A STUDY OF FACTORS ENHANCING TRUCK DRIVER RETENTION AT TANKER SERVICES, IMPERIAL LOGISTICS, SOUTH AFRICA

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By

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Declaration

I, Cayley Goss, declare that this research thesis is my own original work and assert that all reference sources have been accurately acknowledged. This document has not previously, in its entirety or in part, been submitted to any University in order to obtain an academic qualification.

C. Goss
Abstract

The aim of this qualitative study was to gain an understanding of the factors that enhance truck driver retention at Tanker Services, Imperial Logistics, South Africa. The specific objectives of the study were to (1) explore factors which influence the retention of truck drivers from the perspectives of immediate supervisors of these drivers at Tanker Services Branches in Durban, Johannesburg, and Cape Town; (2) to identify the means Tanker Services adopts in meeting factors influential to truck driver retention; and (3) to provide recommendations on how to successfully retain truck drivers in this logistics organisation in South Africa.

The research methodology of this study involved interviewing ten immediate managers of truck drivers at Tanker Services, Imperial Logistics. Specifically, data was collected through the use of individual, in-depth and semi-structured interviews to investigate the most influential factors affecting truck driver retention.

The results of this research outline factors important to the truck drivers at Tanker Services from the perspectives of their immediate supervisors - most of whom were previously truck drivers themselves. The findings of this research identified the general factors that affect Tanker Services Truck drivers as follows: formal and informal rewards, competitive compensation, a work environment of quality equipment, high safety standards and recreational facilities. Furthermore, interpersonal relations and company reputation were found most influential to truck drivers in this South African logistics context.
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HazChem – Hazardous chemicals

DGP – Dangerous Goods Permit

PPE – Personal Protective Equipment

ER – Employee Retention
Chapter 1: Introduction

1.1 The Research Context

The context of this study is that of employee retention - specifically that of truck drivers at Tanker Services Imperial Logistics Company. In this regard, the field of research encompasses employee retention in general, and specifically employee retention in South African and amongst truck drivers.

Employee retention is a significant challenge facing the human resources capabilities of businesses today (James and Matthews, 2012; Min and Lambert, 2002). It is vital that employees are seen as key assets of any organisation (James and Matthews, 2012).

South African studies have focused on employee retention in a different contexts such as Samuel and Chipunza (2009), Masibigiri and Nienaber (2011), Birt, Wallis and Winternitz (2004), Rust Stewart, Miller and Pielack (1996), and Snelgar, Renard and Venter (2013). Birt et al. (2004) studied retention antecedents to talent employees in the financial sector in South Africa. Birt et al. (2004) identified factors of retention such as challenging and meaningful work, advancement opportunities and manager integrity and quality as being important. A similar study by Samuel and Chipunza, (2009, p. 411) on employee retention in two public and two private sector organisations in South Africa highlighted the importance of: training and development, job security, challenging and interesting work, goal setting techniques and recognition and reward for good performance. In the study by Snelgar et al. (2013, p. 7), a cross-section of South African employees ranked compensation as the largest influencer of retention decisions. Performance and career management was the second most important reward factor - specifically, receiving constructive feedback and having a degree of autonomy and control over their work.

Two works, by Garver, Williams and Taylor (2008) and Williams, Garver, Taylor (2011) involved testing the significance of truck driver retention strategies in long-haul trucking companies across the USA, Mexico and Canada. These exploratory studies investigated numerous factors such as pay, top management support, dispatcher relationships, equipment, recognition from superiors, engagement, time spent at home, personal safety, two-way communication and involvement in decision-making (Garver et al., 2008; Stephenson and Fox, 1996; Min and Lambert, 2002).

Research has proved that there are a number of factors that influence retention of employees in general and of truck drivers in particular. Specifically, the studies by Garver et al. (2008, 2011),
as well as the South African studies by Samuel and Chipunza (2009), Masibigiri and Nienaber (2011), Birt et al. (2004), Rust et al. (1996), and Snelgar et al. (2013), are used in this research to build five themes through which to analyse interview findings. These themes include: (1) rewards and compensation (including financial and non-financial benefits), (2) career development opportunities, (3) interpersonal relations and supervisor support, (4) the work environment (including time spent at home, flexible working conditions, equipment, and safety), and lastly, other factors which include company reputation and employment equity and affirmative action (Rust et al. 1996; Birt et al., 2004; Masibigiri and Nienaber, 2011).

In the literature, employee retention is an elusive concept defined in different ways by scholars. For example, in a study by Shoaib, Noor, Tirmizi and Bashir (2009) which focused on information technology firms in Pakistan, employee retention was defined as an effort to develop ways to recruit and retain desirable drivers. Key to this view of employee retention is “the existence of an on-going employment relationship” (Shoaib et al., 2009, p. 2). Alternatively, Browell (2003, p. 5, cited in Mohlala et al. 2012, p. 2) defines retention with relation to the market in which the company operates as “keeping those members of staff that one wants to keep and not losing them… especially to the competitors”.

