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ASSESSING THE IMPACT OF ORGANIZATIONAL FACTORS ON AIR TRAFFIC CONTROLLER JOB PERFORMANCE

Summary. The article examines a range of selected factors that may influence the job performance of air traffic controllers (ATCOs). The chosen factors were analyzed from the perspective of ATCOs in their current state, as established by the organization, and how their present significance is perceived in relation to work performance and what would be the significance of these factors if the factors reached optimal level according to the ATCOs. The main research question posed was: What significance do ATCOs attribute to the factors affecting their work performance in the current state, and what would be the significance of these factors if they reached their optimal level according to the ATCOs? The goal was to determine the impact of organization and factors that organization can influence and change ATCOs performance. It was found that while financial and non-financial compensation factors are perceived as important, factors such as work style, workplace relationships, and workload have a greater impact on performance. The largest difference between current and ideal conditions was observed in workload, indicating that optimizing it could significantly enhance work performance.

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1. INTRODUCTION

With the global increase in airline operations [1], optimizing flight efficiency, aircraft fuel consumption and operational costs has become crucial for sustaining profitability. Ground-based air traffic controllers (ATCos) are essential in managing air traffic systems, bearing significant responsibilities that demand selective attention, rapid decision-making, and constant memory utilization. Consequently, their profession is among the most stressful, contributing to workforce shortages within the airline industry. In civil aviation, the ultimate goal, while maintaining safety, is to handle as many flights as possible and to ensure an orderly and efficient flow of air traffic, which means a lot of responsibility for ATCos [2] [3]. Prolonged exposure to stress and suboptimal performance can pose significant safety risks, potentially endangering lives [4].

Over the past few decades, the ATCos workplace has seen notable changes, such as the introduction of remote working options, technological advancements, collaborative online tools, and open office layouts. Further enhancements in job satisfaction and flexible work arrangements are critical for improving workforce retention and performance in this vital sector. [5]

Moreover, an individual's capacity to employ cognitive strategies such as managing uncertainty, recognizing and reacting to situations, planning and anticipating, and maintaining workload is deemed essential for air traffic controllers [6]. The effects of such a work environment can lead to mental strain, fatigue, mood disturbances, and sleeping disorders [5].

To ensure safe and efficient air traffic management, it is essential for air traffic controllers to have appropriately set working conditions that mitigate negative influences, allowing them to focus entirely on the demands of air traffic. Therefore, their job satisfaction is crucial for achieving maximum possible work performance.

The impact on an ATCo's performance and well-being can vary significantly among individuals due to various factors such as age, lifestyle, life events, work experience, personality traits (introversion, anxiety, type A), behavioral characteristics (mood, sleep habits, morningness), attitudes, motivation, and physical and mental health. Additionally, social factors including socio-economic status, living conditions, commute, family dynamics, social support, and integration can also play a significant role. Consequently, these aspects may exert varying degrees of influence on an ATCo's job satisfaction, health, and well-being depending on the circumstances. [6]

The organization does not have many possibilities to influence the factors mentioned above, but it has many other possibilities to influence the worker to higher performance. The aim of this article is assessing the significance of organizational factors on ATCos job performance.

2. PERFORMANCE MANAGEMENT

As organizations undergo these transformative changes, there is a growing recognition that competitive advantage stems from investing in the development and cultivation of their human capital. The nature and dynamics of work have evolved significantly due to the profound shifts occurring at the organizational level. Paradoxically, work has become both more intricate and

multifaceted. It presents greater challenges, demanding not only knowledge but also a broader array of skills and capabilities. [7] [8]

Performance management can be defined as “It is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals” [9].

A study by Khan Yasir Shafique [10] lists several possible influences acting on air traffic controllers and factors that organizations must consider in the performance management process:

- Change in workload configuration causes variation in psychological responses.
- The percentage of physiological issues, i.e. hypertension, peptic, diabetes and ulcer etc. are common in ATCos.
- The Psychology issues faced by ATCos include human error and its management, stress, fatigue, depression, anxiety, family problems, personality disorders, trust complacency, over reliance, emotional stability, motivation, and perceptual problems.
- The social psychology issues like communication, clear articulation and linguistic ability issues, working in teams, workload, and shift work problems are also part and parcel of ATCos job.
- The evidence of environment related problems which include ergonomic principles, i.e. equipment setup, working with new technologies, boredom, vigilance, monotony, spatial ability, attention to detail, planning and decision-making, action execution are also to be counted in.
- Competencies issues like organizing skills, situational awareness, sense of duty and responsibility, problem-solving and decision-making skills, presentation and communication skills, leadership skills & team spirit, job knowledge and its application, initiative and adaptability are often derived from the ATCos job.

