

**Determinants of Job Satisfaction
of Professional Drivers**

by

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EXECUTIVE SUMMARY

The motor carrier industry faces costly problems with driver turnover and a general driver shortage. This study looks at drivers' opinions about specific areas of their work and how important these areas are to their job satisfaction. Management's perceptions are compared to drivers' opinions. Job satisfaction is theoretically linked to driver productivity, turnover, new entrants, and fewer drivers exiting the industry. In addition, reducing turnover has been shown elsewhere to have positive impacts on safety.

Herzberg's two-factor theory of job satisfaction was used in designing and interpreting the questionnaire. Factors motivating drivers are separated from factors aggravating drivers. The two areas are distinct from each other. Problems in each area require distinct solutions.

Approximately a thousand surveys were sent to union and non-union drivers of thirteen North Dakota firms. Four hundred seventy-one were returned for a forty-eight percent response rate. The questionnaire consisted of sixty-seven multiple-part questions. In addition, one-third of those returned included additional comments on the questionnaire.

Two public policy areas were very important to drivers. The variation between states' laws and road pavement conditions were considered big problems by drivers. Management should get involved in the development and implementation of these policies. These areas have a direct impact on their drivers.

Career advancement, a motivator, is important or very important to three-fourths of drivers. However, drivers felt opportunities for advancement either within their firm or within the industry were poor. In addition, two-thirds thought their company was not concerned about their career advancement. Management's perception in this area missed the mark.

Drivers also felt that their job suffers from an image problem. Drivers felt that this problem is severe enough to have affected their job.

Customer service is very important to the driver. It is an aspect of their job that they enjoy but are not recognized for.

Pay is *not* perceived as the solution to the problem of turnover and a general shortage. However, pay must be at a sufficient level to prevent it from aggravating people into leaving. Given the ranking of pay in importance, it is currently not at such a level. Successful companies, however, will need to implement more innovative steps to meet the increasing demand for drivers.

Suggestions are made to help managers incorporate these results into a plan of action. Management should consider changes in how they approach the management of the job, both union and non-union, of driving.

DETERMINANTS OF JOB SATISFACTION OF PROFESSIONAL DRIVERS

by

*Julene M. Rodriguez and Gene C. Griffin**

INTRODUCTION

The motor carrier industry is vital to the United States' economy. Trucking accounts for five percent of the nation's gross national product. Seventy-seven percent of freight revenues are collected by trucks (Transportation Policy Associates). Trucks haul virtually all consumer goods and many manufacturing inputs and products. Motor carriers provide valuable time and place utility to shippers and consumers.

Currently there is concern about a driver shortage in the motor carrier industry. This national phenomenon is spurred by demographic changes in this country. These changes include a slowdown in growth of the work force, increasing numbers of women, minorities, and immigrants, fewer young entrants, better education levels of entrants, and increasing average age of the work force (Casey, p. 1-3). In addition, the size of the pool of drivers is also limited by the safety requirements drivers are subjected to including the commercial drivers license, drug and alcohol testing, license suspension rules, insurance requirements, and other rules that take drivers off the road.

The demand for drivers is increasing while the supply of drivers is decreasing. A simple supply and demand curve analysis would indicate that prices of labor should be going up. The labor market however, is not a simple supply and demand analysis. Other factors enter into the picture such as human relationships, mobility constraints, personal preferences, and imperfect knowledge. Price still remains a part of the equation, but only one part.

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Price is also the one thing that managers of motor carrier firms may have little control over. The cost cutting required by the new competitive atmosphere squeezes the market making wage increases difficult. The price of labor then becomes a constrained in the analysis. Other factors in the equation then become controlling.

In addition to the driver shortage, a chronic problem with driver turnover is evident in the industry. Turnover has explicit costs associated with it such as hiring, training, and down time. Turnover is also costly in other ways. Driver turnover affects customer service, accident rates, and insurance rates. The average cost of employee turnover in the United States is \$12,000 (LeMay). If cost cutting is a goal of management, then the minimization of turnover must be an objective.

On the human side, job turnover causes family stress and stress associated with a new job. An employee's mind is preoccupied when considering a job change. This is distracting, and prevents an employee from putting forth a full effort to the job.

It is the main thesis of this paper that if drivers were more satisfied with their jobs they would remain in them longer and do higher quality work. "Turnover rates are the one behavioural [sic] outcome that seems to be fairly firmly associated with levels of job satisfaction" (Portigal, p. 29). Determining what provides professional drivers with job satisfaction furnishes management with information to improve the working environment of drivers and reduce turnover levels.

In this report, a literature review follows with apropos material from the sociological and transportation disciplines. A review of the survey methodology used is covered in a separate section. Next the results of the survey are presented. Finally, conclusions and recommendations of use to motor carrier managers are presented.

Driver Shortage

The American Trucking Associations (ATA) has published and/or sponsored several reports on the current and potential future driver shortage. Three issues have been identified as crucial to minimizing the effects of the driver shortage: "1) compensation, 2) training, and 3) professionalism" (Casey, p. 6). This study cites the failure of driver compensation to keep pace with other occupations. It suggests that in competing for drivers, benefits may become an alternative enticement to wages.

Casey (p. 9) points out that training requirements, and their associated costs, may limit the numbers of new drivers entering the field. Carriers may therefore find it necessary to fund or provide training. This training may include classroom or apprentice programs to meet minimum federal or company requirements.

A related report (Johnston and Reed) also describes the current driver shortage. They offer the following explanations for the driver shortage:

- The slowdown in the growth of the labor force;
- An increase in the proportion of women and minorities coming into the job market;
- The declining prestige of truck driving as an occupation;
- The increasing array of more highly regarded white-collar jobs open to young men;
- Tightening qualifications for drivers - including the single commercial drivers license law, and increased drug testing;
- Eroding pay scales, making other occupations more attractive; and
- Changing worker expectations, particularly regarding job quality, regular hours, and evening and weekend time at home.

Johnston and Reed go on to outline elements of a successful driver retention program:

1. Provide pay and benefits at or above the industry standard.
2. Limit time away from home and regularize hours.
3. Improve the quality of supervision.
4. Make drivers stakeholders in the company.
5. Improve the amenities, equipment and working conditions of the drivers.

They also identify several factors the entire industry can approach to improve the quality and quantity of drivers entering the profession. Image enhancement is viewed as a necessary goal of the industry. An advertising campaign and assurance of the "reasonableness and propriety of drug testing programs" (Johnston and Reed, p. 11) are steps that could be taken to improve the public's image of drivers. This may have the additional benefits of improving driver's self-image.

The role of job expectations is alluded to in the report. Johnston and Reed suggest emphasis on customer relations during driver training. Other information that could help retention as well are the impacts of the job on the driver and his/her family. They propose that family support mechanisms, such as cooperative day care and counseling services, be instituted to help deal with this problem.

Turnover

Turnover is defined as "...the number of drivers who were dismissed or quit during the year divided by the number who were on hand at the beginning of the year" (Corsi, p. 155). Job satisfaction (Portugal, p. 29) and job expectations¹ (Gruneberg, p. 116) have been linked to turnover.

The impacts of turnover are found in increased costs and decreased customer service (Corsi, p. 161). Also, it has been shown that "carrier management policies also have a statistically significant impact on accident rates" (Corsi, p. 160). These are significant at the 0.02 level. Carriers are in a position to improve their accident rates by decreasing their turnover rate.

Turnover has been estimated, in 1980 and 1977 respectively, to cost \$1,500 (Bavendam, p. 1) to \$2,522 (Gruneberg, p. 116) and in 1988 as much as \$12,000 (LeMay) per

¹Job expectations refer to "the effects on job turnover of giving job applicants realistic information and hence realistic expectations concerning their jobs" (Gruneberg, p. 116).

event, depending on which costs are included. Companies that have low turnover rates should have lower costs than companies with high turnover rates. This is a competitive advantage. These costs are reason enough to explore methods that enhance driver retention. The additional image costs of accidents and reduced customer service levels make turnover a problem for the entire motor carrier industry. Excessive turnover in the industry is also a burden on society. The costs of turnover are eventually passed on to the consumer.

The remedies for turnover must be less costly than the costs of turnover themselves. "Increasing rewards...may improve job satisfaction and reduce turnover and absence, (but) could conceivably reduce *profits* by costing more than savings arising from improvement in turnover and absence" (Gruneberg, p. 117). The cure must be less painful than the disease.

THEORY OF JOB SATISFACTION

The term "job satisfaction" holds different meanings for different people. Locke has defined job satisfaction as "a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences." Vroom has described it as "affective orientations on the part of individuals towards work roles which they are presently occupying." In attempting to describe job satisfaction, "...the distinction between being 'satisfied with' and 'deriving satisfaction from' one's job" (Gruneberg, p. 17) must be kept in mind. A driver that is 'satisfied with' his job will put forth an acceptable level of effort. However, a driver that 'derives satisfaction from' his job will put forth that extra, discretionary effort. The importance of this discretionary effort is spelled out by Yankelovich: "Our productivity as a nation, in cost-cutting and competition, depends on how well we mobilize our discretionary effort."

Theories of job satisfaction have been developed in this century as a response to new organizational structures brought about by the industrial revolution. Job satisfaction

describes how people feel, emotionally, about their work which in turn affects their behavior. Theories of job satisfaction are partially based on Maslow's hierarchy of human needs.

Maslow's Hierarchy of Human Needs

Maslow theorized there are five levels of human needs (see Figure 1). They are:

- 1) physiological needs,
- 2) safety needs,
- 3) belongingness and love needs,
- 4) esteem needs, and
- 5) a need for self-actualization.

The lower levels of the hierarchy are more physiological needs while the upper levels are more psychological needs. Thus, man needs to first survive as an animal and then grow as a human being.

Physiological Needs. These needs include food, water, shelter, and clothing needs. If these essential needs are not met, the human animal cannot survive. This does not include the simple appetite, thirst, or chill that is felt every day. This is hunger at the point of life or death. All other levels of the hierarchy will be risked or forsaken to fulfill this first level of needs when they are strong enough.

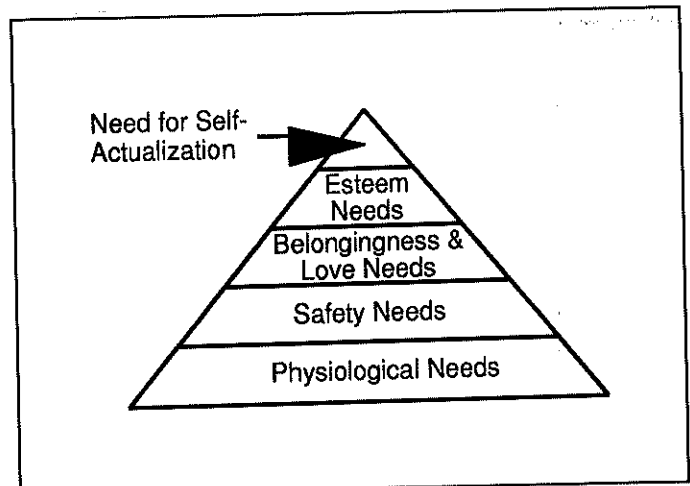


Figure 1. Maslow's Hierarchy of Needs

Physiological needs in a modern society manifest themselves as a need to have an income. The state provides a minimum income for those unable to meet their bare physiological needs in part to ensure the safety of other people. When these needs are at risk so is the society.

Safety Needs. One tier up from the physiological needs are the safety needs. For example, a person on the verge of starving to death might climb down a cliff to get to food. However, if that person is relatively satiated they would not risk the climb, but look for food elsewhere in a safer environment. This puts the physiological needs at risk (they might not find food), but the safety needs are comparatively dominant.

Belongingness & Love Needs. These are the needs to have contact with and be accepted by other people. This need is the gray area between the animalistic and humanistic needs. If the physiological and safety needs have been relatively satiated, they may be forsaken temporarily to fulfill these belongingness & love needs. Conversely, until the belongingness & love needs have been satisfactorily satiated, the higher needs are unimportant and unobtainable. Lower needs distract attention from being focused on the higher needs.

Esteem Needs. These needs include self-esteem and having the esteem of others. Maslow lists several aspects of these needs:

These needs may therefore be classified into two subsidiary sets. These are, first, the desire for strength, for achievement, for adequacy, for mastery and competence, for confidence in the face of the world, and for independence and freedom. Second, we have what we may call the desire for reputation or prestige (defining it as respect or esteem from other people), status, dominance, recognition, attention, importance, or appreciation.

These needs are like all others, the need is strongest when it is lacking fulfillment. Lower needs may be jeopardized and higher needs may be unrecognized when a single need dominates.

The Need for Self-Actualization. This need is the highest tier of human needs. It is purely a psychological growth need. It is the need to be self-fulfilled. It is related to positive, humanistic ideals such as beauty, peace, justice, and creativity. If a person is the best possible driver, but his talents and interest lies in music, this need will not be met. Thus the

nature of the work itself is an important factor in fulfilling this need. Few people ever recognize this need, much less satisfy it.

Herzberg's Two-Factor Theory of Job Satisfaction

This theory is based on the hypothesis that man has two separate and distinct needs: 1) those that arise from man being an animal opposed to pain, and 2) the needs of man for psychological growth. Herzberg's theory is closely related to Maslow's hierarchy of needs.

The two factor theory involves two separate, parallel vectors: one for job satisfaction and one for job dissatisfaction (see Figure 2). In the worst case, it is possible for a worker to have no job satisfaction and a great deal of job dissatisfaction (C, A). Alternatively, the best case would be a worker with no job dissatisfaction and a lot of job satisfaction (B, D). However, most people will fall somewhere between the two endpoints on both vectors (E, F). This causes them to constantly weigh dissatisfaction and satisfaction with their job. A note must be made about the difference between "being satisfied with" and "deriving satisfaction from" a job. Theories of job satisfaction place emphasis on the latter concept.

Hygiene Factors (Dissatisfiers or Aggravators). Hygiene factors define the conditions necessary for man to avoid pain in the work environment. The name "hygiene" comes from the medical use of the word to mean "preventative and environmental" (Herzberg). Hygiene factors, as they relate to job satisfaction, include:

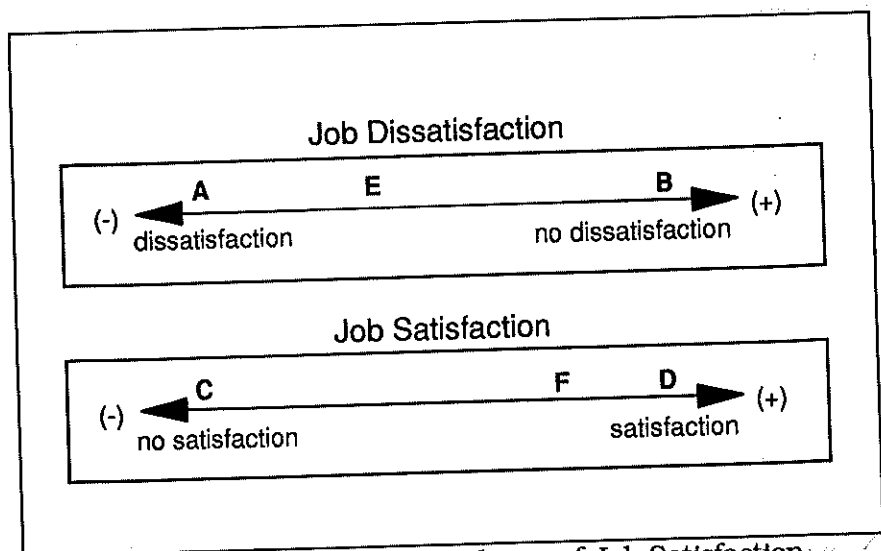


Figure 2. Herzberg's Two Factor Theory of Job Satisfaction.

- 1) company policy & administration,
- 2) supervision,
- 3) salary,
- 4) interpersonal relations, and
- 5) working conditions.

These factors produce shorter term changes in job satisfaction. They describe the circumstances under which people perform their work. Hygiene factors "led to job dissatisfaction because of a need to *avoid* unpleasantness" (Herzberg, 1980). While these factors may cause job *dissatisfaction*, they do not contribute to job *satisfaction*. A driver is likely to be dissatisfied with a low salary. An adequate salary however does not contribute to job satisfaction. Safety is another hygiene factor. A driver is likely to be dissatisfied with an unsafe job. The presence of safety, however, does not contribute to job satisfaction. These two hygienes fill the first two levels of Maslow's hierarchy and thus fulfill man's physiological needs in work. Motivators contribute to fulfillment of higher, psychological growth levels of Maslow's hierarchy.

Motivating Factors (Satisfiers or Motivators). Motivating factors fulfill man's need for psychological growth in work. These factors include:

- 1) achievement,
- 2) recognition,
- 3) the work itself,
- 4) responsibility, and
- 5) advancement.

Motivators produce longer term changes in job satisfaction (longer than the hygiene factors). Work related events involving these factors "led to job satisfaction because of a need for growth or self-actualization" (Herzberg, 1980). Motivators also fulfill some of the esteem needs. They characterize the relationship a person has with what they do. Recognition is likely to contribute to driver satisfaction. Lack of recognition, however, does not contribute to job dissatisfaction. It can only increase job satisfaction. The same is true of achievement, advancement, and the rest.

RESEARCH PROCEDURE

An initial series of meetings was held with a cross section of motor carrier firms operating in North Dakota. The purpose of the meetings was to 1) develop a better understanding of the driver shortage problem; 2) enlist industry support for the study; and 3) identify the scope of the trucking industry in North Dakota. Management from seven trucking firms was interviewed as well as the executive director of the North Dakota Motor Carriers Association and the North Dakota Public Service Commission (NDPSC) staff responsible for truck regulation. Only firms with ICC authority domiciled in North Dakota were considered for purposes of this study. A list of such firms was provided by the NDPSC.

To determine the number of drivers employed by each firm, a post card survey was mailed to all 462 firms on the NDPSC list. Information was requested on the number of drivers they employed, the number of drivers that quit or were fired in the last year, whether they are a union or non-union shop, and the type of service they provided. Two mailings were conducted resulting in 281 returns for a 60.8 percent response rate.

Firms identified through the post card survey as being large defined the population for the job satisfaction survey. The criterion for "large" was firms who employed thirty-one or more drivers. This included company drivers as well as owner operators. Owner operators were included if they contracted with the firm on a continuing basis. A total of thirteen large firms, in five cities throughout the state, were identified. The number of drivers employed by these firms ranged from 31 to 180. Large firms were selected because they provided the quickest and most efficient method of contacting the largest number of drivers.² Since large firms, as defined, were few in number, the entire population was surveyed.

Individual meetings were held with the management of each of the thirteen firms to explain the research and solicit their cooperation. Cooperation consisted of providing a list of

²It should be pointed out that these firms would probably be classified as small or medium sized firms on a national scale.

drivers and managers with their home addresses. Management was asked not to inform their drivers that they were providing mailing lists as part of a survey. This was done to prevent a bias from being introduced in the response rate and in the answers to the questions. Some drivers may have been suspicious of management's motive if they knew they were cooperating in the study. All thirteen firms agreed to cooperate and provide the mailing lists requested.

Three survey instruments were developed for this research, one for drivers, one for management, and one for student drivers. The design of the instrument for drivers was based primarily on Herzberg's two factor theory. Nine major factor areas which contribute to job dissatisfaction or satisfaction were identified.³ Several questions within each of these areas were developed for the driver survey. Five of the nine major areas were considered dissatisfiers and four areas were defined as satisfiers. The dissatisfier areas, or hygiene factors, are: 1) working conditions (such as equipment, facilities, and traffic); 2) interpersonal relations (such as relations with customers and other drivers); 3) salary and benefits; 4) supervision (such as relationship with supervisor and quality of supervision); and 5) company policies (such as safety policies, driving policies, and on board monitoring). The four major areas which were considered satisfiers, or motivating factors, are: 1) advancement (including opportunities or desire for advancement); 2) the work (such as actual driving, safety regulations, law enforcement, and loading/unloading); 3) recognition (such as awards policies); and 4) training (such as safety and state regulations).

Some of the questions on the survey related to job satisfaction theory, some of the questions were specific to trucking, and the rest were simply demographic questions. Maslow's theory of human needs was not utilized in the development of the driver questionnaire, but is applied in the interpretation of the data.

³These nine areas were adapted from Herzberg's two-factor theory. They were modified and combined to fit the professional driver's job more closely.

The management survey was derived from the drivers survey. For purposes of this research, management is defined as anyone in the firm who has authority over drivers. The goal was to determine if differences existed between what managers thought was important to drivers and what drivers themselves thought was important in determining their job satisfaction. Therefore, most of the management survey consists of the same questions found in the drivers survey. The questions were rephrased to indicate to the respondent that they were being asked for their perception of drivers attitudes.

An initial mailing, followed a week later by a postcard reminder, was administered for both drivers and management. In addition, a second mailing was sent to the drivers four weeks later. The third mailing followed the initial mailing by seven weeks. A second mailing was also sent to managers, three weeks after the initial mailing.

At the beginning of March 1989, 1,021 drivers from the thirteen largest North Dakota motor carrier firms were sent a questionnaire. The drivers themselves were not necessarily located in North Dakota. Of those sent, 34 were not deliverable. The questionnaire consisted of seventeen pages with sixty-seven questions. After a third mailing, 471 (48 percent) of them had been returned. Approximately 80 percent of the surveys mailed were to non-union drivers. The non-union drivers returned 258 surveys (68.6% of the total) while union drivers returned 114 surveys (30.3% of the total).

For management 112 surveys were sent out. The management questionnaire consisted of 14 pages and 49 questions. After two mailings, 58 surveys were returned (52 percent).

Student drivers were handled in a different way. Questionnaires were mailed to the instructors at the schools for distribution. One school distributed them in class, the other mailed them along with the student's graduation materials. Of the 40 students in these classes, 29 returned the survey for a 72.5 percent response rate.

SURVEY RESULTS

The results are divided by question topics. Within each section the topic is discussed from the different perspectives - driver, (union and non-union if necessary), management, and student - if appropriate.

It will be customary in this section to list results in tables in order of their overall ranking by all drivers and then to break down the union and non-union results. Manager and student results will also be shown, where appropriate. Some questions that are on the drivers survey are not on the managers or the students survey (see Appendices A - C) and so are not comparable. Response averages or percents of the questions of each survey are given in the Appendices.

Postcard Survey

A short postcard survey was mailed on December 28, 1988 to 744 motor carriers in North Dakota. These firms were identified as having Interstate Commerce Commission (ICC) or North Dakota Public Service Commission (NDPSC) authority to operate. The firms were limited to those domiciled in North Dakota.⁴ The postcard asked for information on:

1. the number of full-time drivers employed by the firm, both company and owner-drivers,
2. the number of drivers that were dismissed or quit the previous year,
3. whether the firm is unionized or not,
4. what type of service the firm provides,
5. whether they hold intra- or interstate authority,
6. whether they are a longhaul or shorthaul firm, and
7. whether they are a private, common, or contract carrier.

Sixty-four percent of the postcards were returned. The firm's turnover rate was estimated from items 1 and 2 above. The range of turnover rates was from 0 to 700 percent. The average turnover rate of firms employing more than one driver (excluding owner-drivers) was 33.4 percent.

⁴Having a North Dakota address for their headquarters.