In this study, employee retention is construed as an on-going employment relationship between employee and organisation (Frank, Finnegan and Taylor et al., 2004; Shoaib et al, 2009). Such a relationship is beneficial to both the individual and the organisation (Min and Emam, 2003; Singh and Prakash, 2013), due to active implementation of specific measures to encourage the retention of staff (Frank et al., 2004; James and Matthews, 2012) focusing on practices implemented as opposed to an assessment of the statistical state of turnover (Hausknecht, Rodda and Howard, 2009; Frank et al., 2004).

1.2 The research problem statement

The logistics and transportation industry is notoriously plagued by high turnover of long-haul truck drivers (Min and Lambert, 2002; Garver et al., 2008). To be precise, driver turnover is a significant issue for transporter companies worldwide as well as in South Africa (Suzuki, 2007). The consequences of low driver retention are significant and far-reaching. Notably, high costs are associated with replacing employees. Additionally, service quality decreases, overall operating costs increase, reduced safety standards and road safety are evident, and a loss of driver productivity ensues (Hausknecht et al., 2009; Jain, 2014; Garver et al., 2008). For logistics companies, increased productivity lies in the stability of driver turnover. A focus on the retention of quality drivers to enhance corporate productivity is seen as a key strategy to achieving financial
success and organisational competence (Stephenson and Fox, 1996; Min and Emam, 2003; Singh and Prakash, 2013).

Min and Emam (2003, p. 149) and Stephenson and Fox (1996, p. 13) describe the logistics context of USA trucking firms in the 1990’s as experiencing severe driver shortages. Regardless of growth in this sector, the industry is reported to be experiencing unusually high turnover, with annual rates of driver turnover of 100-200% (meaning that an employee stayed for an average 6 months to 1 year, or the whole workforce changed on average once or twice a year) (Min and Emam, 2003, p. 149-150).

Already in 2004, the USA logistics industry was described by Vise (2004, cited in Garver et al., 2008, p. 234, 239) as being plagued by truck driver turnover with turnover rates from 90% to exceeding 110%. In 2007, Transport Topics reported turnover figures of 127% annually (Transport Topics, 2007, cited in Williams et al., 2011, p. 195). The market is said to be typified by excessive movement of drivers between organisations and is described as the “revolving door syndrome”, considerably exacerbating the driver shortage problem (Williams et al., 2011, p. 195).

Additionally, Suzuki (2007, p. 612) notes that the primary disadvantage of high truck driver turnover rates is related to the high costs of replacing drivers. Increased operating costs and a loss of driver productivity ensue. Furthermore, the organisation experiences deterioration in service quality measures such as on-time delivery and a drop in road safety according to Curtis and Wright (2001) and Corsi and Fanara (1988, cited in Suzuki, 2007, p. 612).

Le May, Taylor and Turner (1993, cited in Garver et al., 2008, p. 234) assert that given the costs of driver replacement, truck driver turnover has received attention from logistics academic researchers and practitioners (LeMay et al., 1993). However, Min and Emam (2003, p. 151) have called for the development of practical retention strategies. Moreover, they recommend that these should be targeted at the most valued drivers.

The present study highlights the need for further investigation into the field of truck driver retention. The high costs and negative consequences of poor retention require a greater focus on how to better retain staff. This issue is also prevalent in the logistics and truck driver context, as turnover is high and the detrimental effects of losing drivers in a transport business is significant. Thus the research problem statement is as follows: Given the negative consequences of driver turnover (i.e. high replacement costs, loss of driver productivity, deteriorating service quality and road safety) what active measures can organisations take to promote driver retention? This
requires an investigation into practical retention strategies that organisations can adopt to retain drivers.

1.3 Research aims

The intention of this research was therefore to gain an understanding of the factors that influence the retention of truck drivers in a South African logistics setting, especially pertaining to that of Tanker Services Imperial Logistics Company. In this regard, this study is applied research involving the enquiry into the retention of truck drivers in this logistics setting.

1.4 Research objectives

The objectives of this research were to gain a supervisor’s perspective and understanding of the immediate managers of truck drivers regarding factors they believe to influence the retention of truck drivers at Imperial logistics in South Africa. Research objectives are:

- To explore factors which influence the retention of truck drivers from the perspectives of supervisors of these drivers at Tanker Services, Imperial Logistics.
- To identify the key strategies or means used by Imperial logistics to secure the retention of their drivers.
- To provide recommendations on how to successfully retain truck drivers in this logistics organisation in South Africa.

The category of truck driver referred to in this study are not categorised as long-haul or short-distance drivers. Tanker Services rotate their drivers so that they undertake journeys of varying length throughout the year. The objective thus is not to investigate findings particular to a certain type of driver; but rather those who are not typified by their journey length.

1.5 Methodology of this study

The research design of this study involved conducting interviews to identify the factors influencing employee retention of drivers at Tanker Services. In pursuit of this, the study favoured the views of the immediate supervisors of drivers and what they identify as the variety of factors that are seen as critical to truck driver retention.

This study is based on the constructivist/interpretive paradigm emphasizing experience and interpretation of social reality. The research instrument was a semi-structured qualitative interview guide. The sample of this research focused on the perspectives of supervisors of truck drivers on factors that affect truck driver retention. This sample was chosen as these supervisors closely interact with drivers and are seen as key objective sources of information on what makes
a driver want to remain with the organisation or leave. The drivers themselves were not interviewed on this matter as a biased perspective may have emerged only capturing the responses of current employees, while supervisors also had insight into the reasons why previous employees left the organisation.

