret automated messages, highlighting the importance of maintaining manual flying skills (Mosier, 2002; Naidoo, 2009). Lastly, stress and high workload situations, inherent in aviation, can impair cognitive functions and decision-making, contributing to communication errors. Research underscores the necessity of stress management training to mitigate these factors in aviation (Leonhardt & Vogt, 2012; Mitchell, 2016). Collectively, these recurrent themes illuminate the complex interplay of factors influencing communication errors in aviation and underscore the importance of targeted interventions and training programs to enhance communication practices and mitigate associated risks.

1.3. The Present Study

The purpose of this study is twofold. Firstly, it aims to conduct a comprehensive analysis of ten aviation accidents with fatal outcomes, specifically focusing on instances where communication errors played a significant role as contributing factors. Through an in-depth examination of these incidents, the study seeks to identify patterns, root causes, and lessons learned to enhance understanding and contribute to the improvement of communication protocols in aviation safety. Secondly, the study aims to analyze a broader scope of aviation accidents and incidents recorded by the National Transportation Safety Board (NTSB) over the last ten years, with a specific focus on those attributable to communication errors. By

investigating a larger dataset, the research endeavors to provide a more extensive overview of the prevalence, types, and trends in communication-related incidents. This analysis will contribute valuable insights into the broader landscape of communication challenges within the aviation industry, aiding in the development of targeted strategies for enhancing communication protocols and mitigating associated risks.

To accomplish our objectives, this article first provides a detailed analysis of ten case studies to illustrate the specific role that communication errors can play in fatal accidents. Subsequently, the article provides a statistical and descriptive analysis of communication errors associated with 18 commercial aviation accidents spanning the ten years from January 2013 through November 2023. Finally, the article summarizes the insights and implications derived from this endeavor.

2. A REVIEW OF 10 FATAL ACCIDENTS

2.1. Method and Procedure

Ten fatal aviation incidents underwent analysis using the content analysis technique within the MAXQDA 22 Qualitative Analysis Program. Employing this method involves an iterative process of coding data through multiple readings, culminating in the identification and development of overarching themes. Following the reading and comprehension of accident reports by the primary author and a graduate student, initial coding and the formulation of preliminary themes were initiated. The data underwent iterative scrutiny, with the primary author and the graduate student revisiting and refining the coding and themes until consensus was achieved. To ensure the reliability of the analysis, inter-coder reliability was assessed using Cohen's Kappa, resulting in an initial agreement of .93 between the two raters. Subsequently, the researchers collaboratively established a consensus on all identified themes and sub-themes through a comprehensive review of the coded data. This methodological approach aligns with the guidelines outlined by Krippendorff (2018) for content analysis in qualitative research. The summaries of the ten accidents are presented below.

2.2. Case 1: Flight 191 – Chicago O'Hare International Airport (1979)

The analysis of the American Airlines Flight 191 accident at Chicago O'Hare International Airport in 1979 reveals a series of communication errors that significantly contributed to the tragic outcome. The chronology of events highlights a pre-flight maintenance error, where improper communication between maintenance and ground personnel led to the incorrect installation of the left-engine pylon. Subsequent inadequate communication during taxi prevented the flight crew from effectively conveying the abnormal left-wing configuration to all members, particularly the uninformed First Officer. The takeoff and engine separation intensified the communication challenges, with the flight crew facing difficulties in diagnosing the emergency due to asymmetric thrust. The catastrophic crash resulted from the aircraft's steep left bank shortly after takeoff, claiming the lives of all 271 people on board and two on the ground.

2.3. Case 2: Tenerife Airport Disaster (1977)

The Tenerife Airport Disaster of 1977, resulting in the collision of two Boeing 747 jumbo jets, underscored the pivotal role of communication in aviation safety. The chronology of events leading to the tragedy involved the diversion of numerous flights to Los Rodeos Airport due to a bombing incident at Gran Canaria Airport, causing congestion. The situation was

further compounded by dense fog, severely limiting visibility and complicating air traffic control operations. Miscommunications played a critical role in the disaster, with radio congestion due to increased traffic, ambiguous phraseology in radio transmissions, cockpit communication errors, and language barriers among air traffic controllers and flight crews.

2.4. Case 3: Überlingen Mid-air Disaster (2002)

The Überlingen Mid-air Collision in 2002 serves as a tragic example highlighting the critical role of communication in air traffic management. The chronology of events leading to the collision revealed a routing conflict between a Bashkirian Airlines Tupolev Tu-154 and a DHL Boeing 757, with their onboard collision avoidance systems (TCAS) detecting the potential conflict. The crucial miscommunication occurred when conflicting instructions were issued to the Bashkirian crew by both the TCAS and the air traffic controller. The crew faced a dilemma in choosing between the conflicting instructions, ultimately resulting in the tragic mid-air collision that claimed the lives of all 71 people on board both aircraft.

2.5. Case 4: Gol Transportes Aéreos Flight 1907

The Gol Transportes Aéreos Flight 1907 accident in 2006, resulting in a mid-air collision over the Amazon rainforest, starkly illustrates the pivotal role of communication in aviation safety. The chronology of events revealed that the Legacy's transponder had been inadvertently turned off or set to standby mode, leading to a lack of Automatic Dependent Surveillance–Broadcast (ADS-B) information on the Boeing 737's Traffic Collision Avoidance System (TCAS). This critical communication error disrupted the exchange of vital information between the two aircraft, compromising the TCAS system's ability to provide timely and accurate collision avoidance alerts. The consequence was severe, with the Boeing 737 suffering substantial damage and the tragic loss of all 154 people on board, marking one of Brazil's deadliest aviation accidents.