Demographics

Demographics are important in understanding the respondents, and their answers to the survey. The demographics described below indicate a very white-male dominated, traditional industry with a reasonably young workforce, especially in the non-union sector.

Drivers. The average respondent to this survey is 40.9 years of age, has 6 to 10 years of driving experience, has a 74.7 percent chance of being married, and 1.3 children. However, there are some significant differences between union and non-union drivers. The union driver is on average ten years older than the non-union driver, is more likely to be married, has fewer children, is more experienced, and has shorter hauls with fewer annual miles, as shown in Table 1. Union drivers are almost all from the less-than-truckload sector of the industry while non-union drivers are nearly all from the truckload sector of the industry. However, union does not **fully** equate with LTL and non-union does not **fully** equate with TL.

TABLE 1. AVERAGE RESPONDENT STATISTICS BY UNION STATUS

<u>Statistic</u>	<u>Union</u>	<u>Non-Union</u>
Average Age	47.69 years	38.43 years
Percent Married	90 percent	72 percent
Average Number of Children	1.0 children	1.4 children
Average Years of Experience	> 10 years	6 - 10 years
Average Round-Trip Length of Haul	711 miles	2688 miles
Average Annual Miles	77,566 miles	105,261 miles

The age distribution of the drivers is displayed in Figure 3. This distribution is important because age may play a part in determining job satisfaction or dissatisfaction. The large number of non-union drivers in their thirties is evident, as well as the large proportion of union drivers in their forties and fifties. This has an impact on how management should be handling and training its drivers, as well as the firms' plans for the future.

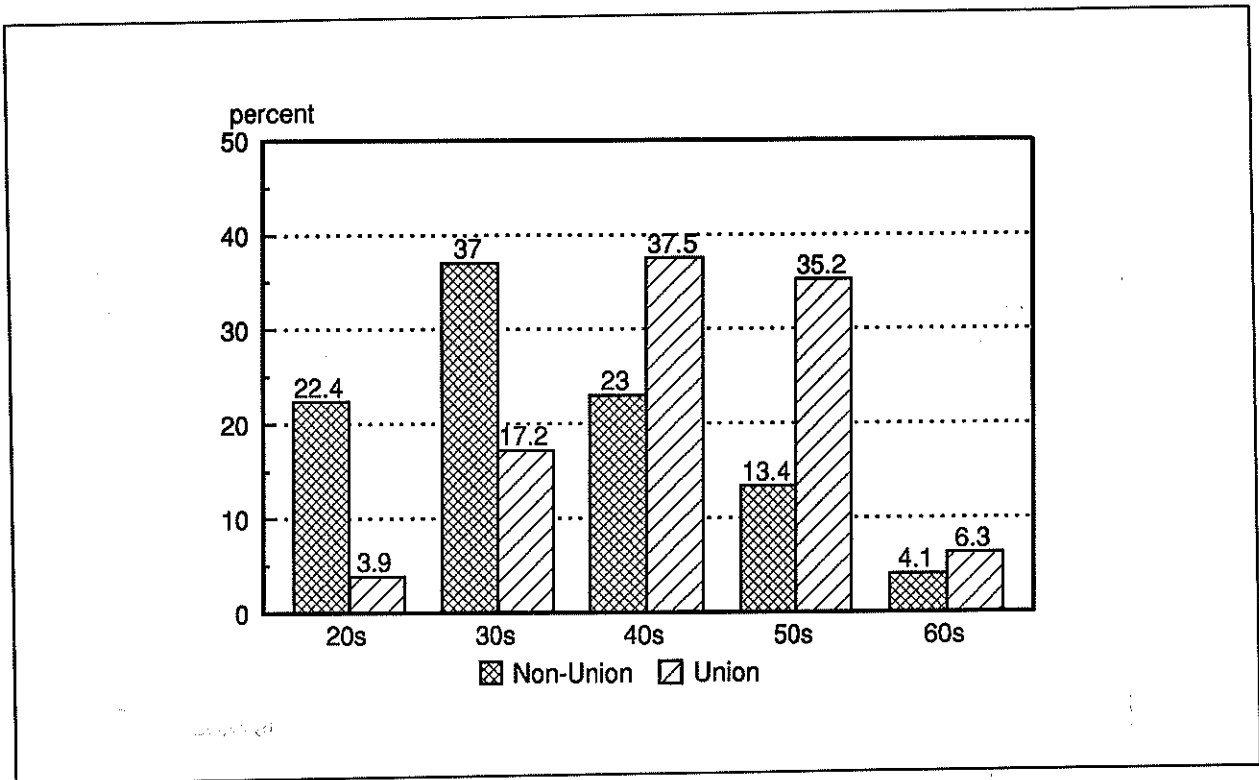


Figure 3. Age Distribution of Drivers by Union Status.

The drivers perception of their standard of living differs by union status (see Table 2). The union drivers perceive their standard of living as being higher than the non-union drivers. This is similar to the opinions expressed ten years ago by drivers in a national survey that asked the same question (Wyckoff). The non-union drivers judgment of their standard of living is below what it was ten years ago. The number of non-union drivers saying their standard of living is below average doubled over that time period. At the same time the number in the high standard of living category fell by 85 percent.

Changes in union drivers' opinions over the last ten years were mixed. Those in the high category stayed the same. Those in the above average category went up by 27 percent. The average category decreased by 18 percent, while those in the below average category rose by 106 percent. Over ninety percent of the union drivers consider themselves in the average to

above average standard of living categories. Over 86 percent of the non-union drivers consider their standard of living to be average or below average.

TABLE 2. DRIVERS' PERCEPTION OF THEIR STANDARD OF LIVING, BY UNION STATUS

<u>Standard of Living</u>	<u>1989</u>		<u>1979*</u>	
	<u>Union</u>	<u>Non-Union</u>	<u>Union</u>	<u>Non-Union</u>
High	5.8%	0.7%	5.8%	4.6%
Above Average	41.7%	13.2%	32.9%	24.5%
Average	49.2%	59.9%	59.7%	57.9%
Below Average	3.3%	26.2%	1.6%	13.0%
Total	100.0%	100.0%	100.0%	100.0%
	n=135	n=315	n=7,816	n=1,764

* 1979 data from Wyckoff.

These perceptions are supported by income information. Drivers were asked about their approximate average income from driving. Union drivers generally make more than non-union drivers. Eighty-seven percent of the non-union drivers made between \$10,000 and \$35,000 per year (see Table 3). For union drivers, 91 percent made from \$20,000 to \$50,000 per year. Only 8 percent of the union drivers make less than \$20,000 while 56 percent of the non-union drivers make less than \$20,000. In addition, almost 10 percent of non-union drivers make less than \$10,000, while very few union drivers do.

TABLE 3. APPROXIMATE AVERAGE INCOME FROM DRIVING, BY UNION STATUS

	<u>Union</u>	<u>Non-Union</u>
Under \$10,000	1.6%	9.8%
\$10,000 - \$19,999	6.5%	46.4%
\$20,000 - \$34,999	43.5%	40.5%
\$35,000 - \$49,999	47.6%	1.5%
\$50,000 or more	0.8%	1.8%

The union drivers are 100 percent male and nearly 100 percent White (see Table 4). (There was one Black union respondent.) The non-union drivers have more variety in these

areas. Almost 4 percent of the non-union drivers are female. This figure compares well with the national average number of females (Bureau of Labor Statistics). About 3 percent of the respondents are either Black, Native American, Oriental, or other. In addition, almost 3 percent were of Hispanic background. This is fairly typical of the North Dakota mix. In 1979 North Dakota was about 97.0 percent White with 2.3 percent American Indian, and 0.4 percent Black, with 0.2 percent composed of other races (Univ. of North Dakota).

TABLE 4. GENDER OF DRIVER BY UNION STATUS

	<u>Union</u>	<u>Non-Union</u>
Male	100.0%	95.9%
Female	0.0%	4.1%
Total	100.0%	100.0%

Managers. Managers were defined for this report as anyone who has control over drivers. This could range from dispatchers to the company president. Managers average 41.2 years of age, slightly older than the driver average. Half of them have been drivers themselves, averaging 9.3 years of driving experience. All managers were White and 91.4 percent are male. Over eighty percent are married. The most frequently mentioned (48.3 percent) income range for managers was \$20,000 - \$34,999. Incomes above \$34,999 accounted for 34.5 percent of the responses. Only 17.2 percent of the managers said they make less than \$20,000 per year with no one under \$10,000. Almost sixty percent of the managers expected to remain employed with their company for over 10 years.

Students. Eighty-six percent of the student drivers were male, meaning that 14.3 percent were female. Over three times as many women were represented in the student ranks as in the driver ranks. This is a promising sign, as the female population is one potential area of new, non-traditional labor for the trucking industry. Students also were more racially

mixed. Minority races (Native American and "Other") accounted for 7.6 percent of the students and 7.1 percent indicated they were of Hispanic background. Students averaged 28.5 years of age, much lower than the drivers (as would be expected). Nearly sixty percent are single, but one-third are married. Student drivers averaged 0.52 children for every driver. Over seventy percent will have driving as their or their family's only source of income.

Overall Ranking Of Major Job Satisfaction Factors

The major job satisfaction factors are taken from Herzberg's two-factor theory of job satisfaction. Eight of the ten factors listed in the theory were used in the survey. The other two were dropped because they didn't fit into the driver's job neatly. One additional factor, training, was also added. Four of the factors are motivators: the work, advancement, recognition, and training. The other five are considered aggrivators: salary & benefits, working conditions, interpersonal relations, supervision, and company policies & administration.

The overall ranking of these factors did not differ much from union to non-union drivers. The weight or importance of the items (as reflected in their mean ranking) did differ slightly. Salary & benefits are listed as being number one in importance to both union and non-union drivers. The union drivers put significantly more emphasis on this factor than did the non-union drivers. There are probably several reasons for this. First, union drivers get paid more and they are not likely to be unaware of that fact. Protecting that interest is important to them. Second, those drivers that consider pay of prime importance have probably moved into the union side of the industry.

While the importance of pay is undentable, it should be noted that often salary is overemphasized in a ranking such as this. It serves as a type of scapegoat. A person can put up with a certain amount of unpleasantness because of a high paycheck. However, if the unpleasantness grows too strong often a person will say "I don't get paid enough to do this"

TABLE 5. OVERALL RANKING OF JOB SATISFACTION FACTORS BY UNION STATUS

<u>Rank</u>		<u>Union</u>		<u>Non-Union</u> ----- mean -----
1	Salary & Benefits	1.84	*	2.30
2	Working Conditions	2.82		2.68
3	The Work	3.73		3.84
4	Interpersonal Relations	3.73	*	4.52
5	Advancement	6.55	*	5.54
5	Supervision	5.73		5.92
7	Company Policies	6.66		6.48
8	Recognition	6.85		6.71
9	Training	7.09		7.02

* Union and Non-Union results are significantly different at the 0.10 level.

1 <= mean <= 10

rather than "My pay is okay, but this job is too unpleasant or unsatisfying."

Behind salary & benefits comes working conditions, the work itself, and interpersonal relations. The next two are transposed between union and non-union drivers. Non-union drivers put advancement above supervision, while union drivers did the reverse. The last three items on the list were company policies & administration, recognition, and training.

Of the top four items, three are aggravators and only one is a motivator. Salary & benefits, working conditions, and interpersonal relations are all aggravators. Only the work itself is a motivator. This indicates that professional drivers are concentrating on the aggravators associated with their job. These are considered most important to their job satisfaction. The only item in the top four that is a motivator is the work itself. Drivers find the type of work they do to be important to them.

Two significant differences between union and non-union rankings are interpersonal relations and advancement. Interpersonal relations are more important for union drivers (mean = 3.73) than for non-union drivers (mean = 4.52). However advancement is much more important to non-union drivers (5.54) than union drivers (6.55). Advancement had the largest difference between the means of the union and non-union groups.

The overall ranking of these factors indicates the relative importance of the item to the driver. They should be referred to when looking at the more detailed information that follows. For instance, if instructors for training are inadequate this may be a problem, but if equipment is inadequate (working conditions) this is a more serious problem because working conditions are ranked much higher than training overall.

Likes & Dislikes About The Job

Several items that drivers encounter frequently in their job were targeted as possible motivators or aggravators. Drivers were asked if they really liked, liked, were neutral, disliked, or really disliked these items. This information helps to identify specific areas that can be improved, minimized, or praised. The order of this ranking from liking to disliking is as follows:

The item most frequently mentioned as being really liked is operating a rig, the actual driving. On average, 91.8 percent say they either really like or like this aspect of their job (see Table 7). This corresponds with the reasons given to a different question on why they became professional drivers. Most answered that they simply liked to drive trucks.

Other aspects of the job that were liked (i.e., above 2.50 mean) were the independent lifestyle, visiting with other drivers, meeting safety requirements, relations with shippers/customers, the commercial drivers license, and drug testing. It is interesting that the first three are intrinsic to the job, they describe the work itself. Meeting safety requirements, the commercial drivers license, and drug testing are policy and administration (though not the company's), which is an aggravator.

Relations with shippers/customers falls under interpersonal relations. It corresponds nicely with results in the recognition section regarding customer service. Suffice it to say that it appears that this is not an aspect of the job that drivers fear or avoid. While interpersonal relations are an aggravator, drivers are at the positive end of the vector (see Figure 2) and not

TABLE 6. LIKES AND DISLIKES ABOUT YOUR JOB.

<u>Rank</u>		<u>Union</u>	<u>Non-Union</u>
		-----	mean -----
1	Operating a rig	1.72	1.53
2	Independent lifestyle	2.17	1.85
3	Visiting with other drivers	2.13	2.09
4	Meeting safety requirements	2.06	2.12
5	Relations with shippers/customers	1.83	* 2.39
6	Commercial drivers license	2.40	2.33
7	Drug testing	2.31	2.41
8	Travelling out of town	2.79	* 2.32
9	Company management	2.83	2.68
10	Vehicle inspections by officials	2.59	3.07
11	Dealing with highway patrol	2.70	* 3.09
12	Paperwork	3.17	3.15
13	Loading/unloading freight	2.61	* 3.45
14	On-board monitoring devices	3.87	3.83

* Union and Non-Union results are significantly different at the 0.10 level

1 <= mean <= 5

suffering in this area.

The part of the job that drivers liked the least is on-board monitoring, loading/unloading freight, and paperwork. At least two of these are policies and administration. On-board monitoring was disliked or really disliked by nearly two-thirds of the drivers. On-board monitoring, however, is a useful management tool that could become standard equipment. Pockets of acceptance for these devices did exist and appeared to be related to education and positive salesmanship for the devices. Incentives tied to the monitoring helped not only with acceptance of the devices, but also with improvements in the variables being measured (i.e. mpg or rpm). The student drivers also had a much more positive opinion of this tool with 30.8 percent liking it or really liking it.

Paperwork is integral to the trucking business and is not going to go away, even with electronic technology. Drivers opinions of paperwork probably do not differ from most people's opinion of paperwork. The best strategy to minimize aggravation from this area is to reduce paperwork to a minimum and simplify what remains at that point. Showing the driver the

TABLE 7. WHAT DRIVERS LIKE AND DISLIKE ABOUT THEIR JOB, BY UNION STATUS

UNION	Really	Like	Neutral	Dis-	Really
	Like	Like	percent	Like	Dislike
Relations With Shippers/Customers	35.54	47.11	17.36	0.00	0.00
Operating A Rig	42.98	44.63	10.74	0.83	0.83
Meeting Safety Requirements	22.50	57.50	15.83	3.33	0.83
Vehicle Inspections By Officials	12.40	36.36	35.54	10.74	4.96
Travelling Out Of Town	7.56	37.82	28.57	21.01	5.04
Independent Lifestyle	22.50	41.67	32.50	2.50	0.83
Visiting With Other Drivers	17.50	50.83	30.83	0.83	0.00
Dealing With Highway Patrol	5.83	35.83	45.83	7.50	5.00
Company Management	4.13	42.15	32.23	11.57	9.92
Paperwork	0.00	20.83	49.17	22.50	7.50
Commercial Drivers License	17.50	36.67	36.67	7.50	1.67
Loading/Unloading Freight	7.50	48.33	28.33	11.67	4.17
Drug Testing	30.00	26.67	31.67	5.00	6.67
On-Board Monitoring Devices	0.83	9.09	25.62	30.58	33.88
NON-UNION	Really	Like	Neutral	Dis-	Really
	Like	Like	percent	Like	Dislike
Relations With Shippers/Customers	14.90	43.71	30.79	7.62	2.98
Operating A Rig	55.23	38.56	4.90	0.98	0.33
Meeting Safety Requirements	22.95	46.89	26.23	2.62	1.31
Vehicle Inspections By Officials	9.45	18.89	37.79	21.82	12.05
Travelling Out Of Town	21.24	42.16	23.53	9.48	3.59
Independent Lifestyle	38.44	42.02	15.64	2.93	0.98
Visiting With Other Drivers	23.78	48.21	24.43	3.58	0.00
Dealing With Highway Patrol	2.28	20.85	49.19	20.85	6.84
Company Management	10.60	33.11	35.76	15.56	4.97
Paperwork	3.57	15.91	46.10	27.27	7.14
Commercial Drivers License	24.18	32.68	33.66	6.54	2.94
Loading/Unloading Freight	3.91	15.96	35.83	20.85	23.45
Drug Testing	32.79	22.73	25.32	9.42	9.74
On-Board Monitoring Devices	2.30	10.16	23.93	28.20	35.41

importance and necessity of the remaining paperwork would also help increase understanding. Knowing what the information is used for and why it is needed boosts completion and accuracy in completing forms.

Opinion Of Days On The Road

As is shown in Figure 4, the amount of time spent on the road differs considerably by union status. Most union drivers (61.5 percent) are out on the road one day at a time. Less

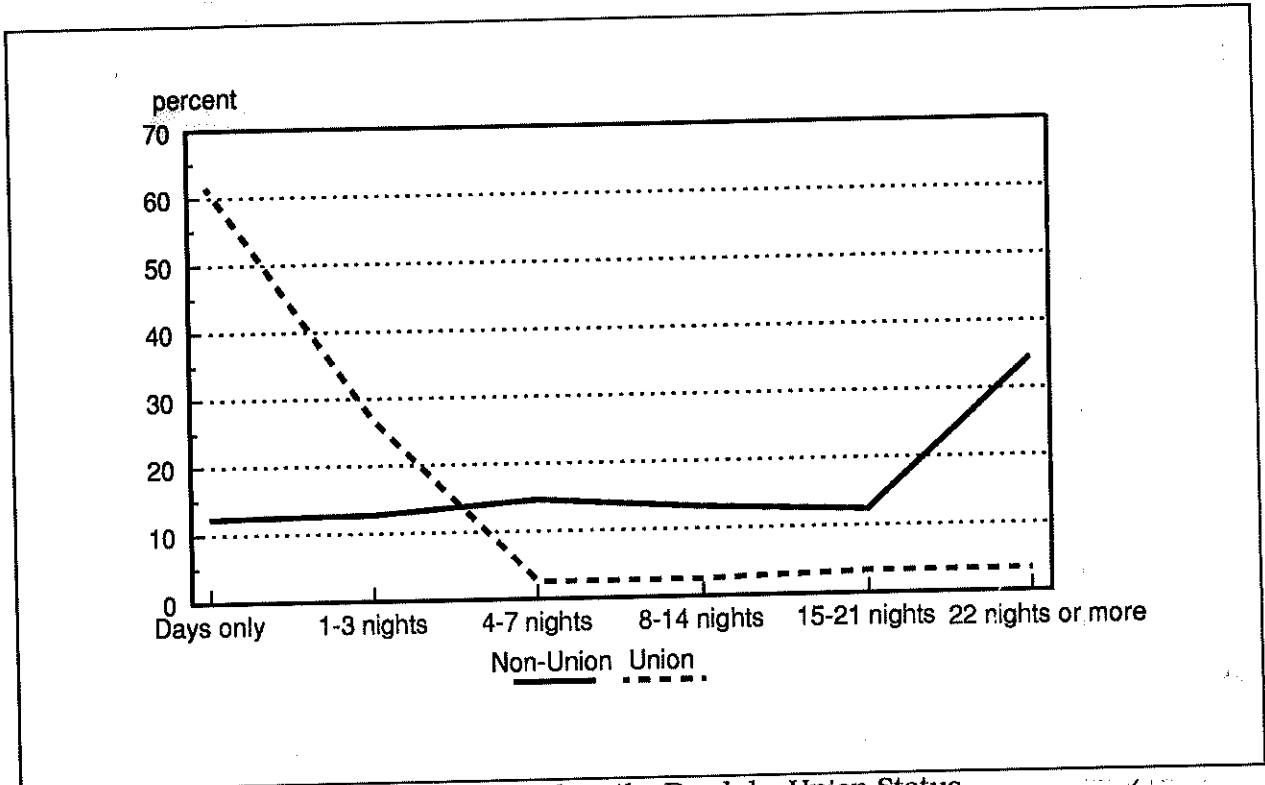


Figure 4. Amount of Time Drivers Spend on the Road, by Union Status.

than 12 percent are out longer than three nights at a time. In contrast, 74.9 percent of the non-union drivers are on the road for more than three nights in a row. On top of that, 34.5 percent are on the road for more than 21 nights in a row. The two graphs are near mirrors of each other.

In turn, union and non-union drivers have differing opinions about staying out on the road. They both start at the same point, but diverge from there as shown in Figure 5. The lower the line is on the graph the more acceptable the time frame is to drivers. Union drivers cross from acceptable to unacceptable (2.5 on the graph) at about 1 to 3 nights spent out on the road. Their opinions move into the very unacceptable range at 8 to 14 nights. Non-union

drivers, on the other hand, move from acceptable to unacceptable at 8 to 14 nights and never hit the very unacceptable range on this scale.