1.6 Outline of chapters

This chapter has provided an introduction to the research. Chapter Two presents a review of the literature, beginning by providing a background to the evolution of the concept of employee retention. This chapter presents motivation theory as the foundation of employee retention and further provides definitions of employee retention from different South African studies, as well as studies in the truck driver context. The definition of employee retention as understood in this study is then provided. The following section of the literature review groups retention factors together under five broad themes. These themes emerged from general employee retention factors, factors emerging from South African studies, as well as those emerging from studies of truck drivers.

The third chapter of this dissertation describes the Methodology undertaken to investigate the retention of drivers at Tanker Services Imperial Logistics. This chapter details the research paradigm; the sample of participants; the way in which data was collected; the research instrument, how data was analysed, as well as quality and ethical considerations.

Chapter four presents the findings and discussion of the study under the broad main themes of (1) rewards and compensation, (2) interpersonal relations and supervisor support, (3) career development, (4) work environment, and (5) other factors. These findings will be presented and discussed with reference to the findings of the literature. This dissertation will then be concluded in Chapter 5.
Chapter 2: Review of the Literature

2.1 Introduction

This chapter aims to provide a broad approach to understanding employee retention. The purpose of this chapter is to offer a theoretical background to the concept of employee retention and how it has developed in the literature. Firstly, the origin of employee retention is briefly described with an overview of how the organisational emphasis on retention evolved over the years. Secondly, two common theories linked with the development and understanding of employee retention are discussed. What follows are the different methods by which employee retention is defined and understood in a number of studies – both internationally and in South Africa. This includes employee turnover – a field of research closely linked to employee retention. These definitions from different studies with different contexts aim to give the reader an idea of what employee retention means generally. These definitions inform the understanding adopted in this study on truck driver retention at Tanker Services – Imperial Logistics.

2.2 A Brief History of Employee Retention

The origin and evolution of employee retention as a concept emerged a century ago, in the USA labour context in the years leading up to the First World War (Pelleran, 2010). The idea of employee turnover and retention was just being recognised during that era. The average tenure of an unskilled worker was two weeks as they would migrate in search of better pay (Colvin, 1919, cited in Pelleran, 2010, p. 3).

Economic growth and advances in mechanisation saw the advent of mechanical expansion (the latter industrial revolution circa 1840 – WW1) and the declining need for the expert worker. Businesses split work up into smaller operational units so less skilled workers could handle the tasks (Colvin, 1919, p. 5). Previously, an employee had involvement in the operational process, variety in the work undertaken, and close interaction with the ‘boss’. But the worker’s role shifted to that of ‘machine operator’ performing very few, somewhat redundant, functions (Colvin, 1919, p. 6). This was described by Colvin (1919) as the death of apprenticeship, where rigid procedure and monotony of simply machine operating became workers’ roles (Colvin, 1919, p. 3-5).

In light of worker’s new roles, organisations soon noticed the operational and expert advantages that had been provided by the old apprentice or skilled tradesman (Colvin, 1919, p. 5-6). Desirable and skilled workers were provided sizeable pay increases to avoid their poaching by competitors; thus, having skilled and retained workers was something to be fostered by
employers. In attempts to improve business efficiencies and quality in a newly competing economy, organisations began developing retention efforts.

Lindner (1998) states that the shift in mind-set of organisations seeing employees as sources of competitive advantage catalysed study and thought on human behaviour in an organisational context. Robbins and Judge (2013, p. 211) hold that the 1950’s was a very fruitful period in the development of motivation concepts. The subsequently emerging human relations and resource management studies thus involved a new approach to managing and understanding the needs and motivation of employees (Franke and Kaul, 1978). Examples included Maslow's (1943) Need-Hierarchy Theory, and Herzberg's (1959) Two-Factor Hygiene-Motivator Theory. Although such theories have faced criticism over the years, they are still the foundation of contemporary studies and are currently used in practice by managers in understanding employee retention and motivation. In this regard, retention efforts are aimed at satisfying employee needs and motivating employees to perform in their jobs.

2.2.1 Motivation theory

It appears that as the practical need for retention efforts grew, so did theory on what motivates, satisfies and retains employees. In this regard, needs and motivational theories and employee retention are seen as linked in their development. In addition, Lindner (1998) suggests that employee retention and employee motivation go hand-in-hand and that motivated employees are needed for organisational survival and optimal productivity. Motivation is defined and constructed as “the inner force that drives individuals to accomplish personal and organisational goals” (Lindner, 1998). In this regard, it is notable that motivation is an internal driving force and is linked to achievements not only at personal, but also organisational level. More comprehensively, Pinder (2008, p. 10) cites Jones (1955), and Vroom (1964) who, not only consider motivation as internally driven, but also driven through external stimuli, describing work motivation as:

“a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration” (Pinder, 1984, 1998, cited in Pinder, 2008, p. 10-11).