2.6. Case 5: Charkhi Dadri Mid-air Collision (1996)

The Charkhi Dadri mid-air collision in 1996 serves as a poignant illustration of the central role communication plays in aviation safety. The chronology of events leading to this tragic incident revealed a critical lack of communication between the air traffic controllers of Saudi Arabia and Kazakhstan, despite the aircraft being on intersecting flight paths near Charkhi Dadri. The absence of effective coordination and communication between the controllers, compounded by potential language and cultural barriers, contributed to a breakdown in situational awareness. This deficiency in communication led to a failure to exchange critical information about the positions and flight paths of the aircraft, ultimately resulting in the catastrophic mid-air collision and the loss of all 349 people on board both aircraft.

2.7. Case 6: Air France Flight 447 (2009)

The tragic crash of Air France Flight 447 in 2009 highlighted the critical role of communication in aviation safety. The chronology of events, from icing and pitot tube issues to the loss of situational awareness and incorrect pilot inputs, was compounded by communication errors within the flight crew. The crew's failure to effectively communicate and recognize the stall condition, combined with a lack of cohesive coordination and conflicting inputs among crew members, hindered the sharing of crucial information during the critical phase of the flight. The absence of clear acknowledgment of the stall condition and

the ensuing confusion contributed to delayed corrective actions, ultimately resulting in the loss of all 228 lives on board.

2.8. Case 7: Korean Air Flight 007 (1983)

The tragic downing of Korean Air Flight 007 in 1983 underscores the critical role of communication errors in exacerbating Cold War tensions and leading to the loss of all lives on board. The chronology of events, from the deviation of the aircraft from its assigned course to the Soviet fighter intercept and eventual shoot-down, was marked by a series of communication errors that significantly contributed to the misunderstanding of the flight's intentions. Language barriers between the Korean flight crew and Soviet air defense personnel impeded effective communication, leading to misunderstandings arising from difficulties in conveying and comprehending critical information. The absence of radio contact between KAL007 and the Soviet interceptors further fueled the misunderstanding, as the aircraft's identity and intentions remained uncommunicated.

2.9. Case 8: Turkish Airlines Flight 981 (1974)

The tragic crash of Turkish Airlines Flight 981 in 1974, resulting in the loss of all 346 lives on board, was marked by a catastrophic cargo door failure and a series of communication errors that compounded the severity of the situation. The cargo door, known to have a design flaw, was not properly secured, leading to a sudden decompression during ascent. The subsequent chaos and structural damage left the flight crew struggling to control the aircraft, but they encountered difficulties in effectively communicating the severity of the emergency to air traffic control and coordinating a suitable response. The breakdown in coordination between the flight crew and ground personnel further hindered the efficient management of the emergency, emphasizing the crucial role of communication in crises.

2.10. Case 9: Avianca Flight 052 (1990)

The crash of Avianca Flight 052 in 1990 underscores the pivotal role of communication errors in aviation accidents, revealing a tragic sequence of events exacerbated by misunderstandings during the flight's approach and attempts to communicate an emergency to air traffic controllers. The flight faced adverse weather conditions, leading to delays and diversions. Miscommunications with air traffic controllers resulted in a critical misunderstanding that the aircraft was in a stable situation while it was actually in a fuel emergency holding pattern. The aircraft eventually ran out of fuel during an attempt to make an emergency landing at John F. Kennedy International Airport, leading to the loss of 73 lives.

2.11. Case 10: Pan Am Flight 173 - Portland International Airport (1978)

The crash of Pan American World Airways Flight 173 in 1978 serves as a poignant reminder of the critical role that communication errors played in the tragic outcome. The chronology of events, from weather-related delays to fuel depletion and the eventual crash landing, was marked by a series of communication errors that significantly contributed to the accident. In particular, inadequate crew coordination within the flight crew hampered effective communication about the aircraft's fuel situation. The lack of assertiveness in informing air traffic control about the fuel emergency and the failure to promptly declare an emergency, despite recognizing the critical fuel state, further exacerbated the situation. The misinterpretation of crew messages by air traffic control added to the communication

challenges, with instances where the urgency of the fuel situation was not fully comprehended.

2.12. Results

The content analysis of the accident reports resulted in the following 7 themes: (1) Breakdowns in maintenance-ground crew communication, (2) Cockpit crew communication errors, (3) Emergency communication challenges, (4) ATC communication issues, (5) CRM and crew coordination challenges, (6) Communication challenges in conflict resolution, and (7) Lack of situational awareness due to communication errors. The analysis of aviation incidents reveals several critical communication themes that significantly impact flight safety. Breakdowns in Maintenance-Ground Crew Communication, exemplified by the improper installation of the left-engine pylon in Case 1 (Flight 191), highlight errors between maintenance personnel and ground crew, potentially causing severe mechanical issues. Cockpit Crew Communication Errors focus on inadequacies during critical flight phases, emergencies, or decision-making, emphasizing the potential consequences of misunderstandings or failures to convey crucial information within the cockpit. Emergency Communication Challenges underscore difficulties in conveying the severity of emergencies, delays in declaring emergencies, and the importance of clear communication protocols during critical situations to ensure coordinated responses. ATC Communication Issues encompass challenges in communication between air traffic controllers and flight crews, emphasizing the necessity of effective communication for safe air travel. CRM and Crew Coordination Challenges highlight deficiencies in teamwork, decision-making, and coordination within the flight crew, emphasizing the need for assertiveness, shared situational awareness, and effective decision-making under stress. Communication Challenges in Conflict Resolution point to difficulties in resolving conflicting instructions, underscoring the critical role of effective communication in preventing mid-air collisions. Finally, Lack of Situational Awareness due to Communication Errors emphasizes the repercussions of inadequate communication leading to misunderstandings of aircraft positions and intentions, underscoring the pivotal role of communication in maintaining situational awareness for safe flight operations.

