

**Job Satisfaction of  
U.S. Commercial Drivers**

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# INTRODUCTION

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Transportation of freight is fundamental to the viability of the economy in which it takes place. It is equal to, if not more important than, passenger transportation. There is a strong link between adequate and competitively priced freight transportation service and the number of jobs. There is also a strong, positive relationship between employment and demand for passenger transportation. Without jobs there is no basis for the congregation of people in urban communities. Thus, the first condition of passenger transportation demand is an adequate freight transportation system. This is obvious in production oriented parts of the economy, which depend on freight transportation to deliver goods to points of demand. Therefore, it is imperative the United States focus on continual development and improvement of freight transportation systems that serve the local, regional, national, and global economies.

Freight transportation is important as an integral part of commerce, but it also stands alone as a major component of the U.S. gross national product (GNP). The nation's total transportation bill, including freight and passenger transportation, totaled \$941.1 billion in 1990, accounting for 17.2 percent of the nation's GNP.<sup>1</sup> Freight transportation makes up over one-third of the total transportation bill, amounting to \$342.5 billion or 6.3 percent of the GNP. Truck transportation is the single largest component of the freight transportation bill. The motor carrier bill amounted to \$256.8 billion in 1989, accounting for 77.7 percent of the total freight bill.<sup>2</sup> Motor carriage dominates in revenue among modes and ranks second in ton-miles, trailing only railroads (735 billion compared to 1,080 billion ton-miles, respectively).<sup>3</sup> The important role of truck transport to the U.S. economy, both as an artery of commerce and as a contribution to economic activity by itself, is indisputable.

Within the truck sector of the freight transportation industry, the truckload carrier is the most significant and dominant carrier type. They account for nearly a third of the tonnage and ton-miles.<sup>4</sup> Building material, retail goods, paper products, petroleum products, steel, machinery, and much more are transported by truckload carriers. Truckload operations are usually irregular-route in nature; they are characterized by a tractor and trailer moving between

different destinations providing service to a multitude of shippers and receivers. Trips range from short to long and may require the driver to be away for extended periods.

Truckload carriers depend on two types of drivers to move freight: company drivers and independent contractors. This study focuses on COMPANY DRIVERS. Although owner-operators supply a significant portion of the truckload capacity, their issues are different and have been addressed in a separate study.<sup>5</sup>

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.

For firms relying on company drivers for all or part of their production capacity, it is important to create the best possible working environment. This results in a competitive advantage for the company. A positive relationship between a carrier and its drivers will result in reduced costs, improved customer satisfaction, and potential for business growth. Costs are lowered through reduced turnover and absenteeism (which are directly related to job satisfaction).<sup>6</sup> Turnover increases costs through reduced performance, increased accident rates, and higher insurance costs. 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.<sup>7</sup> 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.

# REVIEW OF THEORY AND METHODOLOGY


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As stated earlier, turnover results in higher costs for the trucking firm. Driver turnover has been the focus of much discussion and evaluation, and some research, 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.

## THEORY OF JOB SATISFACTION

The term "job satisfaction" has 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."<sup>8</sup> Vroom described it as "affective orientations on the part of individuals towards work roles which they are presently occupying."<sup>9</sup> In attempting to describe job satisfaction, "...the distinction between being 'satisfied with' and 'deriving satisfaction from' one's job must be kept in mind."<sup>10</sup> 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 Yankelevich: "Our productivity as a nation, in cost-cutting and competition, depends on how well we mobilize our discretionary effort."<sup>11</sup>

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." This theory is based on Maslow's "Hierarchy of Human Needs" and is analogous to it in several respects. Therefore, a short treatment of Maslow's hierarchy will be useful in understanding job satisfaction.<sup>12,13</sup>



## MASLOW'S HIERARCHY OF HUMAN NEEDS

Maslow theorized 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 physiologically based while the upper levels tend to emphasize psychological needs. Thus, man needs to first survive as an animal and then grow as a human being.

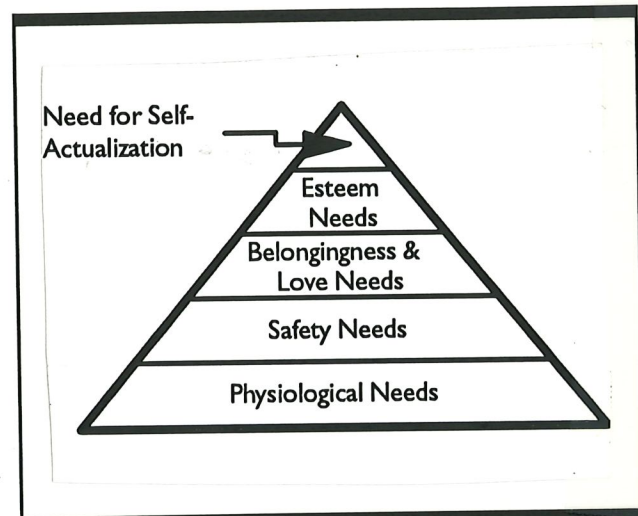


FIGURE 1. Maslow's Hierarchy of Human Needs.

### *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. When this need is strong enough, all other levels of the hierarchy will be risked or forsaken to fulfill the primary level of needs.

Physiological needs in a modern economy manifest themselves as a job that provides 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 society. Without sufficient income to meet the physiological needs of the individual and the family, it is difficult for people to concern themselves with higher needs.

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### *Safety Needs*

One tier up from physiological needs are safety needs. This is the need to be free of danger, risk, or injury. For example, a person verging on starvation might climb a cliff to get to food. However, if starvation was not imminent, that person would not risk the climb. They would look for food in a safer environment. This may put the physiological needs at risk (food might not be available elsewhere), but safety needs dominate when one's immediate physiological needs are met. In modern society, safety needs can be a factor of income. Health insurance and health care, housing in a safe neighborhood, life insurance, safe automobiles and trucks — all contribute to the individual's safety and are tied to income as direct payments or fringe benefits.

### *Belongingness and 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 survival needs and humanistic psychological needs. If physiological and safety needs are satiated, this allows individuals to pursue fulfillment of belongingness and love needs. Conversely, until belongingness and love needs have been satiated, higher needs seem unimportant and unobtainable; lower needs distract attention from higher needs.

### *Esteem Needs*

These needs include self-esteem and having the esteem of others. These needs concentrate on respect: self-respect and the respect of others. Maslow lists several aspects of these needs and how they can be satisfied.

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.<sup>14</sup>

These needs are like all others; the need is most evident when it is lacking fulfillment. Lower needs may be jeopardized and higher needs may be unrecognized when a single tier of needs dominates.

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### *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. Self-actualization is related to positive, humanistic ideals such as beauty, peace, justice, and creativity. If a person is the best possible driver, but their talents and interests lie in music, this need will not be met. Thus, the nature of the work is important in fulfilling this need. Thus, if the work is very rewarding to the individual and the individual has a sense of making a contribution through their work, some level of self (who I am) may be achieved. It is difficult to achieve this level of need; many people never recognize, much less satisfy, this need.

### *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.<sup>15,16</sup> Herzberg's theory is closely related to Maslow's hierarchy of needs.

The two-factor theory involves two separate bipolar parallel vectors: one for job satisfaction and one for job dissatisfaction (see Figure 2). The worst case is 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 much job satisfaction (B, D). However, most people will fall somewhere between the endpoints on both vectors (E, F). This causes them to weigh dissatisfaction and satisfaction with their job. Overall job attitude depends on which vector outweighs the other.

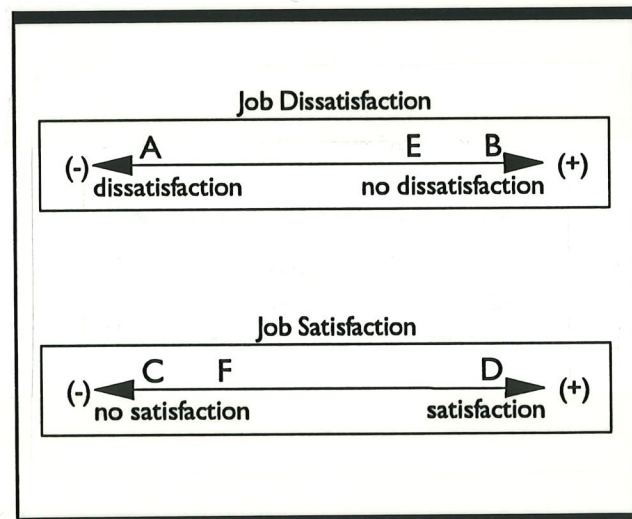


FIGURE 2. Herzberg's Two-Factor Theory of Job Satisfaction.

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 in Figure 2. "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 for man 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.

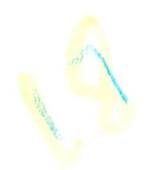
These factors produce shorter-term changes in job satisfaction. They describe the circumstances under which people perform their work. Hygiene factors "led to job dissatisfaction because of a need to *avoid* unpleasantness."<sup>17</sup> While these factors may cause job *dissatisfaction*, they do not 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, fill the first two levels of Maslow's hierarchy and thus fulfill man's physiological needs in work.

### *Motivating Factors (Satisfiers or Motivators)*

Motivators contribute to fulfillment of higher, psychological growth levels of Maslow's hierarchy. 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 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.



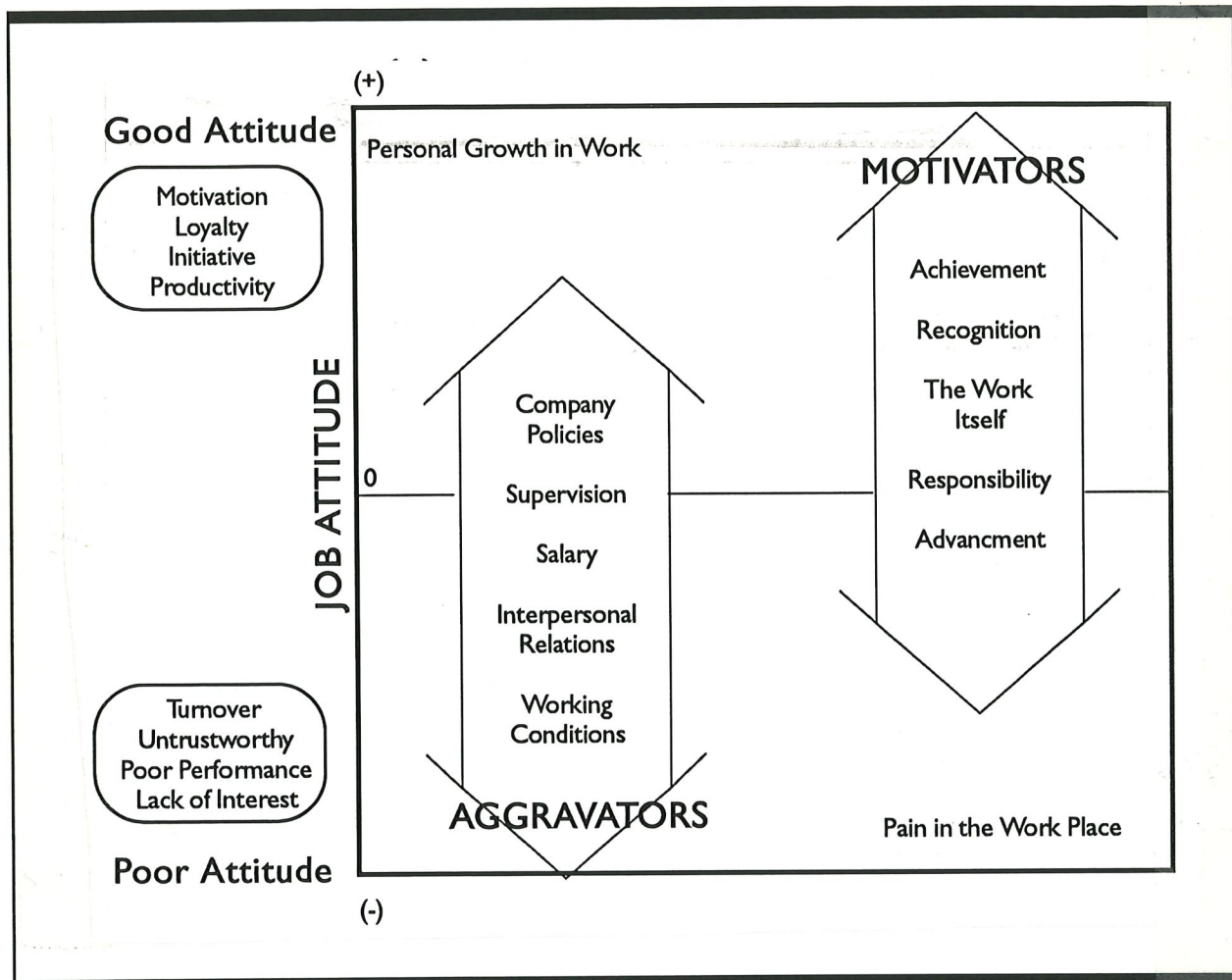


FIGURE 3. Attributes of Job Satisfaction.

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 (see Figure 3). 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, more will not result in a significantly positive job attitude. Satiation of the aggravators simply allows

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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.

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# RESEARCH DESIGN, SAMPLING METHODS, AND QUESTIONNAIRE


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This study seeks to provide truckload carrier management information to improve their human resource management strategies. It has been shown that job satisfaction is related to turnover, and turnover results in increased costs for the firm. Thus, this study seeks to lower carrier costs by focusing on causes of driver job satisfaction using Herzberg's two-factor theory. Management can use this information to improve job satisfaction of drivers and, in turn, reduce turnover.

Drivers were surveyed by mail to learn their opinions regarding job satisfaction. They were asked questions regarding their job, its attributes, and their company. Managers were also surveyed to find out how well they understood their drivers' concerns, wants, and needs. Managers were defined as anyone who has any influence or control over drivers. This could include dispatchers, middle management, upper management, and others.

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 (see Figure 4). 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 surveyed used both company drivers and owner-operators, company drivers were the dominant employees in each company. Furthermore, ONLY COMPANY DRIVERS WERE USED FOR THE ANALYSIS IN THIS REPORT.

The firms were selected because they were willing to participate and help fund the study. At the time of the survey, there was a lack of good sources of mailing lists of drivers. It was virtually impossible to develop a national random sample of firms or drivers in the United States. Thus, the reliance on a representative sample. The sample used in this survey can only be said to representative of the truckload industry. It is believed that, for this segment, it does so accurately.



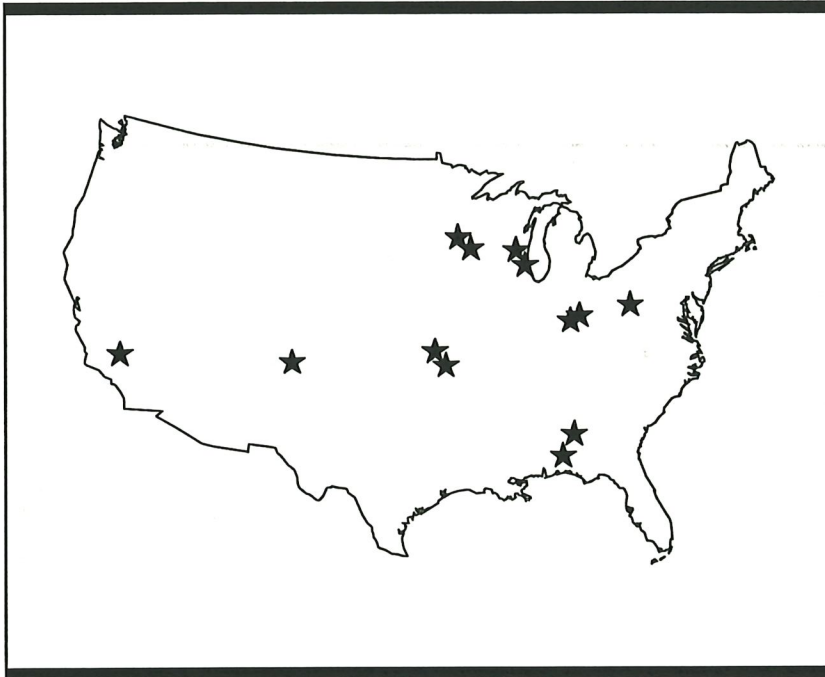


FIGURE 4. Location of Firms in the Analysis.

The survey instrument was modified from a previous study of drivers of North Dakota trucking firms. The instrument consisted of a twenty-page, sixty-eight question booklet with forced and open-ended questions (see Appendix A). To form the study sample, each firm provided either a random sample or a complete list of drivers, depending on the size of the firm. The initial mailing was sent to 11,390 drivers and included the survey, a cover letter, and a business-reply envelope.

Within two weeks, a postcard reminder was sent. A second survey was mailed to drivers who did not respond to the first mailing. A third mailing was sent to those who did not respond to the first or second. A total of 3,910 drivers returned usable surveys for a response rate of 34.3 percent.

A similar questionnaire was used to survey truckload carrier managers. The drivers' survey was reworked to find out managers' perceptions of drivers' attitudes (see Appendix B). Management's response rate was 35.9 percent, similar to drivers, with 391 managers responding.

Results of the drivers' and managers' surveys were weighted to give equal importance to responses from each firm. This eliminated bias by specific firms due to the disparity of sizes and number of responses.

The remainder of this report is divided into four sections consisting of "Demographics and Driver Characteristics," "Specific Results," "Differences Between Drivers' Opinions and Managers' Perceptions of Those Opinions," and "Summary and Conclusions."

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# DEMOGRAPHICS AND DRIVER CHARACTERISTICS

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Although the sample of drivers included company drivers and owner-operators, these results are based exclusively on company drivers. This was done for two reasons. First, a similar study focusing strictly on owner-operators was also conducted at the Upper Great Plains Transportation Institute by the same authors. Secondly, and more importantly, the results for company drivers are more homogeneous than those for combined company drivers and independent contractors. Thus, the results of company drivers should have greater predictive power and therefore be more useful to management of trucking firms. The data that is the basis for these results can be found in Appendix A. There were also several open-ended questions. The drivers' responses to these questions can be found in Appendix C.

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<sup>18</sup> and 84.1 percent White.<sup>19</sup> 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.<sup>20</sup> It appears that truckload companies have not recruited these people and/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 draw upon yet.

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.<sup>21</sup> Furthermore, roughly a third, 36 percent, had a high SCHOOL DIPLOMA, 18.5 percent had received TECHNICAL SCHOOL training, 28 percent had attended

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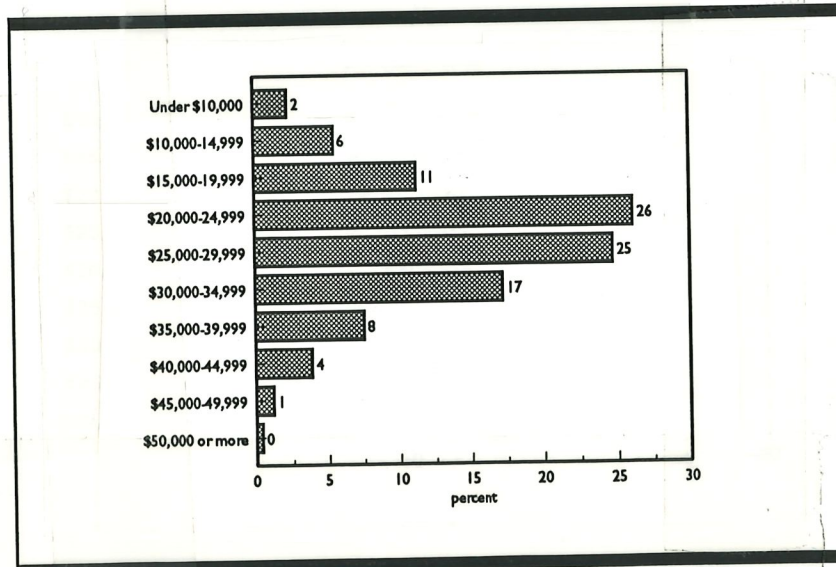
SOME COLLEGE, and 7 percent received a COLLEGE DEGREE. A small number, 1.5 percent, had done POST-GRADUATE WORK.

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 (see Table 1). An additional third thought they would leave the firm they were working for in 2-5 years.

**TABLE 1. HOW LONG DRIVERS EXPECT TO REMAIN WITH THEIR COMPANY**

(n=2,991)	Percent
1 year or less	31.4
2 to 5 years	34.4
6 to 10 years	10.0
Over 10 years	24.2

A significant majority of drivers were non-union, 90.0 percent, and 50.8 percent of them earned between \$20,000 and \$30,000 per year (see Figure 5). 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



**FIGURE 5. Gross Annual Income Received From Driving.**

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

2.5

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.

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## SPECIFIC RESULTS<sup>1</sup>

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Truckload company drivers were positive about "Driving The Truck" and the "Independent Lifestyle." They liked these most of twenty-one different aspects of the business (see Table 2). 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 the main element of the work itself. Since both result in a positive job attitude, a significant base of motivation already exists among drivers.

Drivers also liked "Meeting Safety Requirements" (76.8 percent); only 2.0 percent DISLIKED or REALLY DISLIKED this. "Traveling Out-Of-Town," "Drug Testing," "Your Present Company," "Visiting With Other Drivers," "Tractor-Trailer Maintenance," "Relationships With Shippers/Customers," and "Recommending New Customers" were all aspects of the job that were viewed positively (by 50 percent or more). Most of these would be classified as the work itself and, therefore, would contribute to job satisfaction and motivation. It is significant to note that 16.3 percent or less of the drivers DISLIKED or REALLY DISLIKED any of these aspects. The distribution is skewed heavily to the positive or neutral area for these categories, indicating a universal perception of these elements. It is also interesting that only 3.5 percent of company drivers REALLY DISLIKED drug testing. This could suggest they feel drug testing will improve driver professionalism. Of further interest, only 5.8 percent of drivers REALLY DISLIKED their present company. Thus high turnover rates would not appear so much related to what a

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<sup>1</sup> Results presented in this section conform to the following format. Questions, as they were printed in the questionnaire, appear in "Quotes With Each Word Capitalized." The responses are shown in SMALL CAPITAL LETTERS as they appeared in the questionnaire.




TABLE 2. ATTITUDES OF DRIVERS TOWARD VARIOUS ASPECTS OF THE JOB

Q-1. WHICH OF THE FOLLOWING DO YOU LIKE OR DISLIKE ABOUT YOUR JOB AS A PROFESSIONAL DRIVER?							
Item	Percentages						
	Posi- tives	Really Like	Like	Neutral	Dislike	Really Dislike	Dislike + Really Dislike
1. Driving the truck	91.1	54.9	36.2	7.6	1.1	0.2	1.3
2. Independent lifestyle	83.1	43.0	40.1	13.7	2.6	0.5	3.1
3. Meeting safety requirements	76.8	30.8	46.0	21.3	1.6	0.4	2.0
4. Travelling out-of-town	67.2	25.8	41.4	22.0	7.8	3.0	10.8
5. Drug testing	66.5	40.8	25.7	22.9	7.1	3.5	10.6
6. Your present company	66.2	26.9	39.3	17.6	10.5	5.8	16.3
7. Visiting with other drivers	65.6	18.9	46.7	29.7	4.3	0.4	4.7
8. Tractor/trailer maintenance	64.3	24.6	39.7	25.6	7.8	2.2	10.0
9. Relations with shippers/customers	61.0	16.8	44.2	32.0	5.3	1.7	7.0
10. Recommending new customers	51.3	13.2	38.1	46.2	1.9	0.6	2.5
11. Controlling costs of operation	39.8	6.8	33.0	52.7	5.7	1.8	7.5
12. Loading/unloading palletized freight	35.7	12.5	23.2	29.4	13.3	21.6	34.9
13. Company management	35.1	6.7	28.4	38.2	17.5	9.2	26.7
14. Commercial drivers license	33.4	11.9	21.5	26.1	17.5	23.1	40.6
15. Vehicle inspections by officials	32.8	8.6	24.2	35.0	22.9	9.3	32.2
16. Satellite communications	32.6	16.0	16.6	44.8	12.7	9.8	22.5
17. Dealing with highway patrol	20.6	2.5	18.1	51.6	17.9	9.9	27.8
18. Paperwork	20.2	1.4	18.8	49.0	23.7	7.1	30.8
19. Company speed limits	18.7	4.6	14.1	35.9	28.8	16.7	45.5
20. Slip seat operations	8.8	1.5	7.3	19.3	23.4	48.4	71.8
21. Hand loading/unloading freight	7.7	0.7	7.0	19.9	24.9	47.5	72.4

company is doing, but may be more related to industry wide characteristics or possibly what a company is not doing.

Attitudes toward the remaining eleven aspects of the job range from heavily neutral, evenly split, to strong dislike. "Company Speed Limits" and "Hand Loading/Unloading Freight" were among the most disliked aspects of the job. Both are considered working conditions. As such they would not contribute to job satisfaction, but would 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.<sup>22</sup> 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. This practice may be in direct conflict with the independent lifestyle drivers prize so much. The "Commercial Driver's License" was also viewed negatively with 40.6 percent saying that they DISLIKED or REALLY DISLIKED this. This may be more an indication of nervous anticipation than actual dislike, since the survey was conducted in the summer of 1990, before many drivers had taken their first CDL test.

Areas that were heavily NEUTRAL included "Controlling Costs of Operation," 52.7 percent; "Dealing With Highway Patrol," 51.6 percent; and "Paperwork," 49.0 percent. This suggests a certain ambivalence toward these aspects of the job. They are probably viewed as "just-part-of-the-job." "Satellite Communications" was viewed indifferently by 44.8 percent of the drivers. However, this may be learned behavior. Those drivers who had experience using satellites were much more positive about them than those not exposed to this technology. Satellite communications usually result in more efficient use of a driver's time and increases productivity. The net result of this is less stress, increased discretionary time, increased income, or a combination of these.

Although there are some working conditions that are viewed quite negatively, they are outweighed by neutral to positive attitudes toward other working conditions. Furthermore, there is a very positive attitude toward motivators (such as driving the truck, the job itself, and independent lifestyle) which could be equated to responsibility. In reviewing Table 2 it is difficult to find a single element or even a combination of elements that would cause the high turnover rates experienced.

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## TIME AWAY FROM HOME

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 attitude 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.

To find out drivers' attitudes, they were asked "What Is Your Opinion Of Being Asked To Stay Out For Various Periods Of Time?" The period that drivers find it acceptable to be away from home varies with the individual. Seventy-two percent of them thought it was okay to be "Gone 1 Weekend" (see Table 3). However, acceptability dropped significantly at two weekends and dropped dramatically again at three weekends. It is interesting that 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. Having different preference functions for staying out suggests that drivers may find companies who can bring them home on a frequency consistent with their preference. Thus, drivers wanting to be home more often would look for companies whose operational constraints and management philosophies achieve their home time preferences. This may also be learned behavior. Individuals who get home more often may learn to prefer that frequency; drivers who get home less often may adjust to that lifestyle. However, one must remember that drivers do exhibit different preferences for home time. This lends 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 two cents per mile. Such a system identifies those drivers preferring 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.

## PARTICIPATION IN OTHER ASPECTS OF THE BUSINESS

Encouraging personnel to become involved in aspects of the business other than their main responsibility (job enrichment) could be a motivator. This strategy implies additional

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TABLE 3. ACCEPTABILITY OF BEING AWAY FROM HOME

Q-2. WHAT IS YOUR OPINION ON BEING ASKED TO STAY OUT FOR:						
Item	Percentages					
	Acceptable + Very Acceptable	Very Acceptable	Acceptable	Unacceptable	Very Unacceptable	Unacceptable + Very Unacceptable
1. Days only	89.4	52.4	37.0	7.0	3.6	10.6
2. Gone less than a week	85.3	35.9	49.4	10.7	4.0	14.7
3. Gone 1 weekend	72.4	14.3	58.1	17.9	9.7	27.6
4. Gone 2 weekends	41.9	6.7	35.2	27.9	30.2	58.1
5. Gone 3 weekends	22.0	3.3	18.7	22.4	55.6	78.0
6. Gone a month or more	13.1	4.5	8.6	11.8	75.2	87.0

responsibility as a form of achievement, advancement, and possibly recognition as well. These are classified as motivators by Herzberg and lead to improved job satisfaction. It is the observation of the authors that drivers are not integrated into the business to any significant degree in the industry, although it does vary from firm to firm. This is typical of U.S. industry as a whole. The benefits of involving front line workers in segments other than their traditional roles are only beginning to be understood. However, drivers exhibit a very strong desire to contribute to the well being of the firm in all of the areas asked.

Drivers were asked, "In Addition To Driving, Are You Interested In Getting Involved With The Following?" (see Table 4). They overwhelmingly responded positively in all nine categories of additional involvement.

Concerning "Safety," "Customer Relations," "Cost Reduction Goals," and "Equipment Purchases," 74.4 to 70.1 percent of drivers said they were VERY INTERESTED or SOMEWHAT INTERESTED in getting involved with these in addition to driving. Involvement of drivers in two categories, safety and equipment purchases, benefits both the company and the driver in obvious ways. Customer relations and cost reduction goals, ranked second and third respectively, seem to provide more benefit to the company. However, drivers would benefit in improved job security through a more viable company.

"Maintenance And Repair," "Training," "Group Leader Of Drivers," and "Recruiting" also were areas where drivers expressed interest in getting involved. These ranged from 51.6 to 64.0

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TABLE 4. DRIVERS INTERESTS IN BUSINESS AREAS IN ADDITION TO DRIVING

Q-3. IN ADDITION TO DRIVING, ARE YOU INTERESTED IN GETTING INVOLVED WITH THE FOLLOWING?						
Item	Percentages					
	Somewhat + Very	Very	Somewhat	Slightly	Not	Slightly + Not
1. Safety	77.4	47.8	29.6	12.1	10.4	22.5
2. Customer relations	77.1	45.0	32.1	12.4	10.6	23.0
3. Cost reduction goals	73.4	32.8	40.6	15.5	11.1	26.6
4. Equipment purchases	70.1	39.8	30.3	13.6	16.3	29.9
5. Maintenance and repair	64.0	37.1	26.9	12.8	23.2	36.0
6. Training	58.8	26.3	32.5	15.3	25.9	41.2
7. Group leader of drivers	53.0	22.5	30.5	18.7	28.3	47.0
8. Recruiting	51.6	22.3	29.3	23.5	24.9	48.4
9. Sales	47.5	19.3	28.2	21.0	31.5	52.5

percent of the drivers who were either VERY INTERESTED or SOMEWHAT INTERESTED. Again, except for personal satisfaction, a positive involvement in these areas mostly benefits the company. The least often cited category was "Sales" where even 47.5 percent of the drivers expressed they were either VERY INTERESTED or SOMEWHAT INTERESTED.

Responses to this question are very important when developing a strategy to reduce turnover and increase retention. Drivers have suggested they would like to make increased contributions to the company through involvement in other aspects of the business. It is important to note the variety of interests and the fact that not everyone is interested in the same areas. This is good, since it would be impossible to have everyone participating in the same way.

The sensible question arises: How will it affect the short and long run profitability of the company? Management has to develop a program which results in cost saving or increased revenue at least equal to the cost of the program. Such a program would reduce driver mileage as a result of involvement. Somehow, the driver's income must be maintained, if not increased. This could be accomplished by an increased rate per mile while driving, or by hourly or salary pay while working on other aspects. There also is a potential loss in equipment productivity, depending on the operational practices of the firm.

## WORKING CONDITIONS

Being a truck driver is widely accepted as a difficult job. It is demanding, performed in less than ideal working conditions, and requires 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. One section of the questionnaire addressed working conditions. Working conditions, as was pointed out earlier, do not influence motivation or job satisfaction. However, they can result in 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.

"Road Pavement Conditions," and "Variations Between States' Laws," were overwhelmingly cited as problem areas (see Table 5). Over 72.9 percent of drivers considered these a SOME PROBLEM or BIG PROBLEM. Further 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. The importance of these two factors should not be understated. Although mitigation, or even total resolution, of these issues will not result in a significant contribution to positive job attitude, they can result in a very negative job attitude if conditions are bad enough. Therefore, management must strive to deal with these issues. However, this is difficult since these issues are governed by public policy. There is a lack of direct control. Management must therefore work through industry organizations and government to influence these factors.