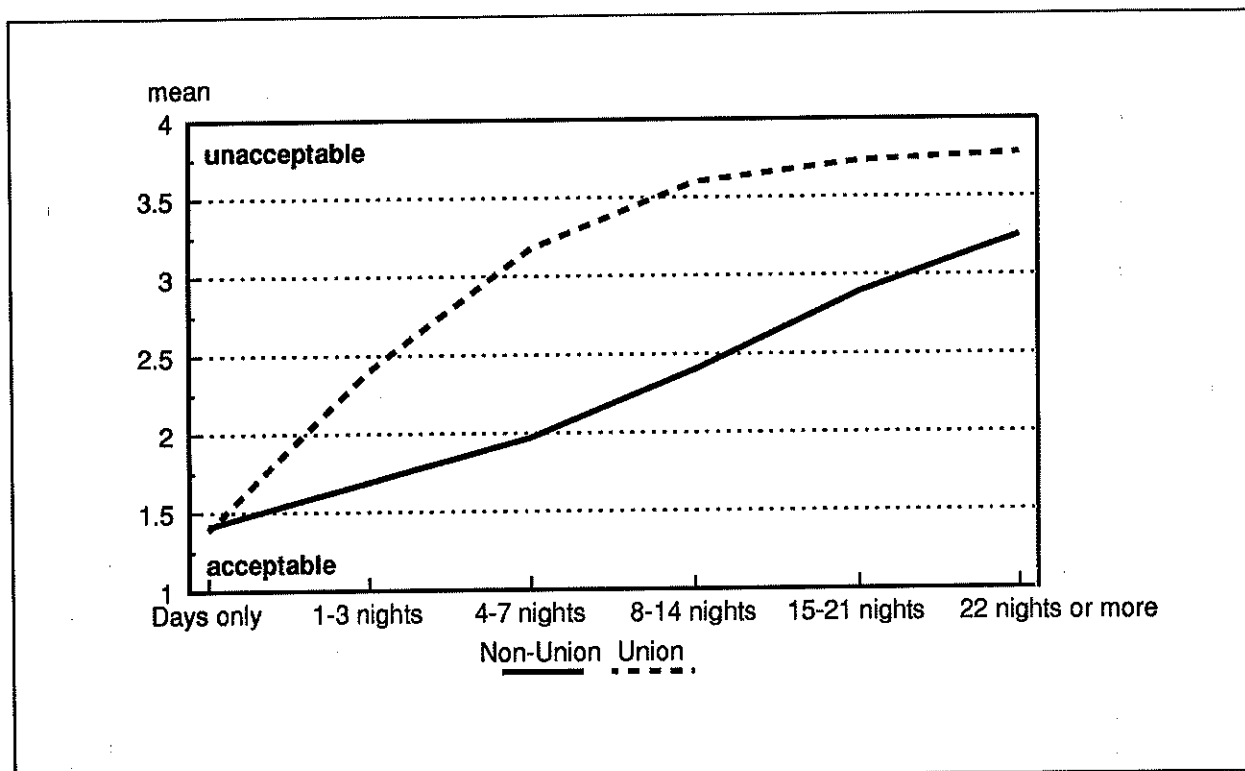


Figure 5. Drivers Opinions of Days on the Road.

These opinions are very likely influenced by the experiences drivers encounter every day. Non-union drivers spend much more time on the road than a union driver. Their acceptance of this, whether from getting used to it viewing it as part of the conditions of their employment, or liking it in the first place, is important to job satisfaction. Being out on the road is one of the items that describes the work of a professional driver. No matter how much drivers and management would like to change this fact, the nature of the business will not allow it to be eliminated completely.

It is important that a firm know where its drivers fit on this scale. The heartburn caused by staying out on the road will change between drivers, change over time, and change each time a driver goes out. Having some flexibility and stability in this area is probably more

important than the actual amount of time spent on the road. Involvement of the family in determining this may also have positive impacts on drivers opinions of staying out on the road. Often drivers do not mind going out, but their spouse or children mind very much. This creates a source of stress that may encourage a driver to quit.

Drivers' Experiences

Drivers were asked about twelve different items they might experience in their job. They were asked to judge these items as no problem (=1), small problem (=2), or big problem (=3). The results are presented in Table 7.

Drivers had the least amount of problems with off-duty maintenance, staying on schedule, and boredom on the road. The smallest problem was with off-duty maintenance. It would appear that this is either not a common practice for the drivers that were surveyed or it does not bother the drivers to perform this work.

The biggest problems of the twelve areas listed are road pavement conditions and variations in states' laws. These two areas are aggravators that, if they become intolerable, will cause drivers to quit their jobs. These are also areas that the industry has taken notice of and attempted to correct within the political system. Drivers, managers, and others should get more involved in these efforts if they are concerned about the driver's working conditions.

A lack of exercise was also considered to be a moderate problem. This is an area that truck stops could address for their clients. Drivers often find themselves with time on their hands out-of-town. Exercise facilities at truck stops could occupy this time in a constructive manner and satisfy this concern of the drivers. Drivers and managers should seek out and recommend such facilities to other drivers.

TABLE 8. DRIVERS' EXPERIENCES ON THE JOB.

<u>Rank</u>		<u>Union</u>	<u>Non-Union</u>
		-----	mean -----
1	Off-Duty Maintenance	1.46	1.50
2	Staying on Schedule	1.54	* 1.68
3	Boredom on the Road	1.56	* 1.77
3	Health Hazards	1.63	* 1.74
5	Opportunities or Facilities to Wash Up	1.50	* 1.85
6	Irregular Hours	1.87	* 1.71
7	Loneliness	1.47	* 1.94
8	Lack of Exercise	1.72	* 1.97
8	Highway Danger	1.79	* 1.96
10	Absence From Home	1.76	* 1.98
11	Variation Between States' Laws	1.99	* 2.39
12	Road Pavement Conditions	2.32	* 2.46

* Union and Non-Union results are significantly different at the 0.10 level.

1 <= mean <= 3

Cleanliness & Appearance Of Equipment

Cleanliness and appearance of equipment can influence how a person feels about their job as well as how the public perceives them. Equipment determines a large part of a person's working conditions while driving. It causes aggravation if it does not meet the driver's standards. Four questions were asked in order to measure how drivers feel about their equipment.

Drivers were asked to judge how important the outward appearance of their tractor was to their job satisfaction. Non-union drivers felt this was more important to them than the union drivers. However, 62.4 percent of all drivers said the outward appearance of their tractors was very important to their job satisfaction. Only 3.5 percent said that this was not important or not at all important to them.

In turn, drivers were then asked to rate the outward appearance of the tractor they were currently driving. The differences between union and non-union responses were again significantly different. Non-union drivers had a much higher opinion of the appearance of

their trucks than did the union drivers. Forty percent of non-union drivers rated the appearance of their tractors as excellent, with only 4.3 percent considering their units unattractive or ugly. Over half of the union drivers, on the other hand, rated their tractors as OK. Only 11.8 percent considered their units excellent, while 10.2 percent considered them unattractive or ugly.

Cleanliness also has an impact on how a person feels about his work. The outward appearance of a truck may not be something that the driver has control over, but cleanliness he does. Two-thirds of all drivers indicated that it was very important to them to have a clean unit. Less than 1.5 percent thought this was not important or not at all important.

Cleanliness is something that the driver may have control over, but only as long as the company will back him up. If there is a big discrepancy between the importance placed on cleanliness of the trucks between drivers and the company, this could be a source of aggravation to the drivers. Overall, only about half as many (33.2 percent) thought that it was very important to the company to have clean rigs on the road. The union drivers were in much worse shape in this area. Of the union drivers, 61.7 percent thought it was important to have a clean rig, but only 15.6 percent thought it was important to the company. This indicates that the drivers have a fair amount of pride concerning the cleanliness of their trucks. They do not feel that the company shares this concern as strongly.

Management had a significantly different opinion in this area. They did not differ in how important they thought it was to their drivers to have a clean rig (70.7 percent said very important). They did, however, think the company put much more emphasis on cleanliness. Almost two-thirds of managers said this was very important to the company; only one-third of drivers thought the company considered this very important. This indicates a problem with either perception or reality. If the concern of managers is real it must be made evident to the drivers. Company policies may be interfering with the drivers opinions. If the company puts a

relatively low cap on the amount of reimbursement for truck washing, this indicates that the company feels that trucks should be washed only so often, whether they need it or not.

Equipment Options

Equipment determines, to a large extent, the working conditions of the driver for most of his working day. Having good equipment may not improve the motivation of the driver or the quality of his work, but having bad equipment may have negative impacts on these areas. Questions were asked about which equipment options were important to a driver's job satisfaction.

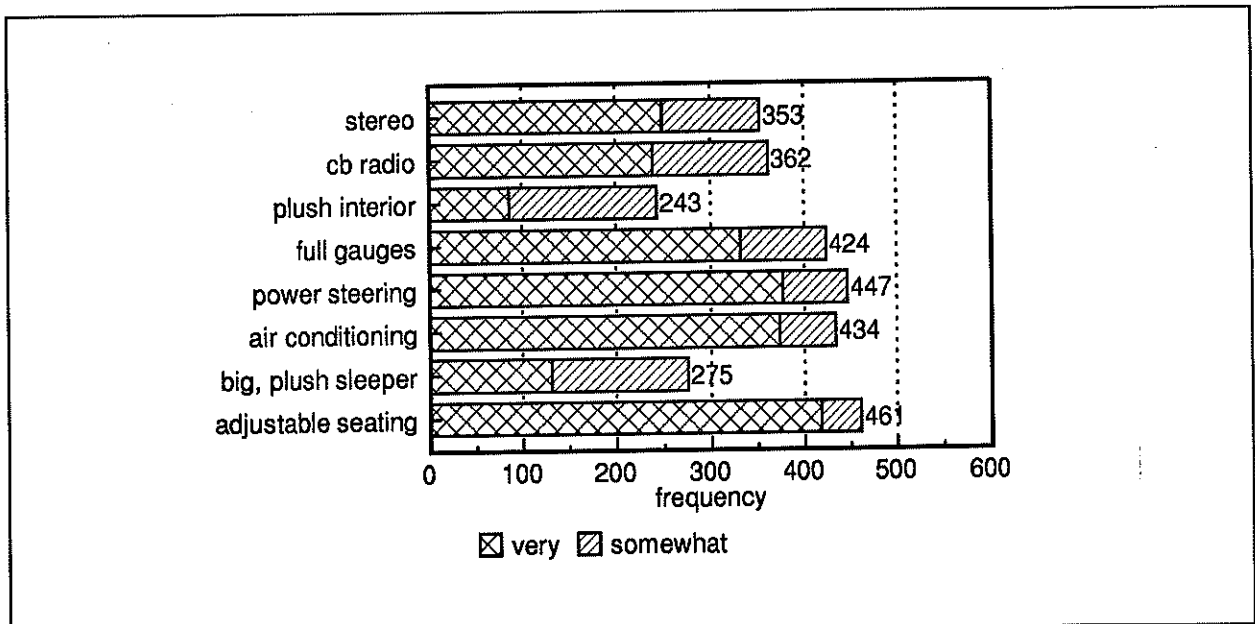


Figure 6. Importance of Selected Equipment Options.

Three different clusters appeared in the results. The first would be those classified as very important options to drivers. These options included adjustable seating, power steering, air conditioning, and full gauge sets. These are all options that allow the driver to do the main job - driving - with more comfort and provide information to prevent breakdowns.

The second group are those options of moderate importance to drivers' job satisfaction and included stereos and CB radios. These it would seem, are recognized as added perks that

are not fundamentally necessary to accomplish the job of moving freight from point A to point B. But drivers would consider these items before the items in the next group.

The third cluster are those that are not considered nearly as important as the two previous groups. These include plush interiors and big, plush sleepers. Some drivers do not require sleeper units for their job and the importance to them would be virtually zero. The plush interior, however, was the lowest ranked option indicating that drivers are pretty practical in what they consider important equipment options.

Driver Image

One possible, partial, reason for a driver shortage is the lack of attraction of the job. The public image of the truck driver has ranged from "Knights of the Road" to "Modern Cowboys". Neither image is very accurate in terms of the actual job the driver performs. It would be advantageous to the industry, as well as to industry recruiters, to have an accurate image of the motor carrier industry accepted by the public.

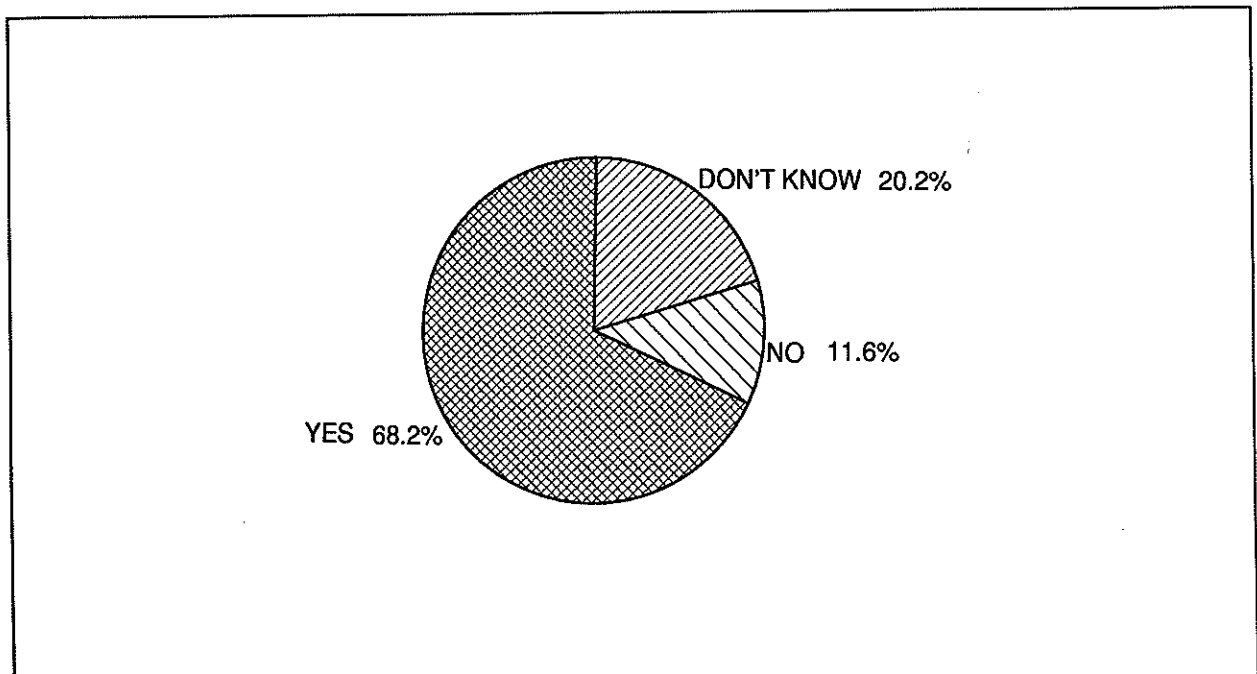


Figure 7. Drivers' Opinions on Whether or Not Their Job Has an Image Problem.

Drivers were asked whether or not they thought that the professional driver's job has an image problem. Over two-thirds (68.2 percent) said yes, their job has an image problem. An additional 11.6 percent did not know, while 20.2 percent said that no, their job did not suffer from an image problem.

When asked how the image problem has affected their job, drivers mentioned several areas repeatedly. These include the fact that drivers are stereotyped and treated with a lack of respect. Bad language on the CB radio is not helping. Driving skills and practices are affecting their image. Also, the news media plays on the "killer truck" aspect every time there is a mishap. These basically describe the symptoms of having a bad image. A few comments were made that considered drug testing and the commercial drivers license to be steps that may help correct the problem.

Adequacy Of Benefits

Benefits were considered separately from salary in this portion of the survey. This was done to allow managers to address benefits as a separate issue itself without considering pay. Drivers were asked whether or not benefits are offered and how adequate those benefits are. Most benefits were judged by a majority of drivers to be adequate, if they were offered. It should be noted that in several instances benefits that are not offered were judged to be inadequate instead of being indicated as not offered. This would indicate that benefits that are offered to drivers are even more acceptable than is shown in Figure 8.

The two most adequate benefits are paid vacation and paid holidays. The three least adequate benefits are life insurance, company social events, and childcare provisions. Social events and life insurance are notable as being two benefits that are offered about fifty percent of the time, but have the highest inadequacy rates (about fifty percent of those offered).

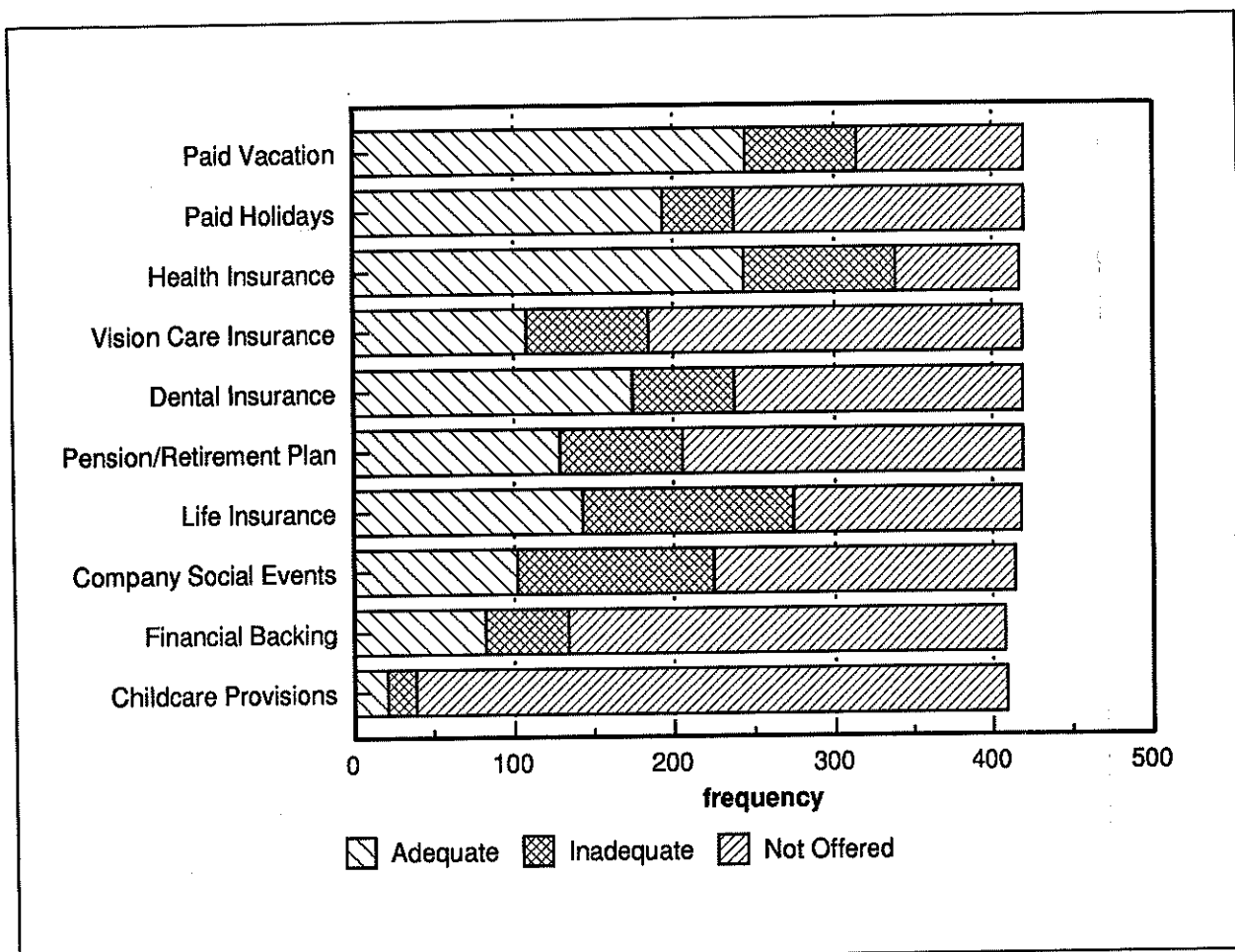


Figure 8. Adequacy of Fringe Benefits in the Drivers' Opinion.

Order Of Importance Of Benefits

The adequacy/inadequacy of benefits provides interesting but incomplete information. Whether or not a company decides to look at an inadequate benefit should depend on just how important that benefit is to drivers. More effort should be spent on benefits that are inadequate but important than benefits that are judged inadequate but also unimportant. Remember that health insurance was judged to be inadequate by 27.1 percent and not offered to 18.4 percent of drivers.

Drivers were asked to rank the selected fringe benefits in their order of importance. Their opinions are shown below in Table 9. Health insurance was judged to be the most

important fringe benefit, far above the second contender. The differences in the importance placed on health insurance are insignificant between union and non-union drivers.

Pensions and retirement plans fell in at second place. Union drivers put significantly more emphasis on this benefit than non-union drivers. Union drivers are much more likely to have a pension plan than are non-union drivers. The importance placed on the pension plan by union drivers may be due to several things including their recognizing this as a hard won benefit, their being used to having a pension plan, or those drivers who value a pension plan highly have deliberately moved into the union workplace.

Other significant differences between union and non-union opinions are paid vacation, life insurance, and financial backing. Paid vacation falls into a category similar to that of the pension or retirement plan, the reasons for the union emphasis are unspecified.

Life insurance is much more important in the non-union sector. This could be because it is not offered to many non-union drivers or because a high percentage of drivers considered this insurance inadequate. Or it could be a reflection of perceived differences in risk exposure between union and non-union drivers because of the amount of time spent on the road and the average length of haul.

Financial backing is much more important in the non-union sector. Cash advances and help for owner-drivers would fall into this category. Cash advances are usually necessary when a driver is going to be out on the road for a while and so do not impact many union drivers. Non-union drivers are more likely to be out on the road for extended periods of times and in need of this backing.

Importance Of Recognitions

Recognition is one of the major areas that motivates **workers**. It is defined by Webster as "special notice or attention." All human beings have a need for special attention, especially if it has been earned through their efforts.

TABLE 9. ORDER OF IMPORTANCE OF FRINGE BENEFITS TO DRIVERS.

<u>Rank</u>		<u>Union</u>		<u>Non-Union</u>
			----- mean -----	
1	Health Insurance	1.87		1.75
2	Pension/Retirement Plan	2.18	*	3.93
3	Paid Vacation	3.83	*	4.37
4	Dental Insurance	4.70		4.61
5	Vision Care Insurance	4.92		4.89
6	Life Insurance	5.67	*	4.60
7	Paid Holidays	5.29		5.41
8	Financial Backing	8.38	*	7.30
9	Company Social Events	8.78		8.93
10	Childcare Provisions	9.45		9.34

* Union and Non-Union results are significantly different at the 0.10 level

1 <= mean <= 10

The following is a list of some selected recognitions. Drivers were asked to rate them as very important (=1), important (=2), and not important (=3). The mean rankings are listed in Table 10. All recognitions were judged to be between very to somewhat important.

The importance of customer service to drivers is promising. Union drivers put it well above the next item (1.48 to meeting shipment schedules at 1.56). These drivers have more of an opportunity to interact with customers and this appears to be an important part of their job to them. Even the non-union drivers, who probably have less frequent customer contact, place this aspect of their jobs high on the list. Again customer service is followed by meeting shipment schedules, a major component of customer service. Management ranked customer service at 1.74 or sixth on their list. Management did not seem to perceive the importance to drivers of recognition in this area. Management may recognize the role played by drivers in customer service but not the role customer service plays to drivers. Recognitions in this area are hard to measure objectively, but instances worth recognizing occur frequently.

Safety, as measured by accident free miles and accident free years, is at the top of the non-union drivers' list and third with the union drivers. Drivers understand the need for

TABLE 10. IMPORTANCE OF SELECTED RECOGNITIONS TO DRIVERS.

<u>Rank</u>		<u>Union</u>		<u>Non-Union</u>
			-----	mean -----
1	Customer Serv	1.48		1.48
2	Accident Free Years	1.65	*	1.45
3	Meeting Shipment Schedules	1.56		1.49
4	Accident Free Miles	1.66	*	1.47
5	Years With Company	1.65		1.63
6	Miles Of Driving	1.81	*	1.60
7	Good Samaritan Acts	1.80		1.76
8	Duties Beyond Requirements	1.88	*	1.73
9	Getting Paperwork Done	1.94	*	1.71

1 <= mean <= 3

safety. Often this is merely an avoidance behavior. Not only do the drivers want to avoid the personal pain and financial retributions but they want to avoid the aftermath of an accident. Safety may be a virtue - it is its own reward - but its importance to the company's objectives, both service and financial, cannot be understated. Drivers who perform should be rewarded as strongly as drivers that don't are encouraged to improve and offered proper training to improve.