21% of the events were caused by a single error, while 58% of them were caused by two reasons. The remaining accidents and incidents (21%) were caused by at least three reasons. The most frequent theme was “cockpit crew communication errors” (22%), followed by “ATC communication issues” (19%) and “CRM and crew coordination challenges” (19%). Subsequent themes were “lack of situational awareness” (17%) and “emergency communication challenges” (14%). The least occurring themes were “communication challenges in conflict resolution” (6%) and “breakdowns in maintenance-ground crew communication” (3%). The themes identified for each accident are presented in Table 1.

Table 1

Communication related themes emerged in the accidents

Case	Themes
Case 1: Flight 191	Breakdowns in Maintenance-Ground Crew Communication Cockpit Crew Communication Errors Emergency Communication Challenges

Case 2: Tenerife Airport Disaster	Cockpit Crew Communication Errors ATC Communication Issues CRM and Crew Coordination Challenges Lack of Situational Awareness due to Communication Errors
Case 3: Überlingen Mid-air Disaster	Cockpit Crew Communication Errors ATC Communication Issues CRM and Crew Coordination Challenges Communication Challenges in Conflict Resolution Lack of Situational Awareness due to Communication Errors
Case 4: Gol Transportes Aereos Flight	Cockpit Crew Communication Errors Emergency Communication Challenges CRM and Crew Coordination Challenges Lack of Situational Awareness due to Communication Errors
Case 5: Charkhi Dadri Mid-air Collision	Cockpit Crew Communication Errors ATC Communication Issues Communication Challenges in Conflict Resolution Lack of Situational Awareness due to Communication Errors
Case 6: Air France Flight 447	Cockpit Crew Communication Errors Emergency Communication Challenges CRM and Crew Coordination Challenges
Case 7: Korean Air Flight 007	ATC Communication Issues
Case 8: Turkish Airlines Flight 981	Cockpit Crew Communication Errors Emergency Communication Challenges ATC Communication Issues CRM and Crew Coordination Challenges
Case 9: Avianca Flight 052	ATC Communication Issues CRM and Crew Coordination Challenges Lack of Situational Awareness due to Communication Errors
Case 10: Pan Am Flight 173	Cockpit Crew Communication Errors Emergency Communication Challenges ATC Communication Issues CRM and Crew Coordination Challenges Lack of Situational Awareness due to Communication Errors

2.13. Lessons Learned from the Fatal Accidents

The lessons learned from various aviation accidents underscore critical themes that have influenced subsequent improvements in aviation communication and safety protocols. The Tenerife disaster emphasized the necessity for enhanced communication protocols, endorsing standardized phraseology and improved radio procedures to minimize misunderstandings. This echoes lessons from the Charkhi Dadri incident, which prompted a reevaluation of international coordination procedures and efforts to enhance communication protocols between air traffic control centers across countries.

Closely related is the overarching theme of enhanced coordination, evident in the aviation industry's emphasis on improved coordination between the Traffic Collision Avoidance System (TCAS) and air traffic control instructions, as highlighted in the Überlingen Mid-air Collision incident. This theme is further reinforced by the ongoing efforts to

standardize procedures for identifying and communicating with unidentified aircraft, as learned from the Avianca Flight 052 accident, emphasizing the importance of international collaboration in air defense and aviation communication.

Technology integration emerges as a pivotal theme, with advances in technology contributing significantly to safety enhancements. The Gol 1907 accident emphasized the critical importance of maintaining awareness and proper functionality of transponders, leading to a reevaluation of communication infrastructure and efforts to enhance radar coverage and data link systems in remote regions. Similarly, the Pan Am Flight 173 incident prompted improvements in cargo door design and safety measures, showcasing the industry's commitment to leveraging technological advancements to prevent failures.

Training and proficiency are recurrent themes, as seen in the emphasis on Crew Resource

Management (CRM) training post-Tenerife and the continued efforts to enhance language proficiency for international flights post-Charkhi Dadri. The Ermenonville Disaster underscored the need for enhanced emergency training for flight crews, focusing on effective communication, coordination, and decision-making under high-stress conditions. The Avianca Flight 052 accident led to increased training for air traffic control personnel, focusing on recognizing and responding promptly to emergencies, even in challenging weather conditions.

The overarching goal of these lessons is to create a more resilient and efficient aviation system. Improved visibility, reevaluated air traffic management procedures, and global harmonization of communication procedures are practical outcomes reflecting the industry's commitment to continuous improvement. These lessons not only address specific issues but also contribute to a broader culture of safety, emphasizing standardized practices, collaboration, and the integration of advanced technologies to ensure consistent and effective communication in aviation.