"Relationship With Supervisor," "Boredom On The Road," "Loneliness," and "Staying On Schedule" were not considered major issues by most respondents. Approximately 70 percent of drivers said that these factors were only a SMALL PROBLEM or NO PROBLEM at all, along with "Health Hazards" (67.6 percent), "Irregular Hours" (63.5 percent) "Routine Communications" (60.9 percent), and "Absence From Home" (59.0 percent). Since half the drivers say that "Absence From Home" is NO PROBLEM (31.4 percent) or a SMALL PROBLEM (27.6 percent), one would 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 absence from home is a bigger problem than other areas (only 17.2 percent said it was a BIG PROBLEM). Second, and more




TABLE 5. WORKING CONDITION PROBLEMS OF DRIVERS

Q-5. WHAT IS YOUR EXPERIENCE WITH THE FOLLOWING ITEMS?						
Item	Percentages					
	Small Problem + No Problem	No Problem	Small Problem	Some Problem	Big Problem	Some Problem + Big Problem
1. Relationship with supervisor	79.9	58.4	21.5	12.5	7.6	20.1
2. Boredom on the road	72.9	36.2	36.7	18.4	8.7	27.1
3. Loneliness	70.5	38.2	32.3	17.0	12.5	29.5
4. Staying on schedule	69.4	39.8	29.6	22.1	8.6	30.7
5. Health hazards	67.6	39.1	28.5	22.5	9.9	32.4
6. Irregular hours	63.5	38.6	24.9	19.7	16.8	36.5
7. Routine communications (dispatch)	60.9	36.4	24.5	22.6	16.5	39.1
8. Absence from home	59.0	31.4	27.6	23.9	17.2	41.1
9. Company assistance after hours	57.4	31.1	26.3	24.4	18.3	42.7
10. Opportunities or facilities to wash up	56.7	29.8	26.9	25.2	18.1	43.3
11. Restricted highway access for trucks	52.3	16.5	35.8	34.5	13.2	47.7
12. Lack of exercise	52.1	26.9	25.2	24.8	23.1	47.9
13. Restricted local access for trucks	42.0	11.8	30.2	40.5	17.5	58.0
14. Variation between states' laws	27.0	10.8	16.2	28.5	44.4	72.9
15. Road pavement conditions	18.0	4.1	13.9	30.7	51.3	82.0

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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 the 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.

Drivers tended to be split concerning their perception of other aspects of the working environment. These areas included "Company Assistance After Hours," "Opportunities or Facilities to Wash Up," "Restricted Highway Access for Trucks" and "Lack of Exercise."

"Restricted Local Access for Trucks" was considered SOME PROBLEM for 40.5 percent of the respondents. Like variations in state laws and road pavement conditions, this aggravator is a public policy issue which management has only indirect control over. The trucking industry needs to do what it can to improve all these areas. This helps allow for more motivational elements of the job to be set up, resulting in a positive job attitude.

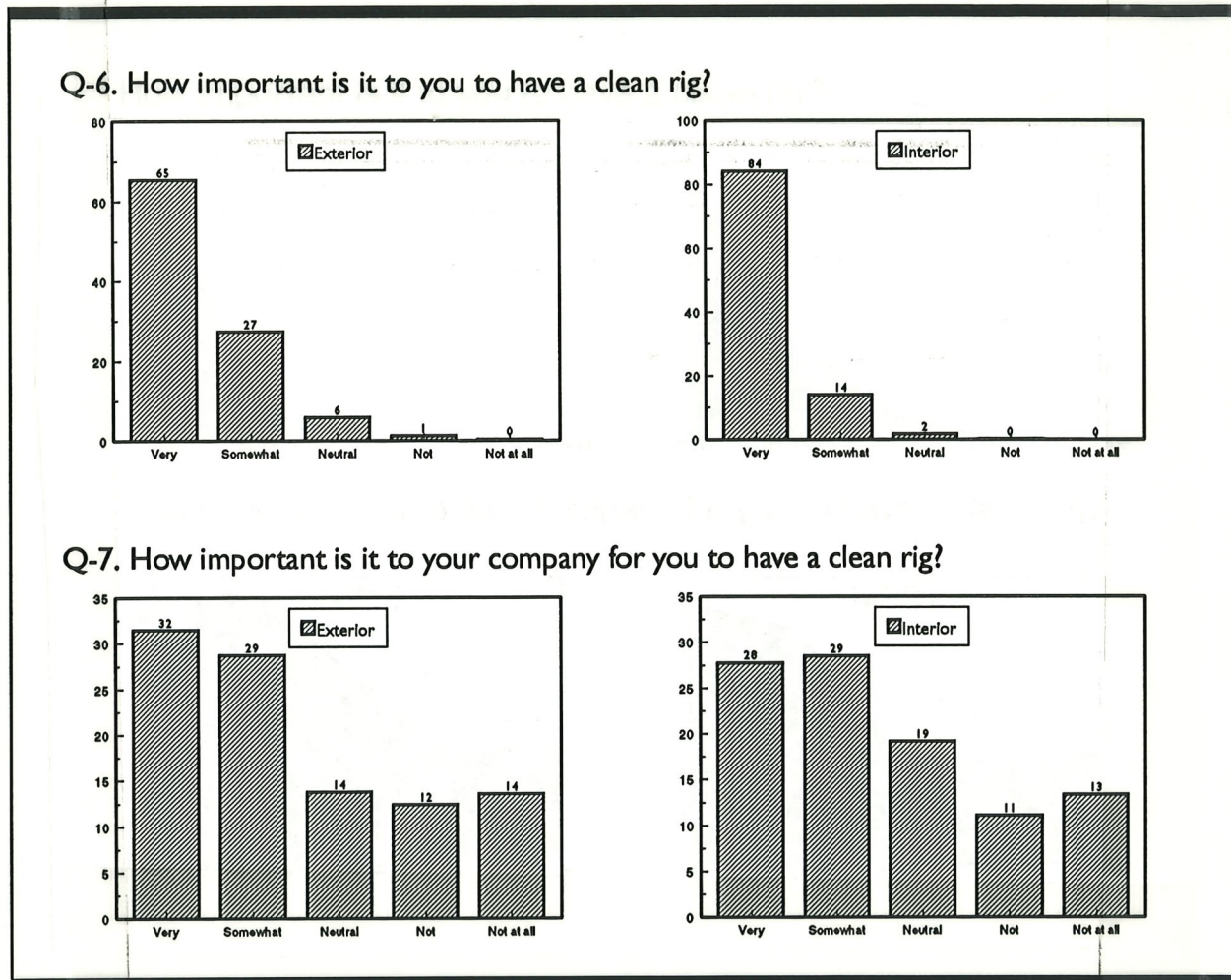
## TRACTOR APPEARANCE AND CLEANLINESS

Another work environment area is the cleanliness of the equipment. Drivers were asked "How Important Is It To You To Have A Clean Rig?" Ninety-eight percent said it was VERY IMPORTANT or SOMEWHAT IMPORTANT to them to have a clean interior (see Figure 6). Similarly, 92.7 percent said a clean exterior was either VERY IMPORTANT or SOMEWHAT IMPORTANT to them. This seems to suggest people with high standards for the cleanliness of their working environment.

However, drivers did not feel management placed the same importance on cleanliness as they did. Only 27.8 percent of the drivers thought it was very important to their company for drivers to have a clean interior. However, 84.1 percent of the drivers said it was very important to them.

This presents a problem for management. If it is as important to management as it is to drivers to have a clean working environment on the road, then there is a problem of perception and possibly carrying out this policy. If management provides the funding and opportunities for cleaning the equipment, then they need to express this to drivers more effectively. However, if

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**FIGURE 6. Perceived Importance of Cleanliness to Drivers and to the Company.**

the company is concerned about the equipment but does not provide the methods, means, or encouragement to have a clean rig, then they need to think about ways to start such programs. This is fairly easy to solve if the drivers' and managers attitudes are the same, because it means simply doing a better job of communicating and acting on this belief.

A more difficult problem arises if management is not concerned with the cleanliness of the tractor and the driver is very concerned. Besides sending a negative message about the importance of the driver to the firm, there is a very fundamental problem of dealing with real differences of opinion.

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## EQUIPMENT

One of the most important items related to the work environment for drivers is the tractor-trailer given the time the driver spends with it and in it. This is also true because it is the major piece of equipment required to be in the business of providing transportation service.

Part of the questionnaire was devoted to the importance of equipment related items. Respondents were asked about their choices regarding twenty different items. Almost all items, seventeen of twenty, were considered either SOMEWHAT IMPORTANT or VERY IMPORTANT by most drivers (see Table 6). "Good Cab Heater" was ranked the most important item; 99.6 percent said it was SOMEWHAT IMPORTANT or VERY IMPORTANT. Right behind was "Air Ride Seat" (98.9 percent). The unanimity of these items suggests that drivers may have experienced deficiencies with them. While one cannot determine the adequacy of either item, it may suggest that tractors are not known for good cab heaters (since it is assumed that most have them).

Since most items are ranked very high, it is important to note the order of items and how the VERY IMPORTANT selection was ranked. "Air Conditioning," "Power Steering," "Sliding Trailer Tandems," "Complete Gauge Set," and "Heated Mirrors" were ranked third through seventh as VERY IMPORTANT. "CB Radio," "Engine Brakes," "AM/FM/Cassette Stereo," "Sliding Fifth Wheel," and "Air Ride Suspension" were also ranked high, twelfth of twenty or better. Each of these items either helps the driver do a better job or provides meaningful comfort in the working environment. Some would argue that the "CB Radio" and "AM/FM/Cassette Stereo" do not provide physical comfort or allow for a better job. However, when one considers the role that such devices play in reducing boredom, accessing traffic and weather information, emergency communication, and coping with isolation, the importance of such equipment is easily understood. The ranking of these items suggests these individuals have a practical orientation toward their job. Not many people placed importance in items that don't provide great functional value such as a "Plush Interior," where only 12.6 percent of the drivers said it was VERY IMPORTANT to them or "Stand-Up Sleeper," "Double Bunk," and "Refrigerator," which were all ranked from fifteenth to nineteenth. The "Automatic Transmission" was overwhelmingly viewed as unimportant with only 1.9 percent saying it was VERY IMPORTANT.

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TABLE 6. IMPORTANCE OF EQUIPMENT RELATED ITEMS

Q-8. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR JOB SATISFACTION?							
Item	Percentages						
	Somewhat + Very	Very	Somewhat	Neutral	Not	Not at All	Not + Not at All
1. Good cab heater	99.6	96.0	3.6	0.3	0.1	0.0	0.1
2. Air ride seat	98.9	94.2	4.7	1.0	0.0	0.1	0.1
3. Power steering	98.0	89.7	8.3	1.7	0.2	0.1	0.3
4. Air conditioning	97.0	90.9	6.1	2.5	0.1	0.4	0.5
5. AM/FM/cassette stereo	92.5	66.4	26.1	4.8	1.7	1.0	2.7
6. Heated mirrors	92.1	68.9	23.2	6.2	1.4	0.3	1.7
7. Complete gauge set	90.2	69.3	20.9	7.5	1.7	0.6	2.3
8. Interior storage space	87.3	49.2	38.1	10.0	1.3	1.4	2.7
9. CB radio	87.0	68.8	18.2	7.7	2.5	2.7	5.2
10. Engine brakes (Jake brake)	83.3	63.0	20.3	11.3	2.7	2.6	5.3
11. Sliding fifth wheel	83.0	59.8	23.2	14.3	1.3	1.4	2.7
12. Air ride suspension	81.5	59.8	21.7	15.9	1.6	1.0	2.6
13. Sliding trailer tandems	78.3	70.3	8.0	11.0	3.9	6.8	10.7
14. Bunk heater	72.5	48.8	23.7	11.9	8.2	7.4	15.6
15. Air ride passenger seat	56.2	27.5	28.7	22.8	9.8	11.2	21.0
16. Plush interior	52.8	12.6	40.2	35.2	8.9	3.1	12.0
17. Stand-up sleeper	52.1	22.6	29.5	31.8	8.9	7.1	16.0
18. Double bunk	47.4	26.5	20.9	23.7	14.4	14.5	28.9
19. Refrigerator	27.6	10.6	17.0	27.3	18.5	26.6	45.1
20. Automatic transmission	6.1	1.9	4.2	22.8	21.6	49.6	71.2

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## COMPETITIVE DRIVER GROUPS

One method considered for improving retention and performance is to create competitive teams of drivers and measure the teams' performance. This would provide a sense of belonging as well as improving performance. Drivers were asked the question, "Groups Of Drivers Could Be Set

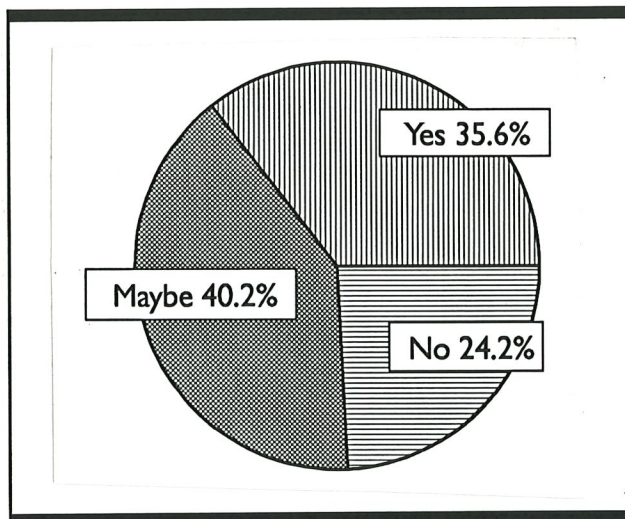


FIGURE 7. Drivers' Attitude About Competing as Teams.

Up To Provide For Some Friendly Competition In Performance Areas. Would You Like To Compete In This Way?" Thirty-six percent of the drivers expressed a positive interest in such teams, while 24.2 percent said they were not interested (see Figure 7). The greatest number of respondents, 40.2 percent, were unsure whether they would like this form of competition. Drivers indicated previously they are by nature independent people. In addition, operating environments are drastically different from load to load making fair comparisons difficult. Because most drivers did not express interest in this strategy, such a program should be approached carefully, if at all.

## INVOLVEMENT AND COMMUNICATIONS

Participatory management is thought to provide better decision making, increased productivity and performance, improved employee attitude, and a sense of belonging. 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 influence management in several areas.

Drivers were asked "How Important Is It To You To Influence Management Regarding The Following?" (see Table 7) They were exceedingly interested in all areas. The least amount of interest was regarding "Driver Lounges." Even so, 68.5 percent of the drivers expressed they were either VERY INTERESTED or SOMEWHAT INTERESTED in influencing management regarding

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driver lounges. 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."

**TABLE 7. IMPORTANCE TO DRIVERS OF INFLUENCING THEIR COMPANY ABOUT SELECTED BUSINESS PRACTICES**

Q-10. HOW IMPORTANT IS IT TO YOU TO INFLUENCE MANAGEMENT REGARDING THE FOLLOWING?							
Item	Percentages						
	Somewhat + Very	Very	Somewhat	Neutral	Not	Not at All	Not + Not at All
1. Maintenance	90.3	71.7	18.6	7.8	0.7	1.1	1.8
2. Dispatch procedures	90.0	64.4	25.6	8.2	1.0	0.8	1.8
3. Fringe benefit package	89.9	65.3	24.6	8.3	0.6	1.1	1.7
4. Safety improvements	88.7	62.9	25.8	9.6	1.0	0.6	1.6
5. Cleanliness of your rig	85.9	56.0	29.9	10.4	2.2	1.6	3.8
6. Improving customer service	81.7	50.5	31.2	15.8	1.0	1.3	2.3
7. Ways to cut costs	74.6	40.3	34.3	21.5	2.4	1.5	3.9
8. Ordering new equipment	71.0	37.7	33.3	23.9	2.4	2.6	5.0
9. Where you buy fuel	68.7	37.3	31.4	24.7	3.2	3.4	6.6
10. Driver lounges	68.5	34.3	34.2	23.8	4.5	3.2	7.7

It is important to note that very few drivers, 8 percent or less, were not interested in influencing management in the ten areas. 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. One final thought, drivers' interest in involvement is an indication of a work force that would respond to motivators.

TABLE 8. PREFERRED METHODS OF COMMUNICATING INPUT TO MANAGEMENT

Q-11. HOW WOULD YOU LIKE TO GIVE INPUT TO MANAGEMENT?											
Item	1 = most preferred						11 = least preferred				
	1	2	3	4	5	6	7	8	9	10	11
Talking in-person with your supervisor	42.0	28.5	8.6	6.8	3.6	2.2	1.0	0.9	1.1	1.6	3.7
Telephoning your supervisor	16.9	32.2	20.2	11.1	6.3	3.5	2.7	1.8	2.2	1.6	1.5
Talking with or telephoning your supervisor's boss	7.7	8.3	24.2	14.8	7.8	4.8	6.8	6.7	4.1	6.7	7.9
Be on a problem solving committee with managers along with other drivers	19.0	10.7	7.7	7.9	9.8	8.1	8.0	7.5	6.8	6.8	7.7
Talking with another company employee (a contact person for drivers)	5.1	5.8	14.6	18.4	15.8	8.5	8.5	5.7	5.1	4.1	8.5
Have a telephone answering machine to leave comments	2.1	2.6	6.7	7.4	5.9	8.2	9.4	9.1	9.6	12.8	26.1
Complete a survey on specific topics as they arise	2.2	3.6	3.2	6.2	10.5	15.9	15.8	16.6	15.9	7.3	2.8
Give comments in a suggestion box	2.0	2.9	4.1	7.8	7.4	11.2	11.9	12.3	13.0	19.1	8.3
Give comments during training sessions	1.1	2.8	5.0	8.9	14.4	18.1	14.3	14.3	11.2	7.3	2.6
Complete an annual survey	0.9	1.6	2.9	5.2	9.0	10.9	12.7	17.0	16.9	14.8	8.1
Write a letter	1.1	1.2	2.9	5.4	9.4	8.7	8.8	7.9	14.3	18.0	22.4

To participate in the company, communication with other employees is necessary. There are several ways for an individual to express their 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. In the case of 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, none involved personal contact with managers and only one involved contact 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 (see Table 8). "Telephoning Your Supervisor" was the second most preferred method followed by "Talking With Or Telephoning Your Supervisor's Boss." Interestingly, "Talking In Person With Your Supervisor" was selected as the most preferred method nearly two and one-half times as much

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as "Telephoning Your Supervisor" and nearly five and one-half times as much as "Talking With Or Telephoning Your Supervisor's Boss."

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

"Be On A Problem Solving Committee With Managers Along With Other Drivers" was ranked fourth, and 19.0 percent of drivers ranked it number one. This is fortunate for companies that like to create committees with a mix of people. Because only one of every five drivers selected this as number one, this indicates there is a inclination for serving on committees for that group. Since it is not possible, nor is it necessary, for everyone to serve on committees, management needs to identify those who are interested in serving. "Talking With Another Company Employee," such as a point person for drivers, rounds out the top five. This again indicates their real preference is talking to managers.

The remaining six methods are largely impersonal, ranging from "Completing A Survey" to "Leaving Comments On A Telephone Answering Machine." Interestingly, a maximum of 2.2 percent of drivers ranked any of these methods as most preferred, and a combined maximum of 11.4 percent ranked it first, second, or third.

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 (see Table 9). "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' 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

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TABLE 9. PREFERRED METHODS OF RECEIVING INPUT FROM THE COMPANY (OTHER THAN DISPATCH)

Q-12. HOW WOULD YOU LIKE TO RECEIVE INFORMATION FROM MANAGMENT, OTHER THAN DISPATCH INFORMATION?												
Item	1 = most preferred						11 = least preferred					
	1	2	3	4	5	6	7	8	9	10	11	
Notices sent along with your paycheck	19.5	21.9	15.6	11.4	6.7	7.6	4.8	5.0	3.1	2.7	1.7	
Personal contact from your supervisor	24.5	17.2	12.4	9.8	10.0	8.6	9.2	3.2	2.1	2.5	0.5	
Newsletter	13.9	14.7	14.9	10.7	11.3	6.7	10.1	5.9	4.7	3.0	4.0	
Meetings held by management with drivers	20.3	14.2	8.9	10.3	9.2	12.4	6.0	5.6	5.9	5.3	1.8	
Letters from management	2.4	6.7	15.4	15.2	18.3	10.5	11.8	6.8	8.4	3.3	1.3	
Meetings with managment at locations out on the road	5.3	9.2	7.6	4.7	3.3	9.2	7.7	8.7	9.6	9.6	25.3	
Listen to recorded messages by phone	7.8	6.6	4.8	6.1	4.3	5.7	7.1	8.1	14.0	17.4	18.2	
Policy manuals and updates	2.0	3.2	6.7	10.1	9.4	12.9	15.9	12.5	15.0	7.8	4.5	
Cassettes with recorded messages (could be listened to while driving)	2.5	2.7	4.1	8.3	5.4	4.9	6.2	12.1	10.5	20.6	22.7	
Notices posted on a bulletin board	1.6	2.5	4.6	6.0	10.3	12.7	9.0	17.2	13.7	10.0	12.3	
Announcments at training sessions	0.4	1.6	4.6	7.6	12.3	8.3	12.1	14.8	13.1	17.8	7.4	

recognized as human beings rather than as a mere input which provides productive capacity for the firm.

## TRAINING

Continued training is a means of motivating employees. Training is a form of achievement, but can be used for advancement, 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 categories of training 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 of twenty-three categories (see Table 10). The only category where less than half expressed interest in additional training was "Tax Accounting For Owner-Operators." Remember that the respondents were all company drivers. Even so, 42.2 percent said they were VERY INTERESTED or SOMEWHAT INTERESTED in owner-operator tax accounting. 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 most interested in additional training related to the safety of the truck and the driver. This is important. 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.

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 they previously expressed a great deal of dislike for.

The interest expressed in additional training could be a key in improving driver retention. Management should consider training a tool in reducing turnover because of the high level of interest in a broad array of topics benefitting 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.




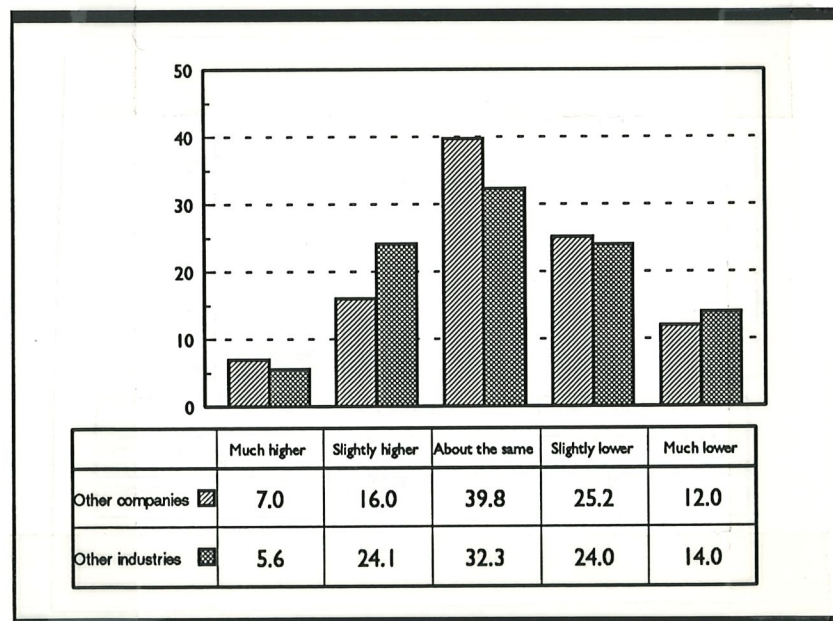
TABLE 10. DRIVERS' INTEREST IN ADDITIONAL TRAINING

Q-14. IN WHAT AREAS ARE YOU INTERESTED IN MORE TRAINING TO BE A MORE EFFECTIVE AND PROFESSIONAL DRIVER?						
Item	Percentages					
	Somewhat + Very	Very	Somewhat	Slightly	Not	Slightly+ Not
1. Defensive driving	89.4	66.7	22.7	6.6	4.0	10.6
2. Safety regulations	86.1	52.4	33.7	10.4	3.5	13.9
3. Injury prevention	84.5	51.0	33.5	11.1	4.3	15.4
4. Accident procedures	82.8	48.8	34.0	12.1	5.1	17.2
5. Equipment inspections	81.9	47.5	34.4	11.4	6.7	18.1
6. First aid	81.8	49.4	32.4	11.5	6.7	18.2
7. Hazardous materials	80.2	55.2	25.0	9.1	10.7	19.8
8. Your company's strategy and direction	80.2	47.2	33.0	12.5	7.3	19.8
9. Problem solving skills	78.2	45.0	33.2	14.1	7.7	21.8
10. Customer service	77.8	37.4	40.4	14.2	7.9	22.1
11. Maintenance procedures	76.1	43.4	32.7	15.3	8.6	23.9
12. Company policies	74.4	31.5	42.9	18.1	7.5	25.6
13. Getting along with other people	72.7	43.0	29.7	15.0	12.3	27.3
14. Commercial drivers license	72.1	46.9	25.2	10.4	17.6	28.0
15. Managing family issues away from home	69.5	41.8	27.7	12.6	17.9	30.5
16. Learning more about customers' industries	69.3	30.1	39.2	18.9	11.8	30.7
17. Personal money management	68.4	37.2	31.2	17.1	14.4	31.5
18. Trip planning	67.6	35.7	31.9	18.3	14.0	32.3
19. Forms and permits	66.7	25.7	41.0	20.8	12.6	33.4
20. Transportation industry costs and trends	64.3	23.9	40.4	22.7	13.0	35.7
21. Paperwork completion	60.4	16.5	43.9	22.9	16.7	39.6
22. Cargo loading and unloading	55.3	25.1	30.2	19.2	25.4	44.6
23. Tax accounting for owner-operators	42.2	17.9	24.3	15.6	42.3	57.9

**PAY AND BENEFITS**

Salaries and wages are very important to employees even though they are considered aggravators in Herzberg's theory. They must sufficiently provide comfort, satisfy the needs of hunger, shelter, and safety, and should equate with the individual's sense of their economic worth. The questionnaire contained a section devoted to drivers' attitudes about different aspects of pay and income. Most drivers viewed their job as providing them with AN AVERAGE STANDARD OF LIVING (54.9 percent). Thirteen percent thought their work provided them with AN ABOVE AVERAGE STANDARD OF LIVING and 5.1 percent said A HIGH STANDARD OF LIVING. On the downside, 20.7 percent felt theirs was A BELOW AVERAGE STANDARD OF LIVING and 6.1 percent indicated their job resulted in A LOW STANDARD OF LIVING. Thus, 26.8 percent perceived a less than average standard of living compared to 18.3 percent who perceived an above average standard of living.

When comparing their present pay with their perception of income opportunities with other trucking companies, a majority (62.8 percent) thought their income was either the same or higher than it would be with an alternate trucking company (see Figure 8). Forty percent thought it was ABOUT THE SAME, 16.0 percent thought their current pay was SLIGHTLY HIGHER and 7.0 percent thought it was MUCH HIGHER than it would be with an alternate firm. However, a significant portion, 37 percent, thought their income was less than it would be with a different firm; 25.2 percent thought it was SLIGHTLY LOWER and 12.0 percent thought it was MUCH LOWER.



**FIGURE 8. Income Perceptions of Drivers.**

Similar results were obtained when asked to compare their current income with income opportunities in alternate industries. Thirty-two percent thought opportunities were ABOUT THE

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SAME in other industries. Thirty-eight percent of drivers thought they could make more money working in another industry. This is similar to the number of drivers, 37.2 percent, who thought other trucking companies paid more than their present job.

In general, it appears that most drivers, 73 percent, feel they have an average or better standard of living. A significant majority also feel their income opportunities are not better with another company. Still, many drivers feel they could be making more money in a different line of work or with a different company (38 and 37 percent, respectively). This suggests they receive other rewards from their work to offset the perceived lesser income. Perhaps the costs of switching to a different job, either monetary or psychological, are greater than the anticipated additional income. It is probably some combination of these. But given (1) the interest in the profession in terms of their likes and dislikes, (2) their desire to get more involved in the business, (3) their preference for participatory management, and (4) their yearning for more training, it seems a big reason for driving is a true love of the work. This again is reinforcement that the positive attitude they have can be useful in defining the job.

TABLE 11. IMPORTANCE OF DIFFERENT TYPES OF PAY

Q-16. WHICH TYPES OF PAY ARE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?										
Item	1 = most important					10 = least important				
	1	2	3	4	5	6	7	8	9	10
Base pay (such as per mile or percentage of revenue)	72.9	11.9	2.9	1.9	1.1	0.7	4.8	1.6	1.2	1.0
Bonus (based on your individual performance)	3.4	30.9	13.2	9.3	4.6	4.4	7.6	13.1	9.6	3.9
Loading/unloading pay	1.1	17.8	17.9	11.7	10.8	12.7	9.2	6.0	4.8	8.1
Weekly or monthly guaranteed minimum pay	17.7	9.4	5.9	4.5	3.9	4.3	5.3	8.2	15.9	24.9
Pay for delay time	2.6	8.7	12.7	17.0	21.0	11.7	10.4	6.8	8.3	0.8
Layover or breakdown pay	0.9	5.9	11.0	14.7	16.4	17.0	17.1	9.0	6.2	1.9
Extra pay for short loads	0.9	4.7	9.2	9.9	13.2	17.4	12.3	15.3	12.7	4.5
Pay for stop-offs or relay loads	0.1	2.9	11.7	18.9	15.1	13.7	12.4	12.4	9.7	3.2
Reimbursement for motels during breakdowns and layovers	0.3	5.9	6.7	8.2	10.8	13.9	16.3	17.5	11.4	9.0
Gain sharing (based on a group's performance)	0.1	2.1	8.9	3.9	3.1	4.2	4.7	10.1	20.4	42.5

"Base Pay (Such As Per Mile...)", was deemed the most important type of pay to a majority of drivers (see Table 11). Seventy-three percent selected it number one of a possible ten; 87.7 percent ranked it first, second, or third. A "Bonus (Based On Your Individual Performance)" was ranked second most important with 30.9 percent ranking second and 47.5 percent ranking it first, second, or third. Both types of pay suggest a person seeking motivation. Per mile pay is piecework in nature.<sup>23</sup> Personal remuneration is based on self motivation and responsibility. This is also true of a bonus based on personal performance. The interest in self-determination is further evidenced in the poor showing of "Gain Sharing (Based On A Group's Performance)" in the drivers' ranking. It ranked last of the ten types of pay and 42.5 percent of the drivers said it was the least important item. The importance of the other types of pay varied, but was generally grouped in a narrower range. It appears drivers' preferences may be dictated by the type of operation of the carrier for whom they work; e.g., a company whose business requires a great deal of loading or unloading, short loads, etc.

TABLE 12. IMPORTANCE OF SELECTED FRINGE BENEFITS

Q-20. WHICH OF THESE BENEFITS ARE THE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?										
Item	1 = most important					10 = least important				
	1	2	3	4	5	6	7	8	9	10
Health insurance	58.6	11.7	15.5	6.6	4.1	2.1	0.9	0.2	0.2	0.3
Dental insurance	1.0	12.5	25.1	12.6	16.5	11.7	11.4	7.7	1.1	0.5
Paid vacation	15.3	11.6	11.0	11.9	11.9	12.8	15.5	8.4	1.2	0.2
Vision care insurance	1.1	20.7	12.7	15.2	13.4	12.3	13.5	9.3	1.5	0.4
Pension or retirement plan	12.8	13.4	7.0	22.0	10.2	15.1	8.3	8.1	2.5	0.7
Paid holidays	2.0	13.9	9.9	8.5	10.9	16.5	20.6	14.3	3.1	0.3
Life insurance	3.8	8.8	8.5	12.9	18.8	14.9	16.3	12.8	2.4	0.9
Disability pay	4.8	6.7	9.5	8.9	12.8	12.1	9.7	26.3	4.4	4.8
Childcare provisions	0.8	0.5	0.6	1.0	1.0	1.8	2.3	3.9	36.5	51.7
Company social event	0.0	0.1	0.2	0.5	0.5	0.8	1.6	8.7	47.2	40.3

Since benefits are a large part of remunerations, two questions were asked regarding the importance and adequacy of selected fringe benefits. Drivers felt that "Health Insurance" was the most important fringe benefit by a wide margin. Eighty-six percent ranked it either first, second

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or third with 58.6 percent ranking it first (see Table 12). This should be expected given the skyrocketing costs of health care and the question of coverage. Seven of the remaining benefits ("Dental Insurance," "Paid Vacation," "Vision Care Insurance," "Pension Or Retirement Plan," "Paid Holidays," "Life Insurance," and "Disability Pay") were grouped closely. They ranged from 21.0 to 38.6 percent of drivers ranking these benefits first, second, or third in importance. This suggests a diversity of perceived needs for the various benefits. For instance, an older driver may be more interested in a pension, while a driver that needs corrective eyewear may be more concerned with vision care. It appears a basic health care plan plus a cafeteria plan for the remaining benefits may provide the greatest possible satisfaction to drivers.