From a slightly different perspective of inner forces that drive accomplishment or a set of energetic forces, some scholars have focused on motivation as a psychological process. For example, Ramlall’s (2004) research - rooted in Mitchell’s (1982) work, describes motivation as a psychological process of voluntary actions directed by a goal (1982, p. 81).
Alternatively, Robbins and Judge (2013) emphasise the employee’s willingness to exert great effort in achieving organisational goals, provided the effort expended also satisfies some need of the individual (Robbins, 1993, cited in Ramlall, 2004, p. 53). A need in this regard means an internal state making certain outcomes seem attractive. Robbins (1993, cited in Ramlall, 2004, p. 53) viewed the motivation process as starting with an unsatisfied need creating tension within an employee. Thus, motivated employees are driven to exert effort to achieve goals that will fulfil their need and reduce tension. This process is seen in Figure 1 below.

**Figure 1 – The Motivation Process**

![The Motivation Process](image)


It seems that motivational theories differ on where the drive for motivation is derived from. Particularly, some believe it is an internal force while others say it is an external driving force. It has also been described as a psychological process, and driven by the tension of an unfulfilled individual need. Whether it be an internal force, one driven by a desire, or an external motivating force – motivated individuals are believed to be satisfied and generally remain with their employer.

Maslow (1943) and Herzberg (1959) were two theorists who explored the relationship between motivation and need satisfaction. Maslow held that a hierarchy of needs exists within each individual. The ‘unsatisfied need’ driving motivation seen in Figure 1 is thus derived from one of the need levels set out by Maslow. In this respect, the hierarchy of individual needs drives the desire to achieve or maintain a certain level of satisfaction of these needs, which motivates employee behaviour (Maslow, 1943; Krietner, 1998; and Steers and Porter, 1983). These needs are described as follows (Robbins and Judge, 2013, p. 203–4):

- Physiological needs are bodily needs like hunger, thirst, shelter, sex, etc.
- Safety needs are those of protection from physical and emotional harm.
- Social needs include affection, belongingness, acceptance, and friendship.
- Esteem needs are internal factors like self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention.
- Self-actualization is the drive to achieve one’s potential, become what one is capable of becoming including growth, achieving potential, and self-fulfilment.

*Figure 2 – Maslow’s Hierarchy of Needs*


The needs are separated in higher-order needs at the top of the pyramid - satisfied internally (within the person), and lower order needs at the bottom of the pyramid - predominantly satisfied externally (by things such as pay, unionisation, and tenure) (Robbins and Judge, 2013, p. 203-4). Maslow believed there are different types of needs - some needs are fulfilled internally while some are externally satisfied. Thus, if motivation is derived from satisfying a need (as seen in Figure 1), motivation is derived from both external and internal forces.

According to Maslow, lower level needs would have to be satisfied before the next need level would motivate employees (Lindner, 1998). In this view of need ‘levels’, a satisfied need would no longer provide motivation, therefore, as each need becomes more and more satisfied, so the next need on the pyramid becomes the dominant motivator (Robbins and Judge, 2013, p. 203). In essence, Maslow believed progressively more sophisticated needs would motivate employee behaviour. While this is Maslow’s conclusion, it is not without criticism and merit.
Maslow’s hierarchy has been credited with wide recognition due to its logical and easily understandable nature (Robbins and Judge, 2013). Its popularity grew as it provided an alternative to basic existing motivation theories which mainly focused on psychological and safety needs (Robbins and Judge, 2013, p. 204). Thus, Maslow’s (1943) work significantly enhanced the understanding of human behaviour and laid a foundation for future research.

In contrast, criticisms of Maslow’s theory state that it lacks research validating the theory and is only applicable to US culture, if at all. Hofstede (1980, p. 55, cited in Robbins and Judge, 2013, p. 204) studied whether American motivational theories could be applicable elsewhere. Hofstede (1980, p. 43) established criteria by which national cultures differed. In this regard, if a society feels threatened by uncertain and perhaps unsafe situations (for example Mexico where there is a high crime rate), employees may favour greater career stability, and so security needs would be on top of the pyramid (Hofstede, 1980, p. 45). Conversely, countries with a high nurturing culture typified by close social frameworks like Denmark may have affiliation needs at the top of the pyramid (Hofstede, 1980, p. 55; and Robbins and Judge, 2013, p. 204).

Furthermore, Robbins and Judge (2013) state that Maslow provided no empirical validation and even those that sought to substantiate the theory fell short (such as: Lawler and Suttle, 1972; Hall and Nougaim, 1968; and Rauschenberger et al. 1980, cited in Robbins and Judge, 2013, p. 204). Essentially, there is little proof that need structures are organised as proposed by Maslow or that an unsatisfied need motivates and a satisfied need activates the next need level (Wahba and Bridwell, 1976, p. 212).

Maslow’s hierarchy of needs appears to be recognised by its foundational role in employee motivation and retention research. However, criticised for its limited cultural applicability as the order of needs in the hierarchy would differ between different societies.