3. A REVIEW OF ACCIDENT AND INCIDENT DATA

While the 10 case studies offered a detailed examination of communication errors contributing to accidents, they did not furnish information regarding the general frequency or significance of such factors. To address this gap, an additional analysis was undertaken to explore aviation accidents rooted in miscommunication, utilizing data supplied by the National Transportation Safety Board (NTSB). The current study focused on aviation accidents attributed to communication errors over 10 years, ranging from January 2013 to November 2023.

3.1. Method and Procedure

Initially, a search was conducted encompassing all aviation accidents that occurred in the last 10 years (i.e., from January 2013 to November 2023). All countries were included in the search, with the category of the aircraft specified as an airplane. Furthermore, all event types and events from all injury levels were selected. Finally, in the operation section, FAR Part was set to "all," and both scheduled and non-scheduled flights were included. The original dataset comprised 147183 aviation accidents and incidents. Next, a keyword search was conducted to identify the "communication" as a potential cause. 1% of the events included the word "communication" as a potential cause. A further in-depth analysis was conducted to identify the accidents and incidents that include communication errors as the contributing factors to the event. Finally, 48 events were found to be attributable to communication errors. A thorough analysis of these events was conducted using information available in official accident reports.

The content analysis technique commonly employed in qualitative research was utilized for the analysis of the accident reports in the MAXQDA 22 Qualitative Analysis Program. In content analysis, data are initially coded through repeated readings, leading to the development of themes. Subsequently, the generated themes, along with all findings, are interpreted and organized clearly and concisely (Krippendorff, 2018). To analyze the data, first, the accident reports were read and comprehended by the author of this paper multiple times. During these readings, initial coding and the formation of preliminary themes were initiated. The accident reports were further read and coded by an unknowing graduate student unknown to the study's purpose. The data was repeatedly revisited by the first author and the graduate students, making necessary changes and adjustments until a consensus was reached for the coding and themes. A thorough review of all codings and themes was conducted to finalize the themes. The inter-coder reliability between two raters was calculated by Cohen's Kappa (Cohen, 1960). The initial agreement between the two raters was .90. Subsequently, the two researchers reached a consensus on all themes and sub-themes.

3.2. Results

Of the 48 accidents, 15% were classified as fatal, 27% produced minor or serious injuries and 58% resulted in no injuries. All of the events took place in the United States, while 13% of them were classified as incidents and the remaining as accidents. Thirty-eight of the 48 events happened in a single aircraft, while 8 of them included two aircraft and 2 included a helicopter and an aircraft. 8% of the events resulted in the destruction of the aircraft, while 73% had substantial damage. Only 1 incident ended up with minor damage, while no damage has occurred at 8 events. Ten of the flights were scheduled, whereas only one was non-scheduled. The schedule status of the remaining accidents (77%) was not given. 75% of the aircraft were private aircraft (FAR 91), while 17% were regularly scheduled air carriers (FAR 121). The remaining flights included foreign air carriers and commercial air flights. The make of the aircraft included Cessna (23%), Boeing (13%), Piper (15%), Beech (13%), and others (36%, such as Commander, Douglas, etc.). The engine number of the aircraft ranged from 1 to 4. More specifically, 54% of the aircraft had a single engine, 40% had two engines and the remaining had 4 engines (6%). 10% of the events took place in 1996 and 10% in 2005, while 6% occurred in 2009. Two accidents and incidents occurred in the years 1989, 1991, 1993, 2002, 2005, 2012, 2015, 2016, and 2018, while one event occurred in the years 1987, 1990, 1992, 1994, 1997, 1999, 2000, 2001, 2003, 2007, 2008, 2011, 2013, 2014, 2017, 2019, and 2022.

The content analysis of the accident reports resulted in the following 11 themes: (1) Miscommunication between flight crew members, (2) Inadequate radio communication, (3) Failure to announce intentions, (4) Lack of CRM communication, (5) Ineffective communication with air traffic controller, (6) Poor communication during emergencies, (7) Communication issues in training scenarios, (8) Inadequate communication with ground personnel, (9) Ineffective use of electronic systems for traffic awareness, (10) Distractions and non-pertinent conversations, (11) Failure to obtain/maintain communication with the control tower. An example for each of the emerging themes is provided in Table 2.

Miscommunications among flight crew members encompass accidents where they fail to effectively communicate critical aspects such as flap settings, control inputs, and intentions, resulting in a loss of control or other issues. Inadequate radio communication involves incidents with a lack of two-way radio communication equipment or

miscommunication among flight crew members regarding the position or intentions of the aircraft. Failure to announce intentions pertains to accidents resulting from pilots neglecting to communicate their intentions before landing, leading to midair collisions or other conflicts. The lack of CRM communication involves accidents where there is insufficient crew resource management communication, resulting in failures in monitoring, decision-making, and coordination among flight crew members. Ineffective communication with air traffic control encompasses incidents of miscommunication, including unclear clearances, failure to correct readbacks, and distractions from nonpertinent conversations. Poor communication during emergencies refers to accidents where effective communication is lacking during emergencies, such as failure to declare emergency fuel conditions, improper decision-making, and inadequate checklist procedures. Communication issues in training scenarios include incidents occurring during training where breakdowns in communication between instructors and students lead to a loss of control or failure to execute necessary maneuvers. Inadequate communication with ground personnel involves accidents resulting from insufficient communication between flight crews and ground personnel during pushback operations or other ground activities. Ineffective use of electronic systems for traffic awareness refers to incidents where pilots fail to effectively use available information from electronic traffic advisory systems, contributing to midair collisions. Distractions and nonpertinent conversations involve accidents where distractions, such as nonpertinent conversations or distractions from other duties, contribute to communication errors and overall breakdowns in situational awareness. Finally, failure to obtain/maintain communication with the control tower refers to incidents where pilots fail to obtain or maintain communication with the control tower, leading to inadequate traffic awareness and an increased risk of accidents.