Order Of Importance Of Recognitions

Drivers were asked to rank recognitions in order of their importance. This ranking places a priority on the types of recognitions that should be useful to managers of motor carrier firms in offering recognitions to their drivers. Recognitions are important to all employees, but perhaps especially so to drivers since they are frequently out of contact with the office and the managers.

The most important recognitions to drivers were those related to safety and accident free operation. Accident free miles and accident free years ranked first and second (see Table 11). These are basically the same recognition, but using different yard sticks. Current

recognition practices may be influencing this opinion. Safety is usually the first area in which companies offer awards. The importance of the safety recognitions was mirrored by managers. Managers also placed them in first and second positions, well above the number three recognition. Safety recognitions are emphasized not only at the firm level but also at the state and national level through trucking associations.

TABLE 11. ORDER OF IMPORTANCE OF SELECTED RECOGNITIONS TO DRIVERS.

Rank	Recognition	Union	Non-Union	Managers
1	Accident Free Miles	3.52	2.87	2.39
2	Accident Free Years	3.37	3.58	2.63
3	Customer Service	3.80	4.71	5.08
4	Years With Company	4.30	4.92	4.02
5	Miles Of Driving	5.55	5.01	4.63
6	Meeting Shipment Schedules	5.45	5.45	5.67
7	Good Samaritan Acts	5.69	5.78	6.51
8	Getting Paperwork Done	6.95	6.27	7.18
9	Duties Beyond Requirements	6.35	6.53	7.00

1 <= mean <= 9

Customer service recognition was ranked third in importance by drivers, right behind the safety aspects. Managers, on the other hand, did not think that recognition for customer service was that important to drivers. They ranked it fifth behind years with the company and miles of driving. The importance of customer service is especially important to union drivers who have personal customer contact more frequently. This reinforces the information found in the previous section and in the section on drivers likes/dislikes. Union drivers felt more positive about relations with shippers/customers than did non-union drivers (see page 21).

Timely delivery of loads is a very important part of overall customer service and something the drivers have a lot of responsibility for. Recognition for customer service was ranked third with a driver mean of 4.45 overall. Recognition for meeting shipment schedules is ranked sixth with a mean of 5.46 overall. It is difficult to understand how customer service can be so important while getting loads delivered on time falls below years with the company

and miles of driving. It would seem that meeting shipment schedules would be a major component of an award for customer service. Meeting shipment schedules is also easily measured, whereas customer service can be more vague. The previous section on the absolute importance placed on these recognitions is more consistent in this area.

The last three recognitions are notable for their ranking. It seems that drivers feel that good Samaritan acts, paperwork, and going the extra mile are considered to be a regular part of the job and as such do not deserve or need to be singled out for recognition. It is these areas, perhaps, that should be recognized and honored as they constitute the everyday experiences of the drivers.

Supervisor

Drivers were asked to rate their supervisors in a number of areas. A question of this sort has an intrinsic problem. It is possible that if a person likes the supervisor he will rate him high, if he dislikes the supervisor he will rate him low in all areas, whether warranted or not. However, these types of problems should even themselves out in an average analysis.

Listening skills are a vital function of any supervisory job. Most drivers thought that their supervisor would listen to drivers (35.0 percent) or would listen to drivers but act independently (51.7 percent). Not very many said that their supervisor does not listen to drivers (13.4 percent).

Almost two-thirds of drivers (64.4 percent) said their supervisor was okay to deal with. One-fifth (20.6 percent) said the supervisor was fun to deal with, while 14.9 percent said the supervisor was tough to deal with. Many things may come into play in this question. Personalities, expectations, knowledge, and other items will influence where a driver would place a supervisor on this scale.

Supervisors usually put the right amount of demands on drivers (68.8 percent). One-fourth (25.3 percent) said their supervisor asks too much, while 5.8 percent said their supervisor did not ask enough.

For the most part, supervisors were judged to know what they are doing. Drivers responded that their supervisor knows the drivers job well (55.9 percent) and their own job well (64.5 percent). Only a small percentage were judged to not know anything about the drivers job (5.5 percent) or their own job (4.2 percent).

Communicating problems to upper management can be an important role of supervisors. Half of the drivers responding (51.4 percent) said their supervisor does this sometimes. The rest of the responses are almost equally split between often (24.1 percent) and rarely (24.5 percent).

Overall, supervisors were fairly well evaluated by drivers. The managers were asked to judge themselves as supervisors and naturally their responses are slightly more favorable than the drivers opinions (see Appendix B for more details). Supervisors and drivers relationships with them must be evaluated specifically for a given situation before adjustments are made.

Company's Attitude

Drivers and managers were asked to judge their company's attitude towards their drivers. Five separate areas of concern to drivers were listed: general welfare, safety, working conditions, family relations, and career advancement. These areas and the drivers responses are shown in Figure 9. Again, these are drivers' *opinions* of their company's attitude.

The management responses in this section are unique to this survey because they represent management's opinions about the company's attitude - just like the drivers' responses. They are *not* management's perception of drivers opinions.

Drivers think that the company is most concerned with their safety. This is very important to the company. Comments however indicate that this concern for "driver's" safety

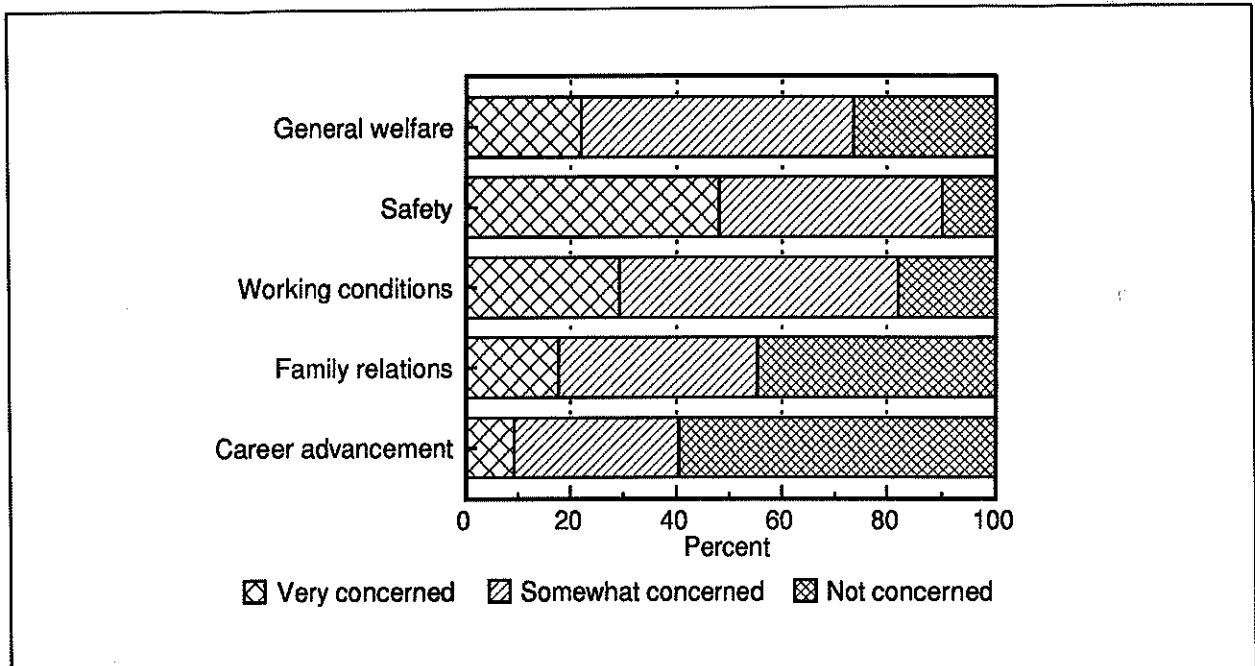


Figure 9. Drivers' Opinions of the Company's Attitude Towards Their Drivers' . . .

is more likely concern for the load and truck the driver is responsible for.

Behind safety came concern for drivers working conditions. The definition of working conditions was left up to the respondent but may include items such as the condition of the truck, the condition of the firm's facilities, the geographic areas in which a firm operates, or the types of loads hauled. Companies were perceived to be either very or somewhat concerned about this area. Management had better things to say about the company's attitude than drivers.

Third in the list is the company's concern for the driver's general welfare. Twenty-two percent of drivers and forty-eight percent of managers thought the company was very concerned with the driver's general welfare. The differences between these two groups is of concern. Twice as many managers as drivers think the company is very concerned. Drivers are getting some of their feel for the company's attitude from the managers. Managers must do a better job of conveying their concern to drivers.

Miscellaneous Opinions

A group of questions of interest to the motor carrier firms involved in the survey was grouped together in this section. These areas included truck stop facilities, night driving, company speed limits, long driving hours, company lounge facilities, overnight accommodations, and on-board monitoring. The results of this section of questions are shown in Figure 10.

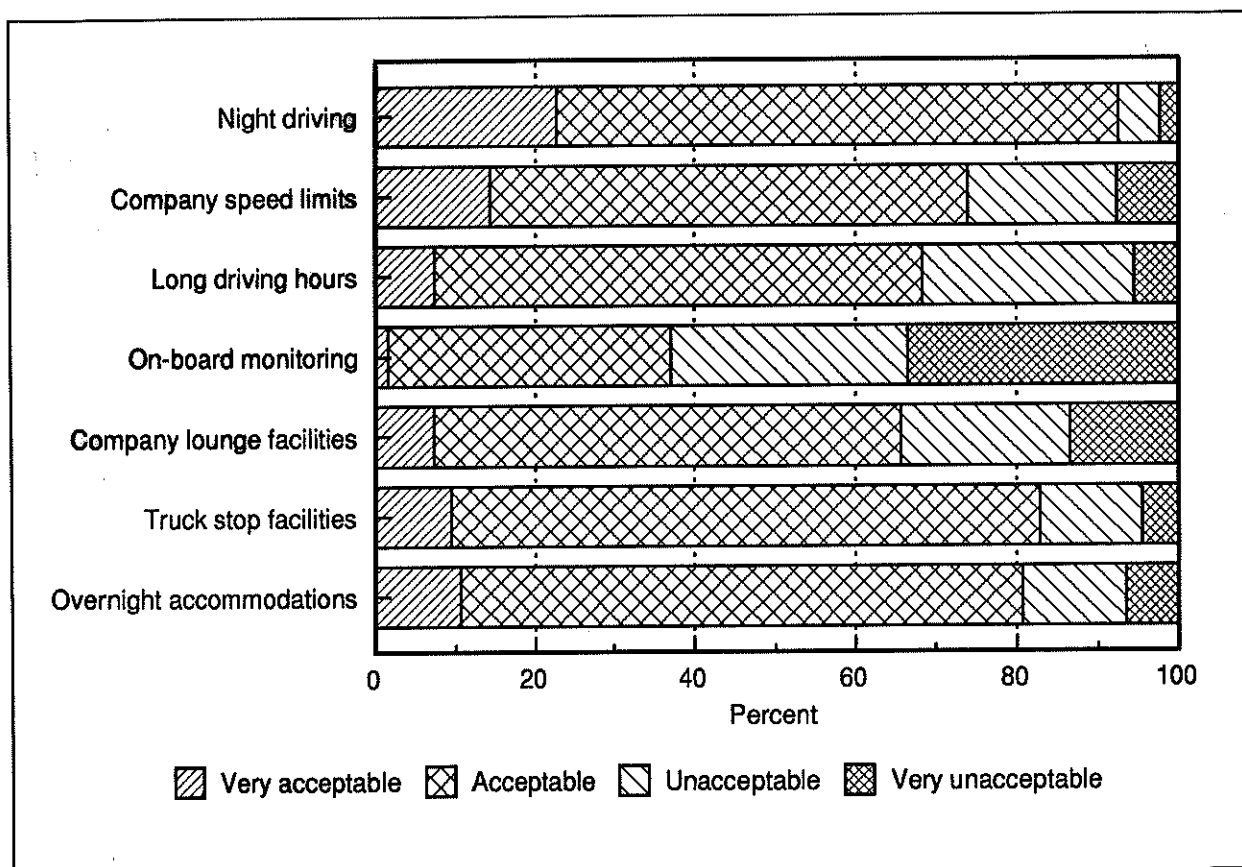


Figure 10. Driver's Opinions on Some Miscellaneous Items.

Night driving is acceptable to the group of drivers surveyed. Nearly all, 92.5 percent of drivers say that driving at night is very acceptable or acceptable to them. Truck stop facilities is the next most acceptable item to drivers. Here, 82.8 percent of drivers found these facilities either acceptable or very acceptable. It is unknown what facilities these drivers are considering when answering this question - local or nationwide, individually owned or chains.

urban or rural, specific or general cases. One interesting area that could be brought in the truck stop facilities is the drivers concern about exercise. A lack of exercise was judged to be a problem by 65 percent of drivers (see page 25). Truck stops could address the concerns of their customers, the professional driver, with regards to exercise.

Overnight accommodations were also fairly acceptable to drivers. What these accommodations are is unknown. Depending on the driver who was answering it, the firm he worked for, and the types of trips being taken. Close behind overnight accommodations is company speed limits, also being fairly acceptable. These are two areas of company policies that have the potential to be aggravators but do not seem to be disturbing the drivers at this time.

Career Advancement

Career advancement was the most startling area of this survey. The importance of advancement to drivers became obvious two days after surveys began to be returned. Drivers were asked about opportunities for advancement within their company (see Figure 11). Union and non-union drivers both agree that opportunities within their firm are mediocre at best. Only one-fourth of drivers consider these opportunities to be very good or good. Sixty percent consider the possibility for advancement within their firm poor or very poor. The remaining approximately 15 percent is composed of people who don't know about advancing within their firm.

The drivers opinion of opportunities within the industry are better, overall, than they are for the firm. When asked about their industry, union and non-union drivers had a significant difference of opinion. One-fourth of union and one-third of non-union drivers consider these opportunities to be very good or good. Fifty-nine percent of union and fifty-one percent of non-union consider the opportunities for advancement within the industry to be poor or very poor (see Figure 12). The remaining approximately 16 percent of each group is

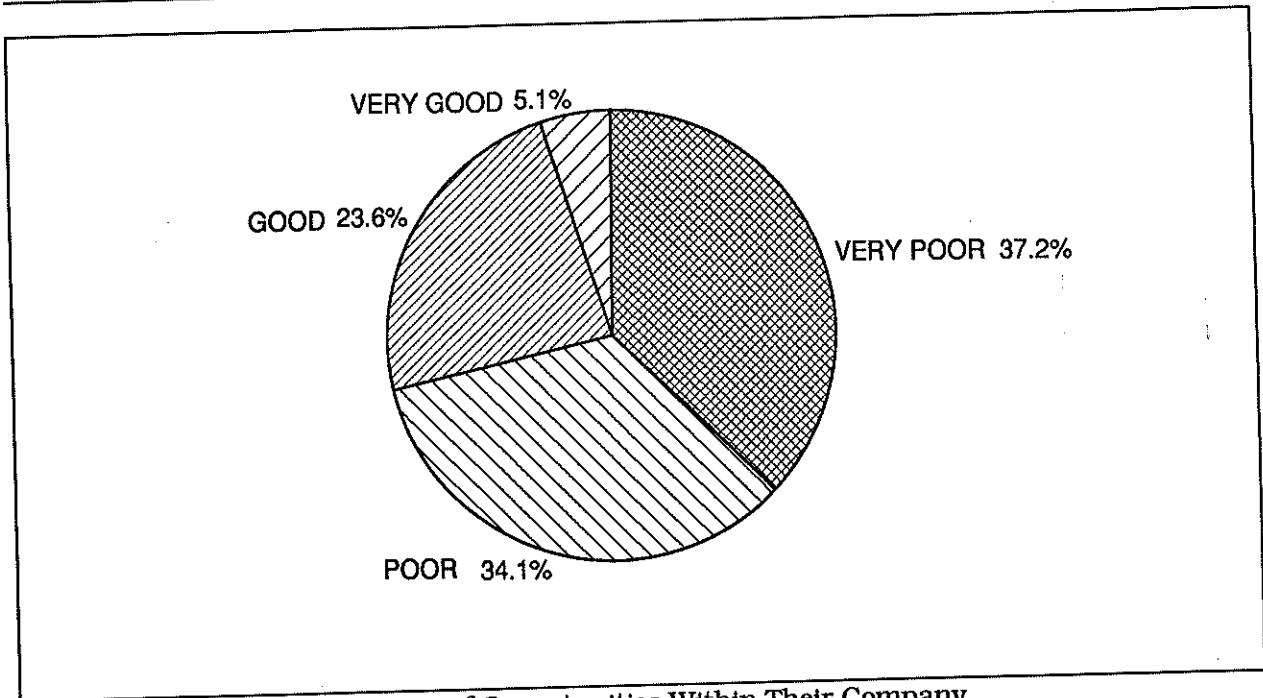


Figure 11. Drivers' Perceptions of Opportunities Within Their Company.

composed of people who don't know about opportunities within their industry.

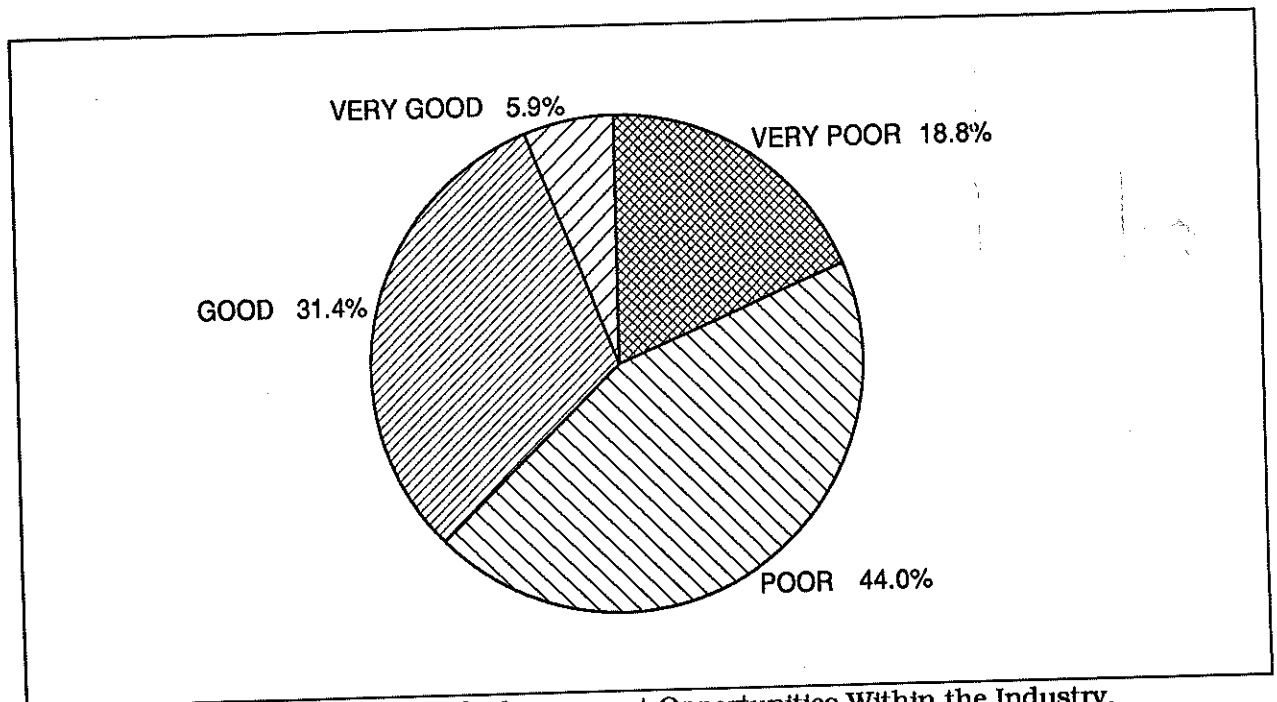


Figure 12. Drivers' Perception of Advancement Opportunities Within the Industry.

It should be noted that "advancement" was not defined on the survey. It was left up to the respondents to determine what this meant to them.

In turn drivers were asked to consider how important it is to them to have opportunities for advancement. If it is not important to them, the lack of opportunities would be of little concern. However, three-fourths of drivers consider the opportunity for advancement to be important or very important to them (see Figure 13). Only 6.4 percent of drivers consider it not important or not at all important. To restate, sixty percent of drivers think the opportunities for advancement are poor both within their firm and within the industry; in addition, seventy-five percent of drivers say that these opportunities are important to them.

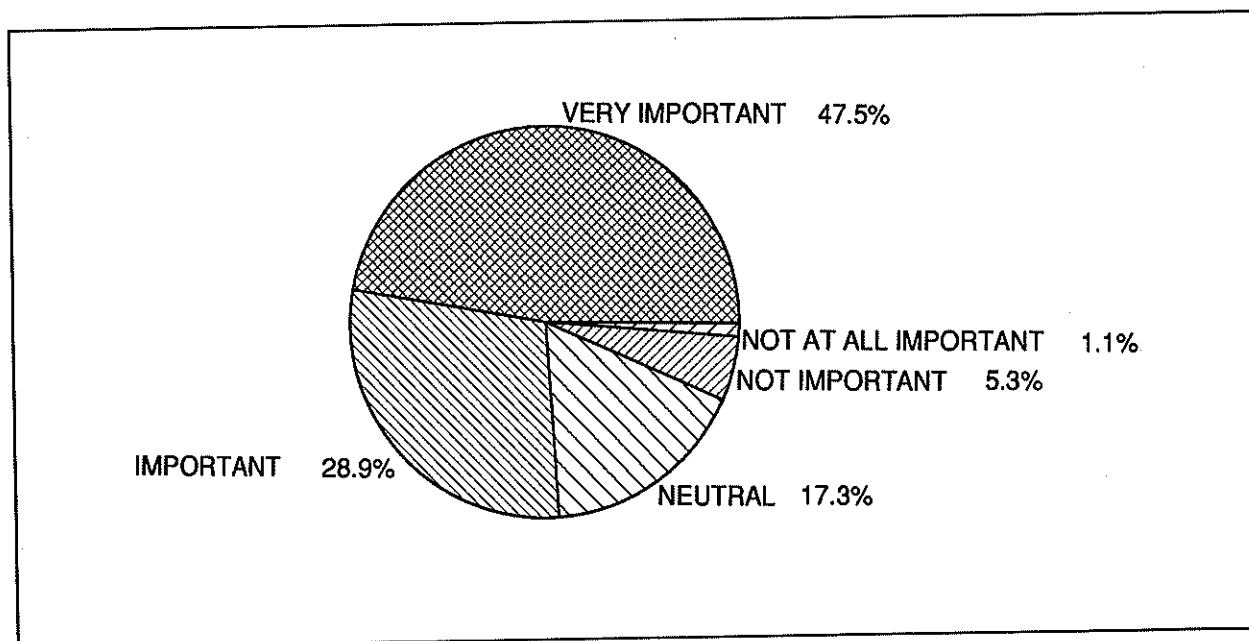


Figure 13. Importance of Opportunities for Advancement to Drivers.

Going back to a question on company attitudes (see page 37), drivers, as well as managers, did not think that the company was concerned with the career advancement of its drivers (see Figure 14). Sixty percent of the drivers, and forty percent of the managers, said that the company is not concerned with driver advancement. It should also be noted that this

is the one area where managers were not asked to give their perception of drivers opinions, but to offer their own opinion.