In light of the criticism, Maslow’s (1943) connection between need satisfaction and motivation (and in turn retention) is seen fitting to this study. Specifically, while the process of motivation is deliberated, the broad needs groups of physiological, safety, social, esteem, and self-actualisation form the basis of research instruments in some employee retention studies. The works of Samuel and Chipunza (2009) and Rust et al. (1996) use parts of motivation theory and the need classifications to inform the creation of their research instruments and groupings of findings.

Another prominent theorist in the establishment of needs and motivation theories is Herzberg (1959). Herzberg developed the initial framework of his theory of motivation based on a review of work motivation literature and a survey of 200 accountants and engineers (Ramlall, 2004, p. 10).
He asserts an individual’s relationship to work determining their success or failure is dependent on their attitude towards work (Robbins and Judge, 2013, p. 205). Participants in Herzberg’s study were asked about situations in their jobs where they felt exceptionally good or bad. The responses led to the essential features of the theory being that there are two different and independent mechanisms determining one's reaction to work (Triandis, 1967). These are:

- ‘Motivators’ are factors such as achievement, recognition, the work itself, responsibility, advancement, and growth. Herzberg asserted that employees described job satisfaction with relation to these factors intrinsic to the content of the job itself (Robbins and Judge, 1993; and Kreitner and Kinicki, 1998, cited in Ramlall, 2004, p. 57). These trigger processes of growth, self-actualization, and self-realization, when activated, created satisfaction, but their absence did not cause dissatisfaction (Triandis, 1967, p. 529-30).

- ‘Hygiene’ factors include things like company policies, salary, co-worker relations, and supervisory styles (Ramlall, 2004, p57). These factors contributed to dissatisfying experiences of the job and refer to extrinsic, non-job-related factors (Steers, 1983, cited in Ramlall, 2004, p. 57). These were believed to be maintenance processes and responses to ones’ work environment, which when maintained, at best produced a state of non-dissatisfaction, but not satisfaction per se (Triandis, 1967, p. 529).

Due to the correlation of intrinsic factors with job satisfaction, and extrinsic factors with dissatisfaction (Robbins and Judge, 2013, p. 205), Herzberg suggested that the opposite of satisfaction is not dissatisfaction. Thus, Herzberg proposed a dual continuum – “The opposite of “satisfaction” is “no satisfaction,” and the opposite of “dissatisfaction” is “no dissatisfaction.”” (Robbins and Judge, 2013, p. 205). Thus, factors leading to job satisfaction are separate and distinct from those causing dissatisfaction (Robbins and Judge, 2013, p. 205). This dual continuum is seen on Figure 3 below:

**Figure 3 – Herzberg’s motivator hygiene continuum**
This dual continuum similarly indicates that there are intrinsic and extrinsic variables influencing an employee’s motivation through attainment of favourable outcomes or need satisfaction. In this regard, these intrinsic and extrinsic factors are divided into motivators and hygiene factors. However, hygiene factors – extrinsic variables, would not necessarily influence an employee’s satisfaction and desire to stay retained in the company. Rather, it would merely prevent the employee from being expressly dissatisfied in a particular regard.

In criticism of the idea that extrinsic variables cannot motivate but simply prevent dissatisfaction, a study by Samuel and Chipunza (2009, p. 2114) found that employees in two public and two private sector organisations in South Africa were influenced to stay through a combination of both intrinsic and extrinsic motivational factors based on Herzberg’s (1959) Two-Factor theory. In Samuel and Chipunza’s (2009) research, the key motivational extrinsic variables cited by employees were factors of competitive salary, good interpersonal relationships, a friendly working environment, and job security (Samuel and Chipunza, 2009, p. 2104).

Not only was this found in retention studies in South Africa but also the retention studies by Kinnear and Sutherland (2001), Meudell and Rodham (1998), and Maertz and Griffeth (2004, all cited in Samuel and Chipunza, 2009, p. 2104). These studies all involved ascertaining the antecedents to employee turnover or retention in some way in different contexts abroad. These works also criticise the fact that extrinsic factors are not exclusively related to dissatisfaction, while intrinsic factors are related to satisfaction and motivation alone. Specifically, that some employees cited extrinsic factors as motivational variables. Therefore, Samuel and Chipunza (2009, p. 2104) highlight that management cannot solely rely on intrinsic factors to influence employee retention.

In a study that would agree with Herzberg’s assertion that hygiene factors prevent dissatisfaction and motivators intrinsically drive individuals, the work by Rust et al. (1996) looked at the satisfaction and retention of frontline employees in South Africa. The research instrument in this study was based on Herzberg’s (1959) continuum. In this regard, the research design was split up to ascertain what factors drove employee satisfaction, and what factors drove employee delight. In this study, it was found that drivers of satisfaction merely prevented employees from being dissatisfied in their jobs, while drivers of delight indicated aspects that exceeded employee expectations and expressly cemented retention (Rust et al., 1996, p. 72). The results of this research were found to be in line with Herzberg’s hypothesis that only intrinsic factors truly motivate and secure retention. Although, in the present study it is believed that satisfying
externally driven needs is required as a foundation to begin satisfying intrinsic needs. Therefore, both need types will be incorporated into researching what factors influence Tanker Services truck drivers.