There are numerous strategies to mitigate stress in the workplace, especially in the field of air traffic control, thus enhancing work performance. Based on data collected from interviews and observations by Rashida, the following factors have been identified as highly effective in managing stress [6]:

1. Implementing interventions in the external socio-economic environment.
2. Implementing interventions related to technology and work organization.
3. Introducing interventions targeting the workplace environment and task structure.
4. Implementing interventions aimed at enhancing individual responses and behavior.
5. Implementing specific interventions focused on health protection and promotion.

3. JOB PERFORMANCE

Job performance refers to the behaviors involved in completing tasks that contribute to the organization's objectives, rather than solely focusing on outcomes [11]. It encompasses a range of complex activities associated with task execution and effectiveness [12]. Borman and Motowidlo [11] distinguished between task and contextual performance categories. Task performance involves the effective execution of activities directly contributing to the organization's technical core, such as monitoring flights to ensure airspace safety in the ATC context [8]. Contextual performance involves activities that shape the organizational, social, and psychological context, like providing support to colleagues during busy periods in the ATC setting. Both dimensions are relevant in the ATC domain [13]. Job performance is impacted by

various job demands and resources, with mental workload being a significant negative influence [14].

Research results according to Triwahyuni and Ekowati [15] also show that job satisfaction affects employee performance. Satisfied employees will perform at their best, and conversely, dissatisfied employees will create a sense of laziness that reduces performance [16].

Satisfied employees are the lifeblood of an organization. Their motivation and alignment with organizational goals directly influence turnover intention, absenteeism, work culture, and, most importantly, overall work output [17].

Thus, job performance is closely related to job satisfaction, and is further intertwined with other factors that may be influenced by the organization in which employees work. Specifically, we are referring to financial and non-financial compensation, work style (workload, daily tasks and their distribution, prescribed way of performing assigned tasks), workplace relationships and workload. In a study, Chen et al. [18] analyzed thirty-nine studies conducted over four decades and found that cash motivates workers regardless of whether their lab jobs are exciting or mundane. The importance of financial rewards is confirmed by other authors, Armstrong and Taylor [19].

The work style and in general, when employees become engaged and familiar with the work style, they become more motivated to actively participate in achieving organizational goals and as a result, employee performance increases, which positively affects the results [20].

In addition, a good employee relationship creates a pleasant atmosphere for employees, which can increase their motivation, and increased employee morale can also lead to increased employee performance [21]. In research conducted by Sequeira and Dhriti [22], it was found that employee relations practices followed in an organization had a direct effect on the performance of employees in the organization. Similarly, research by Al-khozondar [23] revealed that there was a strong relationship between employee relations and employee performance, which was also confirmed by Hagos and Shimels [21].

It is important to note that these factors are interrelated and can influence each other. Some factors can be taken from both sides at the same time and thus one factor can fall into both organizational and individual factors, i.e. the state of the individual is important, as well as how the organization affects him or her. For example, a motivated individual may not perform optimally in a poorly designed work environment, and a well-designed environment may not produce the desired results if employees do not have the necessary skills or resources. Thus, factors can also be observed over time, i.e., current state and future intended state. Thus, organizations and individuals can work on each factor and take a proactive approach to increase work performance.

This research supports understanding and enhancing the psychological and physiological aspects that directly affect ATCos' ability to perform at consistently high standards. Given the potential consequences of lapses in performance – ranging from operational inefficiencies to severe safety risks – a focused examination on stress, workload, and situational awareness in rapidly evolving air traffic environments is crucial for both ATCo well-being and overall aviation safety.