Table 2

Communication related themes in the accident database search

Theme	Example
1. Miscommunication between flight crew members	The flight crew failed to manage the airplane’s vertical flight path, airspeed, and pitch attitude following a miscommunication about the captain’s desired flap setting during the initial climb.
2. Inadequate radio communication	The pilot's failure to keep the airplane on the taxiway while taxiing at night. Contributing to the accident was a miscommunication between the flight crew members about the position of the airplane.
3. Failure to announce intentions	Loss of all engine power due to fuel exhaustion that resulted from the flight crew's failure to accurately determine onboard fuel during the pre-flight inspection. A factor contributing to the accident was a lack of adequate crew communication regarding the fuel status.
4. Lack of CRM communication	The flight crew's failure to maintain terrain clearance during low altitude flight in low ceiling and visibility conditions. Contributing to the accident was the flight crew's failure to adequately monitor their location concerning the rising terrain environment ahead, and their lack of crew resource management communication as a crew.
5. Ineffective communication with the air traffic controller	The controller's miscommunication of a clearance and failure to recognize and correct the readback resulted in the flight crew initiating takeoff without a clearance.

6. Poor communication during emergencies	The pilot's inaccurate fuel consumption calculations, and his inadequate in-flight planning and decision-making. The pilot's failure to declare an emergency fuel condition (inadequate communication) was a related factor.
7. Communication issues in training scenarios	The flight instructor's delayed decision to take control of the airplane and execute a missed approach. Contributing to the accident was the lack of communication between the certificated flight instructor and the pilot receiving instruction.
8. Inadequate communication with ground personnel	The unexpected engine start during hand propping, which resulted in a serious injury. Contributing to the accident was the lack of communication between the pilot and the individual hand-propping the engine.
9. Ineffective use of electronic systems for traffic awareness	The pilot-in-command's inadequate visual lookout and the company/operator's inadequate crew/group coordination and communication during taxi and snow removal operations.
10. Distractions and non-pertinent conversations	The pilot's loss of airplane control due to spatial disorientation. Contributing to the accident was the pilot's distraction with a "popped" circuit breaker and communications with air traffic control.
11. Failure to obtain/maintain communication with the control tower	The pilot's improper interpretation of instructions issued by air traffic control specialists and the pilot's poor inflight planning and decisions.

21% of the events were caused by a single error, while 58% of them were caused by two reasons. The remaining accidents and incidents (21%) were caused by at least three reasons. The most frequent theme was "miscommunication between flight crew members", followed by "failure to announce intentions" and "failure to obtain/maintain communication with the control tower". The frequency of each theme is presented in Table 3.

Table 3

Frequency of emerging themes

Theme	N	%
1. Miscommunication between flight crew members	15	17
2. Inadequate radio communication	5	5
3. Failure to announce intentions	10	12
4. Lack of CRM communication	6	6
5. Ineffective communication with air traffic controller	8	8
6. Poor communication during emergencies	8	8
7. Communication issues in training scenarios	9	9
8. Inadequate communication with ground personnel	8	8
9. Ineffective use of electronic systems for traffic awareness	9	9

10. Distractions and non-pertinent conversations	7	7
11. Failure to obtain/maintain communication with the control tower	10	11
<i>Total</i>	95	100

4. DISCUSSION

The comprehensive content analysis of aviation accidents has identified crucial communication themes that significantly impact flight safety. These themes encompass various aspects of communication breakdowns within the aviation environment. Breakdowns in Maintenance-Ground Crew Communication, exemplified by the improper installation of the left-engine pylon in Case 1 (Flight 191), emphasize errors between maintenance personnel and ground crew that can lead to severe mechanical issues. Cockpit Crew Communication Errors highlight inadequacies during critical flight phases, emergencies, or decision-making, stressing the potential consequences of misunderstandings or failures to convey crucial information within the cockpit. Emergency Communication Challenges underscore difficulties in conveying emergency severity, delays in declaring emergencies, and the importance of clear communication protocols during critical situations for coordinated responses. ATC Communication Issues encompass challenges in communication between air traffic controllers and flight crews, emphasizing the necessity of effective communication for safe air travel.

The prevalence of these communication themes is reflected in the quantitative analysis, where 22% of incidents were attributed to "cockpit crew communication errors," 19% to "ATC communication issues," and another 19% to "CRM and crew coordination challenges." Notably, the least occurring themes were "communication challenges in conflict resolution" (6%) and "breakdowns in maintenance-ground crew communication" (3%). This distribution indicates that issues within the cockpit, with air traffic control, and crew coordination are more frequently implicated in accidents (Kharoufah et al., 2018).