In a modification of the hygiene-motivator model, rather than seeing intrinsic (motivating) and extrinsic (hygiene) job related factors as separate and distinct in influencing retention, Ramlall (2004) emphasizes a specific intrinsic motivator of the task itself. In this regard, Herzberg’s (1959) theory is incorporated under the Job Design model. In this regard, the job or task itself holds the key to employee motivation. A job perceived as boring will not provide an employee with motivation to perform well, but interesting or challenging tasks will. As such, this model assumes employee motivation can be enhanced through job enrichment - basic changes to the nature of the employees’ job, and designed to include intrinsic motivators (Steers, 1983, cited in Ramlall, 2004, p. 57).

The modification and adaptation to Herzberg’s original theory in Job Design models of Hackman and Oldham (1980, cited in Pinder, 1984) displays how this early needs classification, although criticised, was foundational to further retention research. Furthermore, it is generally asserted that Herzberg’s theory is widely known and, in practice, many managers are familiar with its recommendations (Robbins and Judge 2013, p. 207).

Another criticism of Herzberg’s (1959) Model involves the methodology. As the study involved asking participants about good and bad work situations, validity was skewed, as an individual’s situational perceptions are highly subjective (Robbins and Judge, 2013, p. 207). Specifically, people take credit when times are good and blame extrinsic factors for failure. This also results in questionable reliability as investigators have to make interpretations that can contaminate findings. Specifically, a criticism of the instrument is the fact that there is no measure to ascertain if an employee dislikes part of a job but finds it overall satisfying (Robbins and Judge, 2013, p. 207).

The criticisms of Herzberg’s theory is taken into account in the present study on truck driver retention as it is believed that both intrinsic and extrinsic variables should be included. This is because there is no need to limit the possibilities of what could affect employee retention in this context. Being open to the influence of a broad range of factors can ensure a more accurate result. Furthermore, the South African study by Samuel and Chipunza (2009) recognised motivation as the root of retention and highlighted the importance of a blend of intrinsic and extrinsic factors to ensure effective retention.
2.3 Employee retention in different studies

A study by Shoaib et al. (2009), which focused on the telecommunication industry in Pakistan, viewed employee retention as “the existence of an on-going employment relationship” (Shoaib et al., 2009, p. 2). To expand on the employment relationship, James and Matthews (2012) who researched employee turnover in an Indian firm, specify “the main purpose of retention strategies is to prevent the loss of competent employees from the organisation” (Chaminade, 2006 and 2007 cited in James and Matthews, 2012, p. 80). In this regard, retention efforts taken by organisations are a preventative measure to avoid losing competent individuals.

Alternatively, Freyermuth (2007) places greater emphasis on the role of retention in business as the central human resource (HR) function. Specifically as “a continuous process beginning with recruitment of the right people and continuing with HR practices and programmes aimed at keeping employees engaged and committed to the organisation” (Freyermuth, 2007; Smith et al., 2011, cited in Idris, 2014, p. 74). In this regard, not only is retention seen as on-going relationship involving measures to prevent loss, but to actively engage and foster employee commitment to the organisation through HR practices and programmes.

Apart from the employment relationship being on-going and involving continual HR practices engaging employees, Frank et al. (2004) explain the drivers behind an organisations retention effort. Specifically, this work focused on the USA labour and talent context and defined employee retention from the business perspective as “the effort by an organisation to keep desirable employees in order to meet business objectives” (Frank et al., 2004, p. 13, and Fatima, 2011, p. 25). From this USA labour perspective, retention efforts to keep talented employees help to achieve organisational objectives. In a similar view, Johnson’s (2000) retention understanding is provided as “the ability to hold onto those employees you want to keep, for longer than your competitors”. In this regard, the purpose of retention is expressly stated as a competitive advantage to business.

Conversely to the view of retention efforts being aimed at maximising business objectives to gain a competitive advantage over rivals, some studies focus on the individual’s gains from retention efforts. For example, a study in the Indian retail sector by Singh and Prakash (2013) included in their definition that retention efforts should “…benefit the organisation as well as the employees” (Singh and Prakash, 2013, p. 132). Benefits to the individual, as will be discussed later on, include: a competitive salary, a pleasant working environment, and supportive learning services and training facilities (Singh and Prakash, 2013, p. 132).
Retention and the business optimising perspective, such as that of Frank et al. (2004), is also evident in South African literature of Mohlala et al.’s (2012) work that emphasises the competitive advantage of employee retention, specifically in the Information Technology (IT) division of a South African Bank. Here, Browell (2003, p. 5) is cited defining employee retention as “keeping those members of staff that one wants to keep and not losing them… especially to the competitors” (Browell, 2003, p. 5, cited in Mohlala et al. 2012, p. 2). It appears that the retention of staff in this South African IT/bank context is aimed at top performers and seen as a source of competitive advantage over rivals.

From a different perspective, the work by Samuel and Chipunza (2009, and Chiboiwa et al., 2010) investigated the employee retention of employees in two public and two private sector organisations in South Africa and Zimbabwe. In these studies, employee retention included the consequences of poor retention from a uniquely South African, public-sector perspective. From this view, the loss of competent employees “could have adverse effect on productivity and service delivery” (Samuel and Chipunza, 2009, p. 411). In this regard, the authors have chosen to view poor retention through the negative impacts affecting the employer and its efficiency. Implications for the present study could include adverse effect on service delivery in the context of Imperial Logistics and the transportation industry.