4. OBJECTIVES

The paper examines a number of selected factors that may affect the job performance of air traffic controllers. The selected factors are examined from the perspective of employees in the current state. Thus, the factors are examined as they are currently set up by the organization and thus their current perceived importance on job performance.

The factors are further examined in terms of their significance on employees' job performance if the organization were to set them to the best possible level as perceived by employees. These factors will hereafter be referred to as factors in the optimal or ideal state. In this paper, it is understood in this way that these factors can be influenced by the organization and changed for the better.

The objective is not only to examine these factors, but also to suggest recommendations for the organization that will lead to improved job satisfaction of the employees and related possible increase in job performance.

This paper focuses on the following factors:

1. Financial compensation: the significance of financial compensation on ATCOs' job performance is examined, and how current financial compensation affects job performance is assessed, and what the significance of financial compensation would be on job performance if it were at the ideal level according to ATCOs.
2. Non-financial compensation: The importance of non-financial compensation on the job performance of ATCOs is examined, and what the importance of non-financial compensation would be on job performance if it were at the ideal level according to ATCOs.
3. Work style: the importance of work organization on the work performance of ATCOs employees is examined, and what significance it would have in an ideal case.
4. Workplace Relationships: The importance of workplace relationships on job performance is examined, and how important relationships would be if they were ideal, according to ATCOs.
5. Workload management: the importance of workload on job performance is examined, and what the importance of workload would be if it were at an ideal level according to the ATCOs.

Under the current status, ATCOs could consider some factors as major barriers affecting their job performance. An important aspect of this research question is understanding how these workers perceive these factors in their daily work environment and how they affect their job performance. If these factors were brought to an optimal level, workers could expect to see an improvement in their work environment and an increase in their job performance.

5. METHODOLOGY

Data were collected for the time period from October 1, 2023 to November 11, 2023 to answer the research questions. A structured questionnaire was used to collect data from ATCOs (Appendix 1). A self-administered questionnaire consists of a set of questions that are presented to several individuals or respondents to collect specific data about a phenomenon or subject [17].

This questionnaire was distributed to all ATCos (respondents) and captures defined questions related to the objectives of the paper. This technique helped to collect primary data through a series of questions that were administered to the respondents and consisted of closed-ended questions. In the questionnaire, the ATCos rated the importance of each factor on their job performance on a scale of one to six, with a value of 1 indicating a very low level of importance and 6 indicating a very high level of importance (Appendix 1). The level of importance of the factors in the current state was examined, and the level of importance of the factors if they were at the ideal level according to the workers was examined. The factors examined were:

- financial compensation;
- non-financial compensation;
- work style (workload, daily tasks and their distribution, prescribed way of performing tasks);
- workplace relations;
- workload.

The questionnaire as a data collection tool was used because it collects a lot of reliable data from a sufficient number of respondents in a short period of time. The main research question was set as: how much importance do ATCos attach to factors affecting their job performance in the current state, and what would be the importance of these factors according to the ATCos if they reach their optimum level?

The responses of the respondents were then statistically processed and evaluated. Statistical methods such as mean, median or mode were used to gain a deeper understanding of the data. In addition, methods will be used to test the reliability (Spearman-Brown coefficient) and representativeness of the sample under study.

It has been determined that a factor is currently significant with its effect on the work performance of ATCos if a greater number of ATCos choose values for the factor of 4 to 6, compared to the number of ATCos who choose values of 1 to 3. This is meant that there is a significant positive relationship between the factor and its effect on the work performance of ATCos. It was further determined that a given factor would be considered significant with an effect on job performance if it was set ideally by the ATCos in the case of ATCos selecting predominantly values of 4 to 6 for the factor. The average value of the respondents' responses for each factor in the current state and in the optimal setting was calculated to suggest recommendations for changes in the performance management system. The magnitude of the differences in the average ratings in the current state and in the optimal state indicates the amount of room for improvement and optimization of the factors. Thus, the factors with the largest difference in average ratings will be considered as having the greatest potential for improvement.

6. SPEARMAN-BROWN COEFFICIENT

The Spearman-Brown coefficient formula was originally developed independently by Spearman and Brown, published in the same journal in 1910 and is still of interest today [24]. The Spearman-Brown coefficient is one of the internal methods of estimating the reliability of a test, which is based on demonstrating the internal consistency of the test or demonstrating the internal consistency of the data set obtained [25].