Even a gold-plated benefit package will not provide a tremendous amount of driver motivation, and what motivation it does provide will probably be short-lived. However, the importance of pay and benefits must be underscored. If they are terribly inadequate, they cause a great deal of job dissatisfaction resulting in poor job attitude and turnover. Furthermore, since each aggravator is balanced among the hygiene factors themselves, it is important to manage the factors the company controls to compensate for those where it has little control, such as pavement conditions.

Health insurance is the most common benefit. Only a few drivers were not offered health insurance, 2.3 percent (see Table 13). This was not true for other benefits. Only 53 to 88 percent of drivers reported receiving most of the remaining benefits. "Child Care Provisions" are only offered to roughly one in five. In addition, while health insurance was offered to nearly everyone, 40 percent thought it was inadequate. This was true of most benefits. Between 30 and 60 percent of the drivers thought they were inadequate, depending on the benefit. This perceived inadequacy may stem from the fact that drivers place different values on benefits as shown in the previous table. Thus, a company offering a fixed package of benefits would assuredly experience some dissatisfaction from drivers who put varying degrees of importance on different benefits.

## RECOGNITION

Recognition for achievement is a strong motivator and creates a positive job attitude. However, these programs must be conducted properly. Individuals must be recognized for actual and meaningful achievements and not superficial awards routinely handed out to anyone. A simple pat on the back is a great form of recognition, if it is meaningful. However, if an award is

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**TABLE 13. PERCENTAGE OF DRIVERS OFFERED SELECTED BENEFITS AND THEIR PERCEIVED ADEQUACY**

Q-19. WHICH OF THE FOLLOWING BEST DESCRIBES THE FRINGE BENEFITS LISTED BELOW FOR YOUR CURRENT SITUATION?			
Item	Percentages		
	Adequate	Inadequate	Not Offered
1. Paid vacation	58.7	24.4	16.8
2. Health insurance	58.2	39.6	2.3
3. Life insurance	54.8	33.3	11.8
4. Pension or retirement plan	49.8	31.8	18.4
5. Dental insurance	45.8	24.9	29.3
6. Paid holidays	38.0	22.7	39.3
7. Disability pay	35.3	45.4	19.3
8. Vision care insurance	32.9	24.1	43.0
9. Company social events	22.4	30.2	47.4
10. Childcare provisions	6.5	10.8	82.7

superficial and perceived as insincere by the receiver, then it could have a negative influence on motivation and job attitude. Because of the value of recognition as a motivator, two questions were devoted to this subject. Drivers were asked how important recognition programs were in eleven areas. Ten of the eleven areas for recognition were thought to be VERY IMPORTANT or SOMEWHAT IMPORTANT to 81 percent or more of the drivers (see Table 14). Ninety-six percent of the drivers thought "Accident Free Operation" was VERY IMPORTANT or SOMEWHAT IMPORTANT followed closely by "On-Time Pickup And Delivery" at 95 percent. The least importance (except for "On-Board Monitoring Results") was put on "Miles Per Gallon Efficiency" in which 81 percent of the drivers thought it was a VERY IMPORTANT or SOMEWHAT IMPORTANT form of recognition.

This high ranking of all but one factor suggests two things. First, note that each recognition is for achievement and/or contribution to the company. This suggests drivers are very interested in programs to recognize achievement and make a contribution. Secondly, this supports the thesis that drivers are motivation seekers who are independent in nature and wish to be rewarded based on individual performance.





TABLE 14. IMPORTANCE OF SELECTED FORMS OF RECOGNITION.

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?						
Item	Percentages					
	Somewhat + Very	Very	Somewhat	Slightly	Not	Slightly + Not
1. Accident free operation	96.3	80.9	15.4	2.2	1.5	3.7
2. On-time pickup and delivery	95.4	77.8	17.6	3.4	1.2	4.6
3. Minimizing cargo loss and damage	93.8	70.9	22.9	4.6	1.6	6.2
4. Miles of driving	93.1	68.2	24.9	4.7	2.2	6.9
5. Working injury-free	92.8	75.2	17.6	5.1	2.1	7.2
6. Performing duties above base standards	90.1	52.8	37.3	7.3	2.6	9.9
7. Getting paperwork done accurately and on-time	86.1	55.5	30.6	10.9	3.0	13.9
8. Dock courtesy	84.9	52.7	32.2	11.3	3.9	15.2
9. Good Samaritan acts	83.1	41.9	41.2	12.0	4.9	16.9
10. Miles per gallon efficiency	81.0	35.5	45.5	13.9	5.1	19.0
11. On-board monitoring results	45.3	18.2	27.1	22.3	32.4	54.7

The one area of recognition that fell below 50 percent was "On-Board Monitoring Results." There are probably at least two reasons for this. First, on board monitoring has been used as the "big brother" approach to management. It is perceived by some as an infringement of a driver's privacy and independence and a disdain of the driver's skill. It is also seen as an attempt to automate the process of driving. The second reason may be the manner in which on-board monitoring is presented to drivers and used by management. If it is used for deciding who is punished or reprimanded, drivers will not react positively to recognition based on this performance. However, if it used to reward achievement and encourage driving skill development, then such recognition will probably have a greater appreciation.

Drivers were also asked to rank the importance of the eleven areas for recognition in an attempt to provide a more detailed understanding of this motivator. This differs from the previous question in that they were asked to choose the recognitions most important to them, rather than just indicate how they felt about areas for recognition programs. "Accident Free Operation" was ranked most important of the eleven by far, with 89 percent of drivers ranking it first, second,

TABLE 15. RANKING OF SELECTED FORMS OF RECOGNITION

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?											
Item	1 = most important						11 = least important				
	1	2	3	4	5	6	7	8	9	10	11
Accident free operation	67.4	14.9	6.3	4.8	2.5	1.2	1.4	0.9	0.1	0.1	0.5
Miles of driving	9.0	20.9	16.8	9.7	7.7	10.5	8.2	6.0	5.9	3.4	1.9
Minimizing cargo loss and damage	1.4	19.7	24.6	12.6	11.0	11.3	7.5	5.1	3.1	3.3	0.4
On-time pickup and delivery	9.2	11.6	13.5	14.4	14.4	13.1	12.2	6.3	3.6	1.0	0.7
Working injury free	4.8	17.4	9.0	9.4	10.8	9.2	9.5	9.0	12.1	7.9	0.8
Performing duties above base standards	4.6	5.4	8.6	13.0	13.4	14.6	9.9	10.7	9.5	8.8	1.6
Good Samaritan acts	1.5	2.6	7.1	7.4	8.3	9.0	8.5	11.6	17.5	17.2	9.6
Miles per gallon efficiency	0.9	3.0	4.4	4.5	6.6	7.2	13.5	17.2	16.5	21.6	4.6
Getting paperwork done accurately and on-time	0.7	2.1	5.5	12.1	15.8	12.7	12.7	13.0	12.0	10.4	3.0
Dock courtesy	0.2	2.0	3.4	11.3	9.1	10.5	14.8	17.8	15.1	13.1	3.1
On-board monitoring results	0.4	0.5	0.5	0.7	0.8	0.8	2.0	2.8	4.7	13.2	73.5

or third in importance (see Table 15). "Miles Of Driving" and "Minimizing Cargo Loss And Damage" were both ranked second, for practical purposes, at 46 percent. Ranking third, in approximate terms were recognition for "On-Time Pickup And Delivery" and "Working Injury-Free" at 34 and 31 percent, respectively. These are followed by the remaining six, with "On-Board Monitoring Results" being ranked last.

This information should be valuable to firms in at least two respects. First, although all areas of recognition are important to drivers, as indicated earlier, it reveals that given a choice of areas, they have a definite preference. Thus, a company should not try to have recognitions for everything and not do a good job on them. Rather, they should target an area or two and put together a well thought-out program. Secondly, the rankings give a better idea where to target efforts in this area. Firms obviously need to tailor a recognition program to their operation, their customers' needs, and their drivers' interests. The information in this section is a starting point to help them do just that.

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## CAREER ADVANCEMENT

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 the drivers, 54.8 percent, thought career advancement was VERY IMPORTANT. Only 3.6 percent thought it was UNIMPORTANT (see Figure 9). 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.

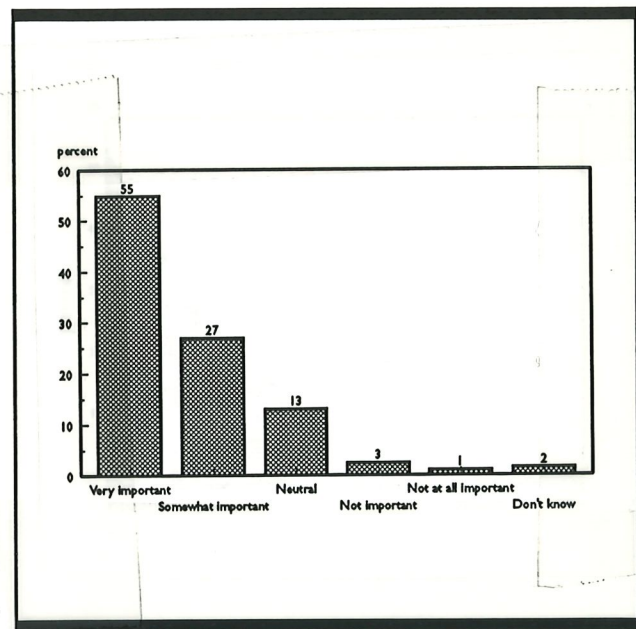
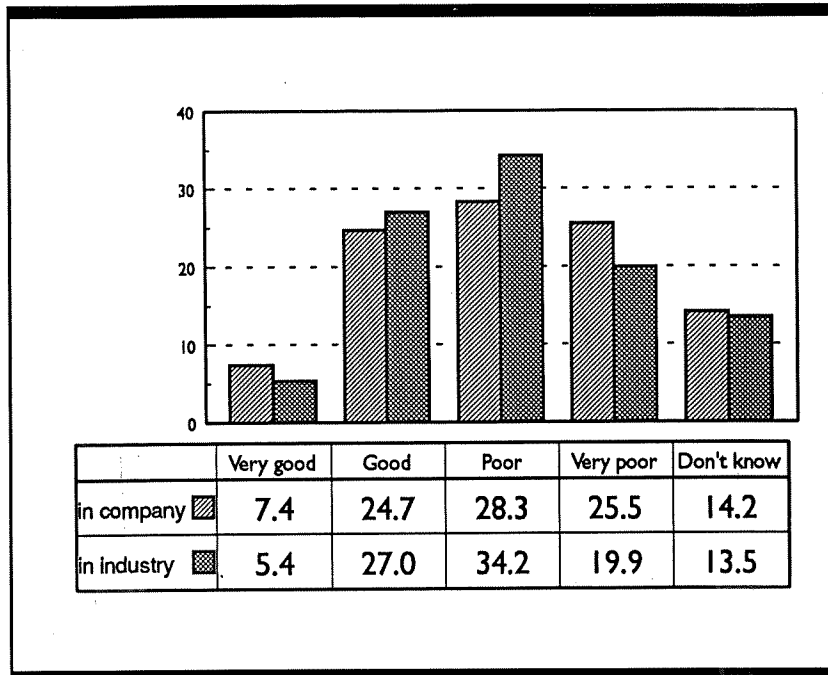


FIGURE 9. Importance of Career Advancement.

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 (see Figure 10). Similarly, the same percentage thought opportunities within the trucking industry were POOR or VERY POOR (see Figure 10). Only about a third of the drivers thought there were potential opportunities for advancement within the industry or within their company.

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 for career advancement 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 system could



**FIGURE 10. Perception of Opportunities for Career Advancement.**

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 (see Figure 11). 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 (see Appendix E).

When asked what their definition of career advancement was, 80 percent of the drivers said "More Money," followed by "Getting A More Regular Schedule / Dedicated Route," (55 percent) and "Getting Home More Often" (48 percent) (see Table 16). The fourth most frequent definition of career advancement was "Moving Through A Driver Classification System Based On Personal Performance" (45 percent), followed by "Move Into Management Or Supervision" (38 percent).

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.

### COMPANY RELATIONS AND SUPERVISION

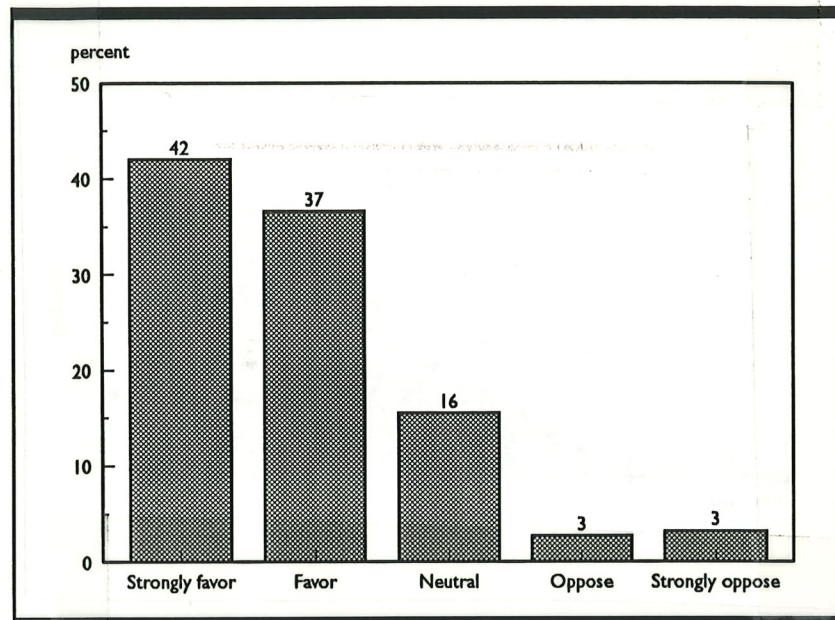
A person's perception of an employer's concern for them has an impact on their job attitude and presumably on retention. The relationship a

driver has with a supervisor also has an effect. Both of these are aggravators, not motivators. Two extensive multi-part questions addressed these issues.

Drivers were asked to evaluate their company's attitudes toward several personal needs ranging from safety to career advancement (see Table 17). The results were mixed. However, of special note is most drivers, 71.7 percent, thought their company was not concerned with their "Career Advancement." This should be disturbing to the industry. Remember the drivers' expressed a desire for career advancement and perceived an apparent lack of it. Add to that, in this question, they suggest that the company doesn't care.

Other areas where most drivers had a negative perception of their company's concern were "Job Security," "Use Of My Time," "Income," "Continued Training," "Well Being Of Family Members," "Proper Rest And Fatigue," and "Home Time." This list includes both motivators and aggravators, which supports the thesis that a great deal needs to be done on both sides of the job satisfaction ledger.

Areas where drivers felt the company was VERY CONCERNED or SOMEWHAT CONCERNED consisted of "Safety," "Quality And Maintenance Of Equipment," "Accurate Paycheck," "Working Conditions," "General Welfare," and "Health." There are two items of interest here. First, the areas in which drivers perceive the company is concerned are areas where the company benefits



**FIGURE 11. Opinion of a Merit Based System of Classification and Advancement.**

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TABLE 16. DRIVERS' DEFINITION OF CAREER ADVANCEMENT

Q-31. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS?		
Item (n=22,906.8)	Frequency	Percent
1. More money	18,375.1	80.22
2. Getting a more regular schedule / dedicated route	12,683.7	55.37
3. Getting home more often	11,084.0	48.39
4. Move through a driver classification system based on personal performance	10,364.9	45.25
5. Move into management or supervision	8,690.52	37.94
6. Move through a driver classification system based on length of service or miles driven	8,465.51	36.96
7. Safety trainer	6,908.18	30.16
8. Increased driving skill	6,010.98	26.24
9. Train new drivers	5,248.22	22.91
10. Driver recruiter	4,202.16	18.34
11. Lead driver on a team	2,400.76	10.48
12. Other	1,400.71	6.11

These are weighted frequencies, not actual frequencies.

as much, perhaps more, than the individual, e.g., safety. Secondly, this is in contrast to the areas drivers perceive the company not to be concerned - those areas where benefits tend to be gained by the driver. The picture this portrays is companies are motivated in those areas that result in immediate direct benefits to the company. This may be a short-sighted view, and could be the source of some unidentified long term costs.

The results of the questions regarding drivers' opinion of their supervisor were also mixed. Drivers had some negative opinions of their supervisors in some respects and positive opinions in others. Specific areas where drivers thought their companies were doing a good job in their relations were in the competence of supervisors (presumably technical competence) expressing expectations, and knowing the job of the driver (see Table 18). These areas are more technical in orientation. Other areas where there was more emphasis in human relations and human resource management, drivers showed a much lower approval rating. This ranged from 31.2 percent of the drivers saying that the supervisor did not treat them with respect or dignity to an abysmal 57.5 percent of them feeling that their supervisor did not ask for drivers opinions.

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TABLE 17. PERCEPTIONS OF COMPANY'S ATTITUDE TOWARDS DRIVER NEEDS

Q-44. HOW WOULD YOU EVALUATE YOUR COMPANY'S ATTITUDE TOWARDS YOUR NEEDS?						
Item	Percentages					
	Somewhat + Very	Very Concerned	Somewhat Concerned	Slightly Concerned	Not Concerned	Slightly + Not
1. Safety	86.0	51.9	34.1	11.3	2.7	14.0
2. Quality and maintenance of equipment	81.4	45.1	36.3	14.6	4.0	18.6
3. Accurate paycheck	66.4	36.1	30.3	19.9	13.8	33.7
4. Working conditions	59.7	20.7	39.0	24.9	15.5	40.4
5. General welfare	56.7	20.2	36.5	24.7	18.6	43.3
6. Health	53.5	23.5	30.0	23.3	23.2	46.5
7. Home time	49.2	18.5	30.7	27.5	23.4	50.9
8. Proper rest and fatigue	45.9	16.8	29.1	26.6	27.6	54.2
9. Well-being of family members	44.4	12.6	31.8	26.7	28.8	55.5
10. Continued training	43.2	12.3	30.9	33.1	23.7	56.8
11. Income	41.4	12.6	28.8	34.2	24.4	58.6
12. Use of my time	38.6	16.2	22.4	24.1	37.2	61.3
13. Job security	37.8	13.4	24.4	24.9	37.3	62.2
14. Career advancement	28.3	6.6	21.7	31.4	40.3	71.7

There are two major points of interest resulting from this data. First, given the expressed desire for (1) being more involved with other areas of the business, (2) participatory management, (3) personal communication, and (4) recognition for achievement, it seems that companies have many areas they can improve to create a positive relationship between carriers and drivers. Examples such as "Is He/She Receptive To Suggestions" (43.6 percent negative), "Does He/She Ask For Drivers Opinions" (57.5 percent negative), "Does He/She Take Time To Listen To You" (35.7 percent negative), and "Does Your Supervisor Give You Credit Or Thank You For Doing A Good Job" (40.4 percent negative), all suggest a lack of attention to some basic human resource management tasks.

TABLE 18. DRIVERS' OPINIONS OF THEIR SUPERVISOR

Q-23. PLEASE DESCRIBE YOUR SUPERVISOR:						
Item	Percentages					
	Somewhat + Very Much	Very Much	Somewhat	Slightly	Not at All	Slightly + Not at All
1. Are his/her expectations clear to you	76.4	42.3	34.1	17.0	6.7	23.7
2. Is he/she competent	73.7	34.7	39.0	16.4	10.0	26.4
3. Is he/she familiar with your job	69.6	36.0	33.6	17.1	13.3	30.4
4. Does he/she treat you with respect and dignity	68.8	34.0	34.8	17.4	13.8	31.2
5. Do you like to work with your supervisor	68.5	31.5	37.0	18.4	13.2	31.6
6. Is he/she supportive of you and your work	67.2	35.2	32.0	21.5	11.4	32.9
7. Is he/she trustworthy	65.2	31.6	33.6	17.2	17.6	34.8
8. Would your supervisor be upset if you took an unresolved problem to upper management	64.7	33.9	30.8	19.4	16.0	35.4
9. Does he/she take the time to listen to you	64.2	33.5	30.7	23.2	12.5	35.7
10. Does he/she follow up on problems	61.1	28.9	32.2	25.3	13.6	38.9
11. Is he/she fair to all drivers	59.7	27.3	32.4	20.9	19.4	40.3
12. Does your supervisor give you credit or thank you for doing a good job	59.6	28.1	31.5	17.9	22.5	40.4
13. Does he/she communicate on-going problems to upper management	58.9	20.5	38.4	26.2	14.9	41.1
14. Is he/she receptive to suggestions	56.4	15.5	40.9	27.3	16.3	43.6
15. Does he/she demand instead of ask things from you	45.8	18.8	27.0	26.9	27.3	54.2
16. Does he/she ask for drivers' opinions	42.5	11.7	30.8	22.0	35.5	57.5

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The second, and maybe more important, point is the question of how much training in human resource management managers have undergone. A simple average of 62.6 percent of respondents felt their company was doing a good job in all categories. Is this an indication of a lack of emphasis on specifics? This data is impossible to compare with attitudes of workers in other industries. However, in an absolute sense it seems management has some soul searching, and perhaps a lot of work, to do. Serious consideration should be given to providing human resource management training to those who have contact with and manage drivers.

## RECRUITMENT AND EXPECTATIONS

Trucking firms have shown interest in why a driver chooses to work with one firm over another. Information of this nature helps them recruit drivers based on the driver's interests and preferences. Plus it gives the company some insights on how to develop strategies to improve retention.

Drivers were given several reasons why they chose to work for their present firm. They could select as many reasons as applied to them; a driver may have had more than one response to the question. The most frequent reason given for selecting the firm they work for was "Location Of Company" by 45 percent of the drivers (see Table 19).

The next three reasons, lumped together between 36 and 37 percent, included "More Time At Home / Better Schedule," "Better Equipment," and "More Pay." Drivers identified several other reasons for working for a particular company with varying frequency, ranging from 11 to 33 percent. The most influential factor, "Location Of Company," seems the only factor with much predictive power. However, the company has little control over this factor, especially short term. The other areas such as "More Time At Home / Better Schedule," "Better Equipment," and "More Pay" are competitive factors that each company must evaluate based on their operation, profitability, and current and long term demand for drivers.

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 (see Table 20).

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TABLE 19. REASONS GIVEN FOR CHOOSING THE FIRM THEY WORK FOR

Q-32. WHY DID YOU CHOOSE TO WORK FOR THIS FIRM INSTEAD OF ANOTHER?		
Item (n=22,888.7)	Frequency	Percent
1. Location of company	10,216.8	44.64
2. More time at home / better schedule	8,581.00	37.49
3. Better equipment	8,324.73	36.37
4. More pay	8,154.60	35.63
5. Better fringe benefits	7,470.61	32.64
6. Reputation of firm	6,542.67	28.58
7. Size of firm	5,792.16	25.31
8. Other	5,103.67	22.30
9. Better people to work with	4,974.35	21.73
10. Training offered	3,348.53	14.63
11. Liked the recruiter	2,472.66	10.80
12. Don't know	1,139.35	4.98

These are weighted frequencies.

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 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 direct conflict with recruitment strategies. If it is, this difference must be either 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

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TABLE 20. EXPECTATIONS WHEN FIRST EMPLOYED BY THEIR PRESENT COMPANY

Q-34. WHEN YOU FIRST STARTED YOUR CURRENT POSITION, HOW WERE THE FOLLOWING ITEMS DIFFERENT THAN EXPECTED?				
Item	Percentages			
	Expected More/Better/Easier	Same as Expected	Expected Less/Worse/Harder	Don't Know
1. Actual pay	49.0	47.4	2.6	1.0
2. Benefits	44.3	49.9	4.3	1.5
3. Lifestyle	43.6	51.4	3.5	1.6
4. Relationship with supervisor	32.5	51.7	11.7	4.1
5. Equipment	27.6	63.5	8.1	0.8
6. Quality of training	23.7	63.0	6.2	7.2
7. Amount of time spent driving	18.1	73.3	8.1	0.6
8. Relationship with customer's employees	17.4	72.1	6.8	3.6
9. Overall amount of work	10.6	67.4	20.6	1.4
10. Amount of safety regulations that must be followed	10.4	76.7	11.6	1.2
11. Amount of loading/unloading by hand required	10.2	41.9	40.2	7.7
12. Amount of time away from home	8.6	66.4	23.9	1.1
13. Difficulty of training	7.2	68.7	16.6	7.5
14. Stress involved with job	6.9	48.9	42.6	1.5
15. Amount of paperwork required	6.5	59.8	32.6	1.1
16. Amount of time spent waiting	6.2	30.3	61.7	1.8
17. Amount of time spent doing work other than driving	4.4	61.6	31.5	2.4

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.

### JOB SATISFACTION AND EXPECTED TURNOVER

As was shown earlier, 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 (see Figure 12). 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.

These statistics suggest that drivers as a whole are a very positive work force. This compares very favorably with the results of a study of owner-operators. In that study 53.7 percent of the owner-operators expressed deriving a great deal of satisfaction from their job ranking it 1, 2 or 3. Similarly only 14.0 percent said they were very dissatisfied with

their job. It appears there is a large group of drivers that is responsive to motivation and improvement in the work environment. This conclusion is supported by the results of a question regarding the components of job satisfaction-dissatisfaction.

"The Work Itself" was ranked third behind "Salary And Benefits" and "Working Conditions" (see Table 21). This was followed by "Advancement" and "Responsibility" which were ranked fourth and fifth, respectively. The important point of this question is the large number of drivers, nearly half, who said "The Work Itself" was very important to job satisfaction. Again, this supports the thesis that drivers are a group that can be motivated. However, it does appear from the response

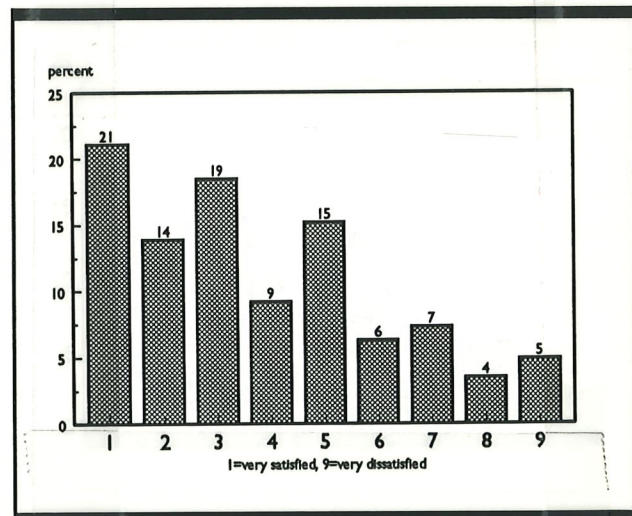


FIGURE 12. Ranking of Personal Satisfaction from Their Job.

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TABLE 21. RANKING OF MOTIVATOR AND AGGRAVATOR 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.										
Item	1 = most important					10 = least important				
	1	2	3	4	5	6	7	8	9	10
Salary & benefits	53.2	19.5	10.4	5.1	3.2	3.2	1.8	1.7	1.2	0.8
Working conditions	27.6	33.9	14.7	8.0	6.5	2.4	1.8	2.8	0.9	1.4
The work itself	8.1	15.0	25.0	14.8	10.9	7.4	7.0	3.8	6.2	1.7
Advancement	3.2	9.0	10.6	10.2	11.4	12.1	8.5	12.7	10.6	11.7
Responsibility	2.4	4.6	9.0	11.7	13.6	17.6	15.2	11.6	9.5	4.8
Supervision	2.7	5.1	7.6	10.5	12.4	7.9	13.0	15.2	15.8	9.7
Achievement	0.6	5.2	5.0	10.8	10.3	11.5	15.1	12.0	13.4	15.9
Recognition for achievement	0.6	3.1	7.0	12.2	10.1	10.6	13.2	12.6	15.0	15.7
Interpersonal relations	1.0	3.0	5.2	8.3	10.2	10.3	13.6	13.1	12.0	23.4
Company policies	0.7	1.7	5.5	9.0	11.5	16.8	10.5	14.4	15.3	14.7

to "Salary And Benefits" and "Working Conditions" that the industry has to work to improve these areas before improvement in the motivators will have the greatest possible impact.

Drivers were asked how long they anticipated staying in trucking to get an idea of turnover and its perceived causes. Sixty-six percent of the drivers thought they would still be in the industry in five years, while one-third of them said they would leave trucking (see Figure 13). Of those saying they would remain in the industry, 50 percent said they would continue driving with their present company (see Figure 14). Thus, overall, only one-third of the drivers thought they would still be driving for the same firm, the remaining two-thirds would either leave the industry, drive for another company, or take other types of jobs within the industry. And this is expected behavior, it does not account for the spontaneous terminations of drivers either quitting or being terminated.

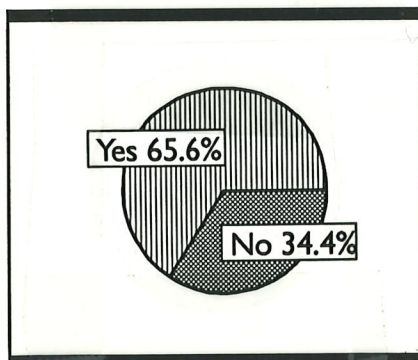
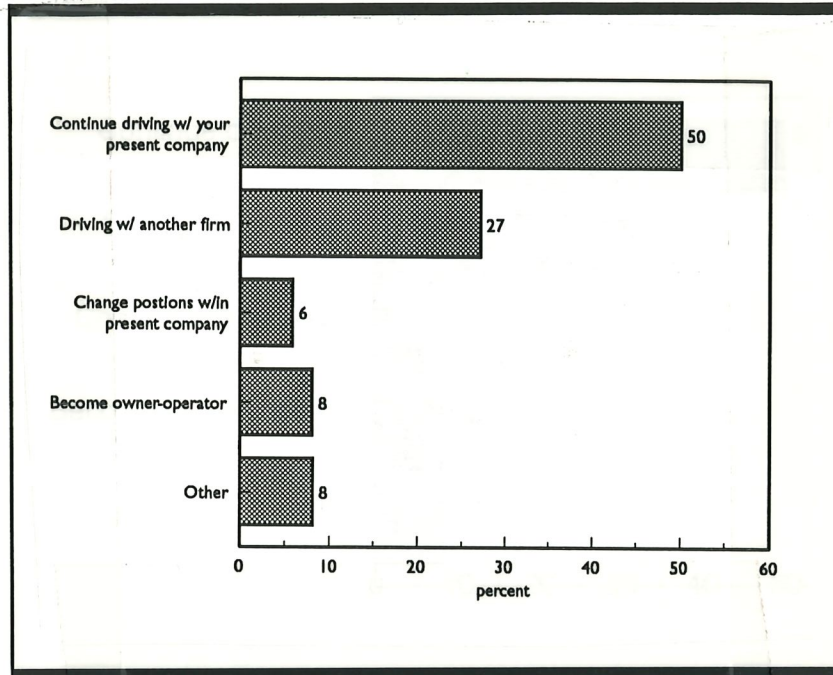


FIGURE 13. Intentions of Staying in the Industry.

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Drivers saying they would leave the industry were asked to give the reason for leaving (see Table 22). Drivers were invited to identify as many reasons that applied to them. Fifty-three percent of the drivers cited "Doesn't pay enough" as the reason for leaving, followed by "No Advancement Possible" at 42 percent, and "Loneliness / Away From Home Too Much" at 38 percent. This is consistent with information given throughout the study. It suggests there is no easy cure for turnover and that a comprehensive strategy needs to be developed that addresses both motivators and aggravators in the driver's job.



**FIGURE 14. Conditions Under Which Drivers Would Remain in the Industry.**

Finally, a strong positive correlation exists between the driver's degree of job satisfaction and their intention to leave or stay in the industry (see Figure 15). 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. Drivers who intended to leave because of retirement, health, or failing to meet requirements were eliminated from the analysis. This was done because they were a small percentage and felt to be external to the population that comprises the qualified driver pool.