2.3.1 Employee Turnover

As the field of employee retention has developed, it has been informed by the study of a similar construct, namely, employee turnover. Many international studies, specifically, Frank et al. (2004) and others (Min and Emam, 2003; and Taylor et al., 2006), have researched employee turnover to understand employee retention. In this regard, turnover is described as “the unplanned loss of workers, who voluntarily leave and whom employers would prefer to keep” (Frank et al.’s 2004, p. 13). In addition to turnover referring to an unplanned and undesirable loss of employees, it is also often associated with a rate of turnover – recording how regularly employees leave over a certain time period. For example, Min and Emam (2003) and Taylor et al. (2006) further state that turnover involves focusing on the reasons why employees leave organisations, and also usually in the form of a statistical description or ratio (Frank et al., 2004, p. 4; Taylor et al., 2006, p. 649; Price 1977, cited in Ongori, 2007, p. 49). In this way, turnover is not just seen as a departure between employee and employer, it is a recording of the rate at which employees leave.

Interestingly, Min and Emam (2003), Frank et al. (2004), and Taylor et al. (2006) focus on employee turnover to understand employee retention. Unlike employee retention, turnover focuses on the reasons why employees leave organisations permanently (Taylor et al., 2006).
Employee retention and employee turnover can be described as two sides of the same coin – one assessing the reasons employees stay; the other, factors correlated to quit tendencies.

In this way, employee turnover research – recording the employee resignation rate in a particular organisation, is not the same as finding the reasons that make employees want to stay or leave a particular organisation. In this regard, employee retention is a better construct to study in order to have practical effect whereby managers can build organisational strategies around influential retention factors. For this reason, retention is looked at in this study on truck drivers at Imperial Logistics.

2.3.2 How employee retention is summarised and understood in this study

Employee retention gained traction over the last century starting with the industrial revolution and evolving with economic expansion. The labour movement resulted in companies seeing the benefit of skilled and retained employees and organisational retention efforts developed. Around this time, needs and motivation theories were emerging and growing in popularity. As a result, managerial and human resource strategies were founded on theories of Maslow’s (1943) need hierarchy or Herzberg’s (1959) Two-Factor theory. Other organisational behavioural theories include those of Vroom’s (1964, cited in Mitchell and Albright, 1972) Expectancy Theory, Adam’s (1965, cited in Lindner, 1998) Equity Theory, and McClelland’s (1961) Needs Theory. Employees’ needs and motivation theories are not only foundational to retention strategies in practice, but also to retention research whereby the research instrument is constructed with the use of theory. South African retention studies rooted in Maslow or Herzberg’s theories include Samuel and Chipunza (2009) and Rust et al. (1996).

In light of the connection between motivational theories and retention studies and practices, the present study on truck driver retention understands employee retention as linked with motivating employees by satisfying different employee needs. It is, furthermore, accepted in this study that employee needs are met either through intrinsically work-related variables and extrinsic factors. While theorists differ on whether motivation is derived internally or externally, or partly from the job itself, this study will see employee retention as the result of a mixture of both types of factors.

As summarised from the above-mentioned retention studies, employee retention is broadly understood in this study as a continual process satisfying and motivating employees in order for an organisation to avoid the loss of competent individuals. This is seen from a business perspective as an advantage over competitors, while emphasis is also placed on the individual benefits arising from organisational retention efforts and on-going employment. Abroad and in
South Africa, authors have commented on the adverse effects of poor retention on the company’s successful performance (Samuel and Chipunza, 2009, and Frank et al., 2004).

In this study, employee retention is specifically understood as an on-going employment relationship, beneficial to both the individual and the organisation. Retention is seen as being a result of measures and strategies implemented that motivate employees and encourage job satisfaction. Specifically focusing on the factors that make employees want to stay and the organisational retention practices implemented, as opposed to an assessment of the statistical state of turnover (Min and Emam, 2003; Frank et al., 2004; Hausknecht et al., 2009).

2.4 Factors effecting employee retention

The purpose of this section is to present common themes derived from the findings of the different studies reviewed. These studies include those that are seen to have a general focus on the retention of employees. Furthermore, the findings of five South African studies on retention antecedents in different contexts are included, as are the findings of retention studies conducted in the truck driver and logistics industry. The factors positioned under the broadly constructed themes will be those emerging as most important to employees in the different contexts studied. These will inform the broad areas of questioning when ascertaining the influential factors of Tanker Services truck drivers in the present study.