According to De Vet [24], the formula predicts the reliability of a questionnaire when subsets of items (divided into halves, thirds, fourths, etc.) are used to examine internal consistency.

The Spearman-Brown coefficient formula is also used to predict reliability for an additional number of items, assuming that the average correlation (mean r) remains the same. [24]

The formula for the Spearman-Brown coefficient is as follows [25]:

$$r_{sb} = \frac{2r_p}{1 + r_p} \quad (1)$$

where:

r_{sb} reliability coefficient

r_p the correlation coefficient between the values obtained in the two halves of the test (questionnaire), calculated using Paerson's correlation coefficient:

$$r_p = \frac{\sum_{i=1}^n x_i y_i - n\bar{x}\bar{y}}{(n - 1)s_x s_y} \quad (2)$$

where:

\bar{x} the sample average of the scores given in the odd half of the questions of the test (questionnaire)

\bar{y} sample average of the values given in the even half of the questions of the test (questionnaire)

s_x sample standard deviation of the values given in the odd half of the test (questionnaire)

s_y the sample standard deviation of the values given in the even half of the test (questionnaire)

n total number of respondents

According to ScienceDirect [26], the above formula assigns a value between -1 and 1, where 0 is no correlation, 1 is an overall positive correlation and -1 is an overall negative correlation. This is interpreted as follows: a correlation value of 0.7 between two variables would indicate that there is a significant and positive relationship between the two. The test reliability should take a value of at least 0.7 if the test results are to be considered sufficiently reliable for further processing.

7. RESULTS

The survey was completed by 20 ATCos, representing 83.3% of all controllers at the ATC unit. The entire sample of ATCos was surveyed, and the Spearman-Brown coefficient was found to be 0.72. This indicates that both the reliability and representativeness of the examined sample have been demonstrated.

None of the surveyed ATCos assigned financial compensation a very low level of significance in its current state (see Table 1). However, in the ideal state, 4 respondents considered financial compensation as a factor with very low significance. Most ATCos currently rate financial compensation as moderately significant, while 6 respondents marked it as moderately high. In the ideal state, most respondents (7) assigned a low level of significance to financial compensation. While no ATCos rated financial compensation as having a very low level of significance in the current state, nine respondents considered it to have low to slightly low significance (rating 1 to 3). In an ideal state, however, 16 controllers assigned a high level of importance (rating 4 to 6) compared to 4 ATCos (see Table 2).

Tab. 1

Evaluation of factors in the current state

	Financial compensation	Non-financial compensation	Work style	Workplace relations	Workload
Score	Number of ATCos				
6	0	0	7	4	0
5	2	2	3	6	3
4	9	5	5	8	5
3	6	7	2	2	6
2	3	2	3	0	5
1	0	4	0	0	1
Rating	Total number				
4-6	11	7	15	18	8
1-3	9	13	5	2	12

Four ATCos rated non-financial compensation as very significant in both the current and ideal states. Most ATCos rated non-financial compensation as moderately significant in the current state. However, in the ideal state, the same number of respondents rated its importance as slightly lower. Most ATCos rate the non-financial evaluation 1 to 3 in the current state (see Table 1). In an ideal state, 10 ATCos rate 4 to 6 and the same number 1 to 3 (see Table 2). This suggests that non-financial compensation is valued but does not necessarily increase in importance when it reaches an ideal level.

None of the ATCos assigned a very low level of significance to the work style, neither in the current state nor in the ideal state. A majority of ATCos rated the work style as having a very high impact on their performance in both the current (7 respondents) and ideal (9 respondents) states (see Table 1 and 2). No respondents rated the work style as having a very low level of significance in either state. This consistency highlights the critical role that work organization plays in maintaining and improving performance, suggesting that optimizing work styles could significantly boost employee performance.

None of the respondents rated workplace relationships as having a low or very low significance in either the current or ideal state (see Table 1 and 2). In the ideal state, 10 ATCos rated relationships as highly significant, and 5 as very highly significant, showing a clear consensus on the importance of positive interpersonal relationships in the workplace. In the current state, 8 respondents rated workplace relationships as slightly significant, indicating room for improvement but still recognizing their importance.