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TABLE 22. REASONS FOR LEAVING THE INDUSTRY

Q-37. IF YOU ANSWERED NO TO Q-35, WHY NOT?		
Item (n=8,514.29)	Frequency	Percent
1. Doesn't pay enough	4,534.57	53.26
2. No advancement possible	3,568.78	41.92
3. Loneliness / away from home too much	3,256.43	38.25
4. Working conditions	2,820.64	33.13
5. Work schedule too unpredictable	2,742.98	32.22
6. Poor treatment	2,297.17	26.98
7. Going to retire	1,585.87	18.63
8. Poor supervision	1,451.34	17.05
9. Other	1,381.02	16.22
10. Poor health	450.363	5.29
11. Can't meet safety/licensing/insurance requirements	337.277	3.96

These are weighted frequencies.

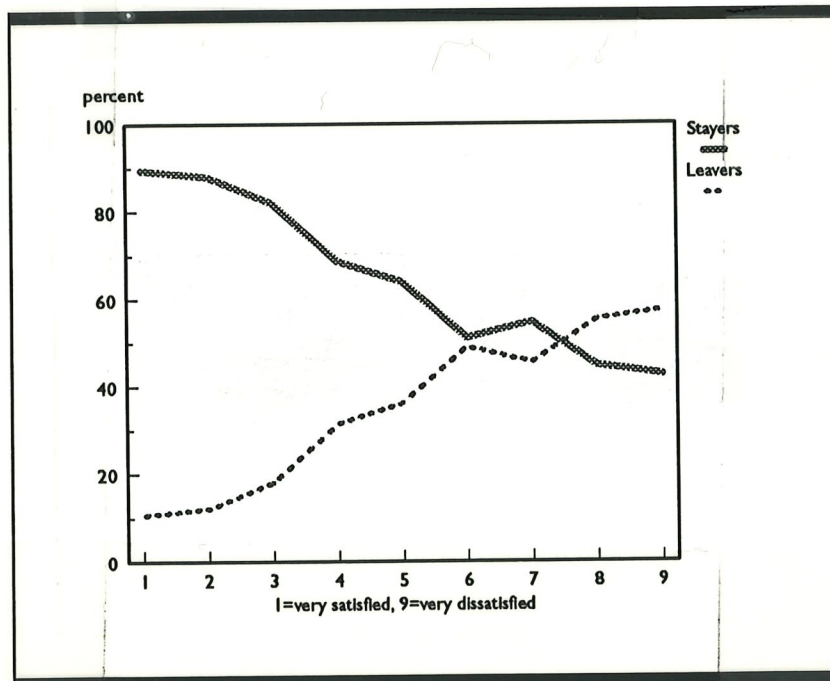


FIGURE 15. Correlation Between Intentions of Leaving the Industry and Level of Job Satisfaction.






# DIFFERENCES BETWEEN DRIVERS' OPINIONS AND MANAGERS' PERCEPTIONS OF THOSE OPINIONS

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Besides studying drivers' opinions and attitudes, manager's perceptions of those opinions and attitudes were also studied. To investigate managers' perceptions, a parallel of the drivers' questionnaire was used. The managers' survey typically asked questions in the form of "What do you think drivers' opinion of . . . is?"

Why be interested in managers' understanding of drivers' attitudes and opinions? To begin with, good management must understand its employees, especially front line workers. This understanding helps management motivate employees and develop strategies to create a competitive advantage. Through increased employee retention, job satisfaction, and motivation a competitive edge is established. This increases revenues and reduces costs, and results in improved profitability. Thus, the first step in achieving job satisfaction—and, correspondingly, improved customer service, retention, costs, and profits—is understanding the worker's needs, wants, and concerns. How well management does this decides, in part, their ability to control turnover.

Management's ability to perceive drivers' opinions and attitudes was measured by comparing the manager's and driver's mean responses for comparable questions. For instance, when asked if they liked or disliked drug testing, the mean value for the drivers' response was 1.97, on a scale of 1 to 5. This compares to management's mean value of 2.97 when asked if they thought drivers liked or disliked drug testing (see Appendix D, Question 1). Thus, managers perceived drivers were neutral on drug testing, when drivers actually liked drug testing. The sample means from the drivers and managers were tested to find out if they were statistically different from each other at the .0001 and .05 level of significance. Although several areas showed up as statistically significantly different, it is the judgment of the authors that management has a fairly



good handle on their drivers' opinions and attitudes. However, there were some areas of difference that are important.

Management has an exaggerated view of what drivers think of various aspects of their job (see Appendix D, Question 1). Management perceived drivers were neutral regarding drug testing while in fact drivers tended to like drug testing. While vehicle inspections were viewed neutrally by drivers, management thought they disliked this aspect. Another area where management misunderstood drivers was safety requirements. Drivers liked them, but managers perceived drivers would tend toward neutral. The same was true of controlling costs and maintenance. Overall, management predicted the same pattern as drivers in likes and dislikes, however, they missed the degree significantly in a few specific areas.


Managers seem to overestimate the number and degree of problems drivers experience in their job. Except pavement conditions, management perceived that drivers experienced more problems with their job than drivers indicated. This was particularly true with staying on schedule, irregular hours, problems with supervisors, and absence from home (see Appendix D, Question 5).

Management accurately perceived the importance to a driver of a clean truck, both inside and outside. However, the perception of how important cleanliness was to the company differed significantly between managers and drivers. This suggests that management has not communicated to drivers how important truck cleanliness is to the company (see Appendix D, Questions 6 and 7).

Management has a good perception of the importance that drivers assign to influencing management in several areas. However, they underrated the importance of influencing management in cost cutting, customer service, and safety. All these contribute to improved profitability, customer relations, and quality of market share and seems to suggest that management may have a distorted view of whom the driver is as a person (see Appendix D, Question 10).

Managers also considered themselves better supervisors than drivers did in all fifteen areas examined. Concern is raised that in many areas, such as communications, drivers have shown a strong desire and need for improvement by supervisors (see Appendix D, Question 23).

Another important area where management misjudged drivers' opinions, is their desire for career advancement. Although management perceived drivers' view of the potential for career advancement with their company or within the industry correctly (tending toward poor) they did not think it was nearly as important to drivers as drivers did (see Appendix D, Questions 28, 29, and 30).



Finally, management thought drivers were more positive about the company's attitude toward the drivers' needs. What is most important, and similar to supervision, is that in each of fourteen aspects, management thought drivers would perceive their company as more considerate and concerned. This suggests either a problem of perception or of reality, which requires either improved communication or a real change in the company, respectively (see Appendix D, Question 44).

Although there are several areas that management does not perceive drivers' attitudes and opinions correctly, there are many areas where they do. Drivers' desire for company involvement, importance of equipment items, communication preferences, their desire for additional training, importance of types of pay and recognition, and expectations versus what they experienced were all perceived accurately by management. This shows that they are in touch with drivers to a great degree.

There is a dichotomy in this subject. Management perceives drivers incorrectly in some very important areas such as a desire for a career path and involvement in customer service and cost savings. Then again, management perceives drivers correctly in many other important areas. A general conclusion is that management tends not to act on their understanding of drivers and/or management holds drivers in low esteem. This conclusion is supported by the research to some extent, but is also based on anecdotal experiences with motor carrier companies resulting from this study in combination with the research.

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## SUMMARY AND CONCLUSIONS

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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. This is the problem addressed by this study of the 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 dissatisfaction 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, that point to the conclusion that the industry is underutilizing its largest and most important resource—DRIVERS. Specifically, drivers:

1. derive a great deal of satisfaction from certain aspects of their job;
2. are very dissatisfied with several elements of the working environment such as pay, benefits, and working conditions;

3. 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;
4. are very interested in receiving additional training that allows them to do their job better;
5. desire personal contact with supervisors and other company employees when giving and receiving information;
6. have expectations that are different from reality when first starting the job in several areas; and
7. 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.

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 from which to develop additional, meaningful, motivational aspects of the job and improve the work environment itself.

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.

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.

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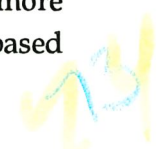
Additionally, drivers want to get more involved in customer relations, cost reductions, safety, equipment purchases, maintenance and repair, training, sales and recruiting. These interests show a need for drivers to be more fully involved and integrated into the company as an equal with other employees. This supports the thesis that drivers are motivation seekers.

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.

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.

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.

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, etc.

What provides motivation, satisfaction, and fulfillment in a job is a complex array of factors. This is the case with 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.*







## Endnotes

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## APPENDIX A

### Weighted Results of Company Driver Responses

The results presented in this appendix are weighted. Although there are 13 firms involved in this study, they are each given EQUAL weight in the results. This was done to eliminate any bias in the results because of different working conditions or company policies. For example, the responses of the company with the most drivers responding (1,781) are given a weight of 1. The other responses are weighted proportionally based on how many questionnaires were returned from each company. These weights ranged from approximately 5.48 to 445.25 for each response. This makes it as if each company had 1,781 drivers respond to the survey, for a total of 23,153 respondents (the actual total is 3,174). The percentages, frequencies, and corresponding n-values in the following tables are based on these weighted results.



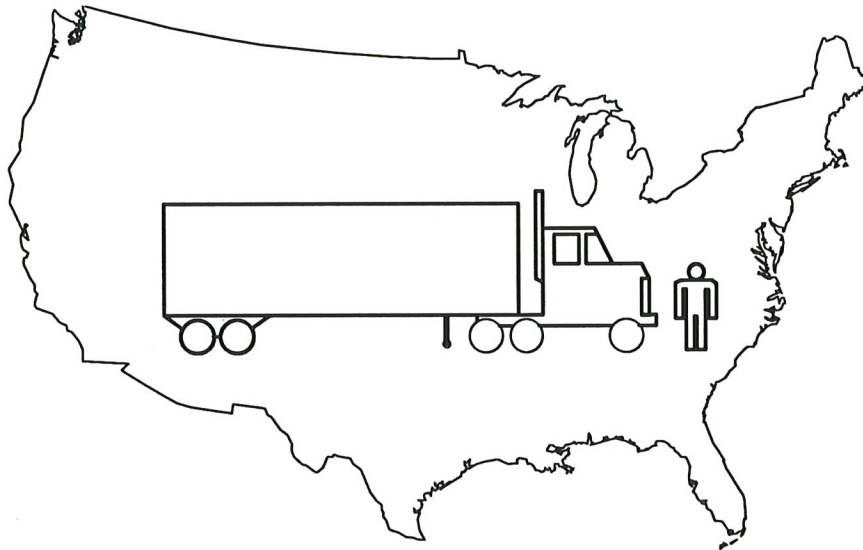




COMPANY DRIVER RESULTS  
(Weighted N = 23,153)

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

WEIGHTED RESULTS



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



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
2.31	1 Relations with shippers/customers	16.8	44.2	32.0	5.3	1.7
1.55	2 Driving the truck	54.9	36.2	7.6	1.1	0.2
1.95	3 Meeting safety requirements	30.8	46.0	21.3	1.6	0.4
3.00	4 Vehicle inspections by officials	8.6	24.2	35.0	22.9	9.3
2.21	5 Travelling out-of-town	25.8	41.4	22.0	7.8	3.0
1.77	6 Independent lifestyle	43.0	40.1	13.7	2.6	0.5
2.21	7 Visiting with other drivers	18.9	46.7	29.7	4.3	0.4
3.15	8 Dealing with highway patrol	2.5	18.1	51.6	17.9	9.9
2.94	9 Company management	6.7	28.4	38.2	17.5	9.2
3.16	10 Paperwork	1.4	18.8	49.0	23.7	7.1
3.18	11 Commercial drivers license	11.9	21.5	26.1	17.5	23.1
4.11	12 Hand loading/unloading freight	0.7	7.0	19.9	24.9	47.5
3.08	13 Loading/unloading palletized freight	12.5	23.2	29.4	13.3	21.6
2.07	14 Drug testing	40.8	25.7	22.9	7.1	3.5
2.84	15 Satellite communications	16.0	16.6	44.8	12.7	9.8
3.39	16 Company speed limits	4.6	14.1	35.9	28.8	16.7
4.10	17 Slip seat operations	1.5	7.3	19.3	23.4	48.4
2.63	18 Controlling costs of operation	6.8	33.0	52.7	5.7	1.8
2.29	19 Your present company	26.9	39.3	17.6	10.5	5.8
2.39	20 Recommending new customers	13.2	38.1	46.2	1.9	0.6
2.23	21 Tractor/trailer maintenance	24.6	39.7	25.6	7.8	2.2



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
1.62	1 Days only	52.4	37.0	7.0	3.6
1.83	2 Gone less than a week	35.9	49.4	10.7	4.0
2.23	3 Gone 1 weekend	14.3	58.1	17.9	9.7
2.82	4 Gone 2 weekends	6.7	35.2	27.9	30.2
3.30	5 Gone 3 weekends	3.3	18.7	22.4	55.6
3.58	6 Gone a month or more	4.5	8.6	11.8	75.2

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
2.65	1 Sales (finding more business with new or current customers)	19.3	28.2	21.0	31.5
2.41	2 Training (train new drivers and refresher training for existing drivers)	26.3	32.5	15.3	25.9
1.89	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)	45.0	32.1	12.4	10.6
2.51	4 Recruiting (determine sources of drivers, conduct interviews, etc.)	22.3	29.3	23.5	24.9
2.53	5 Group leader of drivers (oversee the development and performance of a small group of drivers)	22.5	30.5	18.7	28.3
1.85	6 Safety (knowing, teaching, and enforcing safety and procedures)	47.8	29.6	12.1	10.4
2.07	7 Equipment purchases (specifying options for new equipment and justifying them financially)	39.8	30.3	13.6	16.3
2.22	8 Maintenance and repair (maintaining and repairing your truck)	37.1	26.9	12.8	23.2
2.05	9 Cost reduction goals (being part of the process to define areas for improvement, how to get there, and how to measure progress)	32.8	40.6	15.5	11.1
1.70	10 Other: (specify) _____	69.3	10.1	1.8	18.8

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

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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
2.44	1 Restricted highway access for trucks	16.5	35.8	34.5	13.2
2.64	2 Restricted local access for trucks	11.8	30.2	40.5	17.5
1.99	3 Staying on schedule	39.8	29.6	22.1	8.6
2.19	4 Routine communications (dispatch)	36.4	24.5	22.6	16.5
1.69	5 Relationship with supervisor	58.4	21.5	12.5	7.6
2.27	6 Absence from home	31.4	27.6	23.9	17.2
2.15	7 Irregular hours	38.6	24.9	19.7	16.8
2.44	8 Lack of exercise	26.9	25.2	24.8	23.1
2.04	9 Loneliness	38.2	32.3	17.0	12.5
2.03	10 Health hazards	39.1	28.5	22.5	9.9
2.32	11 Opportunities or facilities to wash up	29.8	26.9	25.2	18.1
2.00	12 Boredom on the road	36.2	36.7	18.4	8.7
3.29	13 Road pavement conditions	4.1	13.9	30.7	51.3
3.07	14 Variation between states' laws	10.8	16.2	28.5	44.4
2.30	15 Company assistance after hours	31.1	26.3	24.4	18.3

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

Exterior		Interior	
1.44	1 Very Important 65.3	1.18	1 Very Important 84.1
	2 Somewhat Important 27.4		2 Somewhat Important 14.0
	3 Neutral 5.8		3 Neutral 1.8
	4 Not Important 1.2		4 Not Important 0.2
	5 Not at all Important 0.4		5 Not at all Important 0.0

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

Exterior		Interior	
2.48	1 Very Important 31.5	2.54	1 Very Important 27.8
	2 Somewhat Important 28.7		2 Somewhat Important 28.5
	3 Neutral 13.8		3 Neutral 19.2
	4 Not Important 12.4		4 Not Important 11.1
	5 Not at all Important 13.6		5 Not at all Important 13.4



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

How important to your job satisfaction:  
(Circle your answer)

			VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL
1.45	1	AM/FM/cassette stereo	66.4	26.1	4.8	1.7	1.0
1.52	2	CB radio	68.8	18.2	7.7	2.5	2.7
2.50	3	Plush interior	12.6	40.2	35.2	8.9	3.1
1.43	4	Complete gauge set	69.3	20.9	7.5	1.7	0.6
1.13	5	Power steering	89.7	8.3	1.7	0.2	0.1
1.13	6	Air conditioning	90.9	6.1	2.5	0.1	0.4
2.49	7	Stand-up sleeper	22.6	29.5	31.8	8.9	7.1
1.07	8	Air ride seat	94.2	4.7	1.0	0.0	0.1
1.61	9	Sliding fifth wheel	59.8	23.2	14.3	1.3	1.4
1.62	10	Air ride suspension	59.8	21.7	15.9	1.6	1.0
1.62	11	Engine brakes (Jake brake)	63.0	20.3	11.3	2.7	2.6
1.68	12	Interior storage space	49.2	38.1	10.0	1.3	1.4
1.41	13	Heated mirrors	68.9	23.2	6.2	1.4	0.3
1.04	14	Good cab heater	96.0	3.6	0.3	0.1	0.0
2.48	15	Air ride passenger seat	27.5	28.7	22.8	9.8	11.2
4.13	16	Automatic transmission	1.9	4.2	22.8	21.6	49.6
3.34	17	Refrigerator	10.6	17.0	27.3	18.5	26.6
2.02	18	Bunk heater	48.8	23.7	11.9	8.2	7.4
2.69	19	Double bunk	26.5	20.9	23.7	14.4	14.5
1.69	20	Sliding trailer tandems	70.3	8.0	11.0	3.9	6.8
1.29	21	Other: (specify) _____	84.8	8.2	3.1	1.4	2.5

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 35.6
- 1.89 2 Maybe 40.2
- 3 No 24.2

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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
1.64	1	Cleanliness of your rig	56.0	29.9	10.4	2.2	1.6
1.48	2	Dispatch procedures	64.4	25.6	8.2	1.0	0.8
1.41	3	Maintenance	71.7	18.6	7.8	0.7	1.1
1.48	4	Fringe benefit package	65.3	24.6	8.3	0.6	1.1
1.99	5	Ordering new equipment	37.7	33.3	23.9	2.4	2.6
2.04	6	Where you buy fuel	37.3	31.4	24.7	3.2	3.4
1.71	7	Improving customer service	50.5	31.2	15.8	1.0	1.3
2.08	8	Driver lounges	34.3	34.2	23.8	4.5	3.2
1.90	9	Ways to cut costs	40.3	34.3	21.5	2.4	1.5
1.51	10	Safety Improvements	62.9	25.8	9.6	1.0	0.6
1.31	11	Other: (specify) _____	86.5	3.0	6.4	0.5	3.5

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	3.24	(2)
2	Talking In-person with your supervisor	2.64	(1)
3	Talking with or telephoning your supervisor's boss	5.17	(3)
4	Talking with another company employee (a contact person for drivers)	5.49	(5)
5	Write a letter	8.12	(11)
6	Complete an annual survey	7.58	(9)
7	Complete a survey on specific topics as they arise	6.82	(7)
8	Give comments during training sessions	6.55	(6)
9	Give comments in a suggestion box	7.36	(8)
10	Have a telephone answering machine to leave comments	7.76	(10)
11	Be on a problem solving committee with managers along with other drivers	5.22	(4)

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 .....	_____4.63____(4)
2 Notices sent along with your paycheck .....	_____3.82____(2)
3 Listen to recorded messages by phone .....	_____7.30____(8)
4 Cassettes with recorded messages (could be listened to while driving) .....	_____8.00____(11)
5 Letters from management .....	_____5.37____(5)
6 Meetings held by management with drivers .....	_____4.50____(3)
7 Personal contact from your supervisor .....	_____3.77____(1)
8 Notices posted on a bulletin board .....	_____7.32____(9)
9 Policy manuals and updates .....	_____6.67____(6)
10 Announcements at training sessions .....	_____7.40____(10)
11 Meetings with management at locations out on the road .....	_____7.20____(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 .....	_____2.74____(1)
(such as increasing your driving skills, learning more, and developing your expertise)	
2 Recognition for achievement .....	_____2.95____(2)
(such as awards policies and sincere praise from management)	
3 Responsibility .....	_____3.01____(3)
(such as for yourself and your truck, cost control, and customer service)	
4 The work .....	_____3.08____(4)
(such as actual driving, dealing with customers, complying with regulations, loading/unloading)	
5 Advancement .....	_____3.23____(5)
(such as opportunities for higher levels of responsibility in driving or in office jobs)	

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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
1.65	1 Safety regulations	52.4	33.7	10.4	3.5
1.69	2 Injury prevention	51.0	33.5	11.1	4.3
1.48	3 Defensive driving	66.7	22.7	6.6	4.0
2.40	4 Paperwork completion	16.5	43.9	22.9	16.7
1.93	5 Customer service	37.4	40.4	14.2	7.9
2.45	6 Cargo loading and unloading	25.1	30.2	19.2	25.4
1.75	7 Hazardous materials	55.2	25.0	9.1	10.7
1.74	8 Accident procedures	48.8	34.0	12.1	5.1
1.77	9 Equipment inspections	47.5	34.4	11.4	6.7
1.89	10 Maintenance procedures	43.4	32.7	15.3	8.6
2.02	11 Company policies	31.5	42.9	18.1	7.5
2.25	12 Transportation industry costs and trends	23.9	40.4	22.7	13.0
1.97	13 Getting along with other people	43.0	29.7	15.0	12.3
1.85	14 Problem solving skills	45.0	33.2	14.1	7.7
2.12	15 Learning more about your customers' industries	30.1	39.2	18.9	11.8
2.20	16 Forms and permits	25.7	41.0	20.8	12.6
2.82	17 Tax accounting for owner-operators	17.9	24.3	15.6	42.3
1.75	18 First aid	49.4	32.4	11.5	6.7
2.09	19 Personal money management	37.2	31.2	17.1	14.4
1.80	20 Your company's strategy and direction	47.2	33.0	12.5	7.3
2.11	21 Trip planning	35.7	31.9	18.3	14.0
2.07	22 Managing family issues while away from home	41.8	27.7	12.6	17.9
1.99	23 Commercial driver's license	46.9	25.2	10.4	17.6
1.60	24 Other: (specify) _____	77.2	3.7	1.1	18.1

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 5.1
- 2 An above average standard of living 13.2
- 3.09 3 An average standard of living 54.9
- 4 A below average standard of living 20.7
- 5 A low standard of living 6.1

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) ..... 1.90 (1)
- 2 Bonus (based on your individual performance) ..... 4.75 (2)
- 3 Gain sharing (based on a group's performance) ..... 8.09 (10)
- 4 Loading/unloading pay ..... 5.03 (3)
- 5 Pay for stop-offs or relay loads ..... 5.79 (6)
- 6 Pay for delay time ..... 5.11 (4)
- 7 Extra pay for short loads ..... 6.16 (8)
- 8 Layover or breakdown pay ..... 5.54 (5)
- 9 Reimbursement for motels during breakdowns and layovers ..... 6.49 (9)
- 10 Weekly or monthly guaranteed minimum pay ..... 6.12 (7)

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 7.0
- 2 Slightly higher 16.0
- 3.19 3 About the same 39.8
- 4 Slightly lower 25.2
- 5 Much lower 12.0

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

- 1 Much higher 5.6
- 2 Slightly higher 24.1
- 3.17 3 About the same 32.3
- 4 Slightly lower 24.0
- 5 Much lower 14.0

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
1.58	1 Paid vacation .....	58.7	24.4	16.8
2.01	2 Paid holidays .....	38.0	22.7	39.3
1.44	3 Health Insurance .....	58.2	39.6	2.3
2.10	4 Vision care insurance .....	32.9	24.1	43.0
1.84	5 Dental Insurance .....	45.8	24.9	29.3
1.69	6 Pension or retirement plan .....	49.8	31.8	18.4
1.57	7 Life Insurance .....	54.8	33.3	11.8
2.25	8 Company social events .....	22.4	30.2	47.4
2.76	9 Childcare provisions .....	6.5	10.8	82.7
1.84	10 Disability pay .....	35.3	45.4	19.3
2.35	11 Other: (specify) _____ .....	17.0	31.2	51.7

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 .....	4.45	(3)
2	Paid holidays .....	5.36	(7)
3	Health Insurance .....	2.00	(1)
4	Vision care insurance .....	4.68	(5)
5	Dental Insurance .....	4.60	(4)
6	Pension or retirement plan .....	4.42	(2)
7	Life Insurance .....	5.29	(6)
8	Company social events .....	9.19	(10)
9	Childcare provisions .....	9.15	(9)
10	Disability pay .....	5.85	(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 .....	80.9	15.4	2.2	1.5
1.37	2	Minimizing cargo loss and damage .....	70.9	22.9	4.6	1.6
1.41	3	Miles of driving .....	68.2	24.9	4.7	2.2
1.80	4	Good Samaritan acts (such as helping stranded motorists) .....	41.9	41.2	12.0	4.9
1.66	5	Dock courtesy .....	52.7	32.2	11.3	3.9
1.60	6	Performing duties above base standards .....	52.8	37.3	7.3	2.6
1.61	7	Getting paperwork done accurately and on-time .....	55.5	30.6	10.9	3.0
1.28	8	On-time pickup and delivery .....	77.8	17.6	3.4	1.2
1.89	9	Miles per gallon efficiency .....	35.5	45.5	13.9	5.1
1.34	10	Working Injury free .....	75.2	17.6	5.1	2.1
2.69	11	On-board monitoring results .....	18.2	27.1	22.3	32.4
1.86	12	Other: (specify) _____ .....	66.5	5.2	4.2	24.1

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 .....	_____ 1.79 _____ (1)
2	Minimizing cargo loss and damage .....	_____ 4.46 _____ (2)
3	Miles of driving .....	_____ 4.55 _____ (3)
4	Good Samaritan acts (such as helping stranded motorists) .....	_____ 7.38 _____ (9)
5	Dock courtesy .....	_____ 7.11 _____ (8)
6	Performing duties above base standards .....	_____ 5.93 _____ (6)
7	Getting paperwork done accurately and on-time .....	_____ 6.63 _____ (7)
8	On-time pickup and delivery .....	_____ 4.67 _____ (4)
9	Miles per gallon efficiency .....	_____ 7.62 _____ (10)
10	Working Injury free .....	_____ 5.49 _____ (5)
11	On-board monitoring results .....	_____ 10.35 _____ (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
2.81	1 Does he/she ask for drivers' opinions . . . . .	11.7	30.8	22.0	35.5
2.13	2 Do you like to work with your supervisor . . . . .	31.5	37.0	18.4	13.2
2.11	3 Does he/she treat you with respect and dignity . . . . .	34.0	34.8	17.4	13.8
2.63	4 Does he/she demand instead of ask things from you . . . . .	18.8	27.0	26.9	27.3
2.08	5 Is he/she familiar with your job . . . . .	36.0	33.6	17.1	13.3
2.24	6 Does he/she follow up on problems . . . . .	28.9	32.2	25.3	13.6
2.44	7 Is he/she receptive to suggestions . . . . .	15.5	40.9	27.3	16.3
2.35	8 Does he/she communicate on-going problems to upper management . . . . .	20.5	38.4	26.2	14.9
2.32	9 Is he/she fair to all drivers . . . . .	27.3	32.4	20.9	19.4
1.88	10 Are his/her expectations clear to you . . . . .	42.3	34.1	17.0	6.7
2.21	11 Is he/she trustworthy . . . . .	31.6	33.6	17.2	17.6
2.09	12 Is he/she supportive of you and your work . . . . .	35.2	32.0	21.5	11.4
2.15	13 Does he/she take time to listen to you . . . . .	33.5	30.7	23.2	12.5
2.17	14 Would your supervisor be upset if you took an unresolved problem to upper management . . . . .	33.9	30.8	19.4	16.0
2.35	15 Does your supervisor give you credit or thank you for doing a good job . . . . .	28.1	31.5	17.9	22.5
2.02	16 Is he/she competent . . . . .	34.7	39.0	16.4	10.0

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

- 1 More than once a week 20.1
- 2 Once a week 14.2
- 3.51 3 Once every two weeks 13.8
- 4 Once a month 19.7
- 5 Once every three months 10.5
- 6 Less than once every three months 21.7



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)

	Order of importance (1 through 5)
<b><i>If it is very important that you rank all 5 choices</i></b>	
1 Working conditions ..... (such as equipment, facilities, and traffic)	1.96 (2)
2 Supervision ..... (such as relationship with supervisor, quality of supervision)	3.41 (3)
3 Salary & benefits .....	1.83 (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)	3.69 (4)

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

- |      |   |            |      |
|------|---|------------|------|
|      | 1 | Very good  | 7.4  |
|      | 2 | Good       | 24.7 |
| 3.14 | 3 | Poor       | 28.3 |
|      | 4 | Very poor  | 25.5 |
|      | 5 | Don't know | 14.2 |

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

- |      |   |            |      |
|------|---|------------|------|
|      | 1 | Very good  | 5.4  |
|      | 2 | Good       | 27.0 |
| 3.09 | 3 | Poor       | 34.2 |
|      | 4 | Very poor  | 19.9 |
|      | 5 | Don't know | 13.5 |

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

- |      |   |                      |      |
|------|---|----------------------|------|
|      | 1 | Very Important       | 54.8 |
|      | 2 | Somewhat Important   | 27.0 |
| 1.72 | 3 | Neutral              | 13.0 |
|      | 4 | Not Important        | 2.5  |
|      | 5 | Not at all Important | 1.1  |
|      | 6 | Don't know           | 1.5  |

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

- |      |          |    |  |
|------|----------|----|--|
| (1)  | 18,375.1 | 1  | More money   |
| (3)  | 11,084.0 | 2  | Getting home more often  |
| (2)  | 12,683.7 | 3  | Getting a more regular schedule / dedicated route                                      |
| (8)  | 6,011.0  | 4  | Increased driving skill  |
| (5)  | 8,690.5  | 5  | Move into management or supervision  |
| (6)  | 8,465.5  | 6  | Move through a driver classification system based on length of service or miles driven |
| (4)  | 10,364.9 | 7  | Move through a driver classification system based on personal performance              |
| (9)  | 5,248.2  | 8  | Train new drivers  |
| (11) | 2,400.8  | 9  | Lead driver on a team  |
| (10) | 4,202.2  | 10 | Driver recruiter   |
| (7)  | 6,908.2  | 11 | Safety trainer   |
| (12) | 1,400.7  | 12 | Other: (specify) _____   |

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

- |      |          |    |                                     |
|------|----------|----|-------------------------------------|
| (4)  | 8,154.6  | 1  | More pay                            |
| (5)  | 7,470.6  | 2  | Better fringe benefits              |
| (2)  | 8,581.0  | 3  | More time at home / Better schedule |
| (3)  | 8,324.7  | 4  | Better equipment                    |
| (1)  | 10,216.8 | 5  | Location of company                 |
| (9)  | 4,974.4  | 6  | Better people to work with          |
| (10) | 3,348.5  | 7  | Training offered                    |
| (7)  | 5,792.2  | 8  | Size of firm                        |
| (6)  | 6,542.7  | 9  | Reputation of firm                  |
| (11) | 2,472.7  | 10 | Liked the recruiter                 |
| (12) | 1,139.4  | 11 | Don't know                          |
| (8)  | 5,103.7  | 12 | Other: (specify) _____              |

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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 42.0
- 2 Favor 36.6
- 1.89 3 Neutral 15.5
- 4 Oppose 2.7
- 5 Strongly oppose 3.2

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
2.18	1 Amount of time away from home . . . . .	8.6	66.4	23.9	1.1
2.32	2 Amount of time spent doing work other than driving . . . . .	4.4	61.6	31.5	2.4
1.91	3 Amount of time spent driving . . . . .	18.1	73.3	8.1	0.6
2.28	4 Amount of paperwork required . . . . .	6.5	59.8	32.6	1.1
2.59	5 Amount of time spent waiting . . . . .	6.2	30.3	61.7	1.8
1.56	6 Actual pay . . . . .	49.0	47.4	2.6	1.0
1.63	7 Benefits . . . . .	44.3	49.9	4.3	1.5
1.82	8 Equipment . . . . .	27.6	63.5	8.1	0.8
2.24	9 Difficulty of training . . . . .	7.2	68.7	16.6	7.5
1.97	10 Quality of training . . . . .	23.7	63.0	6.2	7.2
2.04	11 Amount of safety regulations that must be followed . . . . .	10.4	76.7	11.6	1.2
2.45	12 Amount of loading/unloading by hand required . . . . .	10.2	41.9	40.2	7.7
2.39	13 Stress involved with job . . . . .	6.9	48.9	42.6	1.5
1.87	14 Relationship with supervisor . . . . .	32.5	51.7	11.7	4.1
1.97	15 Relationship with customer's employees . . . . .	17.4	72.1	6.8	3.6
2.13	16 Overall amount of work . . . . .	10.6	67.4	20.6	1.4
1.63	17 Lifestyle . . . . .	43.6	51.4	3.5	1.6