Furthermore, the emergent themes from the broader analysis, such as "miscommunication between flight crew members" and "inadequate communication with ground personnel," echo the findings of the content analysis. Miscommunication among flight crew members is highlighted as a contributing factor, leading to issues like a loss of control or failure to execute necessary maneuvers. Inadequate communication with ground personnel is also identified, emphasizing the critical role of effective communication during pushback operations or other ground activities.

The combination of quantitative and qualitative analyses emphasizes the complex interplay of communication factors in aviation accidents. Recognizing the prevalence of these themes underscores the urgent need for targeted interventions and improvements in communication protocols, crew training, and technological systems to enhance aviation safety and prevent similar incidents in the future.

4.1. Overcoming Miscommunication Errors in Aviation

As discussed in this article, effective communication stands as the linchpin of aviation safety, orchestrating the seamless exchange of information among diverse stakeholders, including pilots, air traffic controllers, and ground personnel. The ramifications of miscommunication errors in aviation necessitate a multifaceted approach to address and

mitigate these challenges. Based on the accidents reviewed in this article, several recommendations can be made to overcome miscommunication errors in aviation, encompassing best practices, technological advancements, and innovative training methodologies.

Investing in comprehensive Crew Resource Management (CRM) training emerges as a critical strategy for fostering effective communication within the cockpit. CRM programs should accentuate elements such as teamwork, assertiveness, and clear communication protocols. By incorporating simulated scenarios mirroring real-world challenges, these programs enhance crews' adeptness in navigating high-stress situations and making informed decisions collectively (Craig, 1998; Jensen, 1989). The continuous integration of training and recurrent simulations serves to reinforce these skills, ensuring their application during actual flight operations.

The adoption and consistent use of standardized phraseology emerge as pivotal measures to diminish ambiguity and heighten clarity in communication. Utilizing phraseology standardized by international aviation organizations, such as the International Civil Aviation Organization (ICAO), establishes a common language for air traffic controllers and pilots, thereby minimizing the risk of misunderstandings induced by language differences and bolstering overall communication effectiveness. Given the global nature of aviation, cross-cultural training assumes significance in addressing language and cultural disparities. Programs focusing on cultural awareness can foster an understanding of diverse communication styles, facilitating enhanced collaboration between multinational flight crews and air traffic controllers, thereby diminishing the risk of miscommunication (Borowska, 2013; Orasanu et al., 1997). Leveraging advanced communication technologies, such as digital data link systems, voice recognition software, and real-time data-sharing platforms, presents an opportunity to significantly enhance the accuracy and efficiency of information exchange. Implementing these technologies minimizes the reliance on traditional voice communication, thereby reducing the associated risk of errors in verbal exchanges, especially in complex airspace environments (Ertürk et al., 2019). Recognizing the high-stress nature of aviation operations, integrating stress management training into pilot and air traffic controller education becomes imperative. Such training equips professionals with coping mechanisms to mitigate the impact of stress on communication, including mindfulness techniques, effective time management, and fostering a supportive organizational culture (Krieger, 2003; Perry, 2022). Lastly, incorporating regular assessments of communication skills serves as a proactive measure to identify and rectify potential issues. Periodic evaluations in both simulated and actual operational environments offer valuable insights into individual and team communication proficiency, allowing for structured interventions to address areas for improvement.

4.2. Future Directions

Future research endeavors in aviation communication should be oriented towards a comprehensive exploration of emerging challenges and advancements, thereby continually enhancing safety and efficiency in the domain. To this end, a series of research questions have been articulated to delineate critical aspects warranting scholarly investigation. A fundamental inquiry pertains to the optimization of human-machine interaction within the context of advanced avionic systems and automation in next-generation cockpits. The focus revolves around preventing miscommunication and enhancing overall communication within

these sophisticated environments. Another research avenue delves into the role of artificial intelligence in shaping communication protocols and decision-making processes in aviation. Central to this inquiry is understanding how artificial intelligence can be harnessed to mitigate miscommunication errors. Furthermore, an examination of communication in Unmanned Aerial Systems (UAS) is imperative, seeking to unravel the distinctive nature of communication in the absence of a human pilot, along with exploring the associated challenges and potential solutions. The cybersecurity risks associated with aviation communication systems represent an additional facet of exploration, with an emphasis on developing robust strategies to safeguard against cyber threats compromising communication integrity. Augmented reality's impact on pilot-air traffic controller interaction forms another research question, evaluating how such technologies can be integrated to enhance situational awareness, reduce workload, and foster improved communication.

The cultural adaptability of communication training programs within aviation crews constitutes a noteworthy inquiry, aiming to ensure effective communication and collaboration in a multicultural environment. The optimization of real-time data-sharing technologies to provide enhanced situational awareness and reduce the likelihood of miscommunication errors is also a pertinent research avenue. Assessing the effectiveness of advanced communication tools, including voice recognition systems and digital data link technologies, in reducing communication errors, and refining these tools represents another research dimension. Tailoring communication strategies for high-stress emergency scenarios to optimize response and decision-making while minimizing the risk of miscommunication constitutes a critical inquiry. A longitudinal analysis of the impact of Crew Resource Management (CRM) training on communication, teamwork, and safety outcomes within flight crews, along with continuous improvement strategies, is another avenue for investigation. Furthermore, exploring communication dynamics in Urban Air Mobility (UAM) and understanding specific challenges and solutions in the integration of air taxis and drones into urban airspace is a pressing research question. Lastly, a deeper understanding of human factors, including cognitive processes and decision-making, is sought to inform the analysis and prevention of communication errors in aviation. These research questions collectively delineate a comprehensive roadmap for advancing our understanding of aviation communication and fortifying its pivotal role in ensuring safety and operational efficiency.