The factors used as a foundation to broadly understand areas of concern for employees are based on Maslow’s (1943) need hierarchy and a further classification of intrinsic and extrinsic motivational variables. Regardless of the way in which the motivation process unfolds, Maslow’s needs are seen as broad areas into which influential retention factors can be grouped. These five broad need groups are as follows and largely based on Maslow’s need hierarchy:

- Physiological or physical needs.
- Security in a financial, psychological, and physical sense. Such security includes salary, company policies and physical comforts.
- Affiliation or social needs such as co-worker relations or the opportunity to develop close friendships.
- Esteem needs and recognition involving the styles of supervisors and prestige of their position or company.
- Self-actualisation or being challenged includes the work itself, the feeling of self-fulfilment and achievement, the opportunity for personal growth and development, and the opportunity for independent thought and action.
The field of employee retention is a well-researched subject in South African literature and studies abroad. Most of the South African studies cited are not expressly linked to the truck driver context but they are believed to be appropriate to building themes of factors that could be applicable to truck drivers at Tanker Services. The common link between these studies and the present study is that the research participants are commonly South African in nationality. The South African studies on employee retention looked at include those by Samuel and Chipunza (2009), Masibigiri and Nienaber (2011), Birt et al. (2004), Rust et al. (1996), and Snelgar et al. (2013).

The eight emerging factors affecting the retention of employees in these different studies are listed as follows:

- Training and development including personal growth and the development of one’s career.
- Job Security.
- Challenging and interesting work including meaningful work.
- Goal setting techniques.
- Recognition and reward for good performance.
- Managerial processes including manager integrity and quality.
- Work design and the work environment including flexibility of the work environment.
- Compensation including base pay and extra incentives.

The study by Garver et al. in 2008 and later Williams, Garver, and Taylor (2011) involved testing the significance of truck driver retention strategies in long-haul trucking companies across the USA, Mexico and Canada. These findings reflect the same truck driver profession investigated in this study, thus, aptly informing the creation of five broad themes under which all factors will be grouped.

The 14 factors found to be most influential to the truck driver’s include:

- Pay and compensation
- Top management Support
- Dispatcher relationships
- Equipment
- Company Recognition and intangible rewards
- Managerial emphasis on safety
- Time spent at home
- Co-worker relations
- Company reputation
- Company orientation programme
- Career advancement and development opportunities
- Loading / unloading requirements
- Work load
- Customer relations

The above-mentioned 27 factors can be captured under the five main themes as follows:

- Rewards and Compensation
- Interpersonal relations and supervisor support
- Career development
- Work environment
- Other factors

Table 1 below shows which factors from the above mentioned research falls under the five different broad themes:
### 2.4.1.2 Factors emerging from general, South African, and truck driver studies

<table>
<thead>
<tr>
<th>General factors</th>
<th>Rewards and Compensation</th>
<th>Interpersonal Relations and Supervisor Support</th>
<th>Career Development</th>
<th>Work Environment</th>
<th>Other Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Security</td>
<td>Esteem needs</td>
<td>Self-actualisation or being challenged</td>
<td>Physical needs</td>
<td>Company policies</td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td>Supervisory styles</td>
<td>The opportunity for personal growth and development</td>
<td>Security psychologically and physically</td>
<td>Authority</td>
<td></td>
</tr>
<tr>
<td>Recognition</td>
<td>The opportunity for independent thought and action.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Affiliation or social needs - the opportunity to develop close friendships</td>
<td>the feeling of self-fulfilment and achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factors emerging from South African studies</th>
<th>Rewards and Compensation</th>
<th>Interpersonal Relations and Supervisor Support</th>
<th>Career Development</th>
<th>Work Environment</th>
<th>Other Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition and reward for good performance</td>
<td>Recognition</td>
<td>Training and development/Career growth and development</td>
<td>Job Security</td>
<td>Employment equity and affirmative action</td>
<td></td>
</tr>
<tr>
<td>Compensation/ Base pay</td>
<td>Managerial processes/ Manager Integrity and Quality</td>
<td>Challenging and interesting work/ Challenge and Meaningful work</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal setting techniques</td>
<td></td>
<td></td>
<td>Work Design and Work environment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factors emerging from a study on truck driver retention</th>
<th>Rewards and Compensation</th>
<th>Interpersonal Relations and Supervisor Support</th>
<th>Career Development</th>
<th>Work Environment</th>
<th>Other Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay and compensation</td>
<td>Top management Support</td>
<td>Company orientation programme</td>
<td>Equipment</td>
<td>Company reputation</td>
<td></td>
</tr>
<tr>
<td>Company rewards</td>
<td>Dispatcher relationships</td>
<td>Career advancement and development opportunities</td>
<td>Personal safety and managerial emphasis on safety</td>
<td>Customer relations</td>
<td></td>
</tr>
<tr>
<td>Recognition and intangible rewards</td>
<td>Co-worker relations</td>
<td></td>
<td>Work load</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition</td>
<td></td>
<td></td>
<td>Time spent at home</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time spent at home</td>
<td></td>
<td></td>
<td>Loading / unloading requirements</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The following part of the research will provide some background on the above-mentioned studies and the factors found to influence employee retention in their contexts. These are the needs of employees broadly based on Maslow’s five need groups. Following this, the results of South African author’s studies on influential factors of employee retention are provided. The last part of this section will look at the works by Garver et al. (2008) and later, Williams et al. (2011) who cite the factors they tested to be influential to truck drivers. Following this section is some practical examples of retention strategies adopted in the transportation sector to improve driver retention.

2.4.2 Broad need groups believed to affect Employee retention generally

Based on Maslow’s need hierarchy, Champagne