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

- 1 Yes 65.6
- 1.34 2 No 34.4

GO TO QUESTION 37

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

- 1 Continue driving with your present company 50.2
- 2 Driving with another firm 27.3
- 1.97 3 Change positions within present company 6.0
- 4 Become owner-operator 8.2
- 5 Other: (specify) 8.3 \_\_\_\_\_

GO TO QUESTION 40

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

**(These are weighted frequencies.)**

- (7) 1,585.9 1 Going to retire
- (1) 4,534.6 2 Doesn't pay enough
- (11) 337.3 3 Can't meet safety/licensing/insurance requirements
- (3) 3,256.4 4 Loneliness / Away from home too much
- (5) 2,743.0 5 Work schedule too unpredictable
- (4) 2,820.6 6 Working conditions
- (10) 450.4 7 Poor health
- (6) 2,297.2 8 Poor treatment
- (8) 1,451.3 9 Poor supervision
- (2) 3,568.8 10 No advancement possible
- (9) 1,381.0 11 Other: (specify) \_\_\_\_\_

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

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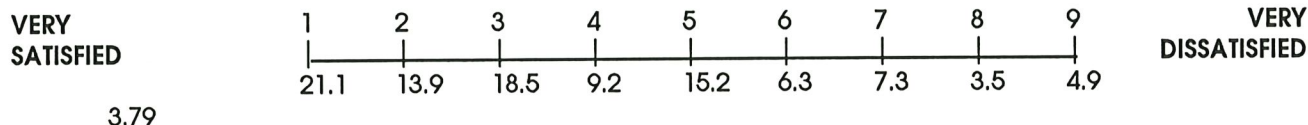
Q-39. WHERE WOULD YOU SEEK EMPLOYMENT IF YOU LEAVE TRUCKING? (List the type of industry or job, not a particular company)

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



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

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

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

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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
2.56	1 Home time . . . . .	18.5	30.7	27.5	23.4
2.70	2 Income . . . . .	12.6	28.8	34.2	24.4
1.65	3 Safety . . . . .	51.9	34.1	11.3	2.7
1.77	4 Quality and maintenance of equipment . . . . .	45.1	36.3	14.6	4.0
2.72	5 Well-being of family members . . . . .	12.6	31.8	26.7	28.8
3.05	6 Career advancement . . . . .	6.6	21.7	31.4	40.3
2.82	7 Use of my time . . . . .	16.2	22.4	24.1	37.2
2.11	8 Accurate paycheck . . . . .	36.1	30.3	19.9	13.8
2.42	9 General welfare . . . . .	20.2	36.5	24.7	18.6
2.35	10 Working conditions . . . . .	20.7	39.0	24.9	15.5
2.65	11 Proper rest and fatigue . . . . .	16.8	29.1	26.6	27.6
2.46	12 Health . . . . .	23.5	30.0	23.3	23.2
2.68	13 Continued training . . . . .	12.3	30.9	33.1	23.7
2.86	14 Job security . . . . .	13.4	24.4	24.9	37.3

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 . . . . .<br>(such as equipment, facilities, and traffic)   | _____ 2.76 _____ | (2)  |
| 2  | Interpersonal relations . . . . .<br>(such as relationships with other drivers and shippers/customers)                   | _____ 7.10 _____ | (10) |
| 3  | Advancement . . . . .<br>(such as opportunities for higher levels of responsibility in driving or<br>in office jobs)     | _____ 5.97 _____ | (5)  |
| 4  | The work . . . . .<br>(such as actual driving, dealing with customers, complying with regulations,<br>loading/unloading) | _____ 4.24 _____ | (3)  |
| 5  | Supervision . . . . .<br>(such as relationship with supervisor, quality of supervision)                                  | _____ 6.40 _____ | (6)  |
| 6  | Company policies . . . . .<br>(such as safety policies, driving policies, and maintenance policies)                      | _____ 6.88 _____ | (9)  |
| 7  | Recognition for achievement . . . . .<br>(such as awards policies and sincere praise from management)                    | _____ 6.75 _____ | (8)  |
| 8  | Responsibility . . . . .<br>(such as for yourself and your truck, cost control, and customer service)                    | _____ 5.92 _____ | (4)  |
| 9  | Achievement . . . . .<br>(such as increasing your driving skills, learning more, and developing<br>your expertise)       | _____ 6.72 _____ | (7)  |
| 10 | Salary & benefits . . . . .  | _____ 2.24 _____ | (1)  |

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

Q-46. ARE YOU: (Circle number)

- 1 Male 91.6
- 2 Female 8.4

Q-47. ARE YOU: (Circle number)

- 1 White 90.2
- 2 Black 7.4
- 3 Native American / Indian 1.5
- 4 Oriental 0.0
- 5 Hispanic 0.7
- 6 Other 0.1

Q-48. YOUR PRESENT AGE: \_\_\_\_\_41.02\_\_\_\_\_ Years

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

- 1 Single / Widowed 12.7
- 2 Separated / Divorced 13.8
- 3 Married / Living together 73.5

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

- 1 Less than high school 11.8
- 2 High school diploma 43.8
- 2.66 3 Technical school 17.9
- 4 Some college 21.2
- 5 College degree 4.4
- 6 Post graduate work 0.9

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

- 1 Yes 24.0
- 2 No 76.0

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 8.3
- 3 \$15,000 - \$19,999 15.7
- 4 \$20,000 - \$24,999 26.2
- 4.63 5 \$25,000 - \$29,999 20.3
- 6 \$30,000 - \$34,999 12.7
- 7 \$35,000 - \$39,999 5.7
- 8 \$40,000 - \$44,999 5.6
- 9 \$45,000 - \$49,999 2.3
- 10 \$50,000 or more 0.9

Q-53. HOW MANY DEPENDENTS DO YOU HAVE (CHILDREN UNDER 18)? \_\_\_\_\_1.20\_\_\_\_\_

Q-54. HOW LONG HAVE YOU DRIVEN PROFESSIONALLY? 11.92 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)  
3.86 Number of companies

Q-56. HOW LONG HAVE YOU BEEN WORKING FOR YOUR PRESENT COMPANY?  
3.47 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	36.5
2.18	2	2 to 5 years	31.3
	3	6 to 10 years	9.7
	4	over 10 years	22.5

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

66.4	1	Never	} →
18.6	2	Occasionally	
2.9	3	Usually	
12.0	4	Always	

DO YOU DRIVE AS A HUSBAND-WIFE TEAM?  
 1 Yes 29.4  
 2 No 70.6

Q-59. HOW ARE YOU PAID? (Circle number)  
**(These are weighted frequencies.)**

(1)	17,211.5	1 Per mile	.....	How much?	<u>\$ 0.23</u>
(3)	3,899.4	2 Percent of freight bill	.....	What percent?	<u>23.0 %</u>
(5)	268.0	3 Per trip	.....	Average?	<u>\$ 104.11</u>
(2)	4,023.9	4 Per hour	.....	How much?	<u>\$ 11.91</u>
(4)	1,570.8	5 Other: (specify)	_____		

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

	1	Never	16.7
1.57	2	Occasionally	66.3
	3	Usually	17.0

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

	1	Days only	17.4
	2	gone less than a week	24.5
4.41	3	gone 1 weekend	19.5
	4	gone 2 weekends	12.6
	5	gone 3 weekends	13.6
	6	gone a month or more	12.4

Q-62. WHAT IS YOUR AVERAGE LENGTH OF HAUL: 2,766.85 Miles

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Q-63. HOW MANY MILES DO YOU DRIVE IN AN AVERAGE YEAR: 116,670.72 Miles

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

- 1 Yes 14.7
- 2 No 85.3

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

- 1 Always 70.2
- 2 Usually 16.8
- 1.58 3 Occasionally 4.1
- 4 Rarely 2.6
- 5 Never 6.3

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

GO TO BACK COVER

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 .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
2 Slow pay .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
3 Carrier cutting rates .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
4 Not paid in full .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
5 Finance charge deductions .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
6 No or false rated freight bills .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
7 Company required maintenance/ equipment inspections .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
8 Ability to get financial backing from the carrier .....	NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS

GO TO BACK COVER

Is there anything else you would like to tell us about what you do or do not like about the professional driver's job? 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 will be appreciated, either here or in a separate letter.

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*Your contribution to this effort is very greatly appreciated. If you have any questions, please feel free to call Julie Rodriguez at (701)237-7767. If you would like a summary of results, please **check the box on the return envelope.** We will see that you get it.*







## APPENDIX B

### Weighted Results of Manager Responses

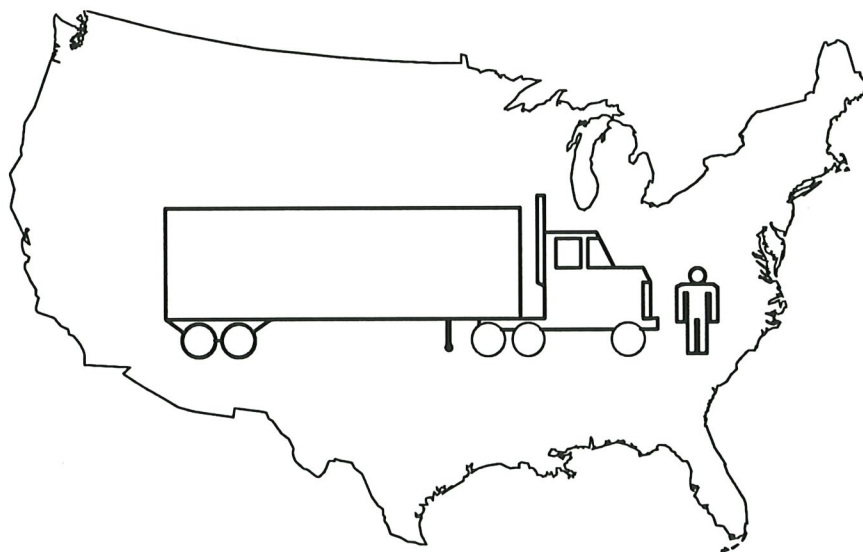
The results presented in this appendix are weighted. Although there are 13 firms involved in this study, they are each given EQUAL weight in the results. This was done to eliminate any bias in the results because of different working conditions or company policies. For example, the responses of the company with the most managers responding (173) are given a weight of 1. The other responses are weighted proportionally based on how many questionnaires were returned from each company. These weights ranged from approximately 3.76 to 86.50 for each response. This makes it as if each company had 173 managers respond to the survey, for a total of 2,249 respondents (the actual total is 391). The percentages, frequencies, and corresponding n-values in the following tables are based on these weighted results.

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OVERALL RESULTS  
(Weighted N = 2,249)

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

## WEIGHTED RESULTS



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

May 1990

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## ***Instructions***

1. Many of the questions in this survey ask for your perception of drivers' opinions. Other questions ask for your own opinion. 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 indicate how you think your company's drivers feel towards the following.

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

How do your drivers feel about:  
(Circle your answer)

			REALLY LIKE	LIKE	NEUTRAL	DISLIKE	REALLY DISLIKE
2.54	1	Relations with shippers/customers	4.1	47.0	40.1	8.4	0.4
1.70	2	Driving the truck	32.1	65.6	2.3	0.0	0.0
2.56	3	Meeting safety requirements	9.5	41.6	33.7	14.0	1.2
3.77	4	Vehicle inspections by officials	1.1	7.8	18.9	58.0	14.3
2.32	5	Travelling out-of-town	15.5	48.7	24.2	11.3	0.3
1.71	6	Independent lifestyle	41.5	48.0	9.0	1.5	0.0
1.64	7	Visiting with other drivers	44.7	48.1	6.2	0.3	0.6
3.89	8	Dealing with highway patrol	0.0	1.8	26.0	53.2	19.0
2.84	9	Company management	1.1	36.7	41.3	18.6	2.3
3.93	10	Paperwork	0.1	2.3	18.0	64.3	15.3
3.58	11	Commercial drivers license	1.4	10.9	32.1	40.0	15.6
4.43	12	Hand loading/unloading freight	0.0	1.2	11.1	31.0	56.7
3.11	13	Loading/unloading palletized freight	10.9	19.9	27.7	30.1	11.3
3.15	14	Drug testing	3.2	24.1	34.6	30.8	7.3
2.58	15	Satellite communications	17.0	27.9	36.1	17.8	1.1
3.55	16	Company speed limits	0.8	10.4	27.2	56.6	5.0
4.15	17	Slip seat operations	1.1	4.2	18.4	30.7	45.5
2.95	18	Controlling costs of operation	1.0	24.6	53.7	20.0	0.7
2.32	19	Your present company	6.1	62.5	25.3	5.9	0.3
2.33	20	Recommending new customers	8.6	50.3	40.5	0.5	0.0
2.46	21	Tractor/trailer maintenance	13.1	44.9	26.3	14.7	1.0

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Q-2. HOW DO YOU THINK YOUR DRIVERS FEEL ABOUT BEING ASKED TO STAY OUT FOR:

How do your drivers feel?  
(Circle your answer)

		VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE
1.43	1 Days only .....	70.0	18.7	10.1	1.2
1.58	2 gone less than a week .....	49.7	43.2	6.2	0.9
1.98	3 gone 1 weekend .....	19.0	66.0	12.9	2.0
2.60	4 gone 2 weekends .....	6.5	40.5	39.5	13.5
3.31	5 gone 3 weekends .....	0.9	9.3	48.0	41.8
3.84	6 gone a month or more .....	0.0	1.8	12.6	85.5

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

Are your drivers interested?  
(Circle your answer)

		VERY	SOMEWHAT	SLIGHTLY	NOT
2.49	1 Sales (finding more business with new or current customers) .....	8.0	50.2	26.7	15.1
2.38	2 Training (train new drivers and refresher training for existing drivers) .....	10.0	51.0	30.5	8.6
2.27	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) .....	14.8	50.3	27.8	7.1
2.45	4 Recruiting (determine sources of drivers, conduct interviews, etc.) .....	9.1	46.9	34.2	9.9
2.78	5 Group leader of drivers (oversee the development and performance of a small group of drivers) .....	5.9	30.8	43.1	20.2
2.17	6 Safety (knowing, teaching, and enforcing safety and procedures) .....	14.1	56.8	26.8	2.3
1.77	7 Equipment purchases (specifying options for new equipment and justifying them financially) .....	48.7	32.7	11.7	6.8
2.00	8 Maintenance and repair (maintaining and repairing your truck) .....	36.8	35.7	17.9	9.5
2.40	9 Cost reduction goals (being part of the process to define areas for improvement, how to get there, and how to measure progress) .....	9.5	49.4	32.9	8.2
1.69	10 Other: (specify)_____ .....	60.9	20.3	7.8	10.9

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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 items listed below.

Q-4. WHAT IS YOUR DRIVERS' EXPERIENCE WITH THE FOLLOWING ITEMS?

		Your drivers' experience: (Circle your answer)			
		NO PROBLEM	SMALL PROBLEM	SOME PROBLEM	BIG PROBLEM
2.40	1 Restricted highway access for trucks	13.2	41.4	37.8	7.7
2.44	2 Restricted local access for trucks	10.9	41.5	40.9	6.7
2.62	3 Staying on schedule	9.4	35.8	38.4	16.4
2.50	4 Routine communications (dispatch)	17.4	31.4	34.5	16.7
2.10	5 Relationship with supervisor	25.0	43.4	28.9	2.8
2.66	6 Absence from home	12.0	31.6	34.4	21.9
2.52	7 Irregular hours	13.9	30.3	45.7	10.1
2.16	8 Lack of exercise	30.8	33.4	25.1	10.8
2.28	9 Loneliness	24.4	30.5	37.4	7.7
2.01	10 Health hazards	29.1	43.7	24.6	2.6
2.12	11 Opportunities or facilities to wash up	34.9	27.3	28.5	9.4
2.25	12 Boredom on the road	15.3	48.8	31.2	4.6
2.87	13 Road pavement conditions	5.6	29.4	37.7	27.2
2.96	14 Variation between states' laws	10.4	14.8	43.2	31.6
2.10	15 Company assistance after hours	29.6	37.8	25.6	7.0

Q-5. HOW IMPORTANT DO YOU THINK IT IS TO YOUR DRIVERS TO HAVE A CLEAN RIG? (Circle number)

Exterior	
1	Very Important 63.1
2	Somewhat Important 33.8
3	Neutral 3.0
4	Not Important 0.0
5	Not at all Important 0.0

Interior	
1	Very Important 65.9
2	Somewhat Important 29.0
3	Neutral 4.5
4	Not Important 0.5
5	Not at all Important 0.2

Q-6. HOW IMPORTANT IS IT TO YOUR COMPANY FOR THE RIG TO BE CLEAN? (Circle number)

Exterior	
1	Very Important 68.5
2	Somewhat Important 22.8
3	Neutral 6.3
4	Not Important 2.0
5	Not at all Important 0.3

Interior	
1	Very Important 66.2
2	Somewhat Important 25.8
3	Neutral 4.2
4	Not Important 3.5
5	Not at all Important 0.3





Q-7. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR DRIVERS' JOB SATISFACTION?

		How important to your drivers' job satisfaction:				
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL
1.47	1 AM/FM/cassette stereo	59.3	35.3	4.5	0.9	0.0
1.40	2 CB radio	68.9	24.8	3.9	1.8	0.5
2.42	3 Plush interior	5.9	56.2	28.8	8.5	0.6
1.86	4 Complete gauge set	33.1	49.6	15.5	1.4	0.4
1.19	5 Power steering	81.7	17.6	0.8	0.0	0.0
1.08	6 Air conditioning	93.9	4.6	1.0	0.5	0.0
2.79	7 Stand-up sleeper	10.5	36.9	26.6	15.1	10.9
1.18	8 Air ride seat	84.3	13.3	2.1	0.3	0.0
1.72	9 Sliding fifth wheel	48.1	38.3	7.8	5.1	0.7
1.77	10 Air ride suspension	41.5	42.8	13.1	2.1	0.5
2.10	11 Engine brakes (Jake brake)	29.9	42.9	18.2	5.2	3.8
2.05	12 Interior storage space	26.5	51.9	14.9	3.7	3.0
2.11	13 Heated mirrors	27.0	43.1	22.3	7.3	0.4
1.12	14 Good cab heater	88.7	10.7	0.5	0.1	0.0
3.19	15 Air ride passenger seat	9.9	25.7	23.0	18.4	23.1
3.99	16 Automatic transmission	3.4	8.9	21.2	17.8	48.7
3.74	17 Refrigerator	2.6	16.4	22.0	22.7	36.3
2.02	18 Bunk heater	40.2	33.7	16.5	2.9	6.6
3.14	19 Double bunk	11.4	22.9	25.8	19.6	20.3
2.03	20 Sliding trailer tandems	47.2	28.4	9.1	4.3	10.9
1.23	21 Other: (specify) _____	77.1	22.9	0.0	0.0	0.0

Q-8. GROUPS OF DRIVERS COULD BE SET UP TO PROVIDE FOR SOME FRIENDLY COMPETITION IN PERFORMANCE AREAS. DO YOU THINK YOUR DRIVERS WOULD LIKE TO COMPETE IN THIS WAY? (Circle answer)

- 1 Yes 40.3
- 1.80 2 Maybe 39.6
- 3 No 20.2

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Q-9. HOW IMPORTANT IS IT TO YOUR DRIVERS TO **INFLUENCE** MANAGEMENT REGARDING THE FOLLOWING:

		Importance to drivers to influence: (Circle your answer)				
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL
1.93	1 Cleanliness of the rig	34.7	42.2	19.7	2.1	1.3
1.62	2 Dispatch procedures	46.3	46.9	5.6	1.2	0.0
1.54	3 Maintenance	49.3	47.7	2.9	0.0	0.1
1.67	4 Fringe benefit package	51.6	31.3	15.9	1.2	0.0
2.14	5 Ordering new equipment	29.9	36.5	25.5	5.9	2.2
2.26	6 Where they buy fuel	20.8	46.9	22.0	5.9	4.3
2.31	7 Improving customer service	15.7	43.0	36.6	4.1	0.7
2.35	8 Driver lounges	20.2	43.8	22.6	7.9	5.6
2.70	9 Ways to cut costs	6.7	33.9	45.9	10.1	3.4
2.05	10 Safety improvements	26.9	44.7	25.9	1.9	0.6
1.41	11 Other: (specify) _____	77.3	12.5	2.9	6.8	0.5

Q-10. HOW WOULD YOU LIKE TO **RECEIVE INPUT** FROM DRIVERS? (Please rank the following in their order of importance to you: 1=most preferred, 2=second most preferred, through 10=least preferred)

*It is very important that you rank all 10 choices*

	Order of preference (1 through 10)
1 Talking on the telephone with drivers	2.92 (2)
2 Talking in-person with drivers	1.44 (1)
3 Talking with another company employee (a contact person for drivers)	5.45 (5)
4 Receive a letter	6.05 (6)
5 Administer an annual survey	7.79 (9)
6 Administer surveys on specific topics as they arise	6.89 (8)
7 Receive comments during training sessions	4.97 (4)
8 Receive comments in a suggestion box	6.68 (7)
9 Have a telephone answering machine to receive comments	8.39 (10)
10 Be on a problem solving committee with drivers along with other managers	4.38 (3)

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Q-11. HOW WOULD YOU LIKE TO GIVE INFORMATION TO DRIVERS, 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 ..... 5.00 (4)
- 2 Notices sent along with paychecks ..... 4.91 (3)
- 3 Recorded messages by phone ..... 8.02 (11)
- 4 Cassettes with recorded messages (could be listened to while driving) ..... 8.00 (10)
- 5 Letters from management ..... 5.86 (5)
- 6 Meetings held by management with drivers ..... 3.48 (2)
- 7 Personal contact with drivers ..... 2.11 (1)
- 8 Notices posted on a bulletin board ..... 7.73 (8)
- 9 Policy manuals and updates ..... 7.79 (9)
- 10 Announcements at training sessions ..... 6.46 (6)
- 11 Meetings with management at locations out on the road ..... 6.56 (7)

Q-12. 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 DRIVERS' INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to your drivers: 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 ..... 2.86 (2)  
(such as increasing your driving skills, learning more, and developing your expertise)
- 2 Recognition for achievement ..... 1.95 (1)  
(such as awards policies and sincere praise from management)
- 3 Responsibility ..... 3.33 (4)  
(such as for yourself and your truck, cost control, and customer service)
- 4 The work ..... 3.19 (3)  
(such as actual driving, dealing with customers, complying with regulations, loading/unloading)
- 5 Advancement ..... 3.67 (5)  
(such as opportunities for higher levels of responsibility in driving or in office jobs)

Q-13. IN WHAT AREAS DO YOU THINK YOUR DRIVERS NEED **MORE TRAINING** TO BE A MORE EFFECTIVE AND PROFESSIONAL DRIVER?

		Need for training? (Circle your answer)			
		HIGH	MEDIUM	LOW	NONE
2.01	1 Safety regulations .....	21.8	55.5	22.2	0.5
1.85	2 Injury prevention .....	32.4	50.8	16.6	0.2
1.76	3 Defensive driving .....	40.1	44.9	14.3	0.8
1.87	4 Paperwork completion .....	36.1	41.9	21.4	0.7
1.75	5 Customer service .....	40.5	44.0	15.2	0.3
2.29	6 Cargo loading and unloading .....	16.6	43.7	33.8	5.9
1.88	7 Hazardous materials .....	45.2	30.6	15.6	8.6
1.89	8 Accident procedures .....	33.4	45.3	20.1	1.2
1.98	9 Equipment inspections .....	26.6	49.3	23.7	0.5
2.07	10 Maintenance procedures .....	21.6	50.9	26.2	1.4
1.97	11 Company policies .....	28.6	47.6	21.8	2.0
2.09	12 Transportation industry costs and trends .....	30.1	35.2	30.1	4.6
2.07	13 Getting along with other people .....	18.8	57.0	22.9	1.3
1.94	14 Problem solving skills .....	25.3	56.4	17.6	0.7
2.20	15 Learning more about your customers' industries .....	22.2	38.7	35.7	3.5
2.18	16 Forms and permits .....	23.7	38.1	35.1	3.2
2.99	17 Tax accounting for owner-operators .....	10.6	20.5	28.0	40.8
2.31	18 First aid .....	13.5	46.1	36.3	4.0
1.82	19 Personal money management .....	40.3	39.9	17.7	2.1
1.81	20 Your company's strategy and direction .....	37.3	46.5	14.5	1.7
1.91	21 Trip planning .....	37.1	39.6	18.6	4.7
1.85	22 Managing family issues while away from home .....	37.1	45.3	13.3	4.3
1.67	23 Commercial driver's license .....	51.4	32.6	13.7	2.3
1.29	24 Other: (specify) _____ .....	77.1	18.4	2.9	1.5

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 you some questions about your drivers' compensation package.

12/11

Q-14. WHAT KIND OF STANDARD OF LIVING DO YOU THINK YOUR DRIVERS INCOME PROVIDES THEM? (Circle number)

- 1 A high standard of living 0.9
- 2 An above average standard of living 20.7
- 2.90 3 An average standard of living 66.1
- 4 A below average standard of living 11.9
- 5 A low standard of living 0.5

Q-15. WHICH TYPES OF PAY ARE MOST IMPORTANT TO YOUR DRIVERS, WHETHER OR NOT THEY ARE OFFERED TO THEM? (Please rank the following in their order of importance to your drivers: 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) ..... 1.27 (1)
- 2 Bonus (based on individual performance) ..... 5.03 (4)
- 3 Gain sharing (based on a group's performance) ..... 9.03 (10)
- 4 Loading/unloading pay ..... 4.57 (2)
- 5 Pay for stop-offs or relay loads ..... 5.79 (6)
- 6 Pay for delay time ..... 4.89 (3)
- 7 Extra pay for short loads ..... 6.58 (9)
- 8 Layover or breakdown pay ..... 5.05 (5)
- 9 Reimbursement for motels during breakdowns and layovers ..... 6.32 (7)
- 10 Weekly or monthly guaranteed minimum pay ..... 6.47 (8)

Q-16. HOW DOES YOUR DRIVERS' PAY COMPARE TO OTHER TRUCKING COMPANIES DOING SIMILAR TYPES OF WORK REQUIRING SIMILAR TYPES OF SKILLS? (Circle number)

- 1 Much higher 6.2
- 2 Slightly higher 38.9
- 2.69 3 About the same 36.4
- 4 Slightly lower 16.6
- 5 Much lower 1.9

Q-17. HOW DOES YOUR DRIVERS' PAY COMPARE TO OPPORTUNITIES AVAILABLE TO THEM IN OTHER INDUSTRIES? (Circle number)

- 1 Much higher 18.2
- 2 Slightly higher 30.2
- 2.62 3 About the same 28.2
- 4 Slightly lower 18.4
- 5 Much lower 5.0

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Q-18. WHICH OF THE FOLLOWING BEST DESCRIBES THE FRINGE BENEFITS LISTED BELOW FOR DRIVERS WITH YOUR COMPANY?

Are these fringe benefits:  
(Circle your answer)

		ADEQUATE	INADEQUATE	NOT OFFERED
1.31	1 Paid vacation .....	81.4	6.7	11.9
1.77	2 Paid holidays .....	55.9	11.2	32.8
1.22	3 Health Insurance .....	79.9	18.1	2.1
2.14	4 Vision care Insurance .....	37.4	11.3	51.3
1.61	5 Dental Insurance .....	62.5	14.4	23.1
1.56	6 Pension or retirement plan .....	60.4	23.6	16.0
1.30	7 Life Insurance .....	76.2	17.8	5.9
1.91	8 Company social events .....	28.6	51.7	19.7
2.70	9 Childcare provisions .....	10.5	8.8	80.7
1.43	10 Disability pay .....	67.8	21.3	11.0
1.30	11 Other: (specify) _____ .....	78.8	12.3	8.9

Q-19. WHICH OF THESE BENEFITS DO YOU THINK ARE THE MOST IMPORTANT TO YOUR DRIVERS, **WHETHER OR NOT THEY ARE OFFERED TO THEM?** (Please rank the following in their order of importance to your drivers: 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 .....	3.07	(2)
2	Paid holidays .....	4.73	(4)
3	Health Insurance .....	1.64	(1)
4	Vision care Insurance .....	6.20	(7)
5	Dental Insurance .....	5.25	(5)
6	Pension or retirement plan .....	4.37	(3)
7	Life Insurance .....	5.39	(6)
8	Company social events .....	8.73	(9)
9	Childcare provisions .....	9.34	(10)
10	Disability pay .....	6.27	(8)

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Q-20. THE FOLLOWING LIST INCLUDES SOME AREAS FOR RECOGNITION. HOW DO YOUR DRIVERS FEEL ABOUT THESE PROGRAMS, EVEN IF THEY ARE NOT OFFERED TO THEM?

Importance of recognition for: (Circle your answer)
--

		VERY	SOMEWHAT	SLIGHTLY	NOT
1.26	1 Accident free operation	76.4	21.7	2.0	0.0
1.79	2 Minimizing cargo loss and damage	36.4	49.6	12.1	1.9
1.44	3 Miles of driving	62.1	31.9	5.7	0.3
2.03	4 Good Samaritan acts (such as helping stranded motorists)	20.5	60.0	15.9	3.6
2.41	5 Dock courtesy	11.0	44.6	36.8	7.6
2.08	6 Performing duties above base standards	20.9	52.0	25.2	1.8
2.37	7 Getting paperwork done accurately and on-time	9.2	52.2	31.0	7.7
1.79	8 On-time pickup and delivery	40.2	42.7	15.2	1.9
2.13	9 Miles per gallon efficiency	24.6	45.4	22.1	7.9
2.00	10 Working Injury free	30.7	43.2	21.9	4.1
2.95	11 On-board monitoring results	4.9	29.5	31.6	34.1
2.23	12 Other: (specify) _____	33.8	30.6	14.1	21.4

Q-21. IN WHICH OF THESE AREAS IS IT IMPORTANT TO YOUR DRIVERS TO RECEIVE AWARDS OR RECOGNITION, WHETHER OR NOT THEY ARE OFFERED? (Please rank the following in their order of importance to your drivers: 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	1.82	(1)
2	Minimizing cargo loss and damage	5.01	(4)
3	Miles of driving	3.46	(2)
4	Good Samaritan acts (such as helping stranded motorists)	7.48	(9)
5	Dock courtesy	8.29	(10)
6	Performing duties above base standards	6.01	(6)
7	Getting paperwork done accurately and on-time	7.24	(8)
8	On-time pickup and delivery	4.31	(3)
9	Miles per gallon efficiency	6.21	(7)
10	Working Injury free	5.95	(5)
11	On-board monitoring results	10.17	(11)

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

Q-22. PLEASE DESCRIBE HOW YOU DEAL WITH DRIVERS: (Answers are strictly confidential)

		Describe yourself: (Circle your answer)			
		VERY MUCH	SOMEWHAT	SLIGHTLY	NOT AT ALL
1.60	1 Do you ask for drivers' opinions . . . . .	49.4	43.3	5.8	1.5
1.35	2 Do you like to work with your drivers . . . . .	68.3	28.5	2.9	0.3
1.21	3 Do you treat drivers with respect and dignity . . . . .	79.9	19.6	0.3	0.2
3.05	4 Do you demand instead of ask things from drivers . . . . .	1.8	24.3	40.6	33.3
1.43	5 Are you familiar with the drivers' job . . . . .	60.7	35.9	3.4	0.0
1.36	6 Do you follow up on problems . . . . .	65.3	33.1	1.5	0.0
1.45	7 Are you receptive to suggestions . . . . .	57.3	40.5	2.1	0.0
1.43	8 Do you communicate on-going problems to upper management . . . . .	58.9	39.1	1.7	0.2
1.33	9 Are you fair to all drivers . . . . .	68.4	30.4	1.2	0.0
1.57	10 Are your expectations clear to drivers . . . . .	45.4	52.1	2.5	0.0
1.09	11 Are you trustworthy . . . . .	92.1	7.4	0.6	0.0
1.21	12 Are you supportive of drivers and their work . . . . .	79.1	20.7	0.2	0.0
1.32	13 Do you take time to listen to drivers . . . . .	69.4	28.9	1.5	0.2
2.98	14 Would you be upset if drivers took an unresolved problem to upper management . . . . .	10.0	28.4	15.2	46.4
1.54	15 Do you give your drivers credit or thanks for doing a good job . . . . .	57.8	30.9	10.2	1.0
1.13	16 Are you competent . . . . .	87.3	12.7	0.0	0.0

Q-23. HOW OFTEN DO YOU MEET WITH YOUR DRIVERS FACE TO FACE? (Circle number)

- 1 More than once a week 44.8
- 2 Once a week 16.3
- 2.46 3 Once every two weeks 13.1
- 4 Once a month 9.4
- 5 Once every three months 7.2
- 6 Less than once every three months 9.3

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Q-24. 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 DRIVERS' INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to your drivers: 1=most important, 2=second most important through 5=least important)

Order of importance (1 through 5)
---

*It is very important that you rank all 5 choices*

- 1 Working conditions ..... 2.16 (2)  
(such as equipment, facilities, and traffic)
- 2 Supervision ..... 3.12 (3)  
(such as relationship with supervisor, quality of supervision)
- 3 Salary & benefits ..... 1.59 (1)
- 4 Interpersonal relations ..... 4.31 (5)  
(such as relationships with other drivers and shippers/customers)
- 5 Company policies ..... 3.83 (4)  
(such as safety policies, driving policies, and maintenance policies)

Q-25. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR DRIVER ADVANCEMENT **WITHIN YOUR COMPANY?** (Circle number)

- 1 Very good 7.4
- 2 Good 39.6
- 2.61 3 Poor 39.0
- 4 Very poor 13.3
- 5 Don't know 0.8

Q-26. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR DRIVER ADVANCEMENT **WITHIN THE MOTOR CARRIER INDUSTRY?** (Circle number)

- 1 Very good 2.6
- 2 Good 28.0
- 2.91 3 Poor 49.4
- 4 Very poor 15.2
- 5 Don't know 4.7

Q-27. HOW IMPORTANT TO YOUR DRIVERS ARE OPPORTUNITIES FOR CAREER ADVANCEMENT? (Circle number)

- 1 Very Important 12.3
- 2 Somewhat Important 41.1
- 2.50 3 Neutral 35.6
- 4 Not Important 7.6
- 5 Not at all Important 2.4
- 6 Don't know 1.0

Q-28. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS? (Circle all that apply)  
 (These are weighted frequencies.)