4.3. Implications for the Aviation Industry

Addressing miscommunication errors in aviation holds numerous practical implications, directly contributing to improved safety outcomes. Initiatives such as enhanced Crew Resource Management (CRM) training, standardized phraseology, and the integration of advanced communication technologies collectively reduce the risk of misunderstandings and errors. This, in turn, prevents accidents and incidents caused by communication breakdowns, thereby elevating overall aviation safety standards. Moreover, the emphasis on efficient communication serves as a cornerstone for enhanced operational efficiency. Adopting standardized phraseology and leveraging advanced communication technologies streamline communication processes, facilitating smoother air traffic management, reducing delays, and optimizing overall operational efficiency within the aviation industry.

A crucial practical implication is the reduction of workload and stress for aviation professionals. Implementing stress management training and providing tools to minimize communication workload contribute to a more sustainable and resilient workforce. Effective stress management, coupled with advanced communication technologies, enhances decision-

making, particularly in high-pressure situations, thereby fostering a positive safety culture. Additionally, initiatives like cross-cultural training play a pivotal role in enhancing collaboration among multinational flight crews and air traffic controllers. By fostering cultural awareness and adaptability, the aviation industry ensures effective communication across diverse backgrounds, mitigating the risk of miscommunication and creating a more inclusive working environment.

Practical implications extend to cost savings through error reduction. Strategies to overcome miscommunication errors prevent accidents, incidents, and operational disruptions, leading to substantial financial savings by avoiding the implications associated with investigations, legal proceedings, and damage to reputation. Moreover, initiatives aligning with regulatory standards set by organizations such as the International Civil Aviation Organization (ICAO) have practical implications for compliance and accountability within the aviation industry. Implementing measures to improve communication and enhance safety contributes to a positive public perception, building trust and confidence among passengers and stakeholders. Finally, establishing a culture of continuous learning and adaptation underscores all these strategies, ensuring the aviation industry remains dynamic, embraces new technologies, refines training methodologies, and continuously evaluates and improves communication protocols to stay ahead of emerging challenges and risks.

5. CONCLUSION

Overall, this investigation underscores the pivotal role of communication in aviation safety, emphasizing the profound consequences of miscommunication. Through a meticulous examination of ten notable aviation accidents, recurrent themes have emerged, guiding the industry toward enhancing communication protocols. Lessons learned, including the imperative for standardized phraseology and improved radio procedures post-Tenerife, underscore the industry's commitment to continuous improvement. The overarching theme of enhanced coordination, particularly between Traffic Collision Avoidance Systems (TCAS) and air traffic control, reflects a critical aspect of aviation safety. Additionally, the integration of technology, training, and proficiency remains paramount, as seen in efforts to leverage advancements and improve crew competencies.

References

- Alharasees, O., Jazzar, A., Kale, U., & Rohacs, D. (2023). Aviation communication: the effect of critical factors on the rate of misunderstandings. *Aircraft engineering and aerospace technology*, 95(3), 379-388.
- Barshi, I., & Farris, C. (2016). *Misunderstandings in ATC communication: Language, cognition, and experimental methodology*. Routledge.
- Borowska, A. (2013). Shaping Cross-Cultural Awareness in Aviation English Communication. *FÓRUM ICAEA*, 15.
- Bowers, C., Deaton, J., Oser, R., Prince, C., & Kolb, M. (2017). Impact of automation on aircrew communication and decision-making performance. In *Decision Making in Aviation* (pp. 295-318). Routledge.
- Brewer, E. C., & Holmes, T. L. (2016). Better communication= better teams: A communication exercise to improve team performance. *IEEE Transactions on Professional Communication*, 59(3), 288-298.
- Burgoon, J. K. (1993). Interpersonal expectations, expectancy violations, and emotional communication. *Journal of language and social psychology*, 12(1-2), 30-48.
- Clampitt, P. G., & Downs, C. W. (1993). Employee perceptions of the relationship between communication and productivity: A field study. *The Journal of Business Communication* (1973), 30(1), 5-28.
- Cohen, J. (1960). A coefficient of agreement for nominal scales. *Educational and psychological measurement*, 20(1), 37-46.
- Cookson, S. (2017). Culture in the cockpit: implications for CRM training. In *Advances in Cross-Cultural Decision Making: Proceedings of the AHFE 2016 International Conference on Cross-Cultural Decision Making (CCDM)*, July 27-31, 2016, Walt Disney World®, Florida, USA (pp. 119-131). Springer International Publishing.
- Craig, P. A. (1998). *Improving pilot decision-making in situations of high stakes, high stress, and time pressures*. Tennessee State University.
- Dayton, E., & Henriksen, K. (2007). Communication failure: basic components, contributing factors, and the call for structure. *The Joint Commission Journal on Quality and Patient Safety*, 33(1), 34-47.
- Dökmen, Ü. (1998). *Sanatta ve günlük yaşamda iletişim çatışmaları ve empati*. İstanbul: Sistem Yayıncılık.
- Eğeci, İ. S., & Gençöz, T. (2006). Factors associated with relationship satisfaction: Importance of communication skills. *Contemporary family therapy*, 28, 383-391.
- Ekman, P. (1997). Expression or communication about emotion.
- Endsley, M. R. (1999). Situation awareness in aviation systems. *Handbook of aviation human factors*, 11, 257-276.
- Erturk, M. C., Jamal, H., & Matolak, D. W. (2019, September). Potential future aviation communication technologies. In *2019 IEEE/AIAA 38th Digital Avionics Systems Conference (DASC)*(pp. 1-10). IEEE.
- Frydenberg, K., & Brekke, M. (2012). Poor communication on patients' medication across health care levels leads to potentially harmful medication errors. *Scandinavian journal of primary health care*, 30(4), 234-240.
- Hamzah, H., & Fei, W. F. (2018). Miscommunication in Pilot-controller Interaction. *3L: Southeast Asian Journal of English Language Studies*, 24(4).