While five ATCos rated workload as slightly significant in both the current and ideal states (see Table 1), seven respondents rated it as having a very high significance in the ideal state (see Table 2). In contrast, no respondents rated workload as having very high significance in the current state, and many rated it as only slightly low in terms of impact. This suggests that optimizing workload management is crucial for improving performance, as it is perceived as a significant factor when set at an ideal level.

Tab. 2

Evaluation of factors in the optimal state

	Financial compensation	Non-financial compensation	Work style	Workplace relations	Workload
Score	Number of ATCos				
6	4	1	9	5	7
5	7	2	3	10	4
4	5	7	3	4	5
3	3	5	3	1	4
2	1	1	2	0	0
1	0	4	0	0	0
Rating	Total Number				
4-6	16	10	15	19	16
1-3	4	10	5	1	4

The highest average score (4.6) that ATCos assigned to factors impacting their current job performance was for the workplace relationships factor. This is followed by the work style and financial compensation factors, as shown in Table 3. In contrast, the lowest average (2.95) was given to non-financial compensation, followed closely by workload. If factors were adjusted to the ideal level, workplace relationships would again hold the highest average score (4.95). The greatest difference between current and ideal states was observed in workload (4.7), while the smallest was in work style, followed by non-financial compensation.

Tab. 3

Average values of the evaluated factors

Name of factor	Financial compensation	Non-financial compensation	Work style	Workplace relations	Workload
Current status	3.5	2.95	4.45	4.6	3.2
Optimal state	4.5	3.25	4.7	4.95	4.7
Difference	1	0.3	0.25	0.35	1.5

8. DISCUSSION

The results provide insights into the perception of air traffic controllers on the significance of various factors affecting their work performance. The comparison of these factors in both their current and ideal states reveals trends that help to understand the significance of each factor.

The first key finding is that financial compensation is not perceived as a critical factor. While most ATCos rated it as moderately significant in its current state, four respondents considered it to have very low significance in an ideal state. This suggests that once basic salary conditions are met, financial rewards are less crucial for improving job performance than might be

expected. Agbenyegah [27] also examined the importance of financial and non-financial rewards, with the same finding that while financial incentives are crucial in motivating employees initially, other factors often play a more significant role in sustaining long-term job satisfaction.

Regarding non-financial rewards, although they were rated as moderately significant currently, their importance decreased in an ideal state. This may imply that non-financial rewards have limited potential to enhance motivation if other key aspects of the work environment are not improved. Therefore, improving non-financial rewards does not automatically lead to increased job performance of ATCos.

The work style factor appears to be one of the most significant factors. In both current and ideal states, most ATCos considered it very important for job performance. Results indicate that the organization of work, work processes, and overall management style significantly affect ATCos effectiveness.

Workplace relations were rated as the highest average factor in both current and ideal states, highlighting the importance of positive interpersonal relationships in air traffic management. Chiaburu and Harrison [28] support this finding by demonstrating that positive coworker relationships increase job satisfaction and commitment. Their research highlights that a supportive environment, fostered by strong workplace relationships, can enhance collaborative performance a critical benefit in high-stakes environments like air traffic control, where effective communication and teamwork are essential for maintaining safety and efficiency. ATCos clearly recognize that good relationships and collaboration among colleagues are essential for effective job performance.

In contrast, workload was perceived as moderately significant in the current state, but its importance increased significantly in the ideal state. This factor shows the largest difference in ratings between the current and ideal states, indicating that optimizing workload is key to improving ATCos performance. High workload can reduce productivity, meaning a balanced workload is critical for maintaining effective job performance, as Swider and Zimmerman [29] found that excessive workload can lead to burnout, negatively impacting job performance and long-term retention. Their study highlights the importance of balancing workload to sustain performance and reduce stress-related issues, aligning with findings on the significant difference in workload perception between current and ideal states. The connection between job demands, workload, and performance is complex and not strictly linear [30]. For ATCos, workload management involves specific strategies and procedures designed to balance task requirements with sustainable performance levels, ensuring controllers can operate efficiently without excessive workload. Further research will need to explore and refine the development of these targeted strategies and procedures. As demands on air traffic control systems continue to grow, future studies could contribute by identifying effective workload management techniques.