- (1) 1,522.9 1 More money
- (8) 812.8 2 Getting home more often
- (3) 1,202.1 3 Getting a more regular schedule / dedicated route
- (11) 330.0 4 Increased driving skill
- (2) 1,374.7 5 Moving into management or supervision
- (9) 667.2 6 Moving through a driver classification system based on length of service or miles driven
- (5) 910.8 7 Moving through a driver classification system based on personal performance
- (6) 901.5 8 Training new drivers
- (10) 452.2 9 Lead driver on a team
- (7) 874.9 10 Driver recruiter
- (4) 912.6 11 Safety trainer
- (12) 81.6 12 Other: (specify) \_\_\_\_\_

Q-29. WHY DO DRIVERS CHOOSE TO WORK FOR YOUR FIRM INSTEAD OF ANOTHER? (Circle all that apply)  
 (These are weighted frequencies.)

- (5) 948.8 1 More pay
- (3) 1,125.0 2 Better fringe benefits
- (4) 1,102.9 3 More time at home / Better schedule
- (2) 1,180.5 4 Better equipment
- (8) 806.3 5 Location of company
- (6) 895.7 6 Better people to work with
- (9) 588.3 7 Training offered
- (7) 812.7 8 Size of firm
- (1) 1,452.0 9 Reputation of firm
- (10) 286.0 10 Liked the recruiter
- (12) 64.4 11 Don't know
- (11) 204.7 12 Other: (specify) \_\_\_\_\_

Q-30. 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 YOUR DRIVERS FAVOR OR OPPOSE SUCH A SYSTEM? (Circle number)

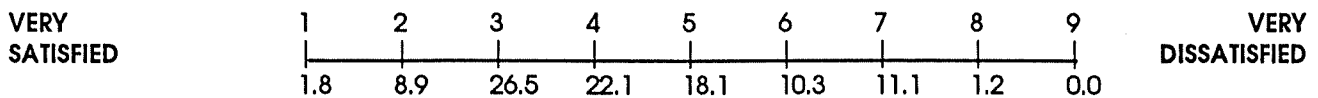
- 1 Strongly favor 33.2
- 2 Favor 42.6
- 2.07 3 Neutral 11.1
- 4 Oppose 9.6
- 5 Strongly oppose 3.4

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Q-31. WHEN YOUR DRIVERS FIRST STARTED DRIVING WITH YOUR COMPANY, HOW WERE THE FOLLOWING ITEMS DIFFERENT THAN THEY EXPECTED?

		Different than your drivers expected? (Circle your answer)			
		EXPECTED MORE	SAME AS EXPECTED	EXPECTED LESS	DON'T KNOW
2.37	1 Amount of time away from home . . . . .	8.3	47.5	42.8	1.4
2.59	2 Amount of time spent doing work other than driving . . . . .	1.2	48.4	40.8	9.5
1.99	3 Amount of time spent driving . . . . .	22.6	62.3	8.5	6.5
2.57	4 Amount of paperwork required . . . . .	7.2	33.2	54.7	4.9
2.80	5 Amount of time spent waiting . . . . .	3.8	19.0	70.3	6.9
1.71	6 Actual pay . . . . .	34.8	61.8	1.3	2.1
1.99	7 Benefits . . . . .	14.9	74.8	7.0	3.2
1.90	8 Equipment . . . . .	25.9	61.7	8.9	3.4
2.02	9 Difficulty of training . . . . .	24.0	57.4	10.9	7.7
2.31	10 Quality of training . . . . .	12.9	56.7	16.8	13.7
2.37	11 Amount of safety regulations that must be followed . . . . .	7.5	50.6	39.4	2.5
2.40	12 Amount of loading/unloading by hand required . . . . .	12.9	41.3	39.2	6.7
2.62	13 Stress involved with job . . . . .	4.7	38.4	46.8	10.1
2.33	14 Relationship with supervisor . . . . .	16.3	47.7	22.6	13.4
2.13	15 Relationship with customer's employees . . . . .	19.3	61.1	6.5	13.1
2.50	16 Overall amount of work . . . . .	6.7	45.2	39.5	8.6
1.76	17 Lifestyle . . . . .	46.3	39.7	5.3	8.7

Q-32. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOUR DRIVERS GET FROM THEIR JOB? (Circle the number on the line below to indicate their satisfaction)



4.27

Q-33. WHAT DO YOUR DRIVERS LIKE BEST ABOUT YOUR COMPANY?

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Q-34. IF YOU COULD CHANGE ANYTHING ABOUT THE DRIVER'S JOB TO MAKE IT MORE SATISFYING TO THEM, WHAT WOULD IT BE?

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Q-35. HOW WOULD YOU EVALUATE YOUR COMPANY'S ATTITUDE TOWARDS YOUR DRIVERS' NEEDS?

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

		VERY CONCERNED	SOMEWHAT CONCERNED	SLIGHTLY CONCERNED	NOT CONCERNED
1.87	1 Home time . . . . .	39.9	38.8	15.5	5.7
1.83	2 Income . . . . .	39.1	39.9	19.8	1.2
1.23	3 Safety . . . . .	83.7	9.6	6.6	0.1
1.34	4 Quality and maintenance of equipment . . . . .	72.7	20.4	6.9	0.1
2.12	5 Well-being of family members . . . . .	18.1	55.8	22.6	3.6
2.62	6 Career advancement . . . . .	5.6	36.7	48.2	9.5
1.91	7 Use of drivers' time . . . . .	37.1	40.2	17.2	5.5
1.42	8 Accurate paycheck . . . . .	66.7	25.4	6.8	1.1
1.70	9 General welfare . . . . .	41.4	46.9	11.6	0.1
1.63	10 Working conditions . . . . .	43.0	50.9	5.9	0.2
1.70	11 Proper rest and fatigue . . . . .	50.1	32.0	16.0	1.9
1.70	12 Health . . . . .	46.4	38.0	14.5	1.1
1.99	13 Continued training . . . . .	32.0	40.5	24.5	3.0
2.06	14 Job security . . . . .	33.4	38.3	16.6	11.6

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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-36. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO JOB ATTITUDE. PLEASE RANK THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR DRIVERS' INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to your drivers: 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 . . . . .<br>(such as equipment, facilities, and traffic)   | _____ 3.00 _____ | (2)  |
| 2  | Interpersonal relations . . . . .<br>(such as relationships with other drivers and shippers/customers)                   | _____ 7.44 _____ | (10) |
| 3  | Advancement . . . . .<br>(such as opportunities for higher levels of responsibility in driving or<br>in office jobs)     | _____ 6.85 _____ | (8)  |
| 4  | The work . . . . .<br>(such as actual driving, dealing with customers, complying with regulations,<br>loading/unloading) | _____ 3.92 _____ | (3)  |
| 5  | Supervision . . . . .<br>(such as relationship with supervisor, quality of supervision)                                  | _____ 5.43 _____ | (4)  |
| 6  | Company policies . . . . .<br>(such as safety policies, driving policies, and maintenance policies)                      | _____ 6.76 _____ | (6)  |
| 7  | Recognition for achievement . . . . .<br>(such as awards policies and sincere praise from management)                    | _____ 5.49 _____ | (5)  |
| 9  | Responsibility . . . . .<br>(such as for yourself and your truck, cost control, and customer service)                    | _____ 6.81 _____ | (7)  |
| 9  | Achievement . . . . .<br>(such as increasing your driving skills, learning more, and developing<br>your expertise)       | _____ 7.27 _____ | (9)  |
| 10 | Salary & benefits . . . . .  | _____ 2.02 _____ | (1)  |

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

Q-37. ARE YOU: (Circle number)

- 1 Male 79.2
- 2 Female 20.8

Q-38. ARE YOU: (Circle number)

- 1 White 96.5
- 2 Black 1.6
- 3 Native American / Indian 0.0
- 4 Oriental 1.1
- 5 Hispanic 0.6
- 6 Other 0.2

Q-39. YOUR PRESENT AGE: \_\_\_\_\_38.65\_\_\_\_\_ Years

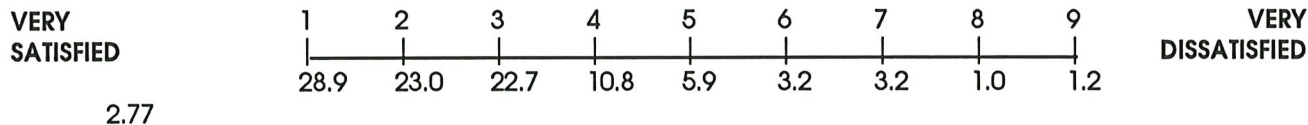
Q-40. ARE YOU PRESENTLY: (Circle number)

- 1 Single / Widowed 9.2
- 2 Separated / Divorced 12.3
- 3 Married / Living together 78.5

Q-41. WHAT IS THE HIGHEST LEVEL OF EDUCATION YOU HAVE ATTAINED? (Circle number)

- 1 Less than high school 0.3
- 2 High school diploma 19.1
- 4.04 3 Technical school 7.8
- 4 Some college 29.7
- 5 College degree 34.9
- 6 Post graduate work 8.2

Q-42. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB? (Circle the number on the line below to indicate your satisfaction)



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Q-43. WERE YOU EVER A DRIVER YOURSELF? (Circle number)

- 1 Yes 41.5
- 2 No 58.5

Q-44. IF YES, HOW LONG DID YOU DRIVE TRUCKS? \_\_\_\_\_ 9.80 \_\_\_\_\_

Q-45. HOW LONG HAVE YOU BEEN WORKING IN THE TRUCKING INDUSTRY?

\_\_\_\_ 13.61 \_\_\_\_ Years OR \_\_\_\_\_ Months  
.50-45

Q-46. HOW LONG HAVE YOU BEEN WORKING FOR YOUR PRESENT COMPANY?

\_\_\_\_ 5.87 \_\_\_\_ Years OR \_\_\_\_\_ Months  
.17-41

Q-47. HOW MUCH LONGER DO YOU EXPECT TO BE EMPLOYED BY THIS COMPANY? (Circle number)

- 1 1 year or less 10.1
- 3.17 2 2 to 5 years 20.7
- 3 6 to 10 years 11.8
- 4 over 10 years 57.4

Q-48. WHAT IS YOUR POSITION IN YOUR COMPANY? (Circle all that apply)

**(These are weighted frequencies.)**

- (3) 514.9 1 Front-line driver supervising
- (1) 982.2 2 Operations / terminal managing
- (8) 302.9 3 Policy making (vice-president and above)
- (9) 230.1 4 Maintenance
- (5) 395.2 5 Recruiting
- (7) 311.3 6 Freight scheduling / customer service
- (2) 545.5 7 Driver training
- (6) 383.8 8 Support staff
- (4) 491.1 9 Other: (specify) \_\_\_\_\_

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Is there anything else you would like to tell us about your experiences working with commercial 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.

[A large section of the page consisting of 20 horizontal lines for writing.]

\_\_\_\_\_  
*Your contribution to this effort is very greatly appreciated. If you have any questions,  
please feel free to call Julie Rodriguez at (701)237-7767. If you would like a summary of  
results, please **check the box on the return envelope.** We will see that you get it.*

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**APPENDIX C**  
**Responses to Open-Ended Questions**

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**Q-4. WHAT IRRITATES YOU THE MOST ABOUT THE DIFFERENCES IN LAWS AND REGULATIONS BETWEEN STATES?**

- 53' trailer requirements (12)
- attitude of DOT employees (6)
- axle weights (17)
- bridge law (28)
- CDL license (5)
- D.O.T. inspections
- decals (5)
- differences in enforcement (17)
- differences in scales (21)
- different speed limits (323)
- difficult to get information on state laws (2)
- DOT inspections (35)
- DOT regulations (12)
- drivers should be informed of laws ahead of time (8)
- drivers should be made aware of unusual laws through highway signs (9)
- enforcement for money rather than safety (49)
- favoritism to some carriers
- four-way flasher use (4)
- fuel taxes / permits (38)
- gun restrictions (2)
- harasses drivers (7)
- hassle of dealing with them (3)
- highway restrictions and road access (12)
- inconsistency / laws should be the same (234)
- inconsistent penalties / fines (10)
- interpretation of state laws (6)
- king pin law (44)
- lane restrictions for trucks (15)
- learning / knowing / keeping up with laws (41)
- length limits (49)
- licensing requirements (6)
- log book (8)
- no company assistance (2)
- no problems / none (14)
- outdated / ridiculous (25)
- paperwork (2)
- permits and vehicle registration (28)
- port of entry requirements (10)
- radar detectors should be legal in all states (16)
- rest area time / space limits (7)
- road conditions
- split speed limits (80)
- state highway patrol (2)
- sticker standards (6)
- strictness of enforcement
- they are always changing (3)
- tolls (3)
- unreasonable penalties / fines (23)
- vehicle safety (5)
- weight limits (114)
- weight station procedures (19)
- width limits (7)

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**Q-25. PLEASE LIST THE THINGS YOU LIKE BEST ABOUT YOUR SUPERVISOR.**

- admits fault / mistake (2)
- asks / doesn't demand (2)
- asks for drivers' opinions
- asks personal questions about me and my family
- asks preference on loads / helps get loads I want (5)
- availability / easy to reach / always there (20)
- can be reached by phone (7)
- cares about driver's families (6)
- cares about how I feel / about drivers (48)
- clean language (4)
- communicates well (11)
- competent / knows job (50)
- computer communications
- considerate (12)
- deals with problems effectively (4)
- deals with problems promptly (8)
- dependable (7)
- does best to get good loads / good miles (17)
- don't have to talk to him/her too much (20)
- don't see him/her often (33)
- easy to get along with / work with (52)
- easy to talk to (29)
- efficient (4)
- everything (3)
- expectations are clear (2)
- explains where company is coming from (4)
- fair (62)
- follows up on problems (9)
- friendly (71)
- gets answers to questions (20)
- gets me a lot of miles (7)
- gets me home when needed / emergency (12)
- gets me home when promised (10)
- gets me where I want to go (3)
- good attitude (16)
- good person (22)
- good personality (19)
- good temperament / doesn't get upset easily (8)
- has answers
- has driven OTR / knows driver's job (32)
- helpful (35)
- honest / doesn't lie (63)
- humorous / sense of humor (8)
- I like my preassignment (6)
- keeps drivers informed (8)
- keeps drivers / me moving (12)
- keeps me on the same tractor
- leaves me alone / too busy to bother me
- lets me do my own thing / work with little supervision (21)
- levels with driver (29)
- listens to problems/complaints (72)
- listens to suggestions
- looks out for drivers / backs drivers up (18)
- not much on East Coast
- nothing / don't like him/her (97)
- patient with driver problems
- personable (6)
- pleasant on phone (6)
- pleasant to talk to (7)
- polite / courteous (31)
- professional (2)
- provides performance feedback
- reasonable expectations
- respectful (10)
- responds to driver needs (2)
- responsible (3)
- safety is first (5)
- sincere (2)
- strictly business (2)
- supportive (2)
- team worker (3)
- thanks drivers for a good job / recognition (7)
- to the point / up front (2)
- treats me as an individual, not a number (16)
- treats me like an adult (2)
- tries hard (4)

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- tries to/does get me home often/when I want/on weekends (22)
- tries to get good equipment to work with (10)
- tries to get me in an area I would like
- tries to know drivers (7)
- tries to make life easier for drivers (3)
- tries to resolve driver work problems (2)
- trusts me (4)
- trustworthy (14)
- understanding / understands problems (35)
- understands personal needs / home problems (2)
- willing to talk about problems / talks to me about problems (19)
- works hard (3)
- works hard for driver requests (2)
- works with driver's problems (25)

**Q-26. PLEASE LIST THE THINGS YOU LIKE LEAST ABOUT YOUR SUPERVISOR.**

- acts like he/she is better than others (7)
- acts like he/she knows everything (6)
- attitude (12)
- brings personal problems to work (2)
- can't keep pay correct (4)
- cheats on money (4)
- company person / more concerned about company than drivers (13)
- deadheads when not necessary (3)
- deceptive (5)
- delays on loads (5)
- demanding (10)
- doesn't appreciate drivers (3)
- doesn't care about driver problems (7)
- doesn't care about drivers (20)
- doesn't do anything about problems (12)
- doesn't follow through with problems / promises (35)
- doesn't get me home when I ask (10)
- doesn't go by the contract (3)
- doesn't keep me informed about changes/changes in procedures (11)
- doesn't let us know about problems (2)
- doesn't listen to suggestions (28)
- doesn't route me by my home
- doesn't trust driver's word / abilities (8)
- doesn't try to get me home when I want (11)
- doesn't understand driver personal situations (4)
- doesn't understand family needs (7)
- doesn't understand problems (7)
- evasive answers (2)
- everything (26)
- expects too much (18)
- forgetful (23)
- hard to reach by phone (35)
- he/she is home every night and I'm not
- his/her way is the only way
- illegal loads
- impersonal
- inaccessible periodically / unavailable (15)
- inconsistent miles
- indirect answers
- interested only in him/herself (6)
- jumps the gun / judgmental before finding out facts (2)
- keeps me on the road as much as possible (9)
- keeps on hold too long / being put on hold immediately (10)
- lies (84)
- mood swings (6)
- needs more information from drivers and shippers (3)
- never driven OTR / doesn't know driver's job (23)
- never see him/her / not often enough (11)
- no authority / power (19)
- no recognition (8)
- not competent / doesn't know job well (8)
- not concerned about driver requests
- not courteous / not polite (2)
- not enough miles (5)
- not enough time at home (10)
- not enough time to make on-time pickups (2)
- not personable
- not respectful (7)
- not sent where I want to go (2)
- nothing (113)
- plays favorites (34)
- poor communication skills (8)
- poor listener (3)
- poor loads
- poor preassignment (2)
- poor problem solving skills (10)
- pushy (2)
- puts too much importance on getting the load delivered (3)
- quoting company policy (2)
- rejects union affiliation (3)
- rude (2)
- rushes me on phone (2)
- slow problem solver (4)
- slow response to questions

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- sometimes (4)
- slow to respond (7)
- slow to respond to messages (2)
- talks behind drivers' backs (5)
- tired, etc. (6)
- tone of voice (3)
- too busy (42)
- treats me like a number (13)
- tries to run me when I don't have the hours (2)
- trouble with maintenance work at times (9)
- unfair (12)
- unfair in distributing work load (7)
- unorganized
- unrealistic demands (3)
- unrealistic expectations (16)
- untrustworthy (10)
- upset easily (16)
- uses computer too much
- wants everything done his / her own way (7)
- wants me to deliver early (5)
- will not pass information along to upper management (21)

1482

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

- a clean bill of health
- a comfortable lifestyle (3)
- a flying pig
- a lot (2)
- a lot fewer headaches
- a miracle
- a more honest company (14)
- a new boss
- a real jerk to run the company
- a younger body (3)
- allow radar detectors in trucks
- an understanding spouse (2)
- be home on the weekends
- become an owner-operator (5)
- better benefits (102)
- better communication (5)
- better company policies
- better dispatch treatment (17)
- better equipment (42)
- better freight rates (27)
- better fuel stops
- better living conditions (2)
- better loads / longer runs
- better maintenance on equipment (3)
- better management (15)
- better pay (476)
- better phone system
- better public opinion about truck drivers (5)
- better roads (9)
- better showers at truck stops
- better treatment (26)
- better working conditions (31)
- bonuses (2)
- chance for advancement (30)
- children to have better supervision
- choose area of operation (3)
- clean bill of health (10)
- clean up the industry (2)
- company car
- company to concentrate more on customer service (8)
- company to realize driver needs (5)
- cost of parts reduced
- day care benefits
- dedicated route (28)
- do away with log book (2)
- do away with satellite tracking (2)
- drug test all drivers (3)
- educate all non-truck drivers (3)
- get F.C.C to clean up the CB radio
- get paid for maintenance down time
- get rid of scales (2)
- get the scum out (5)
- give me Fort Knox
- guaranteed income each week (2)
- guaranteed weekly income
- have a company car
- have my wife with me (2)
- health insurance (16)
- higher speed limit (4)
- home on weekends (8)
- I'm staying (33)
- job security (7)
- keep the CB in trucks
- kids to ride two weeks out of the year (2)
- less boredom
- less city driving during rush hour
- less company paperwork (2)
- less deadheading
- less DOT interference (91)
- less expenses (5)
- less hassle from brokers
- less loneliness
- less nonsense (2)
- less stress (8)
- less toll bridges
- less waiting time (10)
- load by seniority
- local job driving (13)
- lower downpayment on trucks
- lower fuel cost (8)
- merit pay
- more drivers with a positive attitude
- more miles (12)
- more predictable (2)
- more recognition (16)
- more respect (45)
- more time at home / on regular basis (153)

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- move into management (21)
- need a union
- need more sleep
- no CDL (29)
- no drug testing
- no slip seating (2)
- no smoking areas
- no unloading (24)
- nuclear war
- paid holidays
- paid holidays (2)
- paid vacation (11)
- passing the CDL test
- pay for waiting to load / unload (6)
- pay hub miles
- pay on time
- physical disability (7)
- regular hours (20)
- regulation of industry (19)
- retirement plan (13)
- rules changed for diabetes
- safety stickers good for one year (2)
- speed limit the same in all states (5)
- stricter DOT inspection on cross country drivers
- things not to get any worse
- to die (2)
- to many taxes (3)
- treated as a human and not as just a number (8)
- uniform laws for all states (40)
- winning lotto (2)
- younger body (8)

1985

Q-39. WHERE WOULD YOU SEEK EMPLOYMENT IF YOU LEAVE TRUCKING?

- 7-11
- 8 to 5 job (4)
- accounting (7)
- air conditioning / refrigeration (4)
- anything (14)
- anything that does not have a time clock
- apartment manager
- auto body (3)
- auto salvage yard
- bartender
- be a stage hand
- beauty operator (2)
- biology
- boat builder
- broadcasting
- business administration (2)
- carpenter (16)
- cashier (2)
- chemical plant
- computer drafting
- computer programmer (4)
- computer repair (6)
- construction (67)
- counseling
- custodian (13)
- delivery man (3)
- dental lab technician
- desk job (9)
- diesel fuel systems technician (2)
- digging ditches
- dishwasher
- dispatch (5)
- DNR work
- DOT enforcement (8)
- drafting
- drive bus (10)
- drive for a different major company
- drive for a local company (34)
- electronics (11)
- employment office (2)
- engineer (2)
- environmental health industry (3)
- fabric shop
- factory (60)
- farming (39)
- fire fighter
- food service (2)
- forest ranger (2)
- fork lift operator (5)
- freight broker (2)
- gambling casino (2)
- garbage collector
- glass industry
- go back to school (23)
- going back to Europe as a trucker
- golf business
- government (2)
- grocery store
- handyman
- heavy equipment operator (32)
- hotel
- housewife (3)
- industrial work (8)
- insurance (3)
- inventory control
- Iraq army
- iron worker
- journalism
- laborer (4)
- landscaper
- law (3)
- law enforcement (16)
- lawn care
- lay carpet
- leather crafts
- management (31)
- manage a convenience store
- manufacturing (10)
- marketing (2)
- mechanic (43)
- medical (5)
- merchant marine / tugboat (6)
- messenger service
- military (6)
- mining (3)
- minister
- mold maker
- music store (3)
- nanny
- newspaper
- nuclear industry
- nursing (7)

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- oil field (10)
- outdoors
- painter (2)
- paper mill (3)
- phone company (2)
- pilot (11)
- plumber (2)
- politics
- post office (3)
- principal
- psychology
- public utilities
- pump gas
- railroad
- raise cattle (5)
- raise chickens
- real estate (6)
- recruiting
- restaurant
- retail (3)
- retire (13)
- sales (33)
- security (5)
- seek no employment (6)
- self-employed / business owner (57)
- shipping / receiving (4)
- shoe store (2)
- singer
- soils and concrete engineer
- speaker about truck safety (2)
- state worker (3)
- steel company (4)
- supervisor (4)
- teacher (11)
- technician in communications (2)
- telephone technician
- the best job that I could get (7)
- tool and dye
- truck safety inspector (5)
- truck stop (2)
- volunteer as driver trainer (2)
- waitress
- warehouse (30)
- welding (11)
- welfare (6)
- word processor
- work with my wife (2)
- writer (3)

1487

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

- "it's a job" (9)
- backing the truck up (3)
- being #1 in the field
- being a professional (11)
- being an owner-operator (6)
- being away from home (2)
- being in control (5)
- being my own boss (119)
- being on my own (2)
- being outdoors (8)
- benefits (2)
- challenging (23)
- coming home (2)
- delivering undamaged loads
- doing what I do best
- driver to driver relationship (9)
- drivers taking drugs / alcohol
- driving (97)
- driving in the West (2)
- driving with my best friend
- everything (7)
- flexible schedule (6)
- freedom / independence (268)
- fun / exciting (8)
- giving customer satisfaction (10)
- good miles (2)
- good money (6)
- good retirement
- hand unloading
- hauling hazardous materials
- having my family / spouse with me (4)
- home a lot
- I can support my family
- I save money (3)
- involvement with other drivers
- it is a way of life
- it is challenging (4)
- it is never boring (2)
- job satisfaction (98)
- knowing my job for better safety
- learning experience (5)
- lifestyle
- low dollar investment to start up
- making a living
- making an honest living
- making own decisions (10)
- meeting people (136)
- money that could be made
- more money (47)
- my rig (3)
- my safety record (15)
- my supervisor
- never boring (17)
- no time clocks (17)
- not being confined (4)
- not being in a factory (4)
- not too confined
- nothing (17)
- opportunities
- payday (2)
- pays good money (15)
- quiet / relaxing (4)
- respect received (7)
- responsibility (14)
- seasonal change
- self motivation
- skill involved (7)
- solitude (2)
- something I've always wanted to do
- steady work
- supporting our country (6)
- the benefits (2)
- the change of weather
- the courteous drivers on the road
- the equipment (8)
- the lifestyle (18)
- the mechanics at the terminal
- the pay is good
- the union
- the work involved
- time to think
- time to think on the open road (3)
- too many changes so I'm quitting (3)
- total control
- traveling (327)
- truckstops
- watching the sun set and rise

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

- "it's a job" (5)
- 48 state operation (9)
- accuracy in my paycheck
- always let me drive a tanker
- always pay on time (15)
- being an owner-operator
- being my own boss (4)
- benefits (3)
- best company around (16)
- bonuses
- can get service 24 hours a day (2)
- chance for advancement
- check does not bounce (6)
- clear company policies (2)
- close to home (3)
- dedicated runs (9)
- direct deposit of paycheck (2)
- diversified in area they run
- don't push beyond legal limit (5)
- don't treat you like a number (6)
- don't waste my time waiting
- driving solo (2)
- drop and hooks (2)
- easy going (2)
- everything (7)
- excellent treatment (25)
- experience I'm receiving (2)
- family oriented (5)
- financially strong company (13)
- finger print load
- freedom they give me (27)
- friendly (8)
- fuel system
- get me home a lot (99)
- give good directions
- give me free time between loads (2)
- give me less paperwork to do
- give me money advances (2)
- give me time off when requested (2)
- good dispatch (2)
- good loads / good miles (36)
- good maintenance on equipment (39)
- good management
- good / more money (78)
- good operating center (2)
- good people to work with (77)
- good reputation (9)
- good/safe equipment (201)
- high safety standards (6)
- I own it / owner-operator (3)
- I quit (3)
- I'm neutral (3)
- independence
- it pays the bills
- "it's a job"
- job security (5)
- keep me well informed about laws
- let me drive the West Coast (3)
- let me take the truck home
- local people own the company (4)
- my boss (3)
- my dispatcher (32)
- my supervisor (11)
- nice / easy going (5)
- no layovers (5)
- no slip seating (2)
- no unloading by hand (3)
- nothing (74)
- on board computer
- open door policy (4)
- overall good company
- pay you for travelling (7)
- pays good money (13)
- professionalism
- put no stress on driver
- put the professional driver on a pedestal
- rapidly growing
- really know how to manage
- receptiveness to suggestions
- recognize achievements
- respect for drivers (7)
- room for improvement
- satellite communication (2)
- steady work (25)
- supportive (5)
- team driving
- team feeling
- the benefits (60)
- the fact that I am the owner-operator
- the freedom they give me (2)
- the location (36)
- the management (13)
- the rider policy (7)

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- the shuttle system (4)
- the size (21)
- the training
- the union (4)
- their conduct (2)
- their honesty
- their tanker operation
- they always pay me on time (2)
- they are Christians
- they are fair (14)
- they are honest (13)
- they are organized
- they are winners
- they bend over backwards for me
- they get me home a lot (4)
- they give me free time between loads
- they hire anyone (women, minorities, etc.)
- they hired me (7)
- they realize driver needs (20)
- they solve problems now (7)
- they work for me and with me (17)
- they're fair (7)
- they're organized
- type of freight hauled
- very few hassles (5)
- warehouse deliveries
- weekly pay