- Hellesy, O. (1995). Cockpit–cabin crew interaction: satisfaction with communication and information exchange. *change*, 66, 841-8.
- Helmreich, R. L. (2000). On error management: lessons from aviation. *Bmj*, 320(7237), 781-785.
- Helmreich, R. L., & Merritt, A. C. (2017, November). 11 Safety and error management: The role of crew resource management. In *Aviation Resource Management: Proceedings of the Fourth Australian Aviation Psychology Symposium Volume 1*. Routledge.
- İnan, T. T. (2018). Development of Crew Resource Management Concept in Civil Aviation. *Journal of Aviation*, 2(1), 45-55.
- Jacob, P., Sirigina, R. P., Madhukumar, A. S., & Prasad, V. A. (2016). Cognitive radio for aeronautical communications: A survey. *IEEE Access*, 4, 3417-3443.
- Jensen, R. S. (1989). *Aeronautical Decision Making: Cockpit Resource Management*. Washington, DC: US Department of Transportation, Federal Aviation Administration.
- Kanki, B. G. (2019). Communication and crew resource management. In *Crew resource management* (pp. 103-137). Academic Press.
- Kharoufah, H., Murray, J., Baxter, G., & Wild, G. (2018). A review of human factors causations in commercial air transport accidents and incidents: From to 2000–2016. *Progress in Aerospace Sciences*, 99, 1-13.
- Kolander, C. K. (2019). Flight and cabin crew teamwork: improving safety in aviation. In *Crew resource management* (pp. 407-420). Academic Press.
- Krieger, J. L. (2003). *Mindful Communication in a Crisis: Communication Behaviors of Shared Mindfulness and Effective Pilot Decision Outcomes in Crisis Situations*.
- Krippendorff, K. (2018). *Content analysis: An introduction to its methodology*. Sage publications.
- Leonhardt, J., & Vogt, M. J. (Eds.). (2012). *Critical incident stress management in aviation*. Ashgate Publishing, Ltd..
- Mazor, K. M., Simon, S. R., & Gurwitz, J. H. (2004). Communicating with patients about medical errors: a review of the literature. *Archives of internal medicine*, 164(15), 1690-1697.
- Mitchell, J. T. (2016). *Critical incident stress management in aviation: a strategic approach*. *Critical Incident Stress Management in Aviation*; Routledge: London, UK, 13-42.
- Mosier, K. L. (2002). Automation and cognition: Maintaining coherence in the electronic cockpit. In *Advances in human performance and cognitive engineering research* (pp. 93-121). Emerald Group Publishing Limited.
- Naidoo, P. (2009). *Airline pilots' perceptions of advanced flight deck automation* (Doctoral dissertation, University of Pretoria).
- Nicotera, A. M. (1993). The importance of communication in interpersonal relationships. *Interpersonal communication in friend and mate relationships*, 3-12.
- Orasanu, J. M. (2017). 12 Shared problem models and flight crew performance. *Aviation psychology in practice*, 255.
- Orasanu, J., Fischer, U., & Davison, J. (1997). Cross-cultural barriers to effective communication in aviation. *Cross-cultural work groups*, 134-160.
- Perry, J. C. (2022). *Aviation Stress Management: An Effective Solution to Student Success* (Doctoral dissertation, Northcentral University).
- Shukri, S. A., Millar, R. M., Gratton, G., & Garner, M. (2016, October). The potential risk of communication media in conveying critical information in the aircraft maintenance organisation: A case study. In *IOP Conference Series: Materials Science and Engineering* (Vol. 152, No. 1, p. 012044). IOP Publishing.

- Sillars, A., Canary, D. J., & Tafoya, M. (2003). Communication, conflict, and the quality of family relationships. In *The Routledge handbook of family communication* (pp. 437-470). Routledge.
- Stubbe, M. (2017). Miscommunication at work. *The Routledge handbook of language in the workplace*, 258-271.
- Sutcliffe, K. M., Lewton, E., & Rosenthal, M. M. (2004). Communication failures: an insidious contributor to medical mishaps. *Academic medicine*, 79(2), 186-194.
- Tavlin, L. (2019). *Aviation communication: Strategy and messages for ensuring success and preventing failures*. Routledge.
- Trkovsky, J. (2017). *Improved flight safety through effective communication among multicultural flight crew* (Doctoral dissertation, Northcentral University).
- Yoo, H., Bartle-Haring, S., Day, R. D., & Gangamma, R. (2014). Couple communication, emotional and sexual intimacy, and relationship satisfaction. *Journal of sex & marital therapy*, 40(4), 275-293.