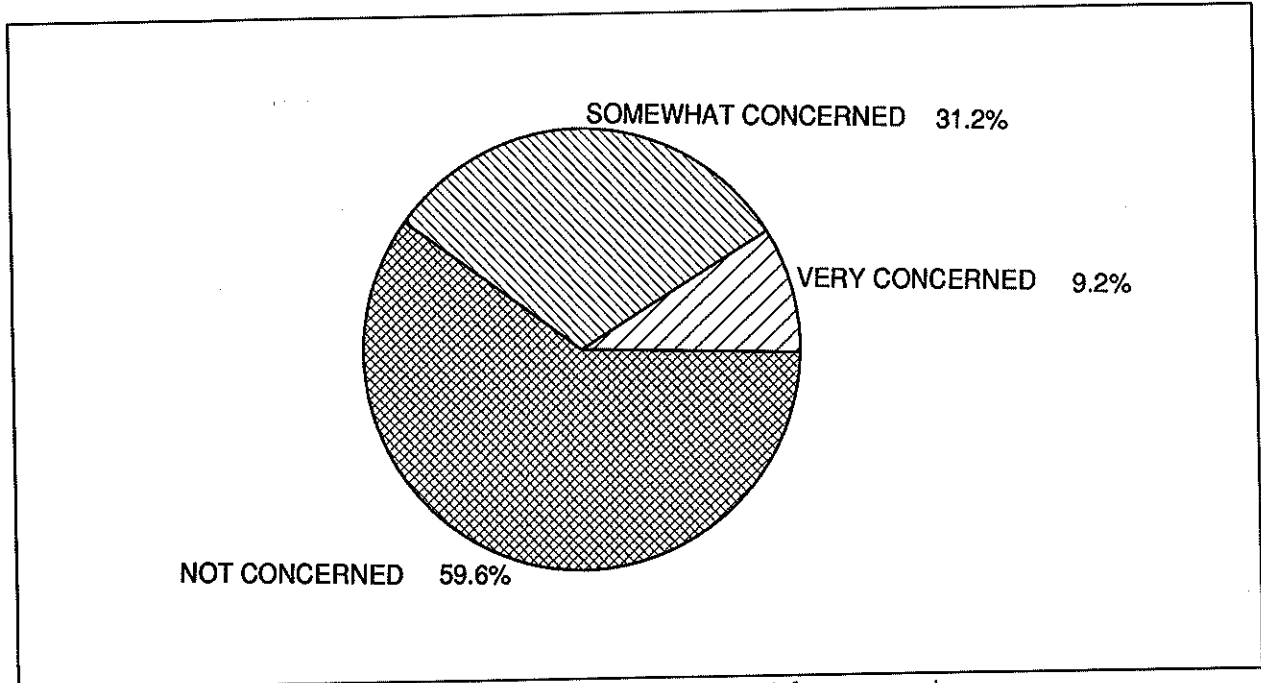


Figure 14. Company's Attitude Towards Drivers' Career Advancement.

To summarize: 1) drivers think opportunities for advancement are poor, 2) these opportunities are very important to drivers, and 3) the company does not think this is a problem. This is a bad combination. When segregated by age, advancement opportunities are very important or important to at least 50 percent of the drivers regardless of their age. For younger drivers, those in their 20s and 30s, this percentage rises to over 90 percent. The majority of new drivers coming into the industry will be from this younger age group. If the motor carrier industry will not offer them opportunities for advancement several things are likely to happen: 1) they won't even enter the industry, 2) they will enter the industry and become disenchanted and leave, 3) they will enter the industry become disenchanted and stay, or 4) they will enter the industry and lower their expectations to fit their experience. Of this group, options one and two are the most positive for the industry, but these options do not help the turnover problem or the driver shortage nor do they provide a desirable work force.

The lack of advancement opportunities for drivers could be a major factor in why drivers are leaving and will leave the industry.

Recruitment

Recruitment techniques indicate how much emphasis a company puts on its employees and what type of employees it expects to hire. They also set up certain expectations for the person being hired. Qualified drivers can be found in many ways, the choice of which is dependent upon the preferences of the recruiter. Of the drivers surveyed, most were recruited by the "other" category (31.2 percent). Included in this are drivers that walked in off the street, were called by the company, and other various responses. Behind that, 27.8 percent were recruited by being asked by another driver. Responses dropped down after that to 17.2 percent from an ad in a newspaper or magazine, 11.7 percent said through a family member, 5.5 percent were recruited from driving school, 2.8 were transferred within the company, and 1.1 percent didn't know how they had been recruited.

Being asked by another driver is a selective process - not everyone has an equal shot at an opportunity. This does not allow a broad sweep of applicants. It may however be a screening process whereby the current drivers select who they think would fit within their firm, have good records and driving habits, and is someone they would like to work with. None of these recruiting techniques is the ultimate way to find drivers. The limitations and advantages of each method need to be weighed by each firm and recruiter. Recruiters do however, need to know what they are competing with.

Why Work For This Firm

Why a person chooses to work for one firm over another provides information that is directly relevant to the recruiting process. It indicates the strengths of the company in

question, it indicates the relative importance of the items to the drivers, and it indicates what recruiters should emphasize if they want to attract drivers.

The location of the company was ranked number one with 34.0 percent of the drivers saying this is why they work where they do. It is doubtful that this can be used as a recruiting tool to draw people from other parts of the country. It is much more likely that the drivers grew up in this area, or have other ties to it and desired to stay in this location. They chose to work for their firm because it would keep them in the area.

Behind location came more pay with 29.1 percent of responses. There are two trains of thought here. One is that pay is overemphasized. To many people, it is all they consider in looking for a job. Given the nature of career advancement for drivers in the trucking industry, pay may be the main reason to switch jobs. The other is that recruiting for drivers is so competitive that all the other items (such as benefits, equipment, supervisors) are negated because they are the same for all companies. Therefore pay would be the determining factor. Given the knowledge of the other factors for the firms that were surveyed, it is not likely that the second scenario is the case.

Behind pay came more time at home/better schedule with 27.6 percent. This too may be another form of career advancement, at least indirectly.

Fourthly, better equipment played a part in 26.2 percent of the decisions. In a recent study that asked recruiters what they emphasize when they are recruiting new drivers. Better equipment was their number one response. The drivers indicate here that it is number four with them. The question is also raised whether this is a long term or short term attraction for a job. Drivers may notice new rigs with shiny paint, but after they have signed on is this enough to keep them motivated or keep them with the company? Remember, working conditions (equipment) are an aggravator, not a motivator.

Better people to work with was chosen by 24.0 percent of the respondents. This indicates that the drivers did some checking into the company other than looking at what the

pay scale is. Many people would prefer to work with people they like and not get paid quite as much as work with people they dislike and get paid well. This is an instance of two aggravators being weighed instead of aggravators being balanced with motivators.

Better fringe benefits (at 20.5 percent), "Other" (21.4 percent), and don't know (5.5 percent) round out the rest of the list.

New Driver Expectations

Expectations that a person has when entering a job often affects their attitude towards that job. Either expectations are met, or they are not met. If they are not met, it may be because they were too demanding or not demanding enough. The expectations of new drivers are something that can be molded or altered by recruiters. An honest picture is the best picture, because realistic job expectations lead to better retention and job satisfaction of drivers. However, it may not be the most appealing picture to an individual trying to decide on a company.

Drivers were asked to remember back to when they first started driving and whether their expectations were met or whether they expected more or less of something. For the most part expectations were right on target. The only item where the majority did not find things the same as expected was related to stress involved with the job.

Seven areas were queried with regard to new driver expectations (see Figure 15). These included the amount of time spent away from home, time spent doing work other than driving, time spent driving, amount of paperwork, amount of safety regulations, amount of loading/unloading, and stress involved with the job. All but the stress associated with the job, had a majority of drivers say conditions on the job were the same as expected. Looking at the responses on either side of the middle, of those seven only the amount of time spent driving was expected to be more. The rest all expected less than what they actually found on the job.

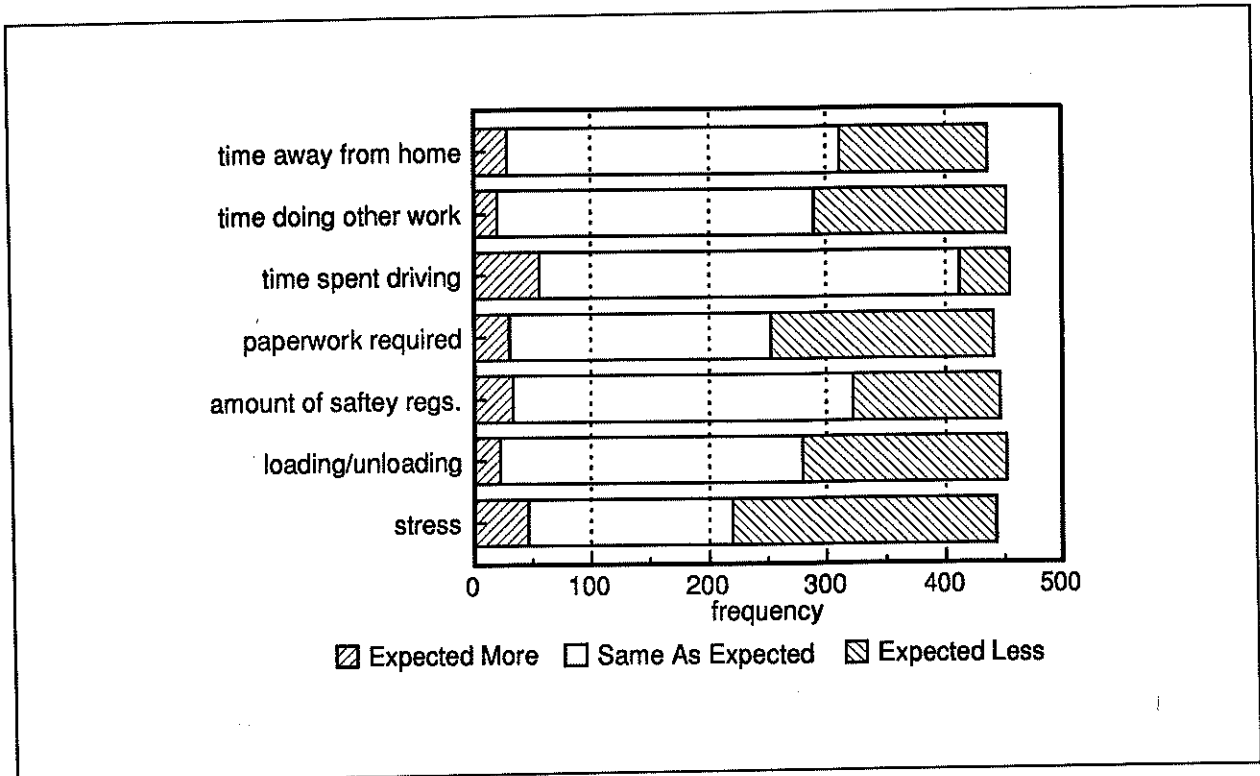


Figure 15. New Driver Expectations.

Training

Training for drivers is becoming a big issue in the trucking industry. The commercial drivers license, safety regulations, drug testing, and more sophisticated equipment all point the way to more training for all drivers, not just new ones.

Drivers were asked where they learned to drive trucks. They were allowed to give more than one response to this question. More than half, 54.1 percent, said they learned to drive on their own. The next most frequent response was farming, 37.8 percent. Five responses were grouped together a distance from the number two response. These were company training and apprentice or co-driver training at 14.4 percent, military and from a relative at 12.7 percent, and public school at 10.0 percent. Other options listed were private school at 5.5 percent, union at 1.9 percent, and "other" at 3.6 percent.

These responses indicate that most of the drivers do not receive formal training when they learn to drive trucks. The number one and two answers can hardly be called formal training. While many skills can be picked up on-the-job, it may be more efficient and cost-effective to have formal training and bring drivers up to an acceptable level quickly.

Drivers were then asked if they had ever received formal training in 11 different areas plus the ubiquitous "other". Here the picture changes somewhat. More than half the drivers have had training in safety regulations (55.4 percent), safety practices (51.0 percent), and defensive driving (50.1 percent). Other areas that fell between 30.0 and 50.0 percent are maintenance (41.0 percent), paperwork completion (37.2 percent), first aid (36.7 percent), accident procedures (36.5 percent), and packing/loading cargo (30.1 percent). The remaining areas included customer service (25.7 percent), forms and permits (22.1 percent), tax accounting for owner-operators (5.1 percent), and "other" (5.1 percent).

Safety is very important to drivers and management (see sections on recognitions and on company attitude). The emphasis on safety training reiterates this concern. Five, or six, of the top seven areas of training are in the area of safety.

Customer service should be noted for its relatively low percentage of training. This question asked only for *formal* training however, training could also be received informally.

When asked whether they were satisfied with the amount of training they received, 70.4 percent said yes while 29.6 percent said no. Only 20.0 percent of drivers participate in on-going training programs. These on-going programs are for the most part company supported. The company picked up the full tab 63.6 percent and part of the tab 17.0 percent of the time. However, 44.3 percent of the drivers said that the company did not pay for their training. (These numbers do not add to 100.0 due to multiple answers by respondents.)

The training that is received comes in a variety of ways. Most respondents indicated 2 or 3 methods used. More than three-fourths (76.1 percent) say that the company instructors do the teaching. Another 65.9 percent get theirs from videotape. Beyond these two favorite

methods is classroom instruction (40.9 percent), books (34.1 percent), outside instructors (17.0 percent), roadeos (4.5 percent), and public school (2.3 percent). Using various methods to train drivers provides for some novelty in the process.

Training is an area that will likely become more critical in the future. Many companies are building close relationships with truck driver training schools. Many more companies are doing the training themselves. The changing demands of the job will require new knowledge that will have to be taught in some manner. Formal training, both initial and continuing, may be the most efficient way to do this.

Five Year Expectations

Drivers were asked whether in five years they thought that they would still be in trucking. This question is similar to one asked in the Regular Common Carrier Conference's Motor Carrier Safety Survey (Beilock). The responses to this survey closely match those of the RCCC Safety Survey. There is a two-thirds/one-third split between those drivers who say they will stay in the industry and those who say they will leave. The differences between union and non-union drivers on this question are insignificant.

Intentions Of Drivers Who Plan To Stay In The Industry. Of those drivers who say they will stay in the industry, 56.8 percent say they will continue to drive for their present company (see Table 12). For the union drivers this number rises to 95.1 percent, whereas for non-union drivers it is only 42.2 percent.

Becoming an owner-driver is another popular option for the future for those who want to stay in trucking. Non-union drivers chose this response 26.8 percent of the time, however only 2.5 percent of union drivers considered this an option.

Intentions Of Drivers Who Plan To Leave The Industry. One-third of the drivers said they would be leaving the industry in the next five years. There were three main reasons that drivers said they would leave: 1) away from home too much, 2) no advancement, and 3)

TABLE 12. CONDITIONS UNDER WHICH DRIVERS INTEND TO STAY IN THEIR INDUSTRY IN THE NEXT FIVE YEARS (65.6 PERCENT OF ALL DRIVERS)

<u>Condition</u>	<u>Union</u> ----- percent -----	<u>Non-Union</u> ----- percent -----
Driving With Present Company	95.1	42.2
Become An Owner-Operator	2.5	26.8
Driving With Another Firm	3.7	25.4
Other	1.2	10.8
Move Up In Company	6.2	6.1

(Columns do not add to 100% because of instances of multiple responses.) n=292

doesn't pay enough. Two of these issues, away from home and low pay, have received much press in recent months, no advancement however was surprising in its importance to drivers.

TABLE 13. WHY DRIVERS WOULD LEAVE THE INDUSTRY WITHIN THE NEXT FIVE YEARS (34.4 PERCENT OF ALL DRIVERS)

<u>Reason</u>	<u>Union</u> ----- percent -----	<u>Non-Union</u> ----- percent -----
Away From Home Too Much	9.8	58.4
No Advancement Possible	17.1	54.9
Doesn't Pay Enough	12.2	55.8
Going To Retire	73.2	18.6
Working Conditions	14.6	36.3
Other	14.6	17.7
Poor Health	4.9	10.6
Can't Meet Safety/Licensing Requirements	2.4	4.4

(Columns do not add to 100% because of instances of multiple responses.) n=153

The differences between union and non-union drivers are important to note. Almost three-fourths of the union drivers who are going to leave in the next five years said they were going to retire. Behind that, 17.1 percent indicated they would leave because there is no advancement possible. For the non-union drivers 58.4 percent said that one reason they

would leave is because they are away from home too much. In second place is doesn't pay enough at 55.8 percent. No advancement possible falls in at third place with 54.9 percent.

Management's opinion of driver advancement does not bring new hope to this area. Forty percent of managers said that the company was not concerned with driver advancement. Managers also did not perceive well the importance of advancement opportunities to drivers. Managers also thought that opportunities within the firm were more promising than the drivers did. The fact that management is not recognizing the problem is disturbing since the drivers had so many concerns in this area.

Overall Satisfaction

Drivers gave a positive response when asked "overall how much personal satisfaction do you get from your job?." Almost 85 percent of drivers said their job was either very rewarding or somewhat rewarding (27.9 percent and 56.5 percent, respectively) (see Figure 16).

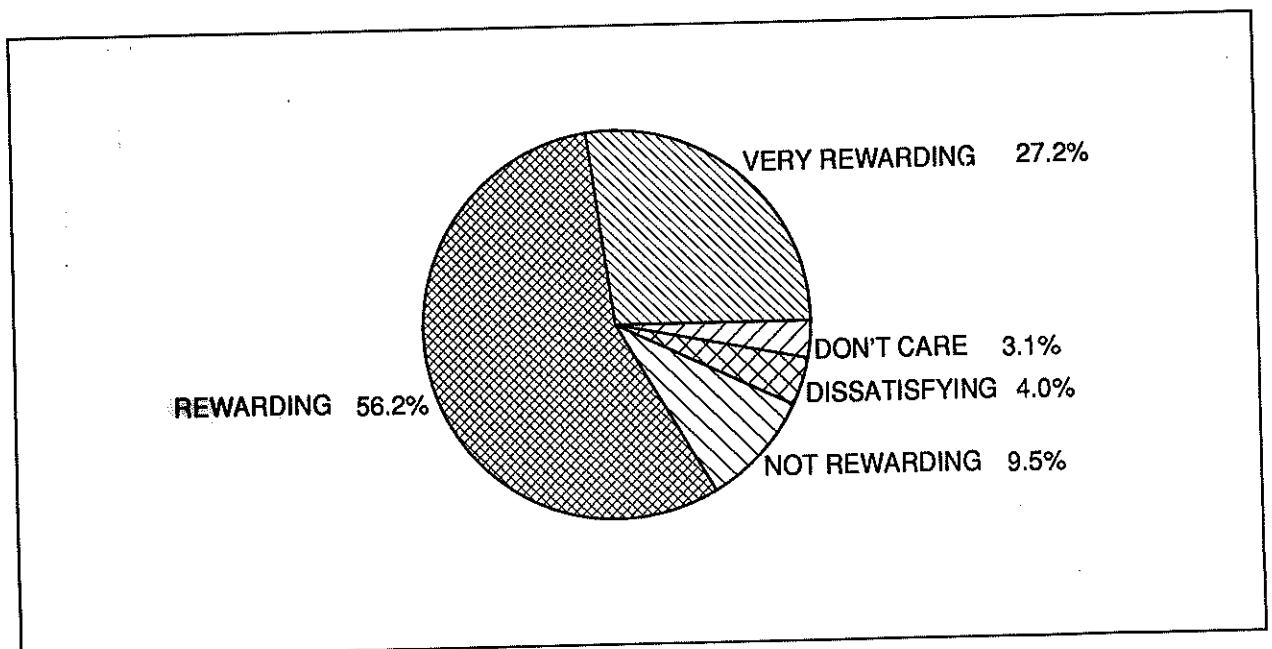


Figure 16. Overall Driver Job Satisfaction.

This is a positive note for the industry. No matter what their complaints are, drivers still like their jobs. It appears that the intrinsic value of the job itself is still providing

satisfaction to these drivers. The differences between union and non-union responses was insignificant.

Additional Comments

Room was left on the survey at the end for additional comments. A remarkable one-third of the returned surveys had some type of comment in this area. Comments ranged in scope from one line thank you's to 9 page attached letters and poems. The areas that were mentioned most often are discussed below. This is not meant to give an entire listing of all the comments, but to give a flavor to the concerns expressed by the drivers.

Some of the more frequent comments included the harassment that drivers receive from highway patrol and DOT inspections. In the view of the drivers, these inspections do not really limit the number of unsafe trucks on the road. What they do accomplish is additional revenue for the state. The drug problem was also addressed. Most drivers were looking forward to both drug testing and the commercial drivers license. Several proposed federal licensing of the trucks as well.

Compensation was discussed frequently. Most mentioned that it was not enough for the work that was required. Many commented on the fact that there is no financial reward for years of experience and good records. Loading and unloading also was a major area. The drivers thought that this should be the responsibility of the shippers.

"A professional driver is a driver who shows compassion, courtesy, cleanliness, neatness, and shows safety/defensive driving in all kinds of weather and traffic. His or her temper is not short, it is forgiving. A person who gets pushed by dispatch and loved by the consumer for getting there early! A person who tries to do more than expected, but never gets the satisfaction." This quote is an example of the pride the drivers have in their work, and the understanding they have of their job. It is the last half of the sentence that needs to be

addressed. Drivers need to receive satisfaction from their work, most of which is in the hands of management to give.

SUMMARY AND RECOMMENDATIONS

It appears that drivers have both a high degree of job satisfaction and a high degree of job dissatisfaction. This is a hopeful sign. The work of the professional driver is rewarding enough to keep drivers working when other elements are dissatisfactory. Because dissatisfiers ranked highest in the overall job satisfaction scheme, these areas are in need of industry attention. These areas include salary & benefits, working conditions, interpersonal relations, and supervision. However, caution is advised in assessing the significance of salary & benefits to drivers' job satisfaction. Often pay is blamed for other unacceptable conditions. For example, "This job doesn't pay me enough to be gone for three weeks." It is not necessarily that the pay is inadequate, it may be that the working conditions are unacceptable. The work itself was the highest ranked satisfier in third place. Advancement was the next highest ranked satisfier in sixth place.

Road pavement conditions were rated as the biggest problem out of 12 problem-related areas surveyed. This finding would appear to be very crucial because of the importance of operating a rig in determining drivers' satisfaction. This is a good example of how the relative strength of satisfiers and dissatisfiers are constantly being weighed by drivers. If the satisfaction from driving a rig outweighs the dissatisfaction from pavement conditions, a driver keeps driving. If not, he quits. Because of this, management should take a stronger and more aggressive role in influencing public policy concerning pavement conditions. Variations in state laws also proved to be a major problem for drivers. Management again needs to get involved more aggressively in the development of public policy to improve the situation.

Driver image was perceived a problem by both drivers and management. Management and drivers alike should take steps to improve this situation. Public relations efforts, training in how to deal with the public, dress and uniform codes, and instituting a driver code of ethics could all be utilized by the industry and the individual firms to improve the situation.

Relations with shippers/customers was rated positively among the fourteen factors by both union and non-union drivers. Very few drivers indicated that they disliked or really disliked this aspect of their job. Management should use this positive attitude to create better shipper/customer relations. Since drivers like this aspect of their job, management could develop programs which encourage drivers to act more as a business agent of their firm. This could possibly lead to increased profits through greater contact with customers and improved company performance. It could also lead to greater job satisfaction for drivers. Acting as a business agent could be considered a motivating factor. The message here is if the industry, as it presently exists, lacks motivating factors for drivers, it must create them in a meaningful way.

Probably the most important finding of this study is the importance of career advancement to drivers, a satisfier. Drivers, like everyone else, need goals to work for and recognition for accomplishment and mastery. Drivers have a strong desire for advancement opportunity, but felt little existed and that management was unconcerned. It is a major reason why drivers are leaving the industry. This is also one of the areas that management did not perceive well. Managers did not consider this to be as important to drivers as the drivers did.

While career advancement is a major issue with drivers, the exact definition of career advancement was left up to drivers to determine. This term could encompass concepts such as moving into management, simply getting paid more, improving driving skills, leaving the trucking industry, or numerous other possibilities. However, it should also be remembered that drivers liked to drive the truck. Therefore it appears drivers would be interested in career

advancement as a driver and not having the only option of advancement as moving into a desk job.

A suggestion to the motor carrier industry is to devise a system of classification for drivers. Drivers should be able to advance as drivers. They should not have to move into management if they don't want to. Perhaps there could be a classification system such as: 1) apprentice driver, 2) certified driver, 3) advanced driver, 4) senior driver, and 5) master driver. The names of the ratings are not important, the different levels are. Criteria for moving between the levels could include miles driven, accident-free miles, length of time employed, customer service proficiency, scheduling quotas, hazardous materials experience, and training (first receiving, then giving). Rewards for achievement could include additional pay, additional benefits, more managerial roles and responsibility, team driving, shorter lengths of time out, or choosing equipment and/or options. Demotions as well as promotions should be possible. The exact shape of this type of program is best left up to the individual firm to suit its needs.

The benefits of a classification system include:

1. **It creates advancement opportunities for drivers within driving.** It allows for some type of advancement without having to move everyone into management, which often is not possible or desired.
2. **It distinguishes new drivers from experienced drivers.** A proven driver should be worth more to a firm than a raw recruit. Experience pays off in increased safety, customer service, efficiency, and response to problems.
3. **It defines goals for drivers.** It gives them something to work for other than simply getting a load to its destination.
4. **It determines what is important to the company.** The goals that are set for the drivers determines whether a company is customer oriented, efficiency oriented, or profit oriented.
5. **It improves driver image.** Image is boosted both in terms of self-esteem and recognition from others.
6. **It provides a means of improving pay.** A classification system would probably at some point include an increase in pay. However, this allows a selective way of increasing pay without an across the board raise.

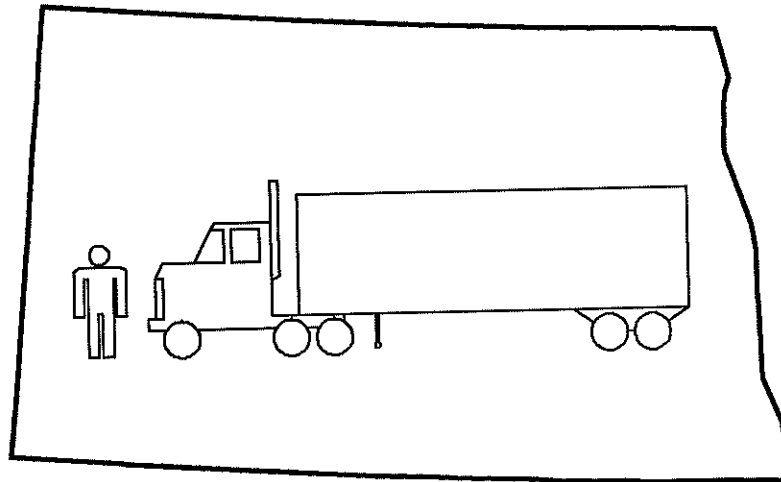
7. **It provides an incentive to stay with a firm.** Depending on how the system is set up, achieving higher levels in the system would offer enough of an incentive to drivers to slow or stop their turnover. Turnover is often the only means of advancement available to a driver.
8. **It allows management to reward performance.** Often managers know who is a good driver and who is an excellent driver. Efforts to reward those people are viewed as favoritism when not done within structured guidelines.

A classification system is a good first step to retain current drivers and also a means of attracting new drivers. Career advancement was most important to drivers in their twenties and thirties, the age groups where most new drivers come from. Something innovative will be required to allow the trucking industry to compete with other, more profitable industries. Providing opportunities for career advancement may be one such innovation.

APPENDIX A

SAMPLE DRIVER SURVEY

**A SURVEY OF
PROFESSIONAL DRIVERS' OPINIONS
OF WHAT THEY CONSIDER
IMPORTANT IN THEIR JOB**



Please answer all of the questions. If you wish to comment on any questions or qualify your answers, please feel free to use the space in the margins. Your comments are important to this study. They will be read and taken into account.

ALL RESPONSES AND COMMENTS ARE ANONYMOUS

Thank you for your help.



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Often items that some people like about a job are items that other people dislike about a job. Could you please tell us how you feel about the following.

Q-1. WHICH OF THE FOLLOWING DO YOU LIKE OR DISLIKE ABOUT YOUR JOB AS A PROFESSIONAL DRIVER?

		How do you feel about: (Circle your answer)					
		REALLY LIKE	LIKE	NEUTRAL	DISLIKE	REALLY DISLIKE	
1	Relations with shippers/customers	96	208	120	26	10	/2.23
		242	184	32	4	2	/1.58
2	Operating a rig	105	230	110	11	6	/2.10
3	Meeting safety requirements	48	115	168	87	46	/2.93
4	Vehicle inspections by officials	84	186	114	58	20	/2.45
5	Travelling out-of-town	160	196	92	12	4	/1.93
6	Independent lifestyle	104	224	124	12	-	/2.09
7	Visiting with other drivers	16	118	221	78	32	/2.98
8	Dealing with highway patrol	41	170	154	66	29	/2.29
9	Company management	13	86	216	120	31	/3.15
10	Paperwork	102	158	159	31	13	/2.34
11	Commercial drivers license	22	114	158	82	88	/3.22
12	Loading/unloading freight	150	112	126	36	42	/2.37
13	Drug testing	9	47	116	132	160	/3.83
14	On-board monitoring devices						
15	Other: (specify) _____						
16	Other: (specify) _____						

Q-2. WHAT IS YOUR OPINION ON BEING ASKED TO STAY OUT FOR: (Circle number)

		What is your opinion? (Circle your answer)				
		VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	
1	Days only	282	134	13	5	/1.40
		135	240	36	24	/1.88
2	1-3 nights	82	210	80	65	/2.29
3	4-7 nights	43	164	103	127	/2.72
4	8-14 nights	24	91	129	188	/3.11
5	15-21 nights	31	49	83	282	/3.39
6	22 nights or more					

The following are areas that we have heard some people say are problems with the professional drivers job. What is your experience with the items listed below.

Q-3. WHAT IS YOUR EXPERIENCE WITH THE FOLLOWING ITEMS?

		Your experience: (Circle your answer)		
		NO PROBLEM	SMALL PROBLEM	BIG PROBLEM
1	Highway danger	131	240	90 /1.91
		212	205	46 /1.64
2	Staying on schedule	148	203	112 /1.92
3	Absence from home	189	198	76 /1.76
4	Irregular hours	162	182	119 /1.91
5	Lack of exercise	185	176	100 /1.82
6	Loneliness	196	201	6 /1.71
7	Health hazards	195	187	81 /1.75
8	Opportunities or facilities to wash up	186	222	54 /1.71
9	Boredom on the road	39	186	234 /2.42
10	Road pavement conditions	88	152	218 /2.28
11	Variation between states' laws	278	136	43 /1.49
12	Off-duty maintenance			
13	Other: (specify) _____			
14	Other: (specify) _____			

Q-4. HOW IMPORTANT IS THE OUTWARD APPEARANCE OF YOUR TRACTOR TO YOUR JOB SATISFACTION? (Circle number)

	1 Very important	291
	2 Somewhat important	127
1.52	3 Neutral	33
	4 Not important	11
	5 Not at all important	4

Q-5. HOW WOULD YOU RATE THE OUTWARD APPEARANCE OF THE TRACTOR(S) YOU CURRENTLY DRIVE? (Circle number)

	1 Excellent	152
	2 Attractive	128
2.17	3 OK	154
	4 Unattractive	21
	5 Ugly	11

Q-6. HOW IMPORTANT IS IT TO YOU TO HAVE A CLEAN RIG? (Circle number)

- 1 Very important 309
- 2 Somewhat important 125
- 1.43 3 Neutral 26
- 4 Not important 2
- 5 Not at all important 5

Q-7. HOW IMPORTANT IS IT TO YOUR COMPANY FOR YOU TO HAVE A CLEAN RIG? (Circle number)

- 1 Very important 154
- 2 Somewhat important 166
- 2.21 3 Neutral 68
- 4 Not important 44
- 5 Not at all important 32

Q-8. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR JOB SATISFACTION?

How important to your job satisfaction (circle your answer)

		249	104	58	26	26	/1.87		
1	Stereo	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
		239	123	46	28	27	/1.88		
2	CB radio	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
		86	157	129	58	34	/2.56		
3	Plush interior	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
		332	92	29	8	5	/1.42		
4	Full gauges	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
		377	70	14	3	2	/1.25		
5	Power steering	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
		374	60	23	4	3	/1.28		
6	Air conditioning	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
		131	144	90	36	58	/2.45		
7	Big, plush sleeper	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
		418	43	2	2	1	/1.12		
8	Adjustable seating	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
9	Other: (specify)_____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
10	Other: (specify)_____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
11	Other: (specify)_____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			
12	Other: (specify)_____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL			

Q-1. HOW IMPORTANT IS IT TO YOU TO HAVE INFLUENCE OR SOME INPUT TO MANAGEMENT ON THE FOLLOWING:

		How important to you to influence: (Circle answer)					
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
1	Cleanliness of your rig	251	164	37	6	6	/1.60
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		282	116	52	5	9	/1.58
2	Replacement parts	347	88	21	2	6	/1.34
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		47	110	194	56	55	/2.92
3	Maintenance	100	146	145	36	33	/2.47
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		125	132	122	32	51	/2.46
5	Ordering new equipment	125	132	122	32	51	/2.46
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
6	Where you buy fuel	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
7	Other: (specify) _____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
8	Other: (specify) _____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	

It has been said that the job of the professional driver suffers from an image problem. The job may not be as respected as it once was. Could you please answer the following questions on this subject.

Q-2. DO YOU THINK THAT THE PROFESSIONAL DRIVER'S JOB HAS AN IMAGE PROBLEM? (Circle number)

- 1.23 1 Yes 300 77.12%
- 2 No 089 22.88%
- 3 Don't know

GO TO QUESTION 12

Q-3. HOW DO YOU THINK YOUR JOB HAS BEEN AFFECTED BY THE IMAGE PROBLEM?

Another important part of understanding a person's opinion of their job has to do with the pay and benefits they receives. Next we would like to ask some questions about your compensation package.

Q-4. WHAT KIND OF STANDARD OF LIVING DOES YOUR DRIVING INCOME PROVIDE? (Circle number)

- 1 A high standard of living 10
- 2 An above average standard of living 96
- 2.94 3 An average standard of living 264
- 4 A below average standard of living 87

Q-5. WHICH OF THE FOLLOWING BEST DESCRIBES THE FRINGE BENEFITS LISTED BELOW FOR YOUR CURRENT SITUATION?

		Are these fringe benefits: (Circle your answer)		
		ADEQUATE	INADEQUATE	NOT OFFERED
1	Paid vacation	268	79	112 /1.13
		209	53	197 /1.20
2	Paid holidays	272	101	84 /1.27
		117	80	261 /1.41
3	Health insurance	188	69	202 /1.27
		140	84	235 /1.38
4	Vislon care insurance	158	141	158 /1.47
		113	137	203 /1.55
5	Dental insurance	91	59	296 /1.39
		21	22	403 /1.51
6	Pension or retirement plan	4	7	16 /1.64
7	Life insurance			
8	Company social events			
9	Financial backing			
10	Childcare provisions			
11	Other: (specify) _____			

Q-6. WHICH OF THE ABOVE BENEFITS ARE THE MOST IMPORTANT TO YOU, **WHETHER OR NOT THEY ARE OFFERED TO YOU?** (Please rank the following in their order of importance to you with 1=most important and 10=least important)

If is very important that you rank all 10 choices

		Rank of importance
1	Paid vacation	4.19 (3)
2	Paid holidays	5.37 (7)
3	Health insurance	1.79 (3)
4	Vislon care insurance	4.90 (5)
5	Dental insurance	4.63 (4)
6	Pension or retirement plan	3.34 (2)
7	Life insurance	4.91 (6)
8	Company social events	8.88 (9)
9	Financial backing	7.63 (8)
10	Childcare provisions	9.38 (10)
11	Other: (specify) _____	

Q-7. THE FOLLOWING LIST INCLUDES SOME POSSIBLE AREAS OF AWARDS OR RECOGNITION. HOW DO YOU FEEL ABOUT THESE PROGRAMS, WHETHER OR NOT THEY ARE OFFERED TO YOU?

		How do you feel about awards for: (Circle your answer)		
		VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
1	Accident free miles	254	175	3 /1.52
2	Accident free years	260	169	32 /1.51
3	Years with company	211	203	44 /1.64
4	Miles of driving	203	210	44 /1.65
5	Good Samaritan acts (such as helping stranded motorists)	170	227	64 /1.77
6	Customer service	263	171	26 /1.48
7	Performing duties beyond requirements	160	245	56 /1.77
8	Getting paperwork done	160	245	56 /1.77
9	Meeting shipment schedules	257	172	32 /1.51
10	Other: (specify) _____	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT

Q-8. WHICH OF THE ABOVE AWARDS OR RECOGNITIONS ARE THE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU? (Please rank the following in their order of importance to you with 1=most important and 9=least important)

It is very important that you rank all 9 choices

	Rank of importance
1 Accident free miles	3.05 (1)
2 Accident free years	3.50 (2)
3 Years with company	4.72 (4)
4 Miles of driving	5.16 (5)
5 Good Samaritan acts (such as helping stranded motorists)	5.76 (7)
6 Customer service	4.45 (3)
7 Performing duties beyond requirements	6.51 (9)
8 Getting paperwork done	6.47 (8)
9 Meeting shipment schedules	5.46 (6)
10 Other: (specify) _____	

The next section contains questions relating to your supervisor and the supervision you receive. Please remember that **all answers are completely confidential**.

Q-9. PLEASE DESCRIBE YOUR SUPERVISOR: **(Answers are strictly confidential)**

		Describe your supervisor: (Circle all that apply)		
1	Listening ability	LISTENS TO DRIVERS 157	LISTENS BUT ACTS INDEPENDENTLY 232	DOESN'T LISTEN TO DRIVERS 60 /1.78
2	Your experience with him	FUN TO DEAL WITH 94	OKAY TO DEAL WITH 293	TOUGH TO DEAL WITH 68 /1.94
3	His demands on you	ASKS TOO MUCH 113	ASKS THE RIGHT AMOUNT 307	DOESN'T ASK ENOUGH 26 /1.80
4	Knowledge of your job	KNOWS THE JOB WELL 254	KNOWS A FEW THINGS 175	DOESN'T KNOW ANYTHING 25 /1.50
5	Knowledge of his job	KNOWS THE JOB WELL 292	KNOWS A FEW THINGS 142	DOESN'T KNOW ANYTHING 19 /1.40
6	Communicates your problems to upper management	OFTEN 102	SOMETIMES 218	RARELY 104 /2.00

Q-10. PLEASE LIST THREE THINGS YOU **LIKE BEST** ABOUT YOUR SUPERVISOR. **(Answers are strictly confidential.)**

1. _____
2. _____
3. _____

Q-11. PLEASE LIST THREE THINGS YOU **LIKE LEAST** ABOUT YOU SUPERVISOR. **(Answers are strictly confidential.)**

1. _____
2. _____
3. _____

Q-12. HOW WOULD YOU EVALUATE THE COMPANY'S ATTITUDE TOWARDS YOUR _____?

		The company's attitude is: (Circle your answer)			
		101	237	122	/2.05
1	General welfare	VERY CONCERNED	SOMEWHAT CONCERNED	NOT CONCERNED	
		221	193	46	/1.62
2	Safety	VERY CONCERNED	SOMEWHAT CONCERNED	NOT CONCERNED	
		134	243	82	/1.89
3	Working conditions	VERY CONCERNED	SOMEWHAT CONCERNED	NOT CONCERNED	
		81	173	20	/2.27
4	Family relations	VERY CONCERNED	SOMEWHAT CONCERNED	NOT CONCERNED	
		42	142	271	/2.50
5	Career advancement	VERY CONCERNED	SOMEWHAT CONCERNED	NOT CONCERNED	

Q-13. WHAT IS YOUR OPINION ON THE FOLLOWING ITEMS?

		What is your opinion: (Circle your answer)				
		103	316	23	11	/1.87
1	Night driving	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
		62	262	80	34	/2.20
2	Company speed limits	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
		32	268	115	24	/2.30
3	Long driving hours	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
		6	132	110	125	/2.95
4	On-board monitoring	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
		24	195	70	45	/2.41
5	Company lounge facilities	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
		39	304	52	19	/2.12
6	Truck stop facilities	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
		40	265	48	25	/2.15
7	Overnight accommodations	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
8	Other: _____	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY

Q-14. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR ADVANCEMENT **WITHIN YOUR COMPANY?**
(Circle number)

	1 Very good	20
	2 Good	92
3.03	3 Poor	133
	4 Very poor	145
	5 Don't know	65

Q-15. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR ADVANCEMENT **WITHIN THE MOTOR CARRIER INDUSTRY?** (Circle number)

	1 Very good	23
	2 Good	122
2.76	3 Poor	171
	4 Very poor	73
	5 Don't know	72

Q-16. HOW IMPORTANT TO YOU ARE OPPORTUNITIES FOR CAREER ADVANCEMENT? (Circle number)

- 1 Very important 217
- 2 Somewhat important 132
- 1.84 3 Neutral 79
- 4 Not important 24
- 5 Not at all important 5
- 6 Don't know 6

Q-17. THERE ARE MANY METHODS IN WHICH EMPLOYERS FIND EMPLOYEES AND PEOPLE FIND JOBS. HOW DID YOU FIND YOUR PRESENT JOB? (Circle answer)

- 17.2% 1 Ad in a newspaper or magazine 1
- 27.8 2 Asked by another driver . . . 131
- 02.3 3 Employment agency (private or state job service) 11
- 02.8 4 Transferred within company . 13
- 05.5 5 Recruited from driving school 26
- 11.7 6 Through a family member . . . 55
- 31.2 7 Other: (specify)_____ 147
- 01.1 8 Don't know 5

Q-18. WHY DID YOU CHOOSE TO WORK FOR THIS FIRM INSTEAD OF ANOTHER? (Circle all that apply)

- 29.1% 1 More pay 137
- 20.2 2 Better fringe benefits 95
- 27.6 3 More time at home / Better schedule. . . 130
- 26.1 4 Better equipment 123
- 34.0 5 Location of company 160
- 24.0 6 Better people to work with . 113
- 05.5 7 Don't know 26
- 21.4 8 Other: (specify)_____ 101
- 9 Other: (specify)_____

Q-19. WHY DID YOU DECIDE TO BECOME A PROFESSIONAL DRIVER?

Q-20. WHEN YOU FIRST STARTED DRIVING, WERE THE FOLLOWING ITEMS DIFFERENT THAN EXPECTED?

		Different than expected? (Circle answer)			
		SAME AS EXPECTED	EXPECTED LESS	DON'T KNOW	
1	Amount of time spent away from home	283	125	23	/2.22
 EXPECTED MORE				
 20	270	162	10	/2.31
2	Amount of time spent doing work other than driving	356	43	5	/1.97
 EXPECTED MORE				
 56				
3	Amount of time spent driving	223	188	16	/2.36
 EXPECTED MORE				
 30				
4	Amount of paperwork required	289	124	16	/2.20
 EXPECTED MORE				
 33				
5	Amount of safety regulations that must be followed	258	172	8	/2.33
 EXPECTED MORE				
 22				
6	Amount of loading/unloading required	174	223	16	/2.40
 EXPECTED MORE				
 46				
7	Stress involved with job				DON'T KNOW
 EXPECTED MORE				

Q-21. WHERE DID YOU LEARN TO DRIVE TRUCKS? (Circle all that apply)

54.1%	1	I learned on my own	255
14.4	2	Company training	68
14.4	3	Apprentice or co-driver training	68
12.7	4	Military	60
01.9	5	Union	9
37.8	6	Farming	178
12.7	7	From a relative	60
05.5	8	Private school	26
10.0	9	Public school (AVTI or state college)	47
03.6	10	Other: (specify) _____	17

Q-22. HAVE YOU EVER HAD FORMAL TRAINING IN THE FOLLOWING AREAS? (Circle all that apply)

55.4%	1	Safety regulations	261
51.0	2	Safety practices	240
50.1	3	Defensive driving	236
37.2	4	Paperwork completion	175
25.7	5	Customer service	121
30.1	6	Packing and/or loading cargo	142
22.1	7	Forms and permits	104
05.1	8	Tax accounting for owner-operators	24
36.5	9	Accident procedures	172
36.7	10	First aid	173
41.0	11	Maintenance	193
05.1	12	Other: (specify) _____	24

Q-23. ARE YOU SATISFIED WITH THE AMOUNT OF TRAINING YOU RECEIVED? (Circle number)

1.30	1	Yes	312	70.4%
	2	No	131	29.6%

Q-29. IN 5 YEARS, DO YOU THINK YOU'LL STILL BE IN TRUCKING? (Circle number)

1.34	1 Yes	292	65.6%
	2 No	153	34.4%

GO TO QUESTION 39

Q-30. IF YES, UNDER WHAT CONDITIONS? (Circle number)

56.8%	1	Driving with present company	166
19.5	2	Driving with another firm	57
06.2	3	Move up in company	18
20.2	4	Become owner-operator	59
08.2	5	Other: (specify) _____	24

GO TO QUESTION 41

Q-31. IF NO, WHY NOT? (Circle all that apply)

33.3%	1	Going to retire	51
43.8	2	Doesn't pay enough	67
03.9	3	Can't meet safety/licensing/ insurance requirements	6
45.8	4	Loneliness / Away from home too much	70
30.7	5	Working conditions	47
09.2	6	Poor health	14
43.8	7	No advancement possible	67
17.0	7	Other: (specify) _____	26

Q-32. IF NO, WHERE WOULD YOU SEEK EMPLOYMENT IF YOU LEAVE TRUCKING?

Q-33. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB? (Circle number)

	1	My job is very rewarding	124
	2	My job is somewhat rewarding	256
1.99	3	My job is not rewarding	43
	4	My job is a source of dissatisfaction	18
	5	I don't care if my job is rewarding or not	14

Q-34. WHAT DO YOU LIKE BEST ABOUT PROFESSIONAL DRIVING?

Q-35. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO YOUR JOB SATISFACTION. PLEASE RANK THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION (1=most important and 9=least important).

Rank of importance

It is very important that you rank all 9 choices

- | | | |
|---|--------------------------------------------------------------------------------------------------|----------|
| 1 | Working conditions
(such as equipment, facilities, and traffic) | 2.69 (2) |
| 2 | Interpersonal relations
(such as relationships with shippers/customers,
and other drivers) | 4.30 (4) |
| 3 | Advancement
(such as opportunities or desire for advancement) | 5.81 (5) |
| 4 | The work
(such as actual driving, safety regulations, law
enforcement, loading/unloading) | 3.83 (3) |
| 5 | Salary & benefits | 2.19 (1) |
| 6 | Supervision
(such as relationship with supervisor,
quality of supervision) | 5.81 (5) |
| 7 | Company policies
(such as safety policies, driving policies,
on-board monitoring) | 6.53 (7) |
| 8 | Recognition
(such as awards policies) | 6.78 (8) |
| 9 | Training
(such as safety, regulations training) | 7.06 (9) |

Finally, we would like to ask some questions about yourself to help interpret the results.

Q-36. ARE YOU: (Circle number)

1.03 1 Male 449 97.0%
 2 Female 14 3.0%

Q-37. YOUR RACE: (Circle number)

98.06 1 White 455
 00.86 2 Black 4
 00.86 3 Native American / Indian 4
 --- 4 Oriental -
 00.22 5 Other: (specify)_____ 1

Q-38. ARE YOU OF HISPANIC BACKGROUND? (Circle number)

1.98 1 Yes 9 2.0%
 2 No 438 98.0%

Q-39. YOUR PRESENT AGE: 40.93 Years

Q-40. ARE YOU PRESENTLY: (Circle number)

14.6% 1 Single / Widowed 69
 08.7 2 Separated / Divorced 41
 74.7 3 Married / Living together 352

Q-41. ARE YOU A MEMBER OF A UNION? (Circle number)

1.73 1 Yes 125
 2 No 340

Q-42. WHAT IS YOUR APPROXIMATE AVERAGE INCOME FROM DRIVING (GROSS INCOME MINUS EXPENSES)? (Circle number)

1 Under \$10,000 35
 2 \$10,000 - \$19,999 164
 2.66 3 \$20,000 - \$34,999 190
 4 \$35,000 - \$49,999 64
 5 \$50,000 or more 7

Q-43. DO YOU (OR YOUR FAMILY) HAVE ANY INCOME OTHER THAN FROM DRIVING? (Circle number)

1.48 1 Yes 241
 2 No 224

Q-44. HOW MANY DEPENDENTS DO YOU HAVE (CHILDREN UNDER 18)? 1.29

Q-45. HOW MANY YEARS HAVE YOU DRIVEN PROFESSIONALLY? (Circle number)

	1	1 year or less	47
	2	2 to 5 years	76
3.43	3	6 to 10 years	80
	4	11 to 20 years	148
	5	21 years or more	111

Q-46. WHILE YOU HAVE BEEN A PROFESSIONAL DRIVER, HOW MANY COMPANIES HAVE YOU WORKED FOR? (IF YOU ARE OR EVER HAVE BEEN AN OWNER/OPERATOR COUNT THAT AS ONE.)

3.68 Number of companies

Q-47. HOW LONG HAVE YOU BEEN WORKING FOR YOUR PRESENT COMPANY? (Circle number)

	1	1 year or less	162
	2	2 to 5 years	163
2.22	3	6 to 10 years	46
	4	11 to 20 years	60
	5	21 years or more	32

Q-48. HOW LONG DO YOU EXPECT TO BE EMPLOYED BY THIS COMPANY? (Circle number)

	1	1 year or less	79
2.54	2	2 to 5 years	169
	3	6 to 10 years	64
	4	over 10 years	127

Q-49. HOW MANY HOURS DO YOU WORK IN AN AVERAGE WEEK (DRIVING TIME PLUS ON-DUTY TIME):

66.74 Hours per week

Q-50. DO YOU DRIVE IN TEAMS? (Circle number)

1	Never	349
2	Occasionally	91
3	Usually	9
4	Always	13

DO YOU DRIVE AS A HUSBAND-WIFE TEAM?	
1.83	1 Yes 20
	2 No 99

Q-51. HOW ARE YOU PAID? (Circle number)

56.3%	1	Per mile	265	How much?	<u>23.9c</u>
24.4	2	Percent of freight bill	115	What percent?	<u>27.4%</u>
02.1	3	Per trip	10	Average?	<u>\$108</u>
24.4	4	Per hour	115	How much?	<u>\$12.31</u>
09.3	5	Other: (specify)	44		

Q-52. DO YOU CARRY HAZARDOUS MATERIALS? (Circle number)

	1 Never	142
1.81	2 Occasionally	270
	3 Usually	55

Q-53. ON THE AVERAGE, HOW LONG ARE YOU ON THE ROAD AT A TIME? (Circle number)

	1 Days only	116
	2 1-3 nights	76
3.42	3 4-7 nights	52
	4 8-14 nights	48
	5 15-21 nights	45
	6 22 nights or more	121

Q-54. WHAT IS YOUR AVERAGE, ROUND-TRIP LENGTH OF HAUL: 2336.68 Miles

Q-55. HOW MANY MILES DO YOU DRIVE IN AN AVERAGE YEAR: 98992.31 Miles

Q-56. DO YOU HAVE AN INDIVIDUAL TRACTOR ASSIGNED FOR YOU TO DRIVE? (Circle number)

	1 Always	261
1.75	2 Usually	106
	3 Occasionally	22
	4 Rarely	63

Q-57. ARE YOU AN OWNER-OPERATOR? (Circle number)

1.90	1 Yes	47
	2 No	408

GO TO BACK COVER

Q-9. (IF YOU ARE AN OWNER-OPERATOR) WHAT TYPE OF RELATIONSHIP DO YOU HAVE WITH OTHER CARRIERS?

	1 I drive for myself most of the time	15
2.29	2 I trip lease with another carrier	5
	3 I lease to a single company for extended time periods	29

Q-10. (IF YOU ARE AN OWNER-OPERATOR) THERE ARE REPORTS OF OWNER-OPERATORS EXPERIENCING PROBLEMS WORKING WITH CONTRACTORS, BROKERS, AND COMPANIES. PLEASE ANSWER THE FOLLOWING BASED ON YOUR OWN EXPERIENCE.

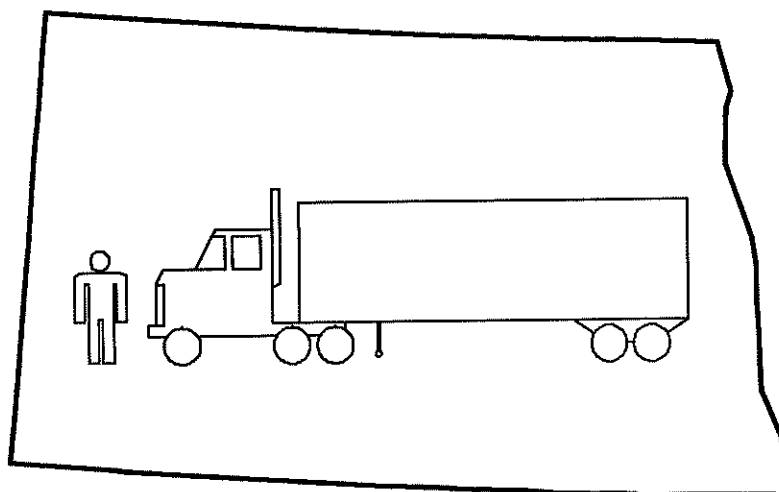
		Describe your experiences: (Circle your answer)			
		NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS	
1	Unauthorized deductions	19	28	12	/1.88
		25	22	12	/1.78
2	Slow pay	15	16	27	/2.21
		26	19	13	/1.78
3	Carrier cutting rates	26	19	13	/1.78
		30	18	11	/1.68
4	Holdbacks	30	18	11	/1.68
		30	18	10	/1.66
5	Not paid in full	30	18	10	/1.66
		31	17	9	/1.61
6	Finance charge deductions	31	17	9	/1.61
		29	21	7	/1.61
7	No or false rated freight bills	29	21	7	/1.61
		NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS	
8	Definition of pay policy	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS	

GO TO BACK COVER

APPENDIX B

SAMPLE MANAGER SURVEY

**A SURVEY OF
MANAGEMENT'S OPINIONS
OF WHAT PROFESSIONAL DRIVERS CONSIDER
IMPORTANT IN THEIR JOB**



Please answer all of the questions. If you wish to comment on any questions or qualify your answers, please feel free to use the space in the margins. Your comments are important to this study. They will be read and taken into account.

ALL RESPONSES AND COMMENTS ARE ANONYMOUS

Thank you for your help.



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Often items that some people like about a job are items that other people dislike about a job. Could you please indicate what you think the drivers you manage feel towards the following.

Q-1. WHICH OF THE FOLLOWING DO YOUR DRIVERS LIKE OR DISLIKE ABOUT THIER JOB AS A PROFESSIONAL DRIVER?

		How do your drivers feel about: (Circle your answer)					
		4	3	2	1	0	
		REALLY LIKE	LIKE	NEUTRAL	DISLIKE	REALLY DISLIKE	
1	Relations with shippers/customers	4	35	15	3	-	/2.30
		22	35	1	-	-	/1.64
2	Operating a rig	2	29	21	6	-	/2.53
3	Meeting safety requirements	1	6	11	25	14	/3.79
4	Vehicle inspections by officials	6	20	21	9	2	/2.67
5	Travelling out-of-town	15	30	12	1	-	/1.98
6	Independent lifestyle	28	28	1	1	-	/1.57
7	Visiting with other drivers	-	4	29	18	6	/3.46
8	Dealing with highway patrol	1	19	21	14	1	/2.91
9	Company management	-	2	12	35	9	/3.88
10	Paperwork	-	15	28	12	2	/3.02
11	Commercial drivers license	-	10	20	18	10	/3.48
12	Loading/unloading freight	-	4	29	16	8	/3.49
13	Drug testing	-	-	7	38	13	/4.10
14	On-board monitoring devices	-	-	1	5	5	/4.36
15	Other: (specify)	1	-	1	-	3	/3.80
16	Other: (specify)						

Q-2. HOW DO YOU THINK YOUR DRIVERS' FEEL ABOUT BEING ASKED TO STAY OUT: (Circle number)

		How do your drivers feel? (Circle your answer)				
		4	3	2	1	
		VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	
1	Days only	43	13	1	-	/1.26
		18	31	6	1	/1.82
2	1-3 nights	14	21	9	12	/2.34
3	4-7 nights	4	25	7	20	/2.77
4	8-14 nights	-	18	13	25	/3.12
5	15-21 nights	-	8	18	30	/3.39
6	22 nights or more					

The following are areas that we have heard some people say are problems with the professional drivers job. What do you think your drivers experience is with the following items.

Q-3. WHAT IS YOUR DRIVERS' EXPERIENCE WITH THE FOLLOWING ITEMS?

		Your drivers experience: (Circle your answer)		
		NO PROBLEM	SMALL PROBLEM	BIG PROBLEM
1	Highway danger	24	30	4 /1.66
		19	33	6 /1.78
2	Staying on schedule	12	31	15 /2.05
		21	27	10 /1.81
3	Absence from home	23	27	8 /1.74
		21	28	9 /1.79
4	Irregular hours	32	24	2 /1.48
		27	26	5 /1.62
5	Lack of exercise	14	38	6 /1.86
		8	36	14 /2.10
6	Loneliness	15	22	21 /2.10
		27	26	5 /1.62
7	Health hazards	-	-	2 /3.00
		-	-	1 /3.00
8	Opportunities or facilities to wash up	-	-	-
		-	-	-
9	Boredom on the road	-	-	-
		-	-	-
10	Road pavement conditions	-	-	-
		-	-	-
11	Variation between states' laws	-	-	-
		-	-	-
12	Off-duty maintenance	-	-	-
		-	-	-
13	Other: (specify) _____	-	-	-
		-	-	-
14	Other: (specify) _____	-	-	-
		-	-	-

Q-4. HOW IMPORTANT IS THE OUTWARD APPEARANCE OF A TRACTOR TO A DRIVER'S JOB SATISFACTION? (Circle number)

	1 Very important	44
	2 Somewhat important	14
1.24	3 Neutral	--
	4 Not important	--
	5 Not at all important	--

Q-5. HOW WOULD YOU RATE THE OUTWARD APPEARANCE OF THE COMPANY FLEET CURRENTLY IN OPERATION? (Circle number)

	1 Excellent	26
	2 Attractive	17
1.84	3 OK	13
	4 Unattractive	2
	5 Ugly	--

Q-6. HOW IMPORTANT DO YOU THINK IT IS TO YOUR DRIVERS' TO HAVE A CLEAN RIG? (Circle number)

- 1 Very important 41
- 2 Somewhat important 15
- 3 Neutral 2
- 4 Not important --
- 5 Not at all important --

Q-7. HOW IMPORTANT IS IT TO YOUR COMPANY FOR THE RIGS TO BE CLEAN? (Circle number)

- 1 Very important 38
- 2 Somewhat important 14
- 1.52 3 Neutral 3
- 4 Not important 2
- 5 Not at all important 1

Q-8. HOW IMPORTANT DO YOU THINK THE FOLLOWING EQUIPMENT-RELATED ITEMS ARE TO YOUR DRIVERS' JOB SATISFACTION?

		How important to your drivers job satisfaction? (Circle you answer)					
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
1	Stereo	18	23	7	5	5	/2.24
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		28	19	7	3	1	/1.79
2	CB radio	5	29	15	7	2	/2.52
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
3	Plush interior	24	24	10	--	--	/1.76
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
4	Full gauges	45	13	--	--	--	/1.22
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
5	Power steering	46	12	--	--	--	/1.21
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
6	Air conditioning	10	18	11	8	11	/2.86
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
7	Big, plush sleeper	42	15	1	--	--	/1.29
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
8	Adjustable seating	4	3	--	--	--	/1.43
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
9	Other: (specify)_____	1	--	--	--	--	/----
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
10	Other: (specify)_____						
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
11	Other: (specify)_____						
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
12	Other: (specify)_____						
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	

Q-1. HOW IMPORTANT IS IT TO YOUR DRIVERS' TO HAVE INFLUENCE OR SOME INPUT TO MANAGEMENT ON THE FOLLOWING:

		How important to have influence: (Circle answer)					
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
1	Cleanliness of rig	23	29	5	1	--	/1.72
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		20	20	12	3	3	/2.12
2	Replacement parts	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		32	17	8	--	--	/1.58
3	Maintenance	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		4	10	28	8	8	/3.10
4	Color & trim	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		9	22	13	9	4	/2.59
5	Ordering new equipment	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		8	23	8	10	9	/2.81
6	Where you buy fuel	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		3	1	--	--	--	/1.25
7	Other: (specify) _____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
		1	1	--	--	--	/1.50
8	Other: (specify) _____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	

It has been said that the job of the professional driver suffers from an image problem. The job may not be as respected as it once was. Could you please answer the following questions on this subject.

Q-2. DO YOU THINK THAT THE PROFESSIONAL DRIVER'S JOB HAS AN IMAGE PROBLEM? (Circle number)

- 1.24 1 Yes 45 78.95%
- 2 No 12 21.05%
- 3 Don't know 1

GO TO QUESTION 12

Q-3. HOW DO YOU THINK THE DRIVERS' JOB HAS BEEN AFFECTED BY THE IMAGE PROBLEM?

Another important part of understanding a person's opinion of their job has to do with the pay and benefits they receive. Next we would like to ask some questions about your opinion of the drivers' compensation package.

Q-4. WHAT KIND OF STANDARD OF LIVING DO YOU THINK A DRIVING INCOME PROVIDES? (Circle number)

- 2.55 1 A high standard of living 8
- 2 An above average standard of living 15
- 3 An average standard of living 30
- 4 A below average standard of living 5

Q-5. WHICH OF THE FOLLOWING BEST DESCRIBES THE FRINGE BENEFITS LISTED BELOW FOR DRIVERS' WITH YOUR COMPANY?

		Are drivers fringe benefits: (Circle your answer)		
		46	7	3 /1.23
1	Paid vacation	ADEQUATE	INADEQUATE	NOT OFFERED
		39	8	9 /1.46
2	Paid holidays	ADEQUATE	INADEQUATE	NOT OFFERED
		48	4	4 /1.21
3	Health insurance	ADEQUATE	INADEQUATE	NOT OFFERED
		21	4	3 /2.16
4	Vision care insurance	ADEQUATE	INADEQUATE	NOT OFFERED
		30	5	21 /1.84
5	Dental insurance	ADEQUATE	INADEQUATE	NOT OFFERED
		23	8	23 /2.00
6	Pension or retirement plan	ADEQUATE	INADEQUATE	NOT OFFERED
		22	11	11 /1.60
7	Life insurance	ADEQUATE	INADEQUATE	NOT OFFERED
		20	19	16 /1.93
8	Company social events	ADEQUATE	INADEQUATE	NOT OFFERED
		16	7	32 /2.29
9	Financial backing	ADEQUATE	INADEQUATE	NOT OFFERED
		1	2	52 /2.93
10	Childcare provisions	ADEQUATE	INADEQUATE	NOT OFFERED
		--	--	/3.00
11	Other: (specify) _____	ADEQUATE	INADEQUATE	NOT OFFERED

Q-6. WHICH OF THE ABOVE BENEFITS DO YOU THINK ARE THE MOST IMPORTANT TO YOUR DRIVERS', WHETHER OR NOT THEY ARE OFFERED? (Please rank the following in their order of importance to you with 1=most important and 10=least important)

It is very important that you rank all 10 choices

Order of importance

1	Paid vacation	2.76
2	Paid holidays	4.35
3	Health insurance	1.94
4	Vision care insurance	6.08
5	Dental insurance	5.33
6	Pension or retirement plan	3.27
7	Life insurance	5.88
8	Company social events	8.39
9	Financial backing	7.69
10	Childcare provisions	9.35
11	Other: (specify) _____	9.00

Q-7. THE FOLLOWING LIST INCLUDES SOME POSSIBLE AREAS OF AWARDS OR RECOGNITION. HOW DO YOUR DRIVERS' FEEL ABOUT THESE PROGRAMS, WHETHER OR NOT THEY ARE OFFERED?

		How do drivers feel about awards for: (Circle your answer)		
		35	22	1 /1.41
1	Accident free miles	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		34	22	2 /1.45
2	Accident free years	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		27	25	6 /1.64
3	Years with company	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		26	27	5 /1.64
4	Miles of driving	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		18	34	6 /1.79
5	Good Samaritan acts (such as helping stranded motorists)	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		20	33	5 /1.74
6	Customer service	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		9	34	15 /2.10
7	Performing duties beyond requirements	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		8	32	18 /2.17
8	Getting paperwork done	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		21	33	4 /1.71
9	Meeting shipment schedules	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT
		--	1	-- /2.00
10	Other: (specify)_____	VERY IMPORTANT	IMPORTANT	NOT IMPORTANT

Q-8. WHICH OF THE ABOVE AWARDS OR RECOGNITIONS DO YOU THINK ARE THE MOST IMPORTANT TO YOUR DRIVERS', **WHETHER OR NOT THEY ARE OFFERED?** (Please rank the following in their order of importance to you with 1=most important and 9=least important)

It is very important that you rank all 9 choices

	Order of importance
1 Accident free miles	<u>2.39</u>
2 Accident free years	<u>2.63</u>
3 Years with company	<u>4.02</u>
4 Miles of driving	<u>4.63</u>
5 Good Samaritan acts (such as helping stranded motorists)	<u>6.51</u>
6 Customer service	<u>5.08</u>
7 Performing duties beyond requirements	<u>7.00</u>
8 Getting paperwork done	<u>7.18</u>
9 Meeting shipment schedules	<u>5.67</u>
10 Other: (specify)_____	

The next section contains questions relating to driver supervision. Please remember that **all answers are completely confidential.**

Q-9. PLEASE DESCRIBE YOURSELF: (Answers are strictly confidential)

		Describe yourself: (Circle all that apply)		
1	Listening ability	39	17	-- /1.30
		I LISTEN TO DRIVERS	I LISTEN BUT ACT INDEPENDENTLY	I DON'T LISTEN TO DRIVERS
2	Your experience with drivers	15	39	3 /1.79
		FUN TO DEAL WITH	OKAY TO DEAL WITH	TOUGH TO DEAL WITH
3	Drivers' demands on you	14	37	6 /1.86
		THEY ASK TOO MUCH	THEY ASK THE RIGHT AMOUNT	THEY DON'T ASK ENOUGH
4	Knowledge of the driver's job	40	17	-- /1.30
		I KNOW THE JOB WELL	I KNOW A FEW THINGS	I DON'T KNOW ANYTHING
5	I communicate drivers' problems to upper management	36	19	2 /1.40
		OFTEN	SOMETIMES	RARELY

Q-10. WHAT TYPES OF COMPANIES HAVE YOU WORKED FOR IN THE PAST? WHAT DID YOU DO THERE?

Q-11. WERE YOU EVER A PROFESSIONAL DRIVER YOURSELF? (Circle number)

- 1 Yes 29
- 1.50 2 No 29

GO TO QUESTION 21

Q-12. IF YES, HOW LONG DID YOU DRIVE TRUCKS? 9.29

Q-13. HOW WOULD YOU EVALUATE THE COMPANY'S ATTITUDE TOWARDS DRIVERS' _____?

		The company's attitude is: (Circle your answer)			
		VERY CONCERNED	SOMEWHAT CONCERNED	NOT CONCERNED	
1	General welfare	28	27	3	1.57
		49	8	1	1.17
2	Safety	27	30	1	1.55
		11	33	14	2.05
3	Working conditions	11	33	14	2.05
		5	30	23	2.31
4	Family relations	5	30	23	2.31
5	Career advancement				

Q-14. WHAT DO YOU THINK YOUR DRIVERS' OPINION IS ON THE FOLLOWING ITEMS?