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

- 55 mph speed limit (2)
- a chance to suggest improvements (14)
- able to participate in management (2)
- air ride (4)
- be a person and not just a number (2)
- be a solo driver
- be able to bring pets
- be able to teach new drivers
- be treated as a person and not just as a number (3)
- become a team driver (3)
- better advancement possibilities (3)
- better benefits (63)
- better communication with management (14)
- better customer relations (6)
- better equipment (85)
- better maintenance of equipment (11)
- better management (27)
- better phone system (41)
- better roads
- better working conditions (9)
- break company down into different divisions (2)
- burn the Householder's Moving Guide (3)
- CDL (2)
- change color of the truck (2)
- change nothing (4)
- cleaner exterior of truck (2)
- company to be more supportive to family (2)
- compensation for sitting and waiting (16)
- deadhead pay 93)
- detention pay
- dispatch (2)
- do away with log books (3)
- driver appearance
- driver compensation
- driver / management relations (2)
- driver relations
- easier access to shower (4)
- easier parking facilities
- employee relations representative
- evaluation for pay raises (3)
- find a cure for boredom
- fuel costs
- get dopers off the road
- get paid for maintenance on truck
- get the DOT off my back (14)
- give me more respect (14)
- good driving techniques
- good weather
- have a better work schedule (18)
- have a different supervisor (11)
- have a jake brake (3)
- have a phone in truck
- have a weather scanner
- have better equipment (7)
- have dispatcher quit lying (3)
- have less stress
- have more job security (4)
- have more time at home (2)
- have my dispatcher quit lying to me (4)
- have my wife ride with me (7)
- having a better work schedule (3)
- having a different supervisor
- help me to improve my driving skills (4)
- higher company speed limit (12)
- hire less college graduates in the office (4)
- I drive my truck in a way to help reduce costs and try to go that extra mile to give customers a good impression of the company
- I want my own truck (5)
- I want to quit (6)
- I would change nothing (8)
- image of the drivers
- install a 1-800 number
- it is all nonsense (2)
- just run coast to coast
- kill the spicer 7
- less "out of pocket" expenses
- less freight hauling and more tank work (2)
- less hassles
- less out-of-pocket expenses

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- less paper work (6)
- make more money (64)
- maps / directions of cities
- more dedicated runs (28)
- more drop and hooks
- more miles / longer runs (39)
- more money (251)
- more responsibility (2)
- more time at home (146)
- more time to sight see (2)
- need more exercise
- need more sleep (2)
- need more variety (9)
- no CDL testing (2)
- no finger print loads (2)
- no fuel tax (2)
- no hand loading / unloading (35)
- no more payroll delays (3)
- no one gives a rip about truckers
- no slip seating (5)
- not deliver to grocery wholesalers
- not drive in mountains (2)
- not to run in the Northeast (2)
- paid holidays / vacations (10)
- pay hub miles (3)
- peoples' attitudes in general (3)
- police work
- public awareness
- public awareness of the differences between trucks and autos on highways
- public relations
- publish a book about it
- reducing driver turnover
- relations between office personnel and management
- retaining current drivers
- return to 73,280 gross weight (2)
- revising the method of determining the distance between points
- routes of travel (2)
- run in the West only (6)
- safety bonus (2)
- safety meetings every week
- same pay but shorter runs (10)
- stop deregulation
- stop-off pay (7)
- strict appointments (6)
- supervisor to have driving experience
- the company policies
- the dispatch operation (40)
- the rider policy (5)
- time for personal matters
- too many to list (2)
- train dispatchers as to what it is like on the road
- treat drivers like humans
- uniform state laws (9)
- want more recognition (12)
- wish people would treat me fairly
- wish trucking was more predictable (3)
- work for a smaller company
- work for another company (3)
- work more than just seasonal (2)

1513

Responses to Questions  
with an "Other: (please specify)" Option

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**Q-3.N-10. IN ADDITION TO DRIVING, ARE YOU INTERESTED IN GETTING INVOLVED WITH THE FOLLOWING?**

- able to participate in management (2)
- arranging longer runs
- better working conditions
- board of appeals
- cargo loss/damage
- caring of drivers
- CDL (2)
- chemicals / hazardous materials
- classroom instructor
- communication with dispatch and home office (5)
- company driver not much choice
- company morale
- company rates increase and driver pay decreases
- company road inspector
- concerned
- controlling tax structure
- coordinate drivers' assignments
- D.O.T. fines and other
- disciplined dispatching
- dispatch (22)
- doing jobs and not being paid
- driver advocate (2)
- driver appearance
- driver awards / safety
- driver awareness and involvement
- driver compensation
- driver / management relations / communications (8)
- driver participation in company policies (2)
- driver relations (2)
- driver representative
- driver satisfaction
- drivers are not stupid
- drivers' comfort
- drivers' evaluating supervisors
- drivers' opinions
- driving old equipment
- drugs and alcohol
- educate others in how to express themselves without using vulgarities
- employee / employer relations
- employee relations representative
- ensure company equipment complies with DOT
- first come, first serve
- following company rules
- freight weights and rates
- fuel bonuses
- fuel costs
- general operations
- get an agent in Indianapolis
- getting back the respect of the public
- getting better insurance
- getting home on date set
- getting management to follow up on sales leads
- good driving techniques
- good equipment (2)
- grooming on the road
- have a say in ordering trucks and equipment
- having Denise's job
- helping with driver problems
- hot loads / back-to-back (not interested in)
- hours and logs
- how to park and back up
- how to save money
- I am a trainer
- I drive my truck in a way to help reduce costs and try to go that extra mile to give customers a good impression of the company
- I love trucking
- improve driver/dispatcher relations
- improvement for drivers (2)
- improving pay
- increasing productivity
- interested in D.O.T. being a service department for drivers instead of a police force against truckers
- interested in doing the best job I can
- interested in keeping costs down
- job outside of trucking
- keeping off unacceptable customer property
- laws and trucks
- lobby to lower taxes to truck drivers
- local pick up and delivery driver



- log books justification
- looking neat and clean
- maintaining family life
- making drivers more safe and have more road courtesy
- management (3)
- mandatory retirement
- more interaction with companies to keep each others deadhead miles to a minimum
- more recognition
- more relaxed on log book
- more winter training
- motivating other drivers / morale boosters
- no hand loading/unloading
- on-time deliveries
- out of route miles to fuel at company terminals
- overall operation
- owner-operator (2)
- owner-operator relations
- police work
- professional development
- profit sharing
- public awareness
- public awareness of the differences between trucks and autos on highways
- public relations (2)
- pulling power of truck
- racial understanding
- random drug testing
- rate setting
- re-regulation of trucking industry by the government
- recruiting dispatchers out on truck
- reducing driver turnover
- relations between office personnel and management
- relations with management (2)
- reporting violations of others
- retaining current drivers
- revising the method of determining the distance between points
- route trips
- routes of travel (2)
- routing procedures
- running my company truck as it was mine
- safety and stop drugs
- selection of fuel stops / fuel economy / alternate fuels (6)
- setting laws for truckers
- sharing complete information and reasoning with drivers
- show customers how to load 53' trailers
- slave labor
- speed on rookies should be 55-64 mph
- stop deregulation
- teaching course in attitudes and team driving
- teaching management/employee relations
- terminal manager
- train dispatchers as to what it is like on the road
- training interview with trainees
- treat drivers like humans
- uniformity among states
- upgrading driver pay scale (2)
- work with other drivers

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**Q-8.N-21. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR JOB SATISFACTION?**

- 180 degree mirrors
- 300 gallon tanks
- 40' to 45' trailer
- 48' trailers
- 53' van (2)
- 5th wheel lock landing gear left side
- 9-13 speed transmissions
- adequate room for driver to sit
- aerodynamics
- air bags
- air conditioning that runs without larger motor
- air dryer (4)
- air ride cab
- air ride trailer (5)
- all gauges and accessories work
- aluminum wheels
- anything for driver comfort and safety (3)
- applied air pressure gauge
- arm rest on captain seat
- arm rests (2)
- at least 9 speed transmission
- auxiliary power unit for air conditioning or heat with truck off
- back up light
- backing up alarm
- better antennas for CB
- better pay
- bigger fuel tanks
- blind spot mirrors
- brake
- brakes
- cabover
- cellular phone (3)
- clean / dependable outfit
- climate control
- cloth seats
- color TV and VCR
- comfort
- comfortable steering wheel
- computers
- concerned
- conventional tractor (7)
- convex and bus mirrors
- cruise control (13)
- decent job to go with the equipment
- deck plate
- deep tread tires
- do speed limit
- door locks that don't open with the handle
- driver leg room (2)
- driver / management communication
- driving light
- easy access in and out of truck
- electric wipers
- electrical outlet for 2M ham radio
- engine HP (6)
- engine pulling power (11)
- engine retarded
- engine warmer
- engines to do at least 65 mph (2)
- equipment mirrors
- everything safety related
- extra mirrors
- fire extinguisher inside bunk
- first aid kit
- flat bed with side kit
- floor heat
- fog and driving lights
- fog lights (6)
- fuel heaters (4)
- good air conditioning
- good cab insulation (2)
- good company repairs (available and prompt)
- good defrost system for windshield
- good fifth wheel release handles
- good interior lights
- good lights
- good mattress (2)
- good quality seat
- good quality tractor
- good rubber
- good running motor
- good tires (2)
- good tractor tires
- good trailer
- good visibility
- hand rail on back of cam
- hand valve (trailer brake)

1518



- handy storage for permits, logs, etc.
- having the right equipment
- headache racks
- idling governor
- improve interior lighting
- interior cab lighting
- interval wipers
- keep water off mirrors
- late model trucks
- light weight
- liveable
- maintenance (2)
- mattress
- microwave (4)
- mid-trailer signals
- mirror placement
- mirrors
- mobile phone
- mod. mirrors for blind side backing
- more air ride in sleeper
- more engine power (5)
- more hp for pulling (4)
- more mirrors
- more no smoking areas
- more side lights on tractor/trailer
- more space (2)
- more trailer clearance lights
- moveable mirrors
- new truck
- no recap tires (2)
- no short wheelbase tractors
- noise insulation (2)
- operator manual
- option to purchase
- P.M.
- pay
- phone (5)
- place to hold soda can
- portable ratchet
- portable toilet (2)
- power divider lock
- power mirrors (3)
- power plant
- power right mirror (2)
- power right window (2)
- power steering
- preventative maintenance
- put the foot vents back
- quick and efficient means of purchasing fuel and cash advances
- quiet cab
- radar detector (23)
- rather have a hood
- recaps
- reliable equipment
- remote mirrors (13)
- remote passenger mirror (8)
- remote right window (3)
- rider program (2)
- roomy cab
- safety aids: vanguards, extra mirrors
- safety equipment
- safety hinges
- satellite communication (3)
- self-adjusting brakes
- separate brake setup
- separate bunks for teams
- shaded mirrors
- shelves in bunk for TV
- shoulder strap seat belt
- side box flatbed
- sight windows in right hand doors of cab overs
- sit up in bunk of cab over
- slack adjusters
- sliding 5th wheel
- space and room to move around
- spare tire and wheel
- spare tires, lights, safety equipment
- splash guards
- spotlight
- spread axle trailer (4)
- steps, not ladder
- steps to get in
- storage area in cab over sleeper
- storage area / trailers
- storage space
- take my kids
- tight cab
- tilt and telescoping steering wheel
- tinted glass (7)
- tires
- tool and equipment storage
- top and bottom blind spot / rear view mirrors (2)
- traction tires
- trailer slider pin mechanisms that still work when the trailer is a few years old
- trolley valve (2)

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- truck washing away from terminal
- turning indicators
- TV (12)
- two-tone paint
- up-to-date equipment
- walk-in sleepers
- water linkage on side box
- weather front
- weather scanner
- west coast mirrors
- wider bunk
- window-washer
- windshield wipers and washers
- work lights

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**Q-10.N-11. HOW IMPORTANT IS IT TO YOU TO INFLUENCE MANAGEMENT REGARDING THE FOLLOWING?**


- "honesty" policy
- 7 day, 24 hour dispatch
- a company's fuel stop should not be only low cost fuel, what of cleanliness of showers and rest rooms?
- able to change loads with other drivers to get home
- advance on pay
- advancement opportunities within company
- amount of loads and destination
- appointment times and time allowed to get there
- appointments
- area dispatched (2)
- being able to talk to someone when the need arises
- being organized
- better driver control
- better pay (6)
- better planning to get you home on time/home more (2)
- cargo pumps
- caring for drivers
- clean shower / restrooms in terminals
- cleanliness of drivers
- common courtesy and common sense
- communication (5)
- communication between office/management and drivers (2)
- communication with dispatch (3)
- company policies
- company rules and regulations
- company rules regarding drivers
- complaints of customers
- concern for driver
- concerned
- consistency in all areas
- coordination between drivers/management
- customer relations
- cut training program (2)
- deadhead miles (3)
- delivering loads someone else picked up and did not want to deliver
- dispatch (2)
- dispatch lies (2)
- dispatcher and terminal management
- dispatcher awareness (2)
- do your job right
- doing a good job
- driver appearance (2)
- driver attitudes
- driver compensation
- driver problems
- driver support
- driving time
- easy access to dispatch office
- experienced dispatcher
- fairness to drivers
- follow qualifying rules
- following legal load limits
- forced dispatch
- fuel consumption
- general changes
- give vacation pay twice a year in lump sum
- have phones installed for company use
- health
- health hazards
- help in routing miles
- help understand views of company and driver
- higher wages (8)
- hours of service
- how customer complaints about myself are handled
- how rates are set
- ideas in general
- improve planning
- in-house relationships at the terminal and future plans/goals
- inspection
- it's hard to influence management when one is just a number
- keeping my tractor in good shape
- loading / unloading
- loads
- lumper service
- maintaining open-minded communication (2)

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- management / driver relations (2)
- management / employee relations
- means to cut down layover (2)
- miles
- miles per week
- more money (2)
- more no smoking areas
- more on how driver feels and less people who know nothing about trucking telling you what to do
- more rooms in terminal
- more security when disabled (not due to work injury)
- more than 62 mph
- nasty showers
- NAVL S.O.P. covers most
- new accounts
- no loading / unloading
- not to effect driver pay or benefits or lower company standards in service or safety
- on time dispatch
- option of loading/unloading
- other drivers
- overall treatment of drivers (2)
- paid health care
- pay cost of living
- pay is not good enough
- payroll disbursing and merit pay system
- performance
- personal appearance
- phone
- phone system (2)
- poor customer service
- private restrooms for women
- regular time off
- retirement plan
- rider program (2)
- rookie drivers need more experience (2)
- safe drivers
- safe parking lots
- safety awards
- saving time
- scheduling
- service areas
- shift schedule and route
- sitting between loads
- someone who will listen (2)
- speed
- that I'm a "professional" driver
- time off / time at home (14)
- time schedules
- time spent on phone with dispatch
- training
- transportation while in terminal
- truck with pulling power
- understanding that you are a person not just a number
- unloading requirements
- upgrade tractor speed
- using manpower efficiently
- vacation pay
- wages (12)
- wasted time contacting dispatch

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**Q-14.N-24. IN WHAT AREAS ARE YOU INTERESTED IN MORE TRAINING TO BE A MORE EFFECTIVE AND PROFESSIONAL DRIVER?**

- actual vehicle control in split second conditions
  - advancement opportunities
  - allow rider policy
  - appointments
  - attitude
  - auto drivers about truck drivers
  - bad weather/winter driving tips (2)
  - be paid to train drivers
  - be selective about hiring
  - being an effective driver trainer
  - being home more
  - benefits - savings bonds, United Way, stock program, health, life, etc. (2)
  - break down department training
  - CDL classes
  - CDL is a big joke
  - CDL license
  - communication
  - communication skills
  - company infrastructure re: dispatch and workload
  - company's interest and goals in drivers' life
  - compatibility
  - concerned
  - consider company wrapping their freight instead of drivers having to tarp loads
  - customer relations (2)
  - customer relations
  - dealing with ignorant dispatchers
  - dealing with stress
  - deliver on time
  - dispatch (3)
  - dispatch answer phone
  - dispatch methods and practices
  - dispatch procedure
  - dispatcher requirements
  - DOT, logs, permits
  - DOT requirements (2)
  - driver benefits that help when needed not 3 months later
  - driver image as perceived by others
  - driver oriented equipment
  - driver points on license
  - driver recruiting
  - drivers license and social security number should be the same
  - drug awareness
  - enforcing the reason behind the CDL
  - fatigue factor in accident frequency
  - foul weather driving (2)
  - get the drug users/drunks off the road (2)
  - getting paid for what you do, i.e. loading/unloading
  - good rider policy
  - having 2 days off after 2 weeks
  - hazards/chemical handling
  - how they figure rate of pay
  - how to deal with management
  - how to make a living driving a tanker truck
  - how to make more money
  - I don't see how the CDL will have any impact in the industry when some states will not issue CDL at all
  - I think the CDL is a means for the states to make extra money
  - identify mechanical parts of truck required for trip inspection
  - if they would stand up to their word
  - income tax
  - justifying a doubling of office staff and cutting back on driver benefits and services
  - labor laws
  - loading/unloading by driver
  - maintenance
  - make money
  - management/employee relations
  - mandatory CPR
  - map reading
  - mechanics of truck
  - more driving time while in training
  - more no smoking areas
  - more pay increases
  - mountain driving
  - no child under 16
  - organization of company, company policy seems to be poorly defined and
- 

haphazard

- pay increase (4)
- practice with a full variety of makes of trucks and trailers
- procedures for dispatch
- reasoning
- relations with dispatchers
- relations with management
- routine maintenance
- safe and efficient driving
- safety (2)
- self-confidence
- set hire pay scale (more you achieve, more you make)
- state laws (2)
- stay busy while on your duty period
- stress management
- t/r safety and accident
- tests / test instructors
- that non-professional drivers be retested, especially in areas of what professional drivers go through on the highway, also train them to be more courteous
- things to do on the road and places to go
- time off
- training new drivers
- training of students
- understanding
- understanding dispatch system (2)
- weekly rap sessions between drivers and management
- working with other people

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**Q-19.N-11. WHICH OF THE FOLLOWING BEST DESCRIBES THE FRINGE BENEFITS LISTED BELOW FOR YOUR CURRENT SITUATION?**

- a good company
- able to take kids - not offered
- all insurance paid by me
- base paycheck on mileage incentive program instead of fuel bonus - they rip drivers off with high costs for any insurance benefits
- benefits - inadequate
- benefits to part-time drivers - not offered
- better pay (inadequate)
- better working conditions
- bonus - inadequate (2)
- bonus pay (adequate)
- bonus program - not offered (4)
- bonuses / profit sharing (not offered)
- Christmas bonus or gift (not offered)
- compensation (inadequate)
- concerned
- cost of insurance
- cost to employee of health insurance too high
- credit union - not offered
- days off plan - inadequate
- deadhead pay
- dental care - inadequate
- dental - not offered
- don't offer anything
- fair treatment - not offered
- food stamps (not offered)
- fuel bonus - adequate
- full-time - not offered
- funeral leave - inadequate
- funeral leave - not offered
- get home policy - inadequate
- girls - not offered
- good pay and equipment
- gross pay per mile (inadequate)
- have to pay for insurance (2)
- health and welfare plan (adequate)
- health insurance
- health insurance after 65 - not offered
- health insurance at no cost
- health insurance for my children
- high cost of insurance deductible - inadequate
- hospital - inadequate
- incentive pay - not offered
- layover at home terminal (not offered)
- layover/breakdown pay - not offered
- loading/unloading pay - inadequate (3)
- long-term disability
- longevity - inadequate
- lump sum policy - adequate
- mileage bonus - inadequate
- monthly guarantee in case of serious illness or injury - not offered
- need more to choose from
- no equipment, no work, no pay
- no help
- not paid by company
- nothing offered
- overall benefits - inadequate
- overtime pay (adequate)
- overtime pay - not offered
- paid sick days (not offered)
- part-time driver - not offered
- pay for shutdown by DOT - not offered
- performance rating - not offered
- performance weekends - not offered
- personal leave - not offered
- phone service, calling in to dispatcher (inadequate)
- premiums too high
- profit sharing
- profit sharing - adequate
- profit sharing - not offered (3)
- promises - inadequate
- raise in pay - not offered
- retirement for owner-operator - not offered
- rider program - inadequate
- scholarships
- sick leave - adequate (2)
- sick leave - not offered (4)
- spouse insurance while on road with husband - not offered
- steady work - not offered
- suggestion box (not offered)
- take away all the time

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- they are very cheap
- this is a job where anyone can drive a truck as long as you haven't been in jail for first degree murder or as in my case have too many speeding tickets on your record
- uniform pants
- very irate with our company package
- vision insurance - not offered
- we get what we pay for
- we have teamster benefits
- workmen's compensation - inadequate (2)
- workmen's compensation - not offered (2)

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**Q-21.N-12. THE FOLLOWING LIST INCLUDES SOME AREAS FOR RECOGNITION.  
HOW DO YOU FEEL ABOUT THESE PROGRAMS, EVEN IF THEY ARE NOT  
OFFERED TO YOU?**

- absence
- acknowledgement for little favors
- attitude toward fellow drivers
- being paid for jobs done
- best at representing company image
- better pay
- black box
- clean vehicle
- cleanliness
- compensation
- contacting dispatcher
- credit where credit is due
- customer relations (4)
- developing new customers
- do away with fuel pump computers
- doing your job
- driver abilities
- driver respect
- drivers work together
- favors to dispatch
- forced miles
- getting home
- good drug record
- hassle-free management
- having good equipment
- helping other workers
- helping the company when asked,  
especially when on time off
- labeling of products
- loading/unloading
- mileage pay
- mobile telephones
- more no smoking areas
- moving violations
- need more experienced drivers
- no monitoring
- number of days worked with time off
- office personnel spend time in truck  
on road
- on board phone
- overall ability
- overall courtesy
- overall performance
- overall safety (2)
- pay for work performed
- personal appearance
- professional development training
- proper equipment
- recognize driver as human not  
machine
- reliability
- rewarding good job
- road courtesy
- safety
- safety and equipment inspections
- scheduling - hours left on log or  
available hours
- seniority
- should be one-on-one
- slow trucks
- speed for mileage
- speed tickets under 65 pay
- stranded truckers
- training
- trip master
- truck rodeo
- truck stop upgrading
- verbal recognition
- wall plaque for service awards
- working on holidays
- working well with other drivers
- years of service
- years of service with company (3)

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**Q-31.N-12. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS?**

- a certification system
- a driver is a driver
- able to advance in company ranks
- advancement doesn't mean pay increase
- as owner-operator, increase bottom line / more profit
- based on performance and dedication
- become fleet owner
- being happy with work and conditions and being able to earn \$35,000 - \$40,000 per year
- being paid to train drivers
- being recognized as more than just someone to get the job done
- being treated like a man
- being treated the same as you treat management
- best drivers get best loads
- better benefits (2)
- better benefits, vacation, bonus
- better dental and health
- better driver/dispatch relations
- better equipment (4)
- better/more stable insurance/benefits
- buying another truck
- chosen to test drive new equipment being considered for purchase by company
- city driver
- didn't know drivers advanced
- dispatch or fleet manager
- dispatcher (4)
- do the best you know how
- driver consultant
- driver panel to improve driver/management relations
- extra pay for safety record
- free fringe benefits
- get better equipment (2)
- getting full-time status (2)
- getting job in different field
- have safety team check truck and trailer out on highway like state DOT does
- help drivers' needs to be with family
- help purchasing equipment
- home more (2)
- increased job security
- inspection
- job security
- load preference (2)
- local delivery
- local shuttle driver
- making drivers feel important
- more efficiency training
- more favorable, tangible rewards
- more input with motor carrier
- more miles
- more money and responsibility
- more pay for good driving and years of experience
- more pay for the conditions under which truckers work (3)
- move into office or operations (2)
- move to dispatch (3)
- move up based on personal performance not length of time or miles driven
- moving up seniority board
- new, faster trucks
- no loading by hand
- opportunity within management (2)
- out of industry
- pay raises (3)
- personal relations
- professional attitude
- professional development trainer
- receive paid vacation and holidays
- rookie drivers need to be with a more experienced driver for a longer time
- safety
- safety classification system
- school instructor
- seniority
- shorter hours / closer to home
- steady weekly work
- the quality of driver is poor now because of government
- there is little advancement for owner-operators
- train drivers

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- truck selection
- vacation
- we work for peanuts compared to auto workers
- where do you go when you get to top pay

1/10

Q-32.N-12. WHY DID YOU CHOOSE TO WORK FOR THIS FIRM INSTEAD OF ANOTHER?

- 31 years
- 48 state operation
- 5 years ago, the pay and miles were OK - after 3 years, it goes downhill
- accepted out of driving school
- all companies seem similar
- an owner-operator at time of sign on (2)
- be able to do this when I'm 50 years old
- belong to teamsters union
- benefits
- best in our area
- best job in trucking in my area
- best pay around
- better benefits
- better management
- better relationship as driver
- better run
- boss who cares about drivers and equipment
- broad based dispatchers (2)
- called me to work without my having given them an application
- came in out of the rain
- can verify a work record
- challenge of pulling 53' trailer
- companies want new drivers with 10 years experience
- company buy out (6)
- company has been fair to me
- company has changed
- company is supposed to recognize drivers and driver needs
- company seemed fair and reasonable
- company takeover
- company was like one big family - this changed with new supervisor
- contract right to refuse freight
- convenience and availability
- could be yourself
- credit union
- dad worked there
- dedicated run
- do not discriminate (2)
- easy company to be hired by if just entering trade
- EEO - a lot won't hire women
- enthused about company at first
- equipment
- established company
- family owned firm
- faster than average trucks
- first OTR company I applied to / first job offered (3)
- first place I checked
- first to offer job
- fleet already leased to company
- friend
- get home often
- go solo faster
- gone a month at a time
- good company
- good company at the time
- good experience (2)
- good pay and equipment for part-time drivers
- good pay for beginning driver
- got to bring truck home
- got work I like
- had 11 years with teamsters in another company and was able to keep retirement and insurance
- had been off the road for 2 years and this company gave me the least hassle
- had good pay before wage cut
- had to do something
- had to go out of state
- hauling fuel and fertilizer more local
- haven't heard bad things about company
- head of driver training was strictly open and totally honest regarding company
- helping to pay student loan
- here before deregulation
- hired at 21 years
- hired me / first to offer (5)
- hired me without two years OTR experience
- hired school graduates
- hired students / hired with little

- experience (4)
- hired trucking graduates / lack of experience / new recruit (7)
- hired with little or no experience (2)
- home area
- honesty
- hope to increase my pay
- husband/friends worked for company (2)
- I enjoy tankers
- I own it
- jobs in Oklahoma City are very poor
- Joe seemed like a nice guy
- join mother
- just a stepping stone
- knew supervisor
- know office personnel
- know owners
- lack of information for new drivers to review options or opportunities
- lease purchase program (9)
- lease purchase program of truck
- left North American Van Lines for SNC
- less hassle with shippers, receivers, and dispatchers
- less layover
- less than 50 trucks
- lied to (3)
- like no East coast and choice of dispatch
- like where we run
- like working for a bunch of no minds
- liked equipment
- liked the firm
- little more respectable towards driver
- location (2)
- location to my house
- low down payment on purchase program (3)
- lower incidence of payroll fraud
- made stupid mistake
- mainly Midwest and West area (7)
- management recognizes and rewards better performing drivers
- miles - if we don't run the miles, we don't make the money
- miles offered (2)
- misled by recruiter
- more accurate payroll
- more advancement
- more freedom
- more freedom than most companies
- more freight in the areas I want to run
- more loads to haul / more work (3)
- more miles (15)
- more work
- my own boss (2)
- needed a job (19)
- needed job, trained me, accepted me as a person
- needed one year in to move on
- needed work
- new equipment
- new type of work
- newspaper
- no age restriction / limited choice due to age (4)
- no extreme East
- no minimum/maximum time out/in service stated on contract
- no other choice due to my age
- no slip seating
- no specific uniform
- no state side experience
- not much loading/unloading
- offered a better package (2)
- offered chance to learn to become a qualified driver / training program (5)
- offered husband/wife teams
- old firm was bought out
- one of better companies for team operation
- only choice I had at the time
- only company that would hire due to being off the road over 3 years
- only company that would hire us as an unmarried team fresh out of school
- only halfway decent company to drive for in my area
- only job available (4)
- operated through area of domicile
- other than flat bed
- own my equipment
- owner-operator / have my own business
- owner-operator leased to company
- paid training

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- part-time work / semi-retirement
- pay hub miles
- pay on time
- policy
- promised better miles
- promises
- promises made by management
- promises that weren't kept
- provided training school (2)
- put them all in a bag and draw out a name
- quality driver time / no layover
- recommended (3)
- recommended by friend
- recommended by friend (2)
- reefer operation has less slow down in winter, also solo driving preferred
- refrigerated units
- responded first (3)
- retirement clause
- retirement program (2)
- rider policy (4)
- safety department
- self-employed, freedom of own routine (2)
- sign on bonus
- signed on with a friend
- sounded good
- spouse rider program
- spouse rider program
- steady work
- stepping stone
- supervisor (2)
- talked to other company drivers (2)
- terminal located near home (2)
- there are few differences between companies
- they accepted the driving school I had attended
- they are all the same
- they hired me first (4)
- they were available / had to start somewhere (2)
- things have changed since then
- this company is just as good or better than others
- this is useless
- thought it was a good company
- tired of getting the run around
- to be with spouse

- to get experience
- to get experience for better job
- treat drivers with respect
- trying others to find one I like best
- type of work
- union (10)
- used to treat us like humans
- want to drive with a friend
- wanted heavy haul
- was a good company 13 years ago
- was a good company a year ago
- was able to train wife myself
- was familiar with company
- was lied to (3)
- was lied to about company being better than it is
- was misled by recruiter regarding benefits
- was my first trucking job (2)
- was treated with respect
- were a better company
- wife/family members worked for company (2)
- willing to give me a chance / hired at young age (2)
- willing to work with us on special needs/requirements (2)
- would have me home every other weekend
- would hire me as a trainee (3)

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**Q-36.N-5. IF YOU ANSWERED YES TO Q-35. (IN 5 YEARS, DO YOU THINK YOU'LL STILL BE IN TRUCKING?), UNDER WHAT CONDITIONS?**

- according to whether or not I get CDL
- better pay and benefits
- depends on how company does
- Federal Express driver
- get home often
- get over loneliness
- get own authority
- have a hired driver and another truck
- husband/wife team
- if industry doesn't get worse
- if money matches hardships and responsibility
- if pay and benefits get better
- if they don't close the doors
- industry becomes good paying job with less problems
- local driving (5)
- local firm (5)
- management (2)
- management position with bigger company
- more money (3)
- more pay
- more time at home (2)
- own another tractor - better riding truck
- run a larger company
- running my own rect. and brokerage company
- S.O.S. - you know what it means
- short line or local
- start own dealing arrangement
- stay with company if changes are made
- teaching
- training others
- want to be home every other day
- work for whomever has the freight and most money

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**Q-37.N-11. IF YOU ANSWERED NO TO Q-35. (IN 5 YEARS, DO YOU THINK YOU'LL STILL BE IN TRUCKING?), WHY NOT?**

- 20 years got me nowhere
- 48 states' laws on trucks is dumb
- 9 to 5 job
- age and health
- another career (5)
- attitudes of others towards truckers
- away from home too much
- be at home with family
- become self-employed (2)
- CDL (2)
- children
- companies don't care about / have little respect for drivers (3)
- company and shippers push too hard
- company policies
- company won't give raises
- concerned
- continue education (4)
- depends on ability to pass CDL
- disabled in truck accident
- dislike driving all night
- do not want to drive all my life
- doesn't pay enough (3)
- don't agree with new CDL (3)
- don't care for trucking
- don't like new changes in industry
- DOT and truck stops will run the trucker out
- driving for myself
- driving today stinks
- everyone is being bought off
- finishing college
- freight rates being cut
- go back to previous job
- go into management
- hard on health
- hard on marriage
- health strains
- highway patrol
- home every night (2)
- home more
- I am retired Army
- I'm an owner-operator and if things don't change, they'll force us out of business
- if you don't get the government out of trucking, it's going to be a mess
- increased surveillance by company safety department
- injured on the job, company let me down, no pay 7 months
- job no longer holds mental challenge
- job related injury
- job too demanding for the long-term
- large companies, government, and ATA working to destroy owner-operators
- law enforcement
- law out for fast buck instead of assisting with problems
- laws
- laws are being made to take money and respect away from drivers
- limited room for advancement
- looking for a better job
- more stable lifestyle
- need better dispatchers (2)
- no benefits (2)
- no compensation for mounting responsibilities/liabilities
- no driver should have to load/unload freight
- no insurance
- no long-term benefits
- no respect (2)
- no retirement plan
- no time to do other things
- not enough pay
- other long-term goals
- out of driving all together
- over-regulated (5)
- pay and regular movement
- payroll is all messed up
- poor attitudes from officials, drivers, public
- poor equipment
- poor treatment
- problems with DOT (2)
- retired
- roads are so bumpy more than 5 years could seriously effect health
- school

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- single parent with child starting school
- start own business (2)
- starting own business
- suing company for workmen's compensation
- the company dispatches 80mph loads but requires you to drive a 65mph truck at 50mph
- the day of the professional, seasoned driver is coming to an end
- they don't care for older drivers
- this nation is turning communist even faster in the trucking industry
- tired of driving (3)
- tired of government making it hard for truckers
- tired of run around from management
- tired of the bull
- too many government regulations and rules and harassment from D.O.T. and police (10)
- too many laws designed to steal your money
- too many rules and regulations / DOT regulations (3)
- too much government interference / too many regulations / DOT harassment (4)
- too much harassment (2)
- too much hassle from authorities
- too much nonsense
- too much nonsense for too little money
- too much time waiting for dispatch to call back
- treated less than human
- treatment of people, 4 wheel drivers and law enforcement
- want a baby
- wife's illness
- young drivers get more miles, so make more money

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Q-59.N-5. HOW ARE YOU PAID?