In conclusion, while financial and non-financial compensation are important, other factors like work style, workplace relationships, and especially workload hold even greater potential for driving performance of ATCos when optimized. These findings can guide organizational improvements to better align work conditions with ATCos expectations, leading to enhanced performance and satisfaction.

9. CONCLUSION

The analysis highlights that while financial and non-financial compensation play a role in influencing the work performance of air traffic controllers, other factors such as work style, workplace relationships, and workload hold greater importance, particularly when optimized. Workplace relationships consistently emerged as the most significant factor in both the current and ideal states, demonstrating its critical role in fostering a positive and productive work environment. The work style also remained highly significant, although the smallest gap between its current and ideal states suggests it is relatively well-managed.

The largest potential for improvement lies in managing workload, as it showed the most significant difference between its current and ideal state. This indicates that better workload management could have a considerable impact on enhancing ATCos' performance. Conversely, non-financial compensation consistently ranked the lowest, both in its current form and in an ideal scenario, suggesting it may not be as influential in driving performance as other factors.

Overall, the findings point to the importance of focusing on workplace relationships and optimizing workload to align work conditions with ATCos' expectations. Addressing these areas can lead to substantial improvements in performance and job satisfaction, which are crucial for the effective functioning of air traffic control operations.

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Appendix 1

Survey of satisfaction with factors affecting work performance

Dear members of the ATC unit,
we ask you to fill out the attached questionnaire, the aim of which is to gain a deeper insight into your satisfaction with various factors affecting work performance, in the context of your personal motivation. The goal of this survey is to identify how the management can better adapt its strategies and environment to support your motivation and generally improve conditions at work. Please answer the questions honestly so we can get as much objective information as possible.

Thank you for your time and effort in this survey. Your answers will be processed and used only for the purposes of this survey.

First section

Please rate in this section of the questionnaire the current importance of the given factor on your work performance according to your opinion (on a scale of 1-6; 1 - very low level of importance, 6 - very high level of importance). For example, in the event that the financial evaluation does not contribute or detract from your work performance, choose number 1. On the contrary, if your financial evaluation is an important factor that significantly affects your work performance, then choose answer 6.

1	2	3	4	5	6
Very low level of significance	Low level of significance	Slightly low level of significance	Slightly high level of significance	High level of significance	Very high level of significance

1. Financial compensation

Evaluation of the importance of your current financial compensation on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

2. Non-financial compensation (rehabilitation, vacation, health services and others)

Evaluation of the significance of your current non-financial compensation on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3. Work style (work load, daily tasks and their layout, prescribed way of performing assigned tasks)

Evaluation of the importance of the current work style in your position on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

4. Workplace Relations

Evaluation of the importance of current workplace relationships on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

5. Workload

Evaluation of the importance of the current state of your workload on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

The second section

Please rate in this section of the questionnaire the importance of the given factor provided that, in your opinion, it would be at the best possible level (on a scale of 1-6; 1 - very low level of significance, 6 - very high level of significance). For example, if your workload will be at a level that suits you, what significance would this have on your work performance.

1	2	3	4	5	6
Very low level of significance	Low level of significance	Slightly low level of significance	Slightly high level of significance	High level of significance	Very high level of significance

1. Financial compensation

Imagine that your financial compensation is at the best possible level for you. Evaluate the importance of such financial compensation on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

2. Non-financial compensation (rehabilitation, vacation, health services and others)

Imagine that your non-financial compensation is at the best possible level for you. Evaluate the significance of such non-financial compensation on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3. Work style (work load, daily tasks and their layout, prescribed way of performing assigned tasks)

Imagine that the work style is set exactly according to your ideas. Evaluate the importance of this style of work on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

4. Workplace Relations

Imagine workplace relationships at their best possible level. Evaluate the importance of such working relationships on your work performance.

Very low level of significance	12	3	4	5	6		Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

5. Workload

Imagine that your workload is at the best possible level for you. Rate the meaning such workload on your work performance.

Very low level of significance	1	2	3	4	5	6	Very high level of significance
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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