

JOB SATISFACTION OF U.S. COMMERCIAL DRIVERS

Executive Summary, 2nd Edition

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Introduction

Truckload carrier management has exhibited a great deal of interest in driver retention in the past few years because of extremely high turnover rates. Driver turnover rates vary among companies, but rates of 70 to 100 percent are not uncommon and can be significantly higher. This predicament presents unusual and costly problems for the truckload industry. Turnover increases costs through reduced performance, increased accident rates, and higher insurance costs, not to mention recruiting and training costs.

Additionally, customer satisfaction, a major factor in retaining business, is tied directly to employee job satisfaction. Maximum customer satisfaction can only be achieved with satisfied employees. These two factors (reduced costs and improved customer satisfaction) should motivate trucking firms to create positive and satisfying relationships between themselves and drivers.

In summary, trucking firms relying on company drivers to any extent will not achieve an advantage in a highly competitive industry if they do not understand their employees. But understanding them is only the first step in creating that competitive advantage. This understanding must be carried into a program of earnest partnership in which both the driver and the trucking firm benefit. This study provides information to encourage that first step - understanding the driver's concerns, needs, and wants.

This Executive Summary is an abridgement of a more detailed technical publication of the same title. The full report evaluates many more aspects of truckload driver job satisfaction (e.g. supervision, equipment, pay & benefits, etc.).

The survey was conducted during the summer of 1990, and the technical publication became available in May 1993.

Although the study was partially funded by the American Trucking Associations Foundation, the Interstate Truckload Carriers Conference, and the participating carriers, the findings and recommendations are those of the authors.

The technical report is available from the Upper Great Plains Transportation Institute at no cost. If interested, contact the UGPTI at (701) 231-7767, fax your request to (701) 231-1945 or email us at susan_peterson@ndsu.nodak.edu. For speedier delivery, please specify UGPTI Publication 90 in your request.



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Job Satisfaction: What's That?

The driver turnover rate of 100 percent common in the truckload segment of the trucking industry is extremely high in an absolute sense and especially high when compared with other industries. High rates of driver turnover result in unnecessary costs for trucking firms. Much discussion and evaluation, and some research, has focused on this issue over the past few years in an attempt to mitigate this problem. This study focuses on job satisfaction because of its direct relationship with turnover and customer satisfaction.

Theory of Job Satisfaction

The term “job satisfaction” has a different meaning for different people. Locke defined job satisfaction as “a pleasurable or positive emotional state, resulting from the appraisal of one’s job or job experience.” Vroom described it as “affective [emotional] 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 must be kept in mind.” A driver who is “satisfied with” his job will put forth an acceptable level of effort. However, a driver who “derives satisfaction from” his job will put forth extra, discretionary effort. The importance of this discretionary effort is related 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 developed this century as a response to new organizational structures resulting, from the industrial revolution. Job satisfaction describes how people feel about their work, which affects their behavior. This study uses Herzberg’s “Two-Factor Theory of Job Satisfaction.”

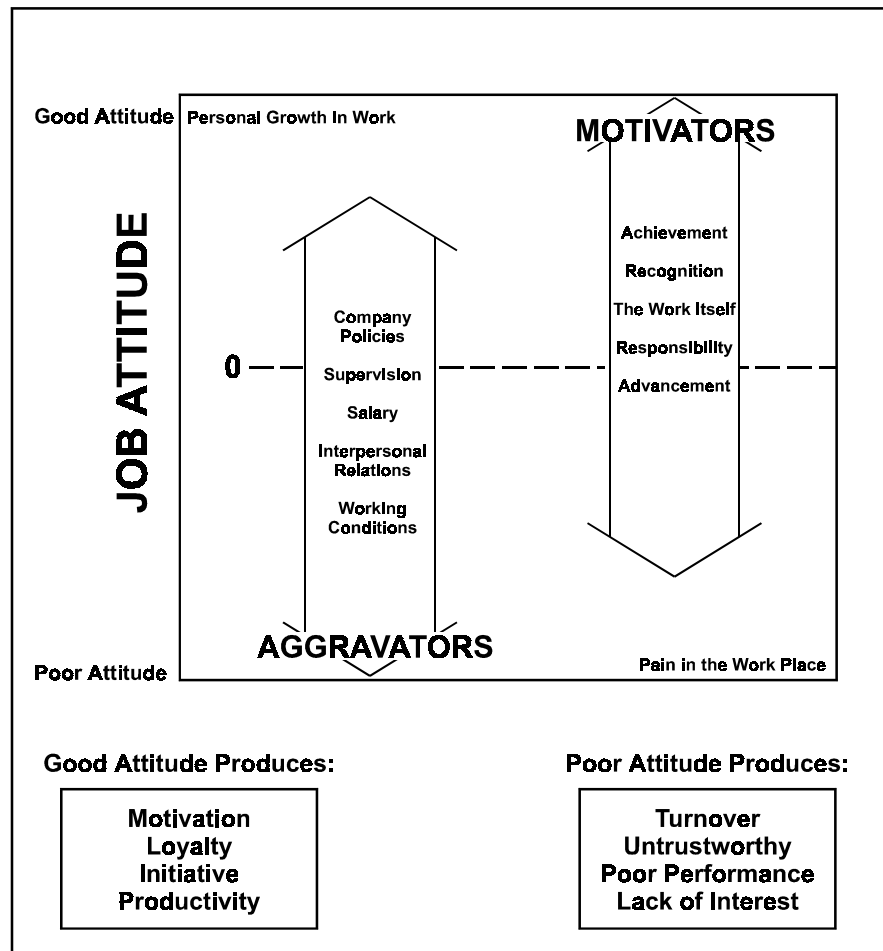
Herzberg’s Two-Factor Theory of Job Satisfaction

Herzberg’s theory is based on the hypothesis that humans have two separate and distinct needs: (1) those that arise from humans being animals opposed to pain, and (2) the needs of humans for psychological growth.

The two-factor theory involves two separate, bipolar, parallel vectors: one for job satisfaction (motivators) and one for job dissatisfaction (hygiene factors) (see figure, p.

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Herzberg's Two-Factor Theory separates job satisfaction from job dissatisfaction. This means that something that causes job satisfaction, does not cause job dissatisfaction by its absence and vice-versa. Job dissatisfaction is only caused by the items listed on the AGGRAVATOR VECTOR. Job satisfaction is only caused by the items listed on the MOTIVATOR VECTOR.



2). According to this theory, the worst case is for a worker to have no job satisfaction and a great deal of job dissatisfaction.

Alternatively, the best case would be a worker with no job dissatisfaction and much job satisfaction. However, most people will fall somewhere between the endpoints on both vectors. This causes them to weigh dissatisfaction and satisfaction with their job. Overall job attitude depends on which vector outweighs the other.

A note must be made about the difference between “being satisfied with” and “deriving satisfaction from” a job. “Being satisfied with” one’s job usually relates to the environment of the job or the environment in which one works. This corresponds to the job dissatisfaction vector. “Deriving satisfaction from” a job relates to psychological well-being and personal growth and is represented by the job satisfaction vector. Theories of job satisfaction place emphasis on both ideas.

Hygiene Factors (Dissatisfiers or Aggravators)

Hygiene factors define the conditions necessary to avoid pain in the work environment. “hygiene” comes from the medical use of the word to mean “preventative and environmental.”

Hygiene factors, as they relate to job satisfaction, include:

- 1) company policy and 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.” 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 factors, salary and safety, fulfill man’s physiological needs in work.

Motivating Factors (Satisfiers or Motivators)

Motivators contribute to fulfillment of the higher, psychological growth needs that all people have.

These factors include:

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

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Motivators produce long-term changes in job satisfaction (longer than hygiene factors). Work related events involving these factors “led to job satisfaction because of a need for growth or self-actualization.” Motivators also fulfill esteem needs. They characterize the relationship a person has with what they do. As an example, recognition contributes to driver satisfaction. Lack of recognition, however, does not contribute to job dissatisfaction. Recognition can only affect job satisfaction. The same is true of achievement, advancement, responsibility, and the work itself.

Another way to view the theory is to think of satisfaction and dissatisfaction in terms of a good attitude and a poor attitude, respectively, regarding the job. A good attitude is achieved by applying the motivators. Setting up achievement, recognition for achievement, responsibility, and advancement when defining the job results in motivation, initiative, loyalty, and productivity. Applying these factors results in personal growth. The absence of motivators will not result in great job dissatisfaction, but will prevent individuals from deriving satisfaction from their job and having a positive job attitude.

The aggravators, on the other hand, must meet minimum criteria to prevent job dissatisfaction and a negative job attitude. A certain level of physiological, safety, and belonging needs must be achieved to eliminate pain in the work place. However, having achieved that level, additional efforts focused on the aggravators will not result in a significantly positive job attitude. Satiation of the aggravators simply allows motivators to be more effectively applied. If the level of aggravators is unacceptable, a poor job attitude will develop, resulting in turnover, untrustworthiness, poor performance, and lack of interest. These attributes are not desired in a driver. The attributes resulting from a positive job attitude are exactly what is expected of a driver who represents the firm.

Research Design: How'd They Do That?

The sample for this study consisted of company drivers and owner-operators who worked for or contracted with thirteen truckload carriers located throughout the United States. All companies surveyed were truckload carriers; however, they included a range of types including dry van, liquid bulk, refrigerated, and flatbed. The carriers varied significantly in size, ranging from several dozen to several thousand drivers. Although the companies hired both company drivers and owner-operators, company drivers were the dominant employees in each company. Furthermore, ONLY COMPANY DRIVERS ARE ANALYZED IN THIS REPORT.

The questionnaire consisted of a twenty-page, sixty-eight question booklet with forced and open-ended questions and was sent to 11,390 drivers. A total of 3,910 drivers returned usable surveys for a response rate of 34.3 percent.

The sample used in this survey was not random, but it can be said to be representative of the truckload industry. It is believed that, for this segment, it does so accurately.

Demographics: Who Are These People?

Company drivers are dominated by White males. Ninety-one percent of the drivers were MALE and 90.0 percent were WHITE. This is in contrast to the population of the United States that is 48.1 percent male and 84.1 percent white. Furthermore, only 7.0 percent of the drivers identified themselves as BLACK in contrast to 12.4 percent of the population in the United States. It appears that truckload companies have not recruited these people or there is a lack of interested and qualified females and Blacks for the driving profession. These groups provide a pool of potential drivers not significantly drawn upon yet.



Driver demographics do not substantiate the stereotype that most people have of them.

The average age of all drivers was 38 years and ranged from 20-68 years. Seventeen percent were SINGLE/WIDOWED, 14 percent were SEPARATED/DIVORCED, and 69 percent were MARRIED/LIVING TOGETHER. Fifty percent of drivers had children under 18, with an average of 1.2 per driver.