- \$.01/mile withheld until one year with company
- 19% of truck
- bonus program (8)
- breakdown (2)
- bushels and tons
- by weight
- cartage
- delay
- detention
- drop and hook (2)
- drop off / pick up (5)
- drops
- hand unload
- hourly
- Household Movers Guide
- layover (4)
- loading/unloading (23)
- lots of overtime
- lumper
- mileage (2)
- monthly
- overtime
- per diem (2)
- per hundred weight
- per load (5)
- percent of freight bill
- percent of hazardous
- phone calls
- plus extras
- salary (10)
- short haul
- shuttle (2)
- some down time
- some tolls
- stop times
- stops (4)
- tarping
- type of load
- whatever is left after expenses (3)

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**APPENDIX D**

**Company Driver Responses Compared to Manager Responses**

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**OVERALL COMPANY DRIVERS (N=3,175)**

**VERSUS**

**OVERALL MANAGERS (N=391)**

**ALL SHADED ITEMS ARE SIGNIFICANT AT THE .0001 LEVEL**

**ITEMS MARKED WITH A ' \* ' ARE SIGNIFICANT AT THE .05 LEVEL**

**ALL UNMARKED ITEMS ARE NOT SIGNIFICANT**

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

(Scale 1-Really like to 5-Really dislike)	Drivers		Managers Perceptions		Difference
	Rank	Mean	Rank	Mean	
Drug testing	5	1.97	12	2.97	1.00
Vehicle inspections by officials	15	2.96	17	3.81	0.85
Paperwork	16	3.03	18	3.86	0.83
Dealing with highway patrol	17	3.07	19	3.87	0.80
Meeting safety requirements	3	1.90	8	2.60	0.70
Commercial drivers license	14	2.92	15	3.52	0.60
Controlling costs of operation	12	2.51	13	2.99	0.48
Tractor/trailer maintenance	8	2.16	9	2.62	0.46
Company speed limits	19	3.19	16	3.61	0.42
Visiting with other drivers	8	2.16	3	1.77	-0.39
Hand loading/unloading freight	21	4.12	21	4.45	0.33
Relations with shippers/customers	11	2.42	10	2.70	0.28
Travelling out-of-town	7	2.11	6	2.37	0.26
Your present company	6	2.05	5	2.30	0.25
Driving the truck	1	1.46	1	1.68	0.22
Company management	13	2.70	11	2.88	0.18
Slip seat operations	20	4.09	20	4.17	0.08
Satellite communications	4	1.96	4	2.01	0.05
Loading/unloading palletized freight	17	3.07	14	3.04	-0.03
Recommending new customers	10	2.34	6	2.37	0.03
Independent lifestyle	2	1.73	2	1.72	-0.01

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Q-2. WHAT IS YOUR OPINION ON BEING ASKED TO STAY OUT FOR:					
(Scale 1-Very acceptable to 4-Very unacceptable)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Days only	1	1.71	1	1.43	-0.28
Gone a month or more	6	3.58	6	3.83	0.25
Gone less than a week	2	1.79	2	1.56	-0.23
Gone 3 weekends	5	3.14	5	3.37	0.23
Gone 1 weekend	3	2.08	3	2.01	* -0.07
Gone 2 weekends	4	2.59	4	2.66	0.07

Q-3. IN ADDITION TO DRIVING, ARE YOU INTERESTED IN GETTING INVOLVED WITH THE FOLLOWING?					
(Scale 1-Very to 4-Not)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Equipment purchases	4	2.23	1	1.91	-0.32
Cost reduction goals	3	2.15	6	2.41	0.26
Safety	1	1.88	3	2.12	0.24
Training	5	2.31	2	2.11	-0.20
Customer relations	2	2.04	5	2.24	0.20
Maintenance and repair	5	2.31	4	2.13	* -0.18
Group leader of drivers	8	2.49	9	2.66	* 0.17
Sales	9	2.74	8	2.60	* -0.14
Recruiting	7	2.45	7	2.43	-0.02

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Q-5. WHAT IS YOUR EXPERIENCE WITH THE FOLLOWING ITEMS?					
(Scale 1-No problem to 4-Big problem)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Staying on schedule	2	1.89	10	2.52	0.63
Irregular hours	4	2.01	11	2.56	0.55
Relationship with supervisor	1	1.55	2	2.08	0.53
Road pavement conditions	15	3.40	14	2.91	-0.49
Absence from home	10	2.34	13	2.83	0.49
Routine communications (dispatch)	2	1.89	3	2.27	0.38
Loneliness	7	2.13	9	2.47	0.34
Boredom on the road	6	2.11	6	2.35	0.24
Lack of exercise	12	2.60	7	2.41	* -0.19
Company assistance after hours	8	2.15	4	2.30	* 0.15
Restricted highway access for trucks	11	2.41	8	2.46	0.05
Opportunities or facilities to wash up	9	2.27	5	2.31	0.04
Restricted local access for trucks	13	2.62	12	2.59	-0.03
Health hazards	5	2.02	1	2.05	0.03
Variation between states' laws	14	2.99	15	3.01	0.02

Q-6. HOW IMPORTANT IS IT TO YOU TO HAVE A CLEAN RIG?					
(Scale 1-Very important to 5-Not at all important)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Interior	1	1.21	1	1.35	0.14
Exterior	2	1.53	2	1.51	-0.02

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

(Scale 1-Very to 4-Not)	Drivers		Managers		Difference
	Rank	Mean	Rank	Mean	
Paperwork completion	21	2.45	10	1.95	-0.50
Managing family issues while away from home	17	2.25	4	1.76	-0.49
Personal money management	18	2.27	5	1.81	-0.46
Trip planning	18	2.27	5	1.81	-0.46
First aid	6	1.86	21	2.27	0.41
Customer service	13	2.07	2	1.74	-0.33
Cargo loading and unloading	22	2.71	22	2.39	-0.32
Safety regulations	2	1.73	13	1.98	0.25
Defensive driving	1	1.55	3	1.75	0.20
Transportation industry costs and trends	20	2.31	18	2.12	-0.19
Accident procedures	6	1.86	14	2.03	0.17
Commercial driver's license	4	1.82	1	1.66	* -0.16
Problem solving skills	11	1.99	7	1.86	* -0.13
Hazardous materials	4	1.82	10	1.95	* 0.13
Maintenance procedures	10	1.98	16	2.09	* 0.11
Tax accounting for owner-operators	23	2.91	23	2.82	-0.09
Equipment inspections	9	1.89	12	1.96	0.07
Getting along with other people	15	2.18	17	2.11	-0.07
Your company's strategy and direction	3	1.80	7	1.86	0.06
Injury prevention	8	1.87	9	1.91	0.04
Company policies	12	2.05	15	2.07	0.02
Learning more about your customers' industries	16	2.19	20	2.18	-0.01
Forms and permits	14	2.15	19	2.15	0.00

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Q-7. HOW IMPORTANT IS IT TO YOUR COMPANY FOR YOU TO HAVE A CLEAN RIG?					
(Scale 1-Very important to 5-Not at all important)	Drivers		Managers		
Item	Rank	Mean	Rank	Mean	Difference
Interior	1	2.39	1	1.51	-0.88
Exterior	2	2.50	2	1.73	-0.77

Q-8. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR JOB SATISFACTION?					
(Scale 1-Very to 5-Not at all)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Refrigerator	19	2.91	19	3.49	0.58
Heated mirrors	13	1.61	14	2.14	0.53
Engine brakes (Jake brake)	11	1.51	12	2.02	0.51
Stand-up sleeper	18	2.46	18	2.93	0.47
Sliding trailer tandems	5	1.37	9	1.82	0.45
Complete gauge set	9	1.50	10	1.94	0.44
Air ride passenger seat	16	2.41	17	2.83	0.42
Double bunk	15	2.23	16	2.63	0.40
Interior storage space	12	1.60	11	1.97	0.37
Sliding fifth wheel	7	1.40	8	1.61	0.21
Air ride suspension	8	1.42	7	1.60	0.18
Automatic transmission	20	4.06	20	3.94	-0.12
AM/FM/cassette stereo	5	1.37	6	1.48	* 0.11
CB radio	9	1.50	5	1.40	* -0.10
Air ride seat	2	1.08	4	1.16	* 0.08
Air conditioning	3	1.13	1	1.07	* -0.06
Good cab heater	1	1.07	2	1.13	* 0.06
Bunk heater	14	1.97	12	2.02	0.05
Plush interior	17	2.43	15	2.41	-0.02
Power steering	4	1.15	3	1.14	-0.01

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<b>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?</b>			
(Scale 1-Yes, 2-Maybe, 3-No)	Mean		
Item	Drivers	Managers Perceptions	Difference
Friendly competition	1.87	1.76	* -0.11

<b>Q-10. HOW IMPORTANT IS IT TO YOU TO INFLUENCE MANAGEMENT REGARDING THE FOLLOWING?</b>					
(Scale 1-Very to 5-Not at all)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Ways to cut costs	9	2.02	10	2.61	0.59
Improving customer service	6	1.76	8	2.22	0.46
Safety improvements	4	1.55	5	1.98	0.43
Where you buy fuel	7	1.96	9	2.26	0.30
Ordering new equipment	10	2.03	7	2.21	* 0.18
Fringe benefit package	3	1.53	3	1.70	0.17
Driver lounges	8	1.98	6	2.11	* 0.13
Maintenance	1	1.44	1	1.52	* 0.08
Cleanliness of your rig	5	1.72	4	1.74	0.02
Dispatch procedures	2	1.52	2	1.53	0.01

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<b>Q-11. HOW WOULD YOU LIKE TO GIVE INPUT TO MANAGEMENT?</b>				
<b>Item</b>	<b>(Driver Scale 1-Most preferred to 11-Least preferred) (Manager Scale 1-Most preferred to 10-Least preferred)</b>		<b>Managers</b>	
	<b>Drivers</b>		<b>Drivers</b>	<b>Managers</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>
Talking in-person with your supervisor	1	2.42	1	1.48
Telephoning your supervisor	2	3.27	2	2.93
Talking with or telephoning your supervisor's boss	3	5.32	N/A	N/A
Talking with another company employee (a contact person for drivers)	4	5.45	5	5.92
Be on a problem solving committee with managers along with other drivers	5	5.64	3	4.17
Give comments during training sessions	6	6.42	4	4.88
Complete a survey on specific topics as they arise	7	6.82	8	6.88
Complete an annual survey	8	7.32	9	7.68
Give comments in a suggestion box	9	7.44	7	6.86
Write a letter	10	7.83	6	6.15
Have a telephone answering machine to leave comments	11	8.05	10	8.04

<b>Q-12. HOW WOULD YOU LIKE TO RECEIVE INFORMATION FROM MANAGEMENT, OTHER THAN DISPATCH INFORMATION?</b>					
<b>Item</b>	<b>(Scale 1-Most preferred to 11-Least preferred)</b>		<b>Managers</b>		<b>Difference</b>
	<b>Drivers</b>		<b>Drivers</b>	<b>Managers</b>	
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Personal contact with your supervisor	1	3.65	1	2.14	-1.51
Policy manuals and updates	6	6.53	9	7.92	1.39
Meetings with management at locations out on the road	7	6.57	5	5.41	-1.16
Meetings held by management with drivers	4	4.72	2	3.62	-1.10
Announcements at training sessions	8	7.32	6	6.25	-1.07
Notices sent along with your paycheck	2	3.90	3	4.94	1.04
Letters from management	5	5.34	7	6.31	0.97
Newsletter	3	4.55	4	5.11	0.56
Listen to recorded messages by phone	9	7.35	8	7.69	* 0.34
Notices posted on a bulletin board	11	8.03	11	8.36	* 0.33
Cassettes with recorded messages	10	8.01	10	8.21	0.20

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Q-15. WHAT KIND OF STANDARD OF LIVING DOES YOUR DRIVING INCOME PROVIDE?			
(Scale 1-A high standard of living to 5-A low standard of living)	Mean		
Item	Drivers	Managers	Difference
Standard of living	3.10	2.85	-0.25

Q-16. WHICH TYPES OF PAY ARE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?					
(Scale 1-Most important to 10-Least important)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Loading/unloading pay	3	4.90	2	4.18	-0.72
Bonus	2	4.18	3	4.68	* 0.50
Base pay	1	1.73	1	1.29	-0.44
Extra pay for short loads	7	6.26	8	6.68	* 0.42
Gain sharing	10	8.35	10	8.67	* 0.32
Layover or breakdown pay	5	5.70	5	5.44	* -0.26
Reimbursement for motels during breakdowns and layovers	9	6.60	9	6.72	0.12
Pay for stop-offs or relay loads	6	5.79	6	5.84	0.05
Pay for delay time	4	5.00	4	5.04	0.04
Weekly or monthly guaranteed minimum pay	8	6.48	7	6.44	-0.04

Q-17. HOW DOES YOUR PAY COMPARE TO OTHER TRUCKING COMPANIES DOING SIMILAR TYPES OF WORK REQUIRING SIMILAR TYPES OF SKILLS?					
&					
Q-18. HOW DOES YOUR PAY COMPARE TO OPPORTUNITIES AVAILABLE TO YOU IN OTHER INDUSTRIES?					
(Scale 1-Much higher to 5-Much lower)	Drivers		Managers		
Item	Rank	Mean	Rank	Mean	Difference
Other trucking	1	3.03	1	2.59	-0.44
Other industries	2	3.04	2	2.64	-0.40

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**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.**

(Scale 1-Most important to 5-Least important)	Drivers		Managers Perceptions		Difference
	Rank	Mean	Rank	Mean	
Recognition for achievement	5	3.19	1	1.98	-1.21
Responsibility	3	3.06	5	3.46	0.40
Achievement	1	2.58	2	2.90	0.32
The work	4	3.13	4	3.40	* 0.27
Advancement	2	3.03	3	3.25	* 0.22

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**Q-19. WHICH OF THE FOLLOWING BEST DESCRIBES THE FRINGE BENEFITS LISTED BELOW FOR YOUR CURRENT SITUATION?**

(Scale 1-Adequate, 2-Inadequate, 3-Not offered)	Drivers		Managers		
Item	Rank	Mean	Rank	Mean	Difference
Disability pay	6	1.76	6	1.46	-0.30
Paid vacation	3	1.41	1	1.20	-0.21
Company social events	8	1.97	8	1.77	-0.20
Life insurance	2	1.40	3	1.23	-0.17
Paid holidays	7	1.77	7	1.60	* 0.17
Vision care insurance	9	2.02	9	2.15	* 0.13
Health insurance	1	1.35	2	1.22	-0.13
Dental insurance	5	1.55	5	1.44	* -0.11
Pension or retirement plan	4	1.44	4	1.36	* -0.08
Childcare provisions	10	2.65	10	2.71	0.06

**Q-20. WHICH OF THESE BENEFITS ARE THE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?**

(Scale 1-Most important to 10-Least important)	Drivers		Managers Perceptions		
Item	Rank	Mean	Rank	Mean	Difference
Vision care insurance	5	5.03	7	6.10	1.07
Paid vacation	2	4.32	2	3.27	-1.05
Disability pay	8	5.78	8	6.44	0.66
Paid holidays	7	5.35	5	4.89	* -0.46
Health insurance	1	2.01	1	1.55	-0.46
Life insurance	6	5.16	6	5.43	* 0.27
Company social events	10	9.23	9	9.04	* -0.19
Childcare provisions	9	9.10	10	9.24	0.14
Dental insurance	3	4.37	3	4.49	0.12
Pension or retirement plan	4	4.64	4	4.57	-0.07

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**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?**

(Scale 1-Very to 4-Not)	Drivers		Managers Perceptions		Difference
	Rank	Mean	Rank	Mean	
Getting paperwork done accurately and on-time	7	1.66	10	2.37	0.71
Dock courtesy	8	1.67	9	2.28	0.61
Working injury free	4	1.41	7	1.97	0.56
Minimizing cargo loss and damage	3	1.39	4	1.82	0.43
Performing duties above base standards	6	1.58	6	1.94	0.36
On-time pickup and delivery	2	1.27	3	1.61	0.34
On-board monitoring results	11	2.40	11	2.64	0.24
Miles per gallon efficiency	10	1.93	8	2.17	0.24
Good Samaritan acts	9	1.77	5	1.91	* 0.14
Miles of driving	4	1.41	2	1.41	0.00
Accident free operation	1	1.24	1	1.24	0.00

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**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?**

(Scale 1-Most important to 11-Least important)	Drivers		Managers Perceptions		Difference
	Rank	Mean	Rank	Mean	
Miles per gallon efficiency	10	8.02	7	6.67	-1.35
Miles of driving	3	4.46	2	3.57	-0.89
Dock courtesy	8	7.17	10	8.05	0.88
Getting paperwork done accurately and on-time	7	7.02	9	7.73	0.71
Minimizing cargo loss and damage	4	4.48	4	5.16	0.68
Working injury free	6	5.99	6	6.43	* 0.44
On-board monitoring results	11	9.63	11	9.32	* -0.31
Performing duties above base standards	5	5.77	5	6.02	0.25
Good Samaritan acts	9	7.21	8	7.00	-0.21
Accident free operation	1	1.96	1	1.78	* -0.18
On-time pickup and delivery	2	4.27	3	4.21	-0.06

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Q-23. PLEASE DESCRIBE YOUR SUPERVISOR:						
Item	(Scale 1-Very much to 4-Not at all)		Drivers		Managers	
	Rank	Mean	Rank	Mean	Difference	
Does he/she ask for drivers' opinions	15	2.66	14	1.64	-1.02	
Is he/she trustworthy	6	1.93	1	1.09	-0.84	
Does he/she communicate on-going problems to upper management	13	2.28	10	1.45	-0.83	
Is he/she receptive to suggestions	12	2.26	11	1.46	-0.80	
Does he/she follow up on problems	9	2.09	5	1.31	-0.78	
Is he/she fair to all drivers	10	2.11	6	1.34	-0.77	
Would your supervisor be upset if you took an unresolved problem to upper management	14	2.29	16	3.04	0.75	
Is he/she supportive of you and your work	3	1.90	3	1.21	-0.69	
Does he/she treat you with respect and dignity	5	1.91	4	1.23	-0.68	
Is he/she competent	1	1.79	2	1.16	-0.63	
Does he/she take the time to listen to you	7	1.98	7	1.36	-0.62	
Does your supervisor give you credit or thank you for doing a good job	11	2.14	13	1.53	-0.61	
Is he/she familiar with your job	8	1.99	8	1.39	-0.60	
Do you like to work with your supervisor	3	1.90	8	1.39	-0.51	
Are his/her expectations clear to you	1	1.79	12	1.50	-0.29	
Does he/she demand instead of ask things from you	16	2.83	15	3.03	0.20	

Q-24. HOW OFTEN DO YOU MEET WITH YOUR SUPERVISOR FACE TO FACE?			
Item	(Scale 1-More than once a week to 6-Less than once every three months)		Difference
	Drivers	Managers	
How often meet with supervisor	4.06	2.92	-1.14

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**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.**

(Scale 1-Most important to 5-Least important)	Drivers		Managers Perceptions		Difference
	Rank	Mean	Rank	Mean	
Supervision	3	3.21	3	3.01	* -0.20
Salary and benefits	1	1.94	1	1.76	* -0.18
Company policies	4	3.79	4	3.97	* 0.18
Working conditions	2	1.95	2	2.06	0.11
Interpersonal relations	5	4.10	5	4.20	0.10

**Q-28. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR DRIVER ADVANCEMENT WITHIN YOUR COMPANY?  
&  
Q-29. IN GENERAL, HOW ARE THE OPPORTUNITIES FOR DRIVER ADVANCEMENT WITHIN THE MOTOR CARRIER INDUSTRY?**

(Scale 1-Very good to 4-Very poor, 5-Don't know)	Drivers		Managers		Difference
	Rank	Mean	Rank	Mean	
Your company	1	2.61	1	2.33	-0.28
Motor carrier industry	2	2.91	2	2.89	-0.02

**Q-30. HOW IMPORTANT TO YOU ARE OPPORTUNITIES FOR CAREER ADVANCEMENT?**

(Scale 1-Very important to 5-Not at all important, 6-Don't know)	Mean		Difference
	Drivers	Managers Perceptions	
Importance of advancement	1.58	2.19	0.61

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**Q-31. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS?**

Item	Drivers		Managers		Difference
	Rank	Percent n=3,175	Rank	Percent n=391	
Train new drivers	9	27.1	4	52.9	25.8
Driver recruiter	10	21.2	7	46.5	25.3
Move into management or supervision	5	41.3	2	65.0	23.7
Safety trainer	8	29.8	5	51.7	21.9
Lead driver on a team	11	14.3	10	29.2	14.9
Getting home more often	3	49.1	9	35.3	-13.8
More money	1	77.7	1	65.2	-12.5
Increased driving skill	7	30.6	11	19.2	-11.4
Move through a driver classification system based on personal performance	4	47.4	6	50.4	3.0
Getting a more regular schedule / dedicated route	2	54.2	3	55.0	0.8
Move through a driver classification system based on length of service or miles driven	6	36.3	8	35.5	-0.8

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<b>Q-32. WHY DID YOU CHOOSE TO WORK FOR THIS FIRM INSTEAD OF ANOTHER?</b>					
	<b>Drivers</b>		<b>Managers Perceptions</b>		
<b>Item</b>	<b>Rank</b>	<b>Percent n=3,175</b>	<b>Rank</b>	<b>Percent n=391</b>	<b>Difference</b>
Reputation of firm	2	42.0	1	69.1	27.1
Better people to work with	9	20.8	8	38.1	17.3
Better fringe benefits	7	34.8	4	48.8	14.0
Better equipment	1	42.1	2	55.0	12.9
More time at home / Better schedule	3	37.7	3	49.9	12.2
Training offered	6	36.4	5	47.6	11.2
More pay	4	36.7	6	43.7	7.0
Location of company	5	36.6	9	29.9	-6.7
Size of firm	8	34.0	7	39.6	5.6
Liked the recruiter	10	10.9	10	14.1	3.2
Don't know	11	3.9	11	3.8	-0.1

<b>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?</b>			
<b>(Scale 1-Strongly favor to 5-Strongly oppose)</b>	<b>Mean</b>		
<b>Item</b>	<b>Drivers</b>	<b>Managers Perceptions</b>	<b>Difference</b>
Classification system	1.78	1.94	* 0.16

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<b>Q-34. WHEN YOU FIRST STARTED YOUR CURRENT POSITION, HOW WERE THE FOLLOWING ITEMS DIFFERENT THAN YOU EXPECTED?</b>					
<b>Item</b>	<b>Drivers</b>		<b>Managers Perceptions</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Amount of safety regulations that must be followed	9	2.08	11	2.55	0.47
Overall amount of work	10	2.13	12	2.57	0.44
Amount of paperwork required	12	2.23	14	2.62	0.39
Stress involved with job	14	2.37	16	2.75	0.38
Difficulty of training	13	2.29	4	1.91	-0.38
Amount of time away from home	11	2.14	10	2.45	0.31
Quality of training	8	2.03	9	2.32	0.29
Benefits	3	1.75	6	2.01	0.26
Relationship with supervisor	7	1.98	8	2.23	0.25
Amount of time spent doing work other than driving	15	2.40	15	2.63	0.23
Amount of loading/unloading by hand required	16	2.41	13	2.61	0.20
Amount of time spent waiting	17	2.61	17	2.78	0.17
Lifestyle	2	1.70	1	1.60	* -0.10
Amount of time spent driving	5	1.92	6	2.01	* 0.09
Actual pay	1	1.60	2	1.67	* 0.07
Relationship with customers' employees	6	1.94	5	2.00	0.06
Equipment	4	1.86	3	1.88	0.02

<b>Q-40. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB?</b>			
<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Drivers</b>	<b>Managers Perceptions</b>	
Satisfaction	3.74	4.31	0.57

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<b>Q-40. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB?</b>			
<b>(Scale 1-Very satisfied to 9-Very dissatisfied)</b>		<b>Mean</b>	
<b>Item</b>	<b>Drivers</b>	<b>Managers</b>	<b>Difference</b>
Satisfaction	3.74	2.90	-0.84

<b>Q-44. HOW WOULD YOU EVALUATE YOUR COMPANY'S ATTITUDE TOWARDS YOUR NEEDS?</b>					
<b>(Scale 1-Very concerned to 4-Not concerned)</b>		<b>Drivers</b>		<b>Managers</b>	
<b>Item</b>	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	<b>Difference</b>
Income	10	2.46	9	1.75	-0.71
Use of my time	13	2.57	11	1.91	-0.66
Proper rest and fatigue	9	2.35	5	1.72	-0.63
Home time	8	2.29	6	1.73	-0.56
Job security	10	2.46	12	1.92	-0.54
Health	7	2.26	7	1.74	-0.52
General welfare	5	2.25	7	1.74	-0.51
Working conditions	4	2.18	4	1.68	-0.50
Accurate paycheck	3	1.96	3	1.51	-0.45
Continued training	5	2.25	10	1.85	-0.40
Well-being of family members	12	2.48	13	2.09	-0.39
Safety	1	1.46	1	1.18	-0.28
Quality and maintenance of equipment	2	1.61	2	1.39	-0.22
Career advancement	14	2.66	14	2.46	-0.20

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**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.**

(Scale 1-Most important to 10-Least important)	Drivers		Managers Perceptions		Difference
	Rank	Mean	Rank	Mean	
Recognition for achievement	8	6.86	5	5.51	-1.35
Responsibility	5	5.82	8	6.99	1.17
Supervision	6	6.14	4	5.42	-0.72
Advancement	4	5.61	6	6.26	0.65
Achievement	7	6.45	7	6.96	0.51
Salary and benefits	1	2.45	1	2.19	* -0.26
Company policies	9	7.08	10	7.30	0.22
Interpersonal relations	10	7.31	9	7.13	-0.18
The work	3	4.31	3	4.28	-0.03
Working conditions	2	2.97	2	2.95	-0.02

**Q-46. GENDER - ARE YOU:**

Response	Drivers Percent	Managers Percent
Male	90.6	80.4
Female	9.4	19.6
Number of respondents	3,132	383
Mean	1.09	1.20

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Q-47. RACE - ARE YOU:		
Response	Drivers Percent	Managers Percent
White	89.7	96.1
Black	7.0	2.9
Native American/Indian	1.2	0.0
Oriental	0.2	0.5
Hispanic	1.6	0.3
Other	0.3	0.3
Number of respondents	3,106	384
Mean	1.18	1.07

Q-48. YOUR PRESENT AGE:			
Item	Mean		Difference
	Drivers	Managers	
Your present age (in years)	38.11	37.82	-0.29

Q-49. MARITAL STATUS - ARE YOU PRESENTLY:		
Response	Drivers Percent	Managers Percent
Single / Widowed	17.2	11.7
Separated / Divorced	14.4	11.5
Married / Living together	68.5	76.8
Number of respondents	3,120	384
Mean	* 2.51	* 2.65

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Q-50. WHAT IS THE HIGHEST LEVEL OF EDUCATION YOU HAVE ATTAINED?		
Response	Drivers Percent	Managers Percent
Less than high school	8.5	0.8
High school diploma	35.9	20.0
Technical school	18.5	7.4
Some college	28.5	26.8
College degree	7.1	35.0
Post graduate work	1.5	10.0
Number of respondents	3,102	380
Mean	2.94	4.05

Q-56. HOW LONG HAVE YOU BEEN WORKING FOR YOUR PRESENT COMPANY?			
Item	Mean		Difference
	Drivers	Managers	
How long working for present company (in years)	2.19 (.08-38)	6.40 (.17-41)	4.21

Q-57. HOW MUCH LONGER DO YOU EXPECT TO BE EMPLOYED BY THIS COMPANY?			
Item	Mean		Difference
	Drivers	Managers	
How much longer employed by present company	2.27	3.12	0.85

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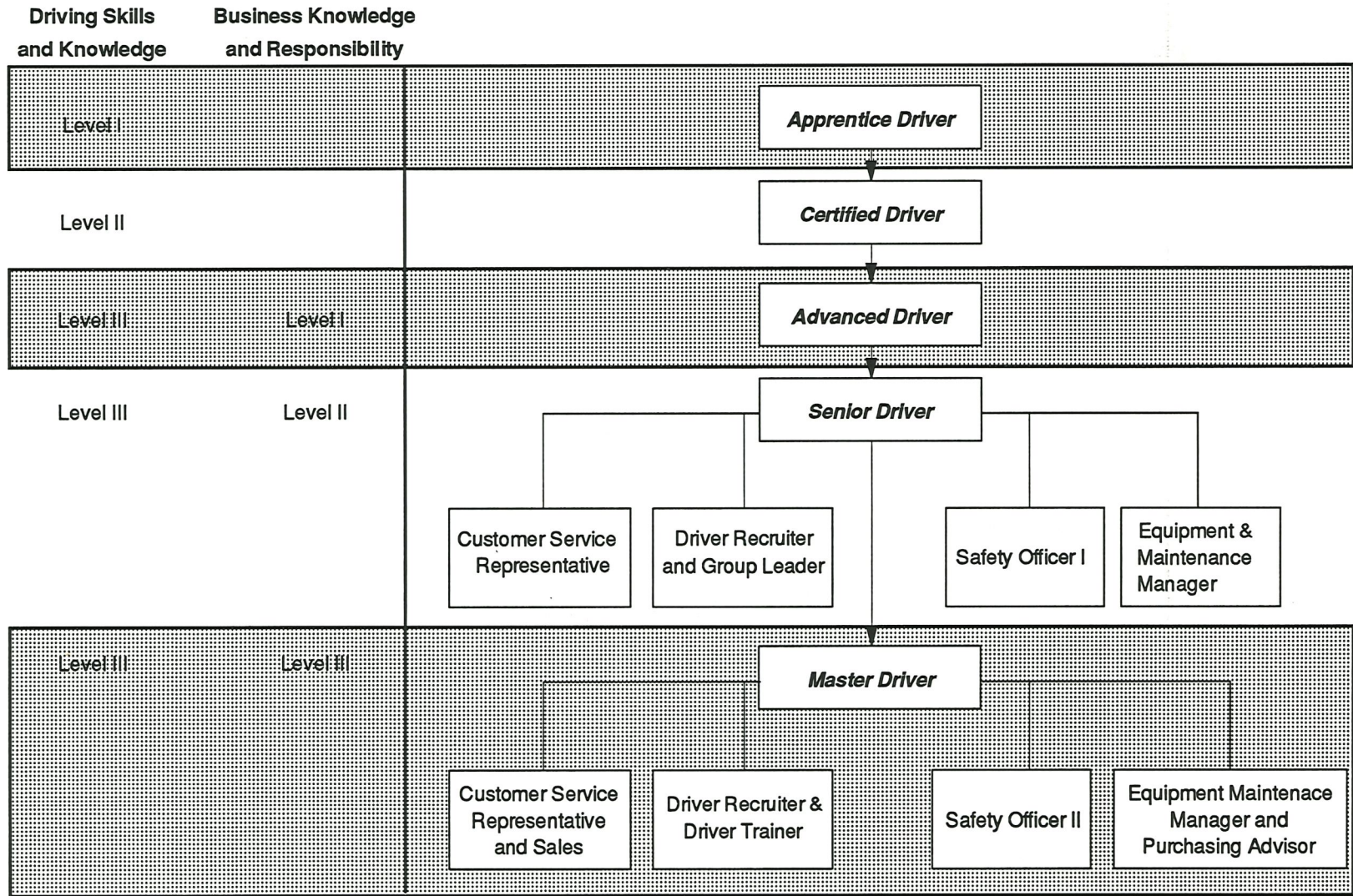


**APPENDIX E**  
**Hypothetical Driver Career Paths**

2017



# HYPOTHETICAL DRIVER CAREER PATHS



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