		What is your drivers opinion: (Circle your answer)					
		VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY	
1	Night driving	5	51	1	-	1	1.98
		1	40	17	-	-	2.28
2	Company speed limits	1	40	17	-	-	2.28
		2	36	18	2	-	2.38
3	Long driving hours	2	36	18	2	-	2.38
		-	24	21	11	-	2.84
4	On-board monitoring	-	24	21	11	-	2.84
		2	34	9	-	-	2.79
5	Company lounge facilities	2	34	9	-	-	2.79
		5	37	5	-	-	2.53
6	Truck stop facilities	5	37	5	-	-	2.53
		2	44	5	-	-	2.41
7	Overnight accommodations	2	44	5	-	-	2.41
		-	-	-	-	-	---
8	Other: _____	-	-	-	-	-	---

Q-15. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR ADVANCEMENT FOR DRIVERS **WITHIN YOUR COMPANY?** (Circle number)

	1 Very good	1
	2 Good	15
3.00	3 Poor	24
	4 Very poor	13
	5 Don't know	2

Q-16. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR ADVANCEMENT FOR DRIVERS **WITHIN THE MOTOR CARRIER INDUSTRY?** (Circle number)

	1 Very good	-
	2 Good	15
3.05	3 Poor	30
	4 Very poor	8
	5 Don't know	5

Q-17. HOW IMPORTANT DO YOU THINK OPPORTUNITIES FOR CAREER ADVANCEMENT ARE TO DRIVERS? (Circle number)

- 1 Very important 9
- 2 Somewhat important ... 24
- 2.47 3 Neutral 14
- 4 Not important 8
- 5 Not at all important 2
- 6 Don't know -

Q-18. THERE ARE MANY METHODS IN WHICH EMPLOYERS FIND EMPLOYEES AND PEOPLE FIND JOBS. HOW DO YOU FIND YOUR DRIVERS? (Circle answer)

- 1 Ad in a newspaper or magazine 33
- 2 Asked by another driver ... 22
- 3 Employment agency (private or state job service) 11
- 4 Transferred within company 5
- 5 Recruited from driving school 18
- 6 Through a family member . . 4
- 7 Other: (specify)_____ 10
- 8 Don't know 1

Q-19. WHY DO YOUR DRIVERS CHOOSE TO WORK FOR THIS FIRM INSTEAD OF ANOTHER? (Circle all that apply)

- 1 More pay 23
- 2 Better fringe benefits 21
- 3 More time at home / Better schedule 21
- 4 Better equipment 29
- 5 Location of company 19
- 6 Better people to work with . 13
- 7 Don't know 6
- 8 Other: (specify)_____ 7
- 9 Other: (specify)_____ -

Q-20. WHAT SUGGESTIONS DO YOU HAVE, AS A MANAGER, TO IMPROVE DRIVER SATISFACTION AND PERFORMANCE?

Q-21. WHEN DRIVERS FIRST START DRIVING, ARE THE FOLLOWING ITEMS DIFFERENT THAN THEY EXPECTED?

		Different than new drivers expected? (Circle answer)				
		SAME AS EXPECTED	EXPECTED LESS	DON'T KNOW		
1	Amount of time spent away from home	36	17	2	/2.33	
 EXPECTED MORE					
	30	25	1	/2.46	
2	Amount of time spent doing work other than driving	44	3	-	/1.88	
 EXPECTED MORE					
	10				
3	Amount of time spent driving	25	30	-	/2.49	
 EXPECTED MORE					
	2				
4	Amount of paperwork required	32	23	-	/2.37	
 EXPECTED MORE					
	2				
5	Amount of safety regulations that must be followed	22	30	3	/2.60	
 EXPECTED MORE					
	2				
6	Amount of loading/unloading required	27	24	5	/2.58	
 EXPECTED MORE					
	1				
7	Stress involved with job					
 EXPECTED MORE					

Q-22. HAVE YOUR DRIVERS EVER HAD FORMAL TRAINING (COMPANY SPONSORED OR OTHERWISE) IN THE FOLLOWING AREAS? (Circle all that apply)

- 1 Safety regulations 49
- 2 Safety practices 42
- 3 Defensive driving 31
- 4 Paperwork completion 42
- 5 Customer service 22
- 6 Packing and/or loading cargo 28
- 7 Forms and permits 21
- 8 Tax accounting for owner-operators 1
- 9 Accident procedures 42
- 10 First aid 13
- 11 Maintenance 20
- 12 Other: (specify) _____ 1

Q-23. ARE YOU SATISFIED WITH THE AMOUNT OF TRAINING YOUR DRIVERS HAVE? (Circle number)

- 1.46 1 Yes 31
- 2 No 26

Q-24. WHAT CHANGES WOULD YOU LIKE TO SEE IN PROFESSIONAL DRIVER TRAINING?

Q-25. DO YOU RECEIVE OR PARTICIPATE IN ON-GOING SUPERVISORY SKILLS PROGRAMS? (Circle number)

- 1.56 1 Yes 23
- 2 No 29

GO TO QUESTION 38

Q-26. IF YES, WHAT TYPES OF TRAINING?

Q-27. IF YES, HOW OFTEN: 6.00

Q-28. IF YES, DOES THE COMPANY PAY FOR OR SPONSOR ON-GOING TRAINING? (Circle number)

- 1 Fully paid for 19
- 1.30 2 Partially paid for 1
- 3 Doesn't pay for 3

Q-29. IF YES, HOW DO YOU GET THIS TRAINING? (Circle all that apply)

- 1 Classroom instruction 12
- 2 Videotape 15
- 3 Public school (AVTI or state college) 3
- 4 Company instructors 11
- 5 Outside instructors 13
- 6 Books 8
- 7 Other: (specify) _____ .. 1
- 8 Other: (specify) _____
- 9 Other: (specify) _____

Q-30. WHAT DO YOU BELIEVE ARE THE REASONS THAT DRIVERS QUIT DRIVING? (Circle all that apply)

- 1 Retirement 22
- 2 Doesn't pay enough 28
- 3 Can't meet safety/licensing/insurance requirements 15
- 4 Loneliness / Away from home too much 28
- 5 Working conditions 17
- 6 Poor health 15
- 7 No advancement possible 17
- 8 Other: (specify) _____ 3

Q-31. WHERE DO YOUR DRIVERS SEEK EMPLOYMENT WHEN THEY LEAVE TRUCKING?

Q-32. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO YOUR DRIVERS' JOB SATISFACTION. PLEASE RANK, AS YOU SEE IT, THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR DRIVERS' JOB SATISFACTION (1=most important and 9=least important).

		Rank of Importance
<i>If it is very important that you rank all 9 choices</i>		
1	Working conditions (such as equipment, facilities, and traffic)	<u>2.52</u>
2	Interpersonal relations (such as relationships with shippers/customers, and other drivers)	<u>5.50</u>
3	Advancement (such as opportunities or desire for advancement)	<u>6.58</u>
4	The work (such as actual driving, safety regulations, law enforcement, loading/unloading)	<u>3.80</u>
5	Salary & benefits	<u>1.60</u>
6	Supervision (such as relationship with supervisor, quality of supervision)	<u>5.42</u>
7	Company policies (such as safety policies, driving policies, on-board monitoring)	<u>6.46</u>
8	Recognition (such as awards policies)	<u>5.64</u>
9	Training (such as safety, regulations training)	<u>7.54</u>

Finally, we would like to ask some questions about yourself to help interpret the results.

Q-33. ARE YOU: (Circle number)

1.09	1 Male	53	91/4%
	2 Female	5	8.6%

Q-34. YOUR RACE: (Circle number)

	1 White	58
	2 Black	-
1.00	3 Native American / Indian	-
	4 Oriental	-
	5 Other: (specify) _____	-

Q-35. ARE YOU OF HISPANIC BACKGROUND? (Circle number)

	1 Yes	-
2.00	2 No	58

Q-36. YOUR PRESENT AGE: 41.24 Years

Q-37. WHAT IS YOUR HIGHEST LEVEL OF EDUCATION ATTAINED? (Circle number)

	1 0 - 8 grade	1
	2 8 - 12 grades	4
4.34	3 High school diploma	19
	4 Technical school	4
	5 Some college	11
	6 College degree	18
	7 Graduate work or degree	1

Q-38. ARE YOU PRESENTLY: (Circle number)

	1 Single / Widowed	4
2.74	2 Separated / Divorced	7
	3 Married / Living together	47

Q-39. WHAT IS YOUR APPROXIMATE AVERAGE GROSS INCOME? (Circle number)

	1 Under \$10,000	-
	2 \$10,000 - \$19,999	10
3.29	3 \$20,000 - \$34,999	28
	4 \$35,000 - \$49,999	13
	5 \$50,000 or more	7

Q-40. HOW LONG HAVE YOU BEEN WORKING FOR YOUR PRESENT COMPANY? (Circle number)

	1	1 year or less	5
	2	2 to 5 years	17
2.98	3	6 to 10 years	16
	4	11 to 20 years	14
	5	21 years or more	6

Q-41. HOW LONG DO YOU EXPECT TO BE EMPLOYED BY THIS COMPANY? (Circle number)

	1	1 year or less	3
3.28	2	2 to 5 years	12
	3	6 to 10 years	8
	4	over 10 years	34

GO TO BACK COVER

IS THERE ANYTHING ELSE YOU WOULD LIKE TO TELL US ABOUT YOUR EXPERIENCES WORKING WITH PROFESSIONAL DRIVERS? IF SO, PLEASE USE THIS SPACE FOR THAT PURPOSE.

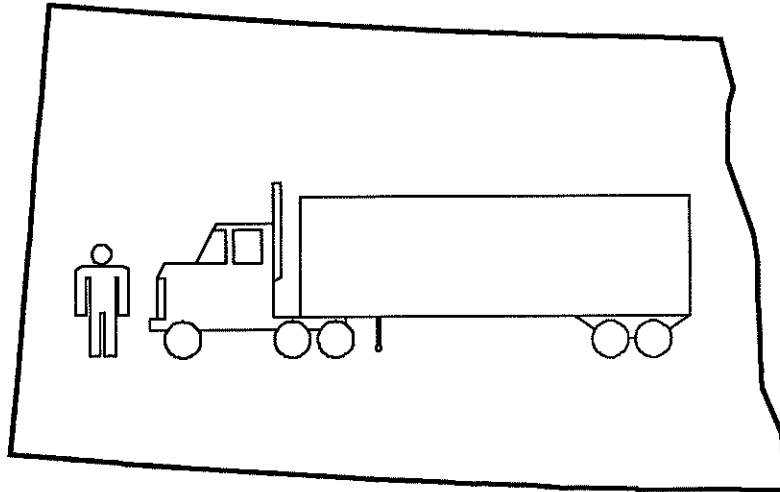
ALSO, ANY COMMENTS YOU WISH TO MAKE THAT YOU THINK MAY HELP US IN FUTURE EFFORTS TO UNDERSTAND THE JOB OF THE PROFESSIONAL DRIVER AND DRIVER MANAGEMENT WILL BE APPRECIATED, EITHER HERE OR IN A SEPARATE LETTER.

Your contribution to this effort is very greatly appreciated. If you have any questions, please feel free to call Julie Rodriguez, collect, at (701)237-7767. If you would like a summary of results, please write "copy of results requested" on the back of the return envelope or on a separate sheet of paper (NOT on this questionnaire). We will see that you get it.

APPENDIX C

SAMPLE STUDENT SURVEY

**A SURVEY OF
STUDENT DRIVERS' OPINIONS
ABOUT THEIR FUTURE OCCUPATION**



Please answer all of the questions. If you wish to comment on any questions or qualify your answers, please feel free to use the space in the margins. Your comments are important to this study. They will be read and taken into account.

ALL RESPONSES AND COMMENTS ARE ANONYMOUS

Thank you for your help.



Upper Great Plains
Transportation Institute
North Dakota State University
P.O. Box 5074
Fargo, North Dakota 58105

Spring 1989

Often items that some people like about a job are items that other people dislike about a job. Could you please tell us how you feel about the following.

Q-1. WHICH OF THE FOLLOWING DO YOU THINK YOU WILL LIKE OR DISLIKE AS A PROFESSIONAL DRIVER?

		How do you think you will feel about: (Circle your answer)					
		REALLY LIKE	LIKE	NEUTRAL	DISLIKE	REALLY DISLIKE	
1	Relations with shippers/customers	3	16	8	-	-	/2.19
		19	8	-	-	-	/1.30
2	Operating a rig	7	14	6	-	-	/1.96
3	Meeting safety requirements	2	8	10	6	1	/2.85
4	Vehicle inspections by officials	14	9	4	-	-	/1.63
5	Travelling out-of-town	12	8	8	-	-	/1.86
6	Independent lifestyle	7	15	5	-	-	/1.93
7	Visiting with other drivers	1	4	13	6	3	/3.22
8	Dealing with highway patrol	-	12	15	-	-	/2.56
9	Company management	1	6	11	8	1	/3.07
10	Paperwork	11	11	5	-	-	/1.78
11	Commercial drivers license	-	9	11	5	1	/2.92
12	Loading/unloading freight	6	11	7	2	1	/2.30
13	Drug testing	2	6	10	6	2	/3.00
14	On-board monitoring devices						
15	Other: (specify) _____						
16	Other: (specify) _____						

Q-2. WHAT IS YOUR OPINION ON STAYING OUT ON THE ROAD FOR: (Circle number)

		What is your opinion? (Circle your answer)				
		VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	
1	Days only	14	8	3	1	/1.65
		7	18	1	-	/1.77
2	1-3 nights	9	13	5	-	/1.85
3	4-7 nights	4	14	7	1	/2.19
4	8-14 nights	4	10	10	2	/2.38
5	15-21 nights	4	8	12	3	/2.52
6	22 nights or more					

Q-3. HOW LONG DO YOU EXPECT TO BE ON THE ROAD AT A TIME? (Circle number)

- 1 Days only 2
- 2 1-3 nights 6
- 3.70 3 4-7 nights 1
- 4 8-14 nights 10
- 5 15-21 nights 5
- 6 22 nights or more 3

Q-4. HOW MANY HOURS DO YOU EXPECT TO WORK IN AN AVERAGE WEEK (DRIVING TIME PLUS ON-DUTY TIME):

66.25 Hours per week

Q-5. HOW IMPORTANT TO YOU IS THE OUTWARD APPEARANCE OF THE TRACTOR YOU WILL DRIVE? (Circle number)

- 1 Very important 19
- 2 Somewhat important 5
- 1.46 3 Neutral 4
- 4 Not important -
- 5 Not at all important -

Q-6. HOW IMPORTANT IS IT TO YOU TO HAVE A CLEAN RIG? (Circle number)

- 1 Very important 25
- 2 Somewhat important 3
- 1.11 3 Neutral -
- 4 Not important -
- 5 Not at all important -

Q-7. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT OPTIONS TO YOU?

		How important to you? (Circle you answer)					
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
1	Stereo	14	10	4	-	-	/1.64
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
2	CB radio	17	8	2	1	-	/1.54
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
3	Plush interior	6	12	6	3	1	/2.32
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
4	Full gauges	25	2	1	-	-	/1.14
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
5	Power steering	19	7	2	-	-	/1.39
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
6	Air conditioning	13	10	5	-	-	/1.71
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
7	Big, plush sleeper	6	8	10	4	-	/2.43
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
8	Adjustable seating	23	3	2	-	-	/1.25
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	
9	Other: (specify) _____	VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL	

It has been said that the job of the professional driver suffers from an image problem. The job may not be as respected as it once was. Could you please answer the following questions on this subject.

Q-1. DO YOU THINK THAT THE PROFESSIONAL DRIVER'S JOB HAS AN IMAGE PROBLEM? (Circle number)

- 54.5% 1 Yes 12
- 45.5% 2 No 10
- 3 Don't know 6

GO TO QUESTION 12

Q-2. HOW DO YOU THINK THE DRIVER'S JOB HAS BEEN AFFECTED BY THE IMAGE PROBLEM?

Another important part of understanding a person's opinion of a job has to do with the pay and benefits they will receive. Next we would like to ask some questions about compensation.

Q-3. WHAT KIND OF STANDARD OF LIVING DO YOU EXPECT TO EARN AS A DRIVER? (Circle number)

- 1 A high standard of living 1
- 2.57 2 An above average standard of living 9
- 3 An average standard of living 12
- 4 A below average standard of living 1

Q-4. HOW MUCH DO YOU EXPECT TO EARN WHEN YOU START DRIVING? (Circle number)

- 1 Under \$10,000 2
- 2 \$10,000 - \$19,999 8
- 2.48 3 \$20,000 - \$34,999 13
- 4 \$35,000 - \$49,999 -
- 5 \$50,000 or more -

Q-5. WERE YOU EMPLOYED BEFORE ENTERING DRIVING SCHOOL? (Circle number)

- 1 Yes 16
- 1.43 2 No 12

GO TO QUESTION 15

Q-6. WHAT WAS YOUR PREVIOUS OCCUPATION?

Q-7. DO YOU EXPECT TO EARN MORE OR LESS THAN YOUR PREVIOUS OCCUPATION WHEN YOU BECOME A DRIVER?

- 1 More 17
- 1.25 2 Same 1
- 3 Less 2

Q-8. WHICH OF THE FOLLOWING BENEFITS WOULD BE MOST IMPORTANT TO YOU? (Please rank the following in their order of importance to you with 1=most important and 10=least important)

It is very important that you rank all 10 choices

Order of importance

- 1 Paid vacation 5.65 (6)
- 2 Paid holidays 5.91 (7)
- 3 Health insurance 2.35 (1)
- 4 Vision care insurance 5.22 (5)
- 5 Dental insurance 4.91 (4)
- 6 Pension or retirement plan 3.96 (3)
- 7 Life insurance 3.74 (2)
- 8 Company social events 8.83 (10)
- 9 Financial backing 6.39 (8)
- 10 Childcare provisions 8.41 (9)
- 11 Other: (specify) _____

Q-9. PLEASE DESCRIBE YOUR IDEAL SUPERVISOR:

Describe your Ideal supervisor: (Circle all that apply)			
------------------------------------------------------------	--	--	--

- | | | | | |
|---|----------------------------------------------------------------|--------------------------------|---------------------------|---------|
| | | | | |
| 1 | Listening ability LISTENS TO DRIVERS | LISTENS BUT ACTS INDEPENDENTLY | DOESN'T LISTEN TO DRIVERS | - /1.21 |
| 2 | Dealing with him FUN TO DEAL WITH | OKAY TO DEAL WITH | TOUGH TO DEAL WITH | - /1.52 |
| 3 | His demands on you ASKS TOO MUCH | ASKS THE RIGHT AMOUNT | DOESN'T ASK ENOUGH | - /2.00 |
| 4 | Knowledge of the driver's job KNOWS THE JOB WELL | KNOWS A FEW THINGS | DOESN'T KNOW ANYTHING | - /1.03 |
| 5 | Communicates drivers' problems to upper management OFTEN | SOMETIMES | RARELY | - 1.31 |

Q-10. WHICH OF THE FOLLOWING AWARDS OR RECOGNITIONS WOULD BE MOST IMPORTANT TO YOU?
 (Please rank the following in their order of importance to you with 1=most important and 9=least important)

It is very important that you rank all 9 choices

Order of importance

1	Accident free miles	3.09	(1)
2	Accident free years	3.14	(2)
3	Years with company	5.59	(5)
4	Miles of driving	6.00	(8)
5	Good Samaritan acts (such as helping stranded motorists)	5.73	(6)
6	Customer service	4.41	(3)
7	Performing duties beyond requirements	5.82	(7)
8	Getting paperwork done	6.19	(9)
9	Meeting shipment schedules	4.91	(4)
10	Other: (specify) _____		

Q-11. WHAT IS YOUR OPINION ON THE FOLLOWING ITEMS?

What is your opinion: (Circle your answer)

		8	19	1	1	
1	Night driving	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
	4	20	3	-	1 /1.96
2	Company speed limits	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
	2	15	8	4	- /2.48
3	Long driving hours	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
	5	23	1	-	- /2.21
4	On-board monitoring	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
5	Truck stop facilities	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY
6	Other: _____	VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE	DOES NOT APPLY

Q-12. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR ADVANCEMENT FOR DRIVERS WITHIN THE MOTOR CARRIER INDUSTRY? (Circle number)

	1 Very good	3
	2 Good	15
2.22	3 Poor	2
	4 Very poor	3
	5 Don't know	6

Q-13. HOW IMPORTANT TO YOU ARE OPPORTUNITIES FOR CAREER ADVANCEMENT? (Circle number)

	1 Very important	16
	2 Somewhat important . . .	10
1.55	3 Neutral	3
	4 Not important	-
	5 Not at all important	-
	6 Don't know	

Q-14. WHAT WOULD MAKE YOU CHOOSE TO WORK FOR ONE FIRM INSTEAD OF ANOTHER? (Circle all that apply)

79.3%	1 More pay	23
48.3	2 Better fringe benefits	14
41.4	3 More time at home / Better schedule	12
62.1	4 Better equipment	18
41.4	5 Location of company	12
58.6	6 Better people to work with .	17
	7 Don't know	-
06.9	8 Other: (specify)_____	1
	9 Other: (specify)_____	1

Q-15. WHY DID YOU DECIDE TO BECOME A PROFESSIONAL DRIVER?

Q-16. WHY DID YOU CHOOSE TO GO TO TRUCK DRIVING SCHOOL?

Q-17. ARE YOU SATISFIED WITH THE TYPE OF TRAINING YOU ARE RECEIVING? (Circle number)

- 1.12 1 Yes 23
- 2 No 3

GO TO QUESTION 26

Q-18. WHAT CHANGES WOULD YOU LIKE TO SEE IN PROFESSIONAL DRIVER TRAINING?

Q-19. WHAT DO YOU THINK YOU WILL LIKE BEST ABOUT PROFESSIONAL DRIVING?

Q-20. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO JOB SATISFACTION. PLEASE RANK THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION (1=most important and 9=least important).

Order of Importance

It is very important that you rank all 9 choices

- | | | |
|---|------------------------------------------------------------------------------------------------------------|----------|
| 1 | Working conditions
(such as equipment, facilities, and traffic) | 2.55 (1) |
| 2 | Interpersonal relations
(such as relationships with shippers/customers,
and other drivers) | 5.77 (6) |
| 3 | Advancement
(such as opportunities or desire for advancement) | 5.00 (4) |
| 4 | The work
(such as actual driving, safety regulations, law
enforcement, loading/unloading) | 4.32 (3) |
| 5 | Salary & benefits | 2.55 (1) |
| 6 | Supervision
(such as relationship with supervisor,
quality of supervision) | 6.24 (8) |
| 7 | Company policies
(such as safety policies, driving policies,
on-board monitoring) | 5.91 (7) |
| 8 | Recognition
(such as awards policies) | 7.14 (9) |
| 9 | Training
(such as safety, regulations training) | 5.41 (5) |

Finally, we would like to ask some questions about yourself to help Interpret the results.

Q-21. ARE YOU: (Circle number)

- 1.14 1 Male 24
- 2 Female 4

Q-22. YOUR RACE: (Circle number)

- 92.6 1 White 25
- 2 Black -
- 03.8 3 Native American / Indian 1
- 4 Oriental -
- 03.7 5 Other: (specify)_____ 1

Q-23. ARE YOU OF HISPANIC BACKGROUND? (Circle number)

- 1.93 1 Yes 2 7.1%
- 2 No 26 92.9%

Q-24. YOUR PRESENT AGE: 28.5 Years

Q-25. ARE YOU PRESENTLY: (Circle number)

- 59.3 1 Single / Widowed 16
- 07.4 2 Separated / Divorced 2
- 33.3 3 Married / Living together 9

Q-26. WILL YOU (OR YOUR FAMILY) HAVE ANY INCOME OTHER THAN FROM DRIVING? (Circle number)

- 1.71 1 Yes 8
- 2 No 20

Q-27. HOW MANY DEPENDENTS DO YOU HAVE (CHILDREN UNDER 18)? 0.52

GO TO BACK COVER

IS THERE ANYTHING ELSE YOU WOULD LIKE TO TELL US ABOUT YOUR IDEAS ABOUT BEING A PROFESSIONAL DRIVER? IF SO, PLEASE USE THIS SPACE FOR THAT PURPOSE.

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