This group of drivers was better educated than the average citizen. Only 8.5 percent of the drivers had a LESS THAN HIGH SCHOOL education compared with 22.5 percent for the adult population over 18 in the United States. Furthermore, roughly a third, 36 percent, had a HIGH SCHOOL DIPLOMA, 18.5 percent had received TECHNICAL SCHOOL training, 28 percent had attended SOME COLLEGE, and 7 percent received a COLLEGE DEGREE. A small number, 1.5 percent, had done POST-GRADUATE WORK.

The drivers surveyed had driven professionally an average of seven years; they had worked for their present company a little more than two years. These two statistics indicate the extent of driver turnover in the industry. Furthermore, drivers had worked for an average of three companies during their career. These statistics support the hypothesis that there are many new drivers with not much experience and that they tend to move between companies or exit the industry. Furthermore, many of the drivers, 31.4 percent, did not think they would be working for their present firm within one year. An additional third thought they would leave the firm they were working for in 2-5 years.

Results presented in this summary adhere to the following conventions: (1) questions, as they were printed in the questionnaire, appear in “Quotes With Each Word Capitalized” and (2) the responses are shown in small capital letters as they appeared in the questionnaire.

DEMOGRAPHICS

A significant majority of drivers were nonunion, 90.0 percent, and 50.8 percent of them earned between \$20,000 and \$30,000 per year. Nineteen percent earned less than \$20,000 per year and 30 percent earned more than \$30,000. Most drivers drove solo, as opposed to teams, most of the time (76 percent versus 24 percent, respectively) and they were predominantly paid by the mile (89.4 percent). The average haul was reported as 1,036 miles long and average number of miles driven in a year was 108,472. Finally, most drivers (85.4 percent) said that an individual tractor was ALWAYS (56.8 percent) or USUALLY (28.6 percent) assigned to them.

The demographics and general characteristics of the respondents are consistent with what the authors have observed in the general population of drivers. This observation gives credibility to belief that the study represents the population of truckload drivers even though a random sample was not drawn.

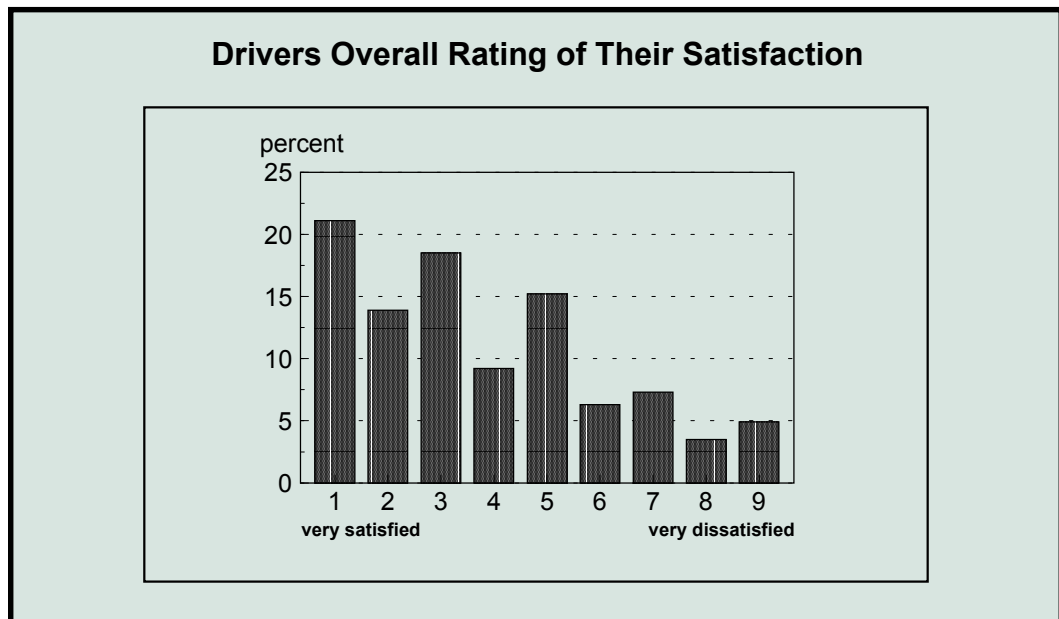
And What Did They Say?

This section explores the survey's major findings. Remember that the survey targeted truckload company drivers. Ninety-one percent of the drivers REALLY LIKED or LIKED "Driving The Truck" and nearly the same was true, 83 percent, for "Independent Lifestyle." This is extremely important to job attitude and motivation. They are related to responsibility and the work itself, and both are motivators. A driver could easily see the "Independent Lifestyle" as responsibility since the independence gained must be answered with commitment if they want their job. Driving the truck is a major element of the work itself. Since both result in a positive job attitude, a significant base of motivation already exists among drivers.

Driving: It's What I Like To Do

Truckload drivers derive a great deal of satisfaction from their job. They really like driving and the independent lifestyle associated with it. Drivers were asked to rank how much personal satisfaction they received from their job on a scale of 1 to 9 with 1 being very satisfied and 9 being very dissatisfied. Fifty-four percent of the drivers said they gained a great deal of satisfaction from their job by ranking their opinion as 1, 2, or 3. This percentage is radically different than those who said that they were very dissatisfied (7, 8, or 9) with their job, which accounted for only 15.7 percent of the respondents.

Overall, most truckload company drivers are satisfied with their job.



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A strong positive correlation exists between the driver's degree of job satisfaction and their intention to leave or stay in the industry. Only 10 percent of drivers who were extremely satisfied with their job intended to leave the industry, as opposed to 57.5 percent of the drivers who were very dissatisfied. The trend is as one would hypothesize - the more satisfied with their job, the more likely they will stay in the industry.

Working Environment

Being a truck driver is widely accepted as a difficult job. It is demanding, performed in less than ideal working conditions, and requires both physical and mental skills. Numerous problems can be encountered while on the road or dealing with customers (or management) that can result in a negative job attitude. Several sections of the questionnaire addressed working conditions. Working conditions, as was pointed out earlier, do not influence motivation or job satisfaction. However, they can create job dissatisfaction and become an aggravator, resulting in turnover and employees exiting the industry. Poor working conditions can literally drive a person out of the truck forever.

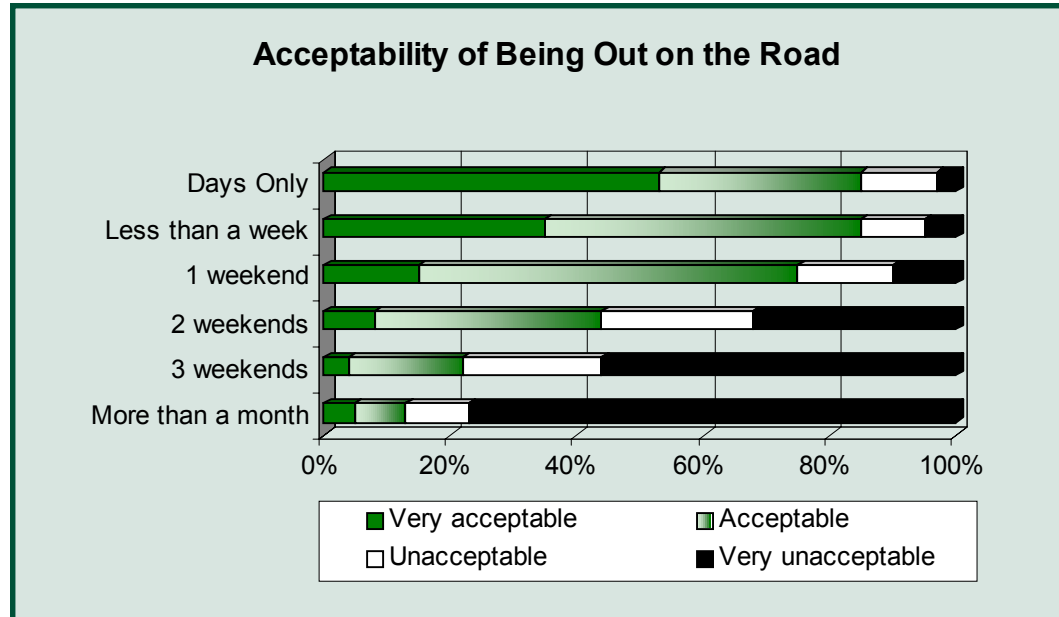


Loading and unloading freight is one of the tasks drivers disliked the most. This is not surprising considering most are not paid for it, and it detains them from doing what they are paid for.

“Company Speed Limits” and “Hand Loading/Unloading Freight” were among the most disliked aspects of the job. Both are considered working conditions, and as such they would not contribute to job satisfaction, but could definitely contribute to job dissatisfaction. If prevalent in the work place and severe enough, issues like these can literally force people out of their job. These two particular issues are complicated by the fact that they adversely affect another factor, salary, because of the piecework method of payment prevalent in the industry. Company speed limits and time spent handling freight hinder a driver's income because most drivers are paid per mile. Thus, these two policies could have a double impact on job dissatisfaction. Another area of intense dislike was “Slip Seat Operations;” 71.8 percent disliked this aspect of the job. “Slip-seating” refers to the practice of not dedicating a tractor to an individual driver; one driver slips out of the seat as another driver slips in. This practice happens even in truckload operations in an effort to fully utilize equipment. However, this practice may be in conflict with the independent lifestyle drivers prize so much.

“Road Pavement Conditions,” and “Variations Between States’ Laws,” were overwhelmingly cited as problem areas. Over 72.9 percent of drivers considered these SOME PROBLEM or a BIG PROBLEM. Inspection of the data reveals that over 44 percent thought these were a BIG PROBLEM. There are two interesting aspects of this finding; (1) both are public policy issues, and (2) both are aggravators that do not result in positive job attitude but can create negative job attitude.

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Time away from home has been a major point of discussion in the problem of turnover and retention. Many companies and managers believe if drivers could be brought home more often, turnover problems would be resolved and better relations with drivers would prevail. This opinion is incompatible with job satisfaction theory. First, job attitude is not a single issue condition; it is a very complex set of interrelated issues. Second, time away from home is a working condition. Therefore, it must be at some acceptable level, but it will not provide long-term satisfaction.

Drivers were asked “What is Your Opinion of Being Asked to Stay Out for Various Periods of Time?” The period acceptable to be away from home varies with the individual. Seventy-two percent thought it was okay to be “Gone 1 Weekend.” However, acceptability dropped significantly at two weekends and dropped dramatically again at three weekends. It is interesting the number of drivers finding it ACCEPTABLE or VERY ACCEPTABLE to be away from home for a given period drops roughly in half at each successive weekend on the road: 72.4 percent for one weekend, 41.9 percent for two weekends, 22.0 percent for three weekends, and 13.1 percent for a month or more (see graph above).

This can lend itself to a system that rewards people for staying out longer. For example, once a driver has been on the road 14 consecutive days their pay rate increases perhaps two cents per mile - similar to overtime. Such a system could identify those

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drivers willing to stay out longer. It also imposes discipline on the firm to get the trucker home, since it would cost the firm more to keep them out longer.

In a different question, half the drivers say that “Absence From Home” is NO PROBLEM (31.4 percent) or a SMALL PROBLEM (27.6 percent), which indicates that one should not expect a tremendous reduction in turnover if the frequency of getting home is improved significantly. There are two reasons for this. First, it does not appear that being absent from home is a bigger problem than other areas (only 17.2 percent said it was a BIG PROBLEM). Second, and more importantly, it is considered a working condition, which is an aggravator. Therefore, it will likely only result in moving job attitude from the negative end into a neutral area. However, it should be emphatically pointed out this DOES NOT mean this issue should be ignored. First, the aggravators (hygiene factors) collectively need to be acceptable or it will be difficult, or impossible, to invoke the motivational aspects of a job. Thus, for instance, if working conditions are horrible, it will be impossible to get people to react positively to responsibility, achievement, and recognition, which result in positive attitudes. Time away from home is one working condition the company has control over. This provides an opportunity for companies to improve working conditions. Second, ignoring the desire to get home to family and/or friends sends a signal to drivers that management is only concerned for the company and has little concern for the individual, their family, and their personal lives.

Integration into the Company

Participatory management provides better decision making, increases productivity and performance, improves employee attitude, and produces a sense of belonging and loyalty for employees. This can translate into increased profitability and improved competitiveness. Participatory management can be construed as a motivator since it implies responsibility, achievement, and recognition. Drivers exhibited an overwhelming desire to work with management.

Drivers were asked “How Important Is It To You To Influence Management Regarding The Following?” They were exceedingly interested in all areas listed. Approximately 90 percent said they were VERY INTERESTED or SOMEWHAT INTERESTED in influencing management about “Maintenance,” “Dispatch Procedures,” “Fringe Benefit Package,” and “Safety Improvements.” Between 75 and 85 percent of drivers were interested in influencing management concerning “Ways to Cut Costs,” “Improving Customer Service,” and “Cleanliness of Your Rig.” Other areas of significant interest were “Ordering New Equipment” and “Where to Buy Fuel.”

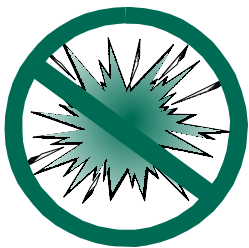
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It is important to note that few drivers, eight percent or less, were not interested in influencing management. Furthermore, improvements in several areas such as “Ways To Cut Costs,” “Improving Customer Service,” and “Maintenance” would benefit the company more than the driver. Thus, it appears that drivers desire to contribute to the well-being of the firm as much as they would like to improve their own well being. If any of these areas could be improved, it is a win-win situation. Either job satisfaction and retention is improved, or the efficiency, competitiveness, and profitability of the firm is increased. Drivers’ interest in involvement is an indication of a work force that would respond to motivators.

Training To Be A Professional

Continued training is a means of motivating employees. Training is a form of achievement that can be used for advancement or as a form of recognition, and can imply additional responsibility. Thus, training can be a comprehensive means of addressing the motivators; therefore a question with twenty-three training topics was incorporated into the questionnaire.

Drivers expressed an exceptionally strong desire for additional training in a variety of areas. Some would provide the driver direct benefits and some would benefit the company as well as the driver. However, it must be recognized that the company indirectly benefits from training through increased motivation, regardless of who realizes the direct benefits. Most drivers were VERY INTERESTED or SOMEWHAT INTERESTED in twenty-two categories. This interest in training suggests the person responding is a motivation seeker, one who welcomes opportunities to learn about their job and chances to apply that learning.



Drivers were interested in all types of training but put the highest priority on safety.

Drivers were most interested in additional training related to the safety of the truck and the driver. This is encouraging. Safety doesn’t cost, it pays. “Defensive Driving” was ranked first with 89.4 percent of the drivers saying that they were VERY INTERESTED or SOMEWHAT INTERESTED in additional training, followed by “Safety Regulations” (86.1 percent), “Injury Prevention” (84.5 percent), “Accident Procedures” (82.8 percent), “Equipment Inspections” (81.9 percent), and “First Aid” (81.8 percent). Interestingly, drivers ranked areas related to safety, in terms of prevention or response, above all other areas of training. This seems to suggest a responsible person who is interested not only in their personal safety, but also that of others and their equipment and cargo.

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Between 70 and 80 percent of drivers were interested in learning more about: “Your Company’s Strategy And Direction,” “Problem Solving Skills,” “Customer Service,” “Maintenance Procedures,” “Company Policies,” “Getting Along With Other People” and “Commercial Drivers License.” Additionally, 60 to 70 percent of the drivers were interested in training in “Managing Family Issues While Away From Home,” “Learning More About Their Customers’ Industries,” “Personal Money Management,” “Trip Planning,” “Forms And Permits,” “Transportation Industry Costs And Trends,” and “Paperwork Completion.” Even 55.3 percent of drivers were interested in more training in “Cargo Loading And Unloading,” something for which they previously expressed a great deal of dislike.

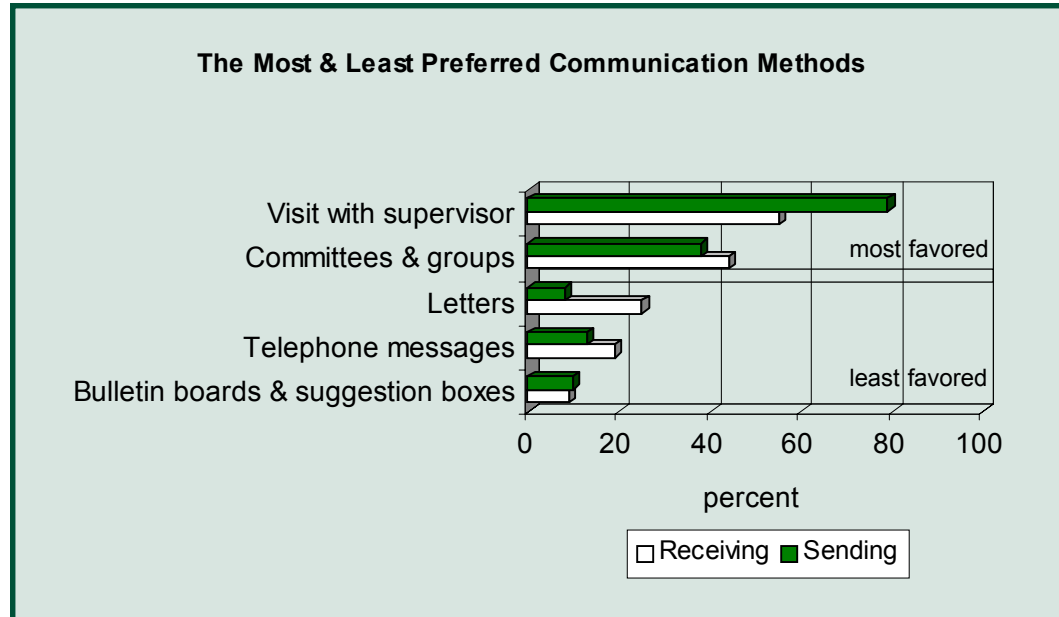
The interest expressed in additional training could be a key in improving driver retention. Management should consider training a means of reducing turnover because of the high level of interest in a broad array of topics benefiting the driver and the company. Training is definitely a motivator and can significantly contribute to job satisfaction through job enrichment. The interest in training, involvement with other aspects of the business, and participatory management indicate drivers are people whose potential is waiting to be tapped.

Personal Contact: Remember Me?

To participate in the company, communication with other employees is necessary. There are many ways for individuals to express ideas, thoughts, and attitudes in a company. Company drivers show a preference for personal (as opposed to impersonal) communication. This is not surprising; it is probably the preferred method of people in all walks of life. For drivers, however, it may be intensified by the isolation inherent in the job. The drivers’ top five of eleven methods of communicating all involved some form of personal contact, whether face-to-face or by telephone. Of the bottom six methods, only one involved personal contact and that was with training personnel. Seventy-nine percent of drivers ranked “Talking In Person With Your Supervisor” as either their first, second, or third most preferred method of communicating. It ranked first by a significant margin. “Telephoning Your Supervisor” was the second most favored method. Interestingly, “Talking In Person With Your Supervisor” was the second most favored method. Interestingly, “Talking in Person With Your Supervisor” was selected as the most preferred method nearly two and one-half times as much as “Telephoning Your Supervisor.”

It is not feasible for all managers to spend their whole working day talking with drivers. However, given the strength of the desire for some personal means of

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communication, it seems worthwhile from a retention standpoint, to allocate time for this purpose for designated managers, or by assigning this function as the only responsibility of specific managers. For companies that already do this, this information should be very supportive; for those that do not, it should encourage them to do so.

Giving input is only half the communication equation; receiving information is the other half. Personal contact again was deemed very important, although it was mixed with some impersonal methods. “Notices Sent Along With Your Paycheck” ranked first, followed closely by “Personal Contact With Your Supervisor” second, and “Newsletter” third.

One problem in interpreting this question is that it did not specify what type of information. Information to be communicated to drivers includes information on pay and benefits, company operating policies, strategic positioning of company, personal performance results, and much more. The responses suggest that drivers may prefer to receive routine information and updating through more impersonal methods such as notices sent along with a paycheck and newsletters. However, for more substantive or personal information, such as personal performance, they prefer personal contact.

This is consistent with their preferences for giving input; also consistent is the ranking of the more impersonal methods. Whether receiving or giving input, drivers’

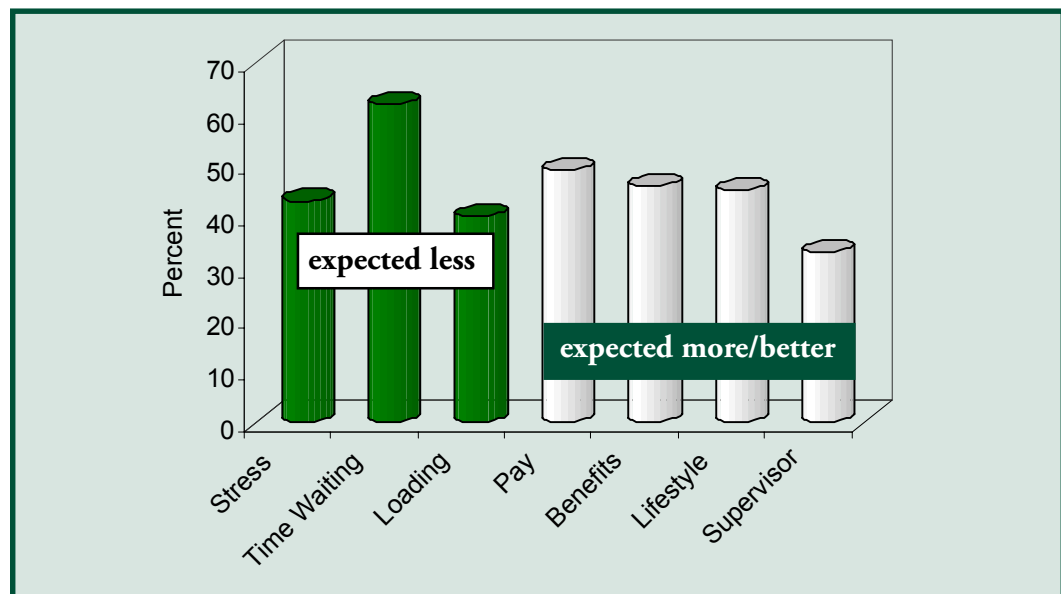
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preferences decrease as the method gets more impersonal. This sends a strong message that drivers want personal interaction with managers. This could be interpreted as a desire to be recognized as human beings rather than as a mere input which provides productive capacity for the firm.

Job Expectations: What Did I Get Myself Into?

Job expectations of a new employee play a key role in that person's satisfaction, or conversely disappointment, after they have gone to work. If the realities of the job are negative compared with the individual's expectations, disappointment and disillusionment can set in. This requires the individual to adjust their expectations and accept reality. If this adjustment is enough of a problem they may quit the firm and the industry. Thus, it is important the firm manage the expectations of drivers who have just signed on. Several types of expectations were explored in the survey. Expectations of most drivers were not met in many areas.

Forty-nine percent of drivers expected more pay and 44 percent expected better benefits. Similarly, 44 percent expected a better lifestyle and 33 percent expected a



AND WHAT DID THEY SAY?

better relationship with their supervisor. The differences between expectations and reality appear both significant in the number of respondents who felt this way and the seriousness of the discrepancy. Each of these factors would be classified as hygiene factors (aggravators); therefore, an improvement in them would not result in long term motivation and job satisfaction. However, given that new employees are subject to first impressions, it raises serious questions. For example a new driver might think, “The lifestyle is not very good, my supervisor treats me like a slave, and I’m not making as much as I thought I would.” Things may not be that bad, but the individual is having problems because of expectations. Every effort must be made to manage expectations so a prospective driver has a clear view of job reality. This could be in conflict with recruitment strategies; if so, this difference should be resolved or mitigated, but definitely managed.

Two other areas where expectations differed from reality were the “Amount of Loading/Unloading By Hand Required” and the “Amount of Time Spent Waiting.” These may be even more significant than the previous issues. Forty and 62 percent of the drivers’ expectations were not met in these areas, respectively. Another area equal in importance is the amount of “Stress Involved With Job” where 43 percent of the drivers expected less job related stress. The first two mentioned also interfere with a driver’s income earning capability and may be related to problems with pay expectations. It seems clear that a much better job needs to be done in managing expectations of new drivers. Care must be taken in the recruitment process not to over promise. Once drivers have been hired, every effort should be made to give them a realistic view of the job. This may require working with drivers closely for the first six to nine months while they adjust their expectations to reality. This is a critical period for new drivers deciding whether they want to make this a career or not.

Career Advancement: Where Can I Go From Here?

Career advancement is an important motivator in any line of work. However, it is severely lacking for drivers in the truckload industry. Many times drivers with proven safety records who have been with the company 20 years are treated the same and paid the same as drivers who were hired last week. There is no reward for the drivers loyalty and performance and no investment that is forfeited when switching firms.

On top of this, career advancement is very important to drivers. Nearly 82 percent said advancement was VERY IMPORTANT or SOMEWHAT IMPORTANT to them. Better than half

AND WHAT DID THEY SAY?

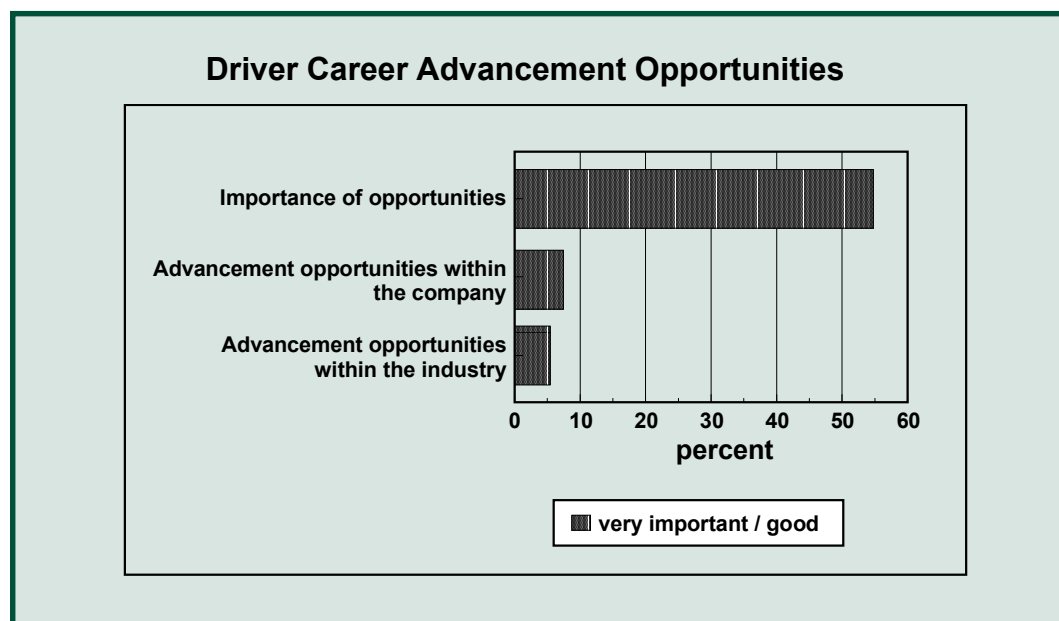
Career advancement was defined by drivers as being “More Money,” “Getting A More Regular Schedule,” and “Getting Home More Often.” But drivers also included “Moving Through A Driver Classification System Based On Personal Performance” as one of their more popular ideas of advancement.

the drivers, 54.8 percent, thought career advancement was VERY IMPORTANT. Only 3.6 percent thought it was UNIMPORTANT. The importance of career advancement varied by drivers’ age with younger drivers putting more importance on it than drivers soon facing retirement. Still, over half the drivers in their sixties thought that opportunities for advancement were important.

The importance placed on career advancement. is in stark contrast to drivers’ perception of the opportunities for advancement. Fifty-four percent of drivers thought opportunities for career advancement within their company were POOR or VERY POOR. Similarly, the same percentage thought opportunities within the trucking industry were POOR or VERY POOR. Only about a third of the drivers thought there were potential opportunities for advancement within the industry or within their company (see graph on page 17).

This is a very serious problem because advancement is a fundamental component of job satisfaction and motivation. The difference between the desire for some form of opportunity and the perceived lack of opportunity is alarming.

One possible method of advancement is a merit-based classification system. Such a system would classify drivers by skills, performance, and responsibility. A hypothetical



AND WHAT DID THEY SAY?

system could consist of five categories such as (1) apprentice driver, (2) certified driver, (3) advanced driver, (4) senior driver, and (5) master driver. Advancement between classifications requires increased driving skill and performance, as well as increased business responsibility. An example of this responsibility would be serving as a customer service representative while remaining a driver. Drivers were very positive about such a system. Seventy-nine percent of the respondents STRONGLY FAVOR or FAVOR such a system, while only 5.9 percent are against such a system. Thus it appears that one potential solution to the career advancement problem would be the development of some merit based system of promotion. This system must allow drivers to continue to drive while also emphasizing improved skill, performance achievement, and additional business responsibility.

Together, all of the responses to the various questions seem to suggest that the industry must make improvements in both the aggravators and the motivators. Improved pay, regular schedules, and more home time could be tied to a system of advancement while at the same time providing a mechanism for achievement and recognition. Drivers could become more involved in the business, which they have shown a strong desire for, as well as participate in management and policy decisions as a way of adding responsibility to the job. Furthermore, the thirst for training could be addressed. Training and testing would be a necessary component of any true merit based system of advancement. The challenge for the firm that attempts to carry out such a strategy, is to do it so the changes result in a positive contribution to the company profitability.

Summary: What does This All Mean?

The driver turnover rate of 100 percent common in the truckload segment of the trucking industry is extremely high in an absolute sense and especially high when compared with other industries. Turnover results in additional training costs, safety problems, lost business, increased insurance rates, idle equipment, and a host of other business problems. Turnover is related to overall job attitude, therefore this study looks at factors contributing to job satisfaction and dissatisfaction. Herzberg's "Two Factor Theory of Job Satisfaction," an industrial psychology theory of motivation in the work place, provided the basis for this study.

The study was designed primarily around company drivers. A total of thirteen truckload firms located throughout the nation participated in the study. Results are based on responses to a 20 page questionnaire by 3,174 company drivers, who worked for the participating firms. The sample was not random, but it was intended to be representative of the truckload industry.

Several key findings have been identified based on the data. Most importantly is that no single factor causes turnover and conversely there is no simple solution to the problem. A variety of reasons were cited for disillusionment with the industry. Thus, any plan developed by the individual firm must be comprehensive and long-range – THERE IS NO MAGIC BULLET.

Specific findings covered several aspects of the driver's job, and its relationship to the company, and point to the conclusion that the industry is underutilizing its largest and most important resource – DRIVERS.

Specifically, drivers:

- **derive a great deal of satisfaction from certain aspects of their job such as the actual driving and the independent lifestyle;**
- **are discontented with several elements of the working environment such as pay, benefits, and working conditions;**
- **express a strong desire to be more fully integrated into the firm as a contributing employee through additional responsibilities, other than driving, and in participatory management;**
- **are very interested in receiving additional training that allows them to do their job better;**

SUMMARY

- **desire personal contact with supervisors and other company employees when giving and receiving information;**
- **have expectations that are different from reality when first starting the job in several areas; and**
- **have a strong desire for some form of career advancement based on personal performance and they feel that opportunities for such advancement are poor.**

Based on these findings, it is concluded that drivers are independent, responsible, resourceful individuals seeking additional responsibility and involvement with the firm. In short, they are motivation seekers.

I Like What I Do

Drivers like several inherent aspects of their job such as driving the truck, the independent lifestyle, meeting safety requirements, the responsibility of being a driver, drug testing, relations with customers, and maintenance. These aspects describe the work itself, for which they show a strong liking. This is a very healthy job environment, for it shows the respondents have selected the right job. They derive personal satisfaction from this work, given their preferences. This provides a strong base which to develop additional, meaningful, motivational aspects of the job and improve the work environment itself.

Working Environment

However, several elements of the job, which define the work environment, provide job dissatisfaction for drivers: the level of pay and benefits, hand loading and unloading of freight, company speed limits, road pavement conditions, variations in state laws, irregular schedules, and the amount of time away from home. Although these aspects of the job desperately need to be improved, mitigating the problems associated with the work environment will not provide a great deal of job satisfaction leading to motivation and growth in the work place. However, they must be mitigated so the industry can focus on the motivation opportunities of the job. Furthermore, some of these work environment characteristics are so bad that they are driving people away from the field.

Integrating Into the Company

Drivers express a strong desire to influence management in several areas including maintenance, dispatch procedures, safety improvements, improving customer service, ways to cut costs, etc. Additionally, drivers want to get more involved in customer relations, cost reductions, safety, equipment purchases, maintenance and repair, training, sales and recruiting. These interests show a need for drivers to be more fully involved and integrated into the company as an equal with other employees. This supports the thesis that drivers are motivation seekers.

Training to be a Professional

A strong appetite for additional training is expressed by drivers regarding a variety of topics. The areas of training selected allow them to conduct their jobs better. Seventy-five percent or more of the drivers expressed a strong interest in defensive driving, safety regulations, injury prevention, accident procedures, first aid, company strategy, equipment inspection, customer service, problem solving skills, hazardous materials, and maintenance procedures. This suggests that the industry and individual firms have an excellent opportunity to develop achievement oriented training programs resulting in a more motivated and satisfied employee.

Keeping In Touch

Drivers displayed a craving for personal contact when giving information to and receiving information from management. However, they also showed a practical side; notices in paychecks and newsletters were ranked in the top three of eleven methods of receiving information. Talking with a supervisor was ranked number one in receiving and giving input. This strong desire for personal contact with company management should not be surprising. The job of a truckload driver usually requires them to be away from headquarters for extended periods, they feel isolated from the firm. Personal contact when at their base helps alleviate this problem and signals a greater integration into the firm.

Job Expectations

One serious cause of dissatisfaction is when job expectations are not met; reality turns out to be different than expected. This is a problem for drivers. Sixty-two percent of drivers said they expected to spend less time waiting, 49 percent expected more pay, 44 percent expected better benefits, 43 percent expected less job related stress, and 44 percent expected a better lifestyle than they found on the job. This is a strong indication that many drivers do not have a true picture of the job when they start. Therefore, a much better job of informing new entrants of the actual work environment needs to be done. Furthermore, this data suggests new drivers should receive a great deal of attention in the first six to twelve months of employment to help them adjust their expectations.

Career Advancement

Drivers exhibited an overwhelming desire for a system of career advancement based on personal performance. Eighty-two percent of drivers thought an opportunity for career advancement was very important or important to them. Seventy-nine percent of drivers liked the idea of a classification system of career advancement based on personal performance. Yet, 54 percent of the drivers felt that opportunities for career advancement in the trucking industry were not good. Four characteristics of career advancement most frequently cited by drivers were more money, regular schedule, home more often, and advancement in a classification system based on performance. This suggests trucking firms and the industry need to redefine the job of driving to adapt to this desire for achievement, responsibility, and recognition and reward it with better pay, a more regular schedule.

Conclusion

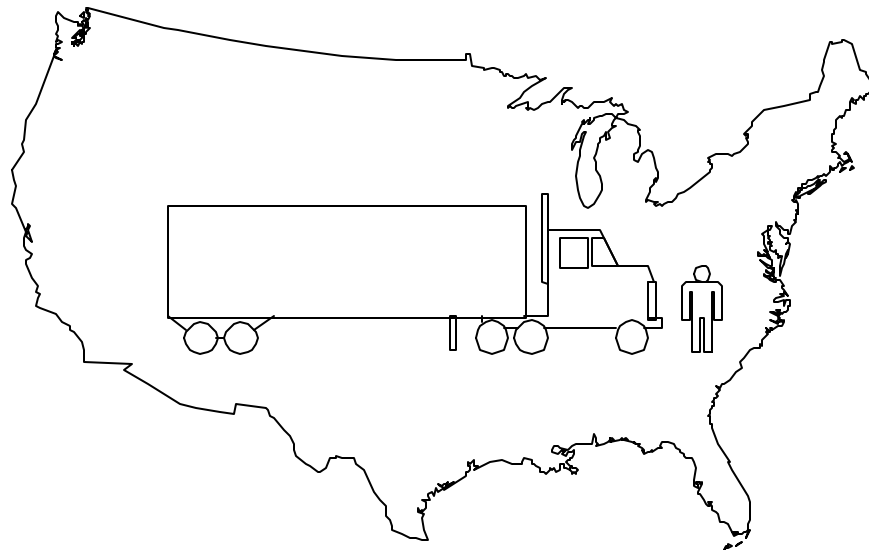
What provides motivation, satisfaction, and fulfillment in a job is a complex array of factors. This is the case with truckload drivers. There is no simple solution to retaining drivers, but a myriad of things that must be accomplished. The working environment must be improved and the job redefined in a way to emphasize the elements that motivate people. Given that the industry has sustained an extremely high turnover rate for many years, it is concluded that *there is not a shortage of drivers, but a lack of human resource strategies to take advantage of the available pool.*

APPENDIX

COMPANY DRIVER RESULTS
(N=3,175)

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

AGGREGATE RESULTS



(SEE INSTRUCTIONS ON INSIDE COVER)



Upper Great Plains
Transportation Institute
North Dakota State University
P.O. Box 5074
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May 1990

Instructions

1. Please read the questions carefully and answer all questions.
2. Select the response that best represents your feelings. There is no right or wrong answer.
3. 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.
4. Do not put your name on this questionnaire to insure anonymity.
5. When you have finished, place this questionnaire in the business reply envelope. You do not need a stamp to mail this envelope.
6. Check the box on the envelope if you would like to receive a summary of the results.
7. Please return as soon as possible. Another questionnaire will be sent to you if yours is not returned promptly.
8. When we receive your reply, we will separate your survey from the envelope, check your name off the mailing list to prevent you from receiving additional mailings, note if you have requested a summary of the results, and throw the envelope away.

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
2.42	1	Relations with shippers/customers	13.0	44.0	32.9	8.1	2.0
1.46	2	Driving the truck	59.9	35.4	3.7	0.8	0.2
1.90	3	Meeting safety requirements	30.6	50.7	17.1	1.3	0.3
2.96	4	Vehicle inspections by officials	7.8	25.4	38.2	20.7	7.9
2.11	5	Travelling out-of-town	28.7	43.6	18.3	6.9	2.4
1.73	6	Independent lifestyle	45.6	38.9	12.6	2.2	0.6
2.16	7	Visiting with other drivers	20.3	47.7	28.3	3.0	0.6
3.07	8	Dealing with highway patrol	2.8	18.0	55.9	15.8	7.5
2.70	9	Company management	9.9	35.0	35.5	14.5	5.1
3.03	10	Paperwork	2.3	23.0	49.0	20.8	5.0
2.92	11	Commercial drivers license	14.0	25.5	30.0	15.1	15.3
4.12	12	Hand loading/unloading freight	1.2	7.4	18.3	24.6	48.6
3.07	13	Loading/unloading palletized freight	12.2	23.8	27.6	17.7	18.7
1.97	14	Drug testing	42.1	29.1	21.7	4.2	2.9
1.96	15	Satellite communications	50.6	17.1	22.2	6.1	3.9
3.19	16	Company speed limits	9.6	19.5	27.4	29.2	14.3
4.09	17	Slip seat operations	2.7	6.0	19.2	23.6	48.6
2.51	18	Controlling costs of operation	8.2	38.5	48.2	4.0	1.1
2.05	19	Your present company	30.7	45.1	15.4	5.7	3.0
2.34	20	Recommending new customers	14.2	40.5	42.9	1.9	0.5
2.16	21	Tractor/trailer maintenance	26.4	43.6	19.9	7.6	2.5

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

		What is your opinion? (Circle your answer)			
		VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE
1.71	1 Days only	51.5	33.0	9.0	6.5
1.79	2 Gone less than a week	41.6	42.8	10.4	5.1
2.08	3 Gone 1 weekend	20.0	58.6	14.7	6.7
2.59	4 Gone 2 weekends	9.7	43.3	25.3	21.6
3.14	5 Gone 3 weekends	5.3	22.1	26.1	46.6
3.58	6 Gone a month or more	3.6	8.1	14.8	73.5

Q-3. IN ADDITION TO DRIVING, ARE YOU INTERESTED IN GETTING INVOLVED WITH THE FOLLOWING?

		How interested in? (Circle your answer)			
		VERY	SOMEWHAT	SLIGHTLY	NOT
2.74	1 Sales (finding more business with new or current customers)	15.1	29.9	20.7	34.3
2.31	2 Training (train new drivers and refresher training for existing drivers)	31.0	30.0	15.8	23.2
2.04	3 Customer relations (maintaining good relationships with current customers by answering complaints and updating them with new business information and finding out about their needs)	37.1	34.9	14.4	13.5
2.45	4 Recruiting (determine sources of drivers, conduct interviews, etc.)	23.1	33.2	19.1	24.7
2.49	5 Group leader of drivers (oversee the development and performance of a small group of drivers)	23.8	30.4	19.0	26.8
1.88	6 Safety (knowing, teaching, and enforcing safety and procedures)	46.2	29.6	14.0	10.3
2.23	7 Equipment purchases (specifying options for new equipment and justifying them financially)	34.1	29.4	15.6	20.9
2.31	8 Maintenance and repair (maintaining and repairing your truck)	33.3	25.8	17.1	23.8
2.15	9 Cost reduction goals (being part of the process to define areas for improvement, how to get there, and how to measure progress)	30.7	36.9	18.8	13.7
1.78	10 Other: (specify) _____	66.7	10.4	1.5	21.4

Q-4. WHAT IRRITATES YOU THE MOST ABOUT THE DIFFERENCES IN LAWS AND REGULATIONS BETWEEN STATES? (Be specific)

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-5. WHAT IS YOUR EXPERIENCE WITH THE FOLLOWING ITEMS?

		Your experience: (Circle your answer)			
		NO PROBLEM	SMALL PROBLEM	SOME PROBLEM	BIG PROBLEM
2.41	1 Restricted highway access for trucks	17.8	35.0	35.7	11.4
2.62	2 Restricted local access for trucks	12.6	31.1	38.4	17.9
1.89	3 Staying on schedule	42.7	32.0	19.0	6.3
1.89	4 Routine communications (dispatch)	50.2	22.4	15.6	11.8
1.55	5 Relationship with supervisor	66.9	17.2	10.1	5.8
2.34	6 Absence from home	27.2	28.7	26.6	17.5
2.01	7 Irregular hours	41.6	27.7	18.7	12.0
2.60	8 Lack of exercise	20.8	25.7	25.8	27.7
2.13	9 Loneliness	35.0	30.7	20.7	13.6
2.02	10 Health hazards	38.2	30.5	22.6	8.7
2.27	11 Opportunities or facilities to wash up	30.0	29.0	25.1	15.9
2.11	12 Boredom on the road	30.7	37.8	21.6	9.9
3.40	13 Road pavement conditions	2.7	11.1	29.4	56.8
2.99	14 Variation between states' laws	9.4	19.9	32.9	37.8
2.15	15 Company assistance after hours	36.6	26.8	21.3	15.3

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

		Exterior	Interior
	1	Very important 58.5	Very important 81.6
	2	Somewhat important 32.5	Somewhat important 16.3
1.53	3	Neutral 7.1	Neutral 1.8
	4	Not important 1.3	Not important 0.3
	5	Not at all important 0.6	Not at all important 0.0
		1.21	

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

		Exterior	Interior
	1	Very important 27.1	Very important 28.5
	2	Somewhat important 31.2	Somewhat important 32.1
2.50	3	Neutral 17.7	Neutral 21.2
	4	Not important 12.6	Not important 8.9
	5	Not at all important 11.3	Not at all important 9.3
		2.39	

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

How important to your job satisfaction:

			VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL
1.37	1	AM/FM/cassette stereo	72.4	21.2	4.6	1.0	0.9
1.50	2	CB radio	67.4	21.3	7.1	2.0	2.1
2.43	3	Plush interior	13.8	42.4	33.7	6.8	3.2
1.50	4	Complete gauge set	65.1	23.1	9.2	1.7	0.9
1.15	5	Power steering	87.9	10.1	1.5	0.3	0.2
1.13	6	Air conditioning	90.2	7.3	1.7	0.3	0.4
2.46	7	Stand-up sleeper	22.9	30.0	31.1	9.5	6.4
1.08	8	Air ride seat	93.0	5.8	1.0	0.1	0.0
1.40	9	Sliding fifth wheel	72.0	18.7	7.1	1.3	0.9
1.42	10	Air ride suspension	69.0	21.9	7.5	1.0	0.7
1.51	11	Engine brakes (Jake brake)	66.4	21.7	8.3	2.1	1.6
1.60	12	Interior storage space	54.0	35.1	8.8	1.4	0.7
1.62	13	Heated mirrors	58.2	26.9	11.1	3.0	1.0
1.07	14	Good cab heater	94.0	5.4	0.5	0.2	0.0
2.41	15	Air ride passenger seat	28.8	28.5	24.2	10.0	8.4
4.06	16	Automatic transmission	2.9	4.8	23.6	20.4	48.2
2.91	17	Refrigerator	17.5	23.6	27.0	14.0	17.9
1.97	18	Bunk heater	46.2	27.9	14.5	5.6	5.8
2.23	19	Double bunk	38.6	25.5	19.3	7.7	8.9
1.37	20	Sliding trailer tandems	82.1	7.4	4.9	2.3	3.3
1.32	21	Other: (specify) _____	82.1	10.9	3.2	0.7	3.1

Q-9. GROUPS OF DRIVERS COULD BE SET UP TO PROVIDE FOR SOME FRIENDLY COMPETITION IN PERFORMANCE AREAS. WOULD YOU LIKE TO COMPETE IN THIS WAY? (Circle answer)

- 1 Yes 37.5
- 1.87 2 Maybe 37.8
- 3 No 24.7

Q-10. HOW IMPORTANT IS IT TO YOU TO **INFLUENCE** MANAGEMENT REGARDING THE FOLLOWING:

How important to you to influence:
(Circle your answer)

			VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL
1.72	1	Cleanliness of your rig	51.1	31.7	13.2	2.3	1.7
1.52	2	Dispatch procedures	61.3	27.9	9.1	1.0	0.7
1.44	3	Maintenance	68.3	22.5	7.5	0.7	1.0
1.53	4	Fringe benefit package	61.4	26.9	9.8	1.0	0.9
2.03	5	Ordering new equipment	36.8	33.0	23.9	3.5	2.8
1.96	6	Where you buy fuel	39.6	33.9	20.6	2.8	3.1
1.76	7	Improving customer service	46.8	34.2	16.3	1.5	1.2
1.98	8	Driver lounges	39.2	33.1	21.4	3.3	2.9
2.02	9	Ways to cut costs	32.5	38.8	24.4	2.6	1.8
1.55	10	Safety improvements	59.7	28.2	10.3	1.1	0.8
1.44	11	Other: (specify).....	81.6	4.8	7.4	1.0	5.3

Q-11. HOW WOULD YOU LIKE TO **GIVE INPUT** TO MANAGEMENT? (Please rank the following in their order of importance to you: 1=most preferred, 2=second most preferred, through 11=least preferred)

It is very important that you rank all 11 choices

Order
of preference
(1 through 11)

1	Telephoning your supervisor	3.27	(2)
2	Talking in-person with your supervisor	2.42	(1)
3	Talking with or telephoning your supervisor's boss	5.32	(3)
4	Talking with another company employee (a contact person for drivers)	5.45	(4)
5	Write a letter	7.83	(10)
6	Complete an annual survey	7.32	(8)
7	Complete a survey on specific topics as they arise	6.82	(7)
8	Give comments during training sessions	6.42	(6)
9	Give comments in a suggestion box	7.44	(9)
10	Have a telephone answering machine to leave comments	8.05	(11)
11	Be on a problem solving committee with managers along with other drivers	5.64	(5)

Q-12. HOW WOULD YOU LIKE TO **RECEIVE** INFORMATION FROM MANAGEMENT, OTHER THAN DISPATCH INFORMATION? (Please rank the following in their order of importance to you: 1=most preferred, 2=second most preferred through 11=least preferred)

It is very important that you rank all 11 choices

Order
of preference
(1 through 11)

- | | | | |
|----|---|------|------|
| 1 | Newsletter | 4.55 | (3) |
| 2 | Notices sent along with your paycheck | 3.90 | (2) |
| 3 | Listen to recorded messages by phone | 7.35 | (9) |
| 4 | Cassettes with recorded messages (could be listened to while driving) | 8.01 | (10) |
| 5 | Letters from management | 5.34 | (5) |
| 6 | Meetings held by management with drivers | 4.72 | (4) |
| 7 | Personal contact from your supervisor | 3.65 | (1) |
| 8 | Notices posted on a bulletin board | 8.03 | (11) |
| 9 | Policy manuals and updates | 6.53 | (6) |
| 10 | Announcements at training sessions | 7.32 | (8) |
| 11 | Meetings with management at locations out on the road | 6.57 | (7) |

Q-13. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY MOTIVATE PEOPLE TO DO A GOOD JOB. PLEASE RANK THEM IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 5=least important)

It is very important that you rank all 5 choices

Order
of importance
(1 through 5)

- | | | | |
|---|---|------|-----|
| 1 | Achievement | 2.58 | (1) |
| | (such as increasing your driving skills, learning more, and developing your expertise) | | |
| 2 | Recognition for achievement | 3.19 | (5) |
| | (such as awards policies and sincere praise from management) | | |
| 3 | Responsibility | 3.06 | (3) |
| | (such as for yourself and your truck, cost control, and customer service) | | |
| 4 | The work | 3.13 | (4) |
| | (such as actual driving, dealing with customers, complying with regulations, loading/unloading) | | |
| 5 | Advancement | 3.03 | (2) |
| | (such as opportunities for higher levels of responsibility in driving or in office jobs) | | |

Q-14. IN WHAT AREAS ARE YOU INTERESTED IN **MORE TRAINING** TO BE A MORE EFFECTIVE AND PROFESSIONAL DRIVER?

		How interested in training? (Circle your answer)			
		VERY	SOMEWHAT	SLIGHTLY	NOT
1.73	1 Safety regulations	45.4	40.1	11.0	3.5
1.87	2 Injury prevention	40.7	37.7	15.6	6.0
1.55	3 Defensive driving	60.8	27.2	8.0	4.0
2.45	4 Paperwork completion	14.6	41.9	27.0	16.5
2.07	5 Customer service	30.2	41.7	19.1	9.0
2.71	6 Cargo loading and unloading	16.8	28.2	22.7	32.3
1.82	7 Hazardous materials	47.8	30.8	12.5	8.9
1.86	8 Accident procedures	40.5	38.2	15.9	5.5
1.89	9 Equipment inspections	40.3	37.2	15.3	7.2
1.98	10 Maintenance procedures	36.4	37.2	18.1	8.3
2.05	11 Company policies	29.9	42.0	20.6	7.4
2.31	12 Transportation industry costs and trends	22.9	37.0	25.8	14.2
2.18	13 Getting along with other people	33.6	30.5	20.4	15.6
1.99	14 Problem solving skills	38.4	34.1	17.8	9.7
2.19	15 Learning more about your customers' industries	28.6	36.8	21.6	13.0
2.15	16 Forms and permits	29.2	37.8	22.0	11.0
2.91	17 Tax accounting for owner-operators	17.9	18.8	18.0	45.4
1.86	18 First aid	44.3	32.7	15.8	7.2
2.27	19 Personal money management	30.9	29.8	20.5	18.8
1.80	20 Your company's strategy and direction	46.7	33.1	14.3	5.9
2.27	21 Trip planning	30.3	30.1	21.7	18.0
2.25	22 Managing family issues while away from home	35.7	25.4	16.6	22.2
1.82	23 Commercial driver's license	53.2	24.9	8.6	13.3
1.64	24 Other: (specify) _____	72.3	8.3	2.0	17.4

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

Q-15. WHAT KIND OF STANDARD OF LIVING DOES YOUR DRIVING INCOME PROVIDE? (Circle number)

- 1 A high standard of living 1.2
- 2 An above average standard of living 14.8
- 3.10 3 An average standard of living 61.6
- 4 A below average standard of living 17.9
- 5 A low standard of living 4.6

Q-16. WHICH TYPES OF PAY ARE MOST IMPORTANT TO YOU, **WHETHER OR NOT THEY ARE OFFERED TO YOU?** (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 10=least important)

It is very important that you rank all 10 choices

Order
of preference
(1 through 10)

- 1 Base pay (such as per mile or percentage of revenue) 1.73 (1)
- 2 Bonus (based on your individual performance) 4.18 (2)
- 3 Gain sharing (based on a group's performance) 8.35 (10)
- 4 Loading/unloading pay 4.90 (3)
- 5 Pay for stop-offs or relay loads 5.79 (6)
- 6 Pay for delay time 5.00 (4)
- 7 Extra pay for short loads 6.26 (7)
- 8 Layover or breakdown pay 5.70 (5)
- 9 Reimbursement for motels during breakdowns and layovers 6.60 (9)
- 10 Weekly or monthly guaranteed minimum pay 6.48 (8)

Q-17. HOW DOES YOUR PAY COMPARE TO OTHER TRUCKING COMPANIES DOING SIMILAR TYPES OF WORK REQUIRING SIMILAR TYPES OF SKILLS? (Circle number)

- 1 Much higher 4.6
- 2 Slightly higher 22.9
- 3.03 3 About the same 44.4
- 4 Slightly lower 20.7
- 5 Much lower 7.3

Q-18. HOW DOES YOUR PAY COMPARE TO OPPORTUNITIES AVAILABLE TO YOU IN OTHER INDUSTRIES? (Circle number)

- 1 Much higher 7.4
- 2 Slightly higher 26.1
- 3.04 3 About the same 32.3
- 4 Slightly lower 23.5
- 5 Much lower 10.7

Q-19. 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
1.41	1	Paid vacation	68.7	21.6	9.6
1.77	2	Paid holidays	47.4	27.8	24.8
1.35	3	Health insurance	67.3	30.5	2.2
2.02	4	Vision care insurance	34.0	29.6	36.4
1.55	5	Dental insurance	59.3	26.7	14.0
1.44	6	Pension or retirement plan	63.5	29.2	7.2
1.40	7	Life insurance	64.9	30.6	4.6
1.97	8	Company social events	33.4	36.0	30.6
2.65	9	Childcare provisions	10.2	14.9	74.9
1.76	10	Disability pay	38.3	47.1	14.5
2.30	11	Other: (specify)_____	18.1	34.2	47.7

Q-20. WHICH OF THESE 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: 1=most important, 2=second most important through 10=least important)

It is very important that you rank all 10 choices

Order
of importance
(1 through 10)

1	Paid vacation	4.32	(2)
2	Paid holidays	5.35	(7)
3	Health insurance	2.01	(1)
4	Vision care insurance	5.03	(5)
5	Dental insurance	4.37	(3)
6	Pension or retirement plan	4.64	(4)
7	Life insurance	5.16	(6)
8	Company social events	9.23	(10)
9	Childcare provisions	9.10	(9)
10	Disability pay	5.78	(8)

Q-21. THE FOLLOWING LIST INCLUDES SOME AREAS FOR RECOGNITION. HOW DO YOU FEEL ABOUT THESE PROGRAMS, **EVEN IF THEY ARE NOT OFFERED TO YOU?**

Importance of recognition for:
(Circle your answer)

			VERY	SOMEWHAT	SLIGHTLY	NOT
1.24	1	Accident free operation	80.7	15.9	2.4	1.0
1.39	2	Minimizing cargo loss and damage	68.1	26.4	4.2	1.2
1.41	3	Miles of driving	67.3	26.6	4.5	1.7
1.77	4	Good Samaritan acts (such as helping stranded motorists)	42.4	41.9	11.7	3.9
1.67	5	Dock courtesy	51.4	34.3	10.5	3.8
1.58	6	Performing duties above base standards	53.8	36.4	7.6	2.2
1.66	7	Getting paperwork done accurately and on-time	53.0	32.5	10.3	4.2
1.27	8	On-time pickup and delivery	79.4	15.9	3.3	1.4
1.93	9	Miles per gallon efficiency	35.4	42.7	15.2	6.6
1.41	10	Working injury free	70.2	20.7	6.5	2.6
2.40	11	On-board monitoring results	24.1	34.0	19.1	22.7
1.82	12	Other: (specify) _____	65.0	10.0	3.0	22.0

Q-22. IN WHICH OF THESE AREAS IS IT IMPORTANT TO YOU TO RECEIVE AWARDS OR RECOGNITIONS, **WHETHER OR NOT THEY ARE OFFERED TO YOU?** (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 11=least important)

It is very important that you rank all 11 choices

Order
of importance
(1 through 11)

1	Accident free operation	1.96	(1)
2	Minimizing cargo loss and damage	4.48	(4)
3	Miles of driving	4.46	(3)
4	Good Samaritan acts (such as helping stranded motorists)	7.21	(9)
5	Dock courtesy	7.17	(8)
6	Performing duties above base standards	5.77	(5)
7	Getting paperwork done accurately and on-time	7.02	(7)
8	On-time pickup and delivery	4.27	(2)
9	Miles per gallon efficiency	8.02	(10)
10	Working injury free	5.99	(6)
11	On-board monitoring results	9.63	(11)

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

Q-23. PLEASE DESCRIBE YOUR SUPERVISOR: **(Answers are strictly confidential)**

Describe your supervisor:
(Circle your answer)

			VERY MUCH	SOMEWHAT	SLIGHTLY	NOT AT ALL
2.66	1	Does he/she ask for drivers' opinions	15.4	32.3	23.2	29.1
1.90	2	Do you like to work with your supervisor	41.0	36.1	14.7	8.3
1.91	3	Does he/she treat you with respect and dignity	42.3	33.1	15.6	9.0
2.83	4	Does he/she demand instead of ask things from you	13.7	25.1	25.2	35.9
1.99	5	Is he/she familiar with your job	37.6	35.1	17.8	9.5
2.09	6	Does he/she follow up on problems	33.1	35.6	20.4	10.9
2.26	7	Is he/she receptive to suggestions	24.4	38.5	24.0	13.1
2.28	8	Does he/she communicate on-going problems to upper management	23.1	40.2	22.9	13.9
2.11	9	Is he/she fair to all drivers	32.1	38.0	16.7	13.1
1.79	10	Are his/her expectations clear to you	46.4	34.0	13.5	6.1
1.93	11	Is he/she trustworthy	41.3	34.2	14.1	10.3
1.90	12	Is he/she supportive of you and your work	41.9	34.3	16.1	7.7
1.98	13	Does he/she take time to listen to you	39.4	32.1	19.8	8.7
2.29	14	Would your supervisor be upset if you took an unresolved problem to upper management	27.8	33.2	21.5	17.4
2.14	15	Does your supervisor give you credit or thank you for doing a good job	35.2	32.1	16.7	16.0
1.79	16	Is he/she competent	46.3	34.5	13.3	5.8

Q-24. HOW OFTEN DO YOU MEET WITH YOUR SUPERVISOR FACE TO FACE? (Circle number)

- 1 More than once a week 8.9
- 2 Once a week 6.9
- 4.06 3 Once every two weeks 16.2
- 4 Once a month 29.3
- 5 Once every three months 14.8
- 6 Less than once every three months 23.8

Q-25. PLEASE LIST THE THINGS YOU LIKE BEST ABOUT YOUR SUPERVISOR. (Answers are strictly confidential.)

1. _____

2. _____

3. _____

Q-26. PLEASE LIST THE THINGS YOU LIKE LEAST ABOUT YOUR SUPERVISOR. (Answers are strictly confidential.)

1. _____

2. _____

3. _____

Q-27. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY DISTRACT PEOPLE FROM DOING A GOOD JOB. PLEASE RANK THESE ITEMS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 5=least important)

It is very important that you rank all 5 choices

Order of importance (1 through 5)

1	Working conditions (such as equipment, facilities, and traffic)	1.95	(2)
2	Supervision (such as relationship with supervisor, quality of supervision)	3.21	(3)
3	Salary & benefits	1.94	(1)
4	Interpersonal relations (such as relationships with other drivers and shippers/customers)	4.10	(5)
5	Company policies (such as safety policies, driving policies, and maintenance policies)	3.79	(4)

Q-28. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR DRIVER ADVANCEMENT **WITHIN YOUR COMPANY?**
(Circle number)

	1	Very good	16.1
	2	Good	40.1
2.61	3	Poor	20.4
	4	Very poor	13.3
	5	Don't know	10.1

Q-29. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR DRIVER ADVANCEMENT **WITHIN THE MOTOR CARRIER INDUSTRY?** (Circle number)

	1	Very good	8.8
	2	Good	30.7
2.91	3	Poor	34.9
	4	Very poor	12.1
	5	Don't know	13.4

Q-30. HOW IMPORTANT TO YOU ARE OPPORTUNITIES FOR CAREER ADVANCEMENT? (Circle number)

	1	Very important	61.5
	2	Somewhat important	25.0
1.58	3	Neutral	9.8
	4	Not important	2.0
	5	Not at all important	1.0
	6	Don't know	0.8

Q-31. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS? (Circle all that apply)
(These are frequencies.)

(1)	2466	1	More money
(3)	1558	2	Getting home more often
(2)	1721	3	Getting a more regular schedule / dedicated route
(7)	971	4	Increased driving skill
(5)	1310	5	Move into management or supervision
(6)	1153	6	Move through a driver classification system based on length of service or miles driven
(4)	1505	7	Move through a driver classification system based on personal performance
(9)	861	8	Train new drivers
(11)	455	9	Lead driver on a team
(10)	673	10	Driver recruiter
(8)	945	11	Safety trainer
(12)	166	12	Other: (specify)_____

Q-32. WHY DID YOU CHOOSE TO WORK FOR THIS FIRM INSTEAD OF ANOTHER? (Circle all that apply)
(These are frequencies.)

(4)	1166	1	More pay
(7)	1106	2	Better fringe benefits
(3)	1197	3	More time at home / Better schedule
(1)	1336	4	Better equipment
(5)	1162	5	Location of company
(9)	661	6	Better people to work with
(6)	1156	7	Training offered
(8)	1078	8	Size of firm
(2)	1332	9	Reputation of firm
(11)	347	10	Liked the recruiter
(12)	123	11	Don't know
(10)	616	12	Other: (specify)_____

Q-33. A CLASSIFICATION SYSTEM WOULD BE ONE METHOD OF PROVIDING FOR ADVANCEMENT AS A DRIVER. ONE POSSIBLE SYSTEM COULD BE 1) APPRENTICE, 2) CERTIFIED, 3) ADVANCED, 4) SENIOR, AND 5) MASTER DRIVERS. SUCH A SYSTEM WOULD ALLOW ADVANCEMENT AS SKILLS AND JOB PERFORMANCE IMPROVED AND AS ADDITIONAL RESPONSIBILITIES WERE ADDED. IN RETURN, THIS COULD BE REWARDED WITH ADDITIONAL PAY, FRINGE BENEFITS, OR RECOGNITION. WOULD YOU FAVOR OR OPPOSE SUCH A SYSTEM? (Circle number)

- 1 Strongly favor 47.5
- 2 Favor 33.5
- 1.78 3 Neutral 14.3
- 4 Oppose 2.5
- 5 Strongly oppose 2.2

Q-34. WHEN YOU FIRST STARTED YOUR CURRENT POSITION, HOW WERE THE FOLLOWING ITEMS **DIFFERENT** THAN EXPECTED?

		Different than you expected? (Circle your answer)			
		EXPECTED MORE	SAME AS EXPECTED	EXPECTED LESS	DON'T KNOW
2.14	1	Amount of time away from home 11.6	64.5	22.6	1.4
2.40	2	Amount of time spent doing work other than driving 5.9	51.2	40.5	2.4
1.92	3	Amount of time spent driving 16.8	74.6	8.0	0.6
2.23	4	Amount of paperwork required 8.1	62.0	28.5	1.4
2.61	5	Amount of time spent waiting 7.7	24.8	65.9	1.5
1.60	6	Actual pay 45.9	49.7	3.3	1.1
1.75	7	Benefits 32.7	61.5	4.0	1.8
1.86	8	Equipment 25.0	64.8	9.1	1.1
2.29	9	Difficulty of training 6.4	64.6	22.7	6.3
2.03	10	Quality of training 19.8	63.8	10.1	6.3
2.08	11	Amount of safety regulations that must be followed 10.3	72.8	15.2	1.7
2.41	12	Amount of loading/unloading by hand required 13.2	36.5	45.8	4.5
2.37	13	Stress involved with job 8.3	48.1	41.8	1.8
1.98	14	Relationship with supervisor 28.9	49.7	16.2	5.2
1.94	15	Relationship with customer's employees 23.8	62.6	9.1	4.5
2.13	16	Overall amount of work 11.0	67.1	19.9	2.0
1.70	17	Lifestyle 39.1	53.8	5.3	1.8

Q-35. IN 5 YEARS, DO YOU THINK YOU'LL STILL BE IN TRUCKING? (Circle number)

+))))))1 Yes 68.8
 * 1.31 2 No 31.2))))))))))))))))))))))))))))))))))--
 *
 *
 ↓

GO TO QUESTION 37

Q-36. IF YES, UNDER WHAT CONDITIONS? (Circle number)

1 Continue driving with your present company 42.4
 2 Driving with another firm 23.5
 2.17 3 Change positions within present company 16.6
 4 Become owner-operator 9.7
 5 Other: (specify) 7.8 _____
 *
 .))))))))))))))))))))))))))))))))))))))--

GO TO QUESTION 40

Q-37. IF NO, WHY NOT? (Circle all that apply)

(These are frequencies.)

- (9) 157 1 Going to retire
- (1) 534 2 Doesn't pay enough
- (11) 20 3 Can't meet safety/licensing/insurance requirements
- (2) 491 4 Loneliness / Away from home too much
- (3) 364 5 Work schedule too unpredictable
- (4) 304 6 Working conditions
- (10) 75 7 Poor health
- (6) 272 8 Poor treatment
- (8) 174 9 Poor supervision
- (5) 273 10 No advancement possible
- (7) 211 11 Other: (specify) _____

Q-38. WHAT WOULD IT TAKE TO KEEP YOU FROM LEAVING THE TRUCKING INDUSTRY?

Q-39. WHERE WOULD YOU SEEK EMPLOYMENT IF YOU LEAVE TRUCKING? (List the type of industry or job, not a particular company)

Q-40. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB? (Circle the number on the line below to indicate your satisfaction)

VERY SATISFIED	1	2	3	4	5	6	7	8	9	VERY DISSATISFIED
	*	*	*	*	*	*	*	*	*	
	16.1	16.2	22.1	11.3	15.3	5.7	6.7	2.9	3.7	
3.74										

Q-41. WHAT DO YOU LIKE BEST ABOUT PROFESSIONAL DRIVING?

Q-42. WHAT DO YOU LIKE BEST ABOUT YOUR CURRENT COMPANY?

Q-43. IF YOU COULD CHANGE ANYTHING ABOUT YOUR PRESENT JOB TO MAKE IT MORE SATISFYING TO YOU, WHAT WOULD IT BE?

Q-44. HOW WOULD YOU EVALUATE YOUR COMPANY'S ATTITUDE TOWARDS YOUR NEEDS?

Your company's attitude is:
(Circle your answer)

		VERY CONCERNED	SOMEWHAT CONCERNED	SLIGHTLY CONCERNED	NOT CONCERNED
2.29	1 Home time	22.4	40.0	24.0	13.6
2.46	2 VERY CONCERNED INCOME	14.3	40.4	30.4	14.8
1.46	3 Safety	65.1	25.8	7.2	1.9
1.61	4 Quality and maintenance of equipment	54.9	32.3	9.9	2.9
2.48	5 Well-being of family members	18.5	34.4	27.4	19.6
2.66	6 Career advancement	11.1	36.0	28.9	23.9
2.57	7 Use of my time	19.3	29.5	26.2	25.1
1.96	8 Accurate paycheck	39.3	34.6	17.1	9.0
2.25	9 General welfare	21.2	43.7	24.0	11.1
2.18	10 Working conditions	24.3	43.2	22.4	10.1
2.35	11 Proper rest and fatigue	25.2	32.3	24.8	17.7
2.26	12 Health	25.7	36.1	24.6	13.6
2.25	13 Continued training	26.0	36.6	23.9	13.6
2.46	14 Job security	23.9	31.1	20.0	25.0

So far in this survey the items that aggravate people in their jobs and the things that motivate people in their jobs have been kept separate. Now we would like you to give an overall ranking to these factors.

Q-45. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO YOUR JOB ATTITUDE. PLEASE RANK THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 10=least important)

Order
of importance
(1 through 10)

It is very important that you rank all 10 choices

- | | | | |
|----|--|------|------|
| 1 | Working conditions
(such as equipment, facilities, and traffic) | 2.97 | (2) |
| 2 | Interpersonal relations
(such as relationships with other drivers and shippers/customers) | 7.31 | (10) |
| 3 | Advancement
(such as opportunities for higher levels of responsibility in driving or
in office jobs) | 5.61 | (4) |
| 4 | The work
(such as actual driving, dealing with customers, complying with regulations,
loading/unloading) | 4.31 | (3) |
| 5 | Supervision
(such as relationship with supervisor, quality of supervision) | 6.14 | (6) |
| 6 | Company policies
(such as safety policies, driving policies, and maintenance policies) | 7.08 | (9) |
| 7 | Recognition for achievement
(such as awards policies and sincere praise from management) | 6.86 | (8) |
| 8 | Responsibility
(such as for yourself and your truck, cost control, and customer service) | 5.82 | (5) |
| 9 | Achievement
(such as increasing your driving skills, learning more, and developing
your expertise) | 6.45 | (7) |
| 10 | Salary & benefits | 2.45 | (1) |

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

Q-46. ARE YOU: (Circle number)

- 1 Male 90.6
- 2 Female 9.4

Q-47. ARE YOU: (Circle number)

- 1 White 89.7
- 2 Black 7.0
- 3 Native American / Indian 1.2
- 4 Oriental 0.2
- 5 Hispanic 1.6
- 6 Other 0.3

Q-48. YOUR PRESENT AGE: _____38.11_____ Years

Q-49. ARE YOU PRESENTLY: (Circle number)

- 1 Single / Widowed 17.2
- 2 Separated / Divorced 14.4
- 3 Married / Living together 68.5

Q-50. WHAT IS THE HIGHEST LEVEL OF EDUCATION YOU HAVE ATTAINED? (Circle number)

- 1 Less than high school 8.5
- 2 High school diploma 35.9
- 2.94 3 Technical school 18.5
- 4 Some college 28.5
- 5 College degree 7.1
- 6 Post graduate work 1.5

Q-51. ARE YOU A MEMBER OF A UNION? (Circle number)

- 1 Yes 10.0
- 2 No 90.0

Q-52. WHAT IS YOUR APPROXIMATE ANNUAL INCOME FROM DRIVING (COMPANY DRIVERS USE GROSS INCOME, OWNER OPERATORS USE GROSS INCOME MINUS EXPENSES)? (Circle number)

- 1 Under \$10,000 2.3
- 2 \$10,000 - \$14,999 5.5
- 3 \$15,000 - \$19,999 11.2
- 4 \$20,000 - \$24,999 26.1
- 4.77 5 \$25,000 - \$29,999 24.7
- 6 \$30,000 - \$34,999 17.2
- 7 \$35,000 - \$39,999 7.5
- 8 \$40,000 - \$44,999 3.9
- 9 \$45,000 - \$49,999 1.2
- 10 \$50,000 or more 0.4

Q-53. HOW MANY DEPENDENTS DO YOU HAVE (CHILDREN UNDER 18)? _____1.17_____

Q-54. HOW LONG HAVE YOU DRIVEN PROFESSIONALLY? 7.17 Years OR _____ Months
 .08-50

Q-55. 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 THE COMPANIES TO WHICH YOU
 HAVE BEEN PERMANENTLY LEASED)

2.72 Number of companies

Q-56. HOW LONG HAVE YOU BEEN WORKING FOR YOUR PRESENT COMPANY?

2.19 Years OR _____ Months
 .08-38

Q-57. HOW MUCH LONGER DO YOU EXPECT TO BE EMPLOYED BY THIS COMPANY? (Circle number)

- 1 1 year or less 31.4
- 2.27 2 2 to 5 years 34.4
- 3 6 to 10 years 10.0
- 4 over 10 years 24.2

Q-58. DO YOU DRIVE IN TEAMS (NOT INCLUDING TRAINING)? (Circle number)

- 55.9 1 Never
- 20.1 2 Occasionally
- 7.1
- 3 Usually))))))) -
- 17.0
- 4 Always }

DO YOU DRIVE AS A HUSBAND-WIFE TEAM?

1 Yes 20.5

2 No 79.5

Q-59. HOW ARE YOU PAID? (Circle number)

These are frequencies.

- 2792 1 Per mile How much? .22
- 165 2 Percent of freight bill What percent? .23
- 30 3 Per trip Average? 272.14
- 230 4 Per hour How much? 10.58
- 500 5 Other: (specify) _____

Q-60. DO YOU CARRY HAZARDOUS MATERIALS? (Circle number)

- 1 Never 10.8
- 1.99 2 Occasionally 79.3
- 3 Usually 9.9

Q-61. ON THE AVERAGE, HOW LONG ARE YOU ON THE ROAD AT A TIME? (Circle number)

- 1 Days only 11.1
- 2 gone less than a week 18.1
- 3.57 3 gone 1 weekend 18.9
- 4 gone 2 weekends 18.9
- 5 gone 3 weekends 20.8
- 6 gone a month or more 12.3

Q-62. WHAT IS YOUR AVERAGE LENGTH OF HAUL: 1082.84 Miles

Q-63. HOW MANY MILES DO YOU DRIVE IN AN AVERAGE YEAR: 108,461.66 Miles

Q-64. ARE YOU USUALLY A LOCAL PICKUP & DELIVERY DRIVER? (Circle number)

- 1 Yes 8.6
- 2 No 91.4

Q-65. DO YOU HAVE AN INDIVIDUAL TRACTOR ASSIGNED FOR YOU TO DRIVE? (Circle number)

- 1 Always 56.8
- 2 Usually 28.6
- 1.75 3 Occasionally 4.5
- 4 Rarely 2.8
- 5 Never 7.3

Q-66. WHAT TYPE OF DRIVER ARE YOU? (Circle number)

- 1 Company driver (the company owns the truck)) 100.0))))))) ,
- +))))) 2 Owner-operator (you own or make payments on the truck) 0.0
- * 3 Fleet driver (you drive for someone else who owns
- * the truck and leases it to the company)) 0.0))))) -
- *

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GO TO BACK COVER

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Q-67. (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
- 2 I lease to a company but trip lease quite often
- 3 I lease to a single company and rarely trip lease to another carrier

Q-68. (IF YOU ARE AN OWNER-OPERATOR) THERE ARE REPORTS OF OWNER-OPERATORS EXPERIENCING PROBLEMS WORKING WITH CARRIERS. 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				
2	Slow pay				
3	Carrier cutting rates				
4	Not paid in full				
5	Finance charge deductions				
6	No or false rated freight bills				
7	Company required maintenance/ equipment inspections				
8	Ability to get financial backing from the carrier				

GO TO BACK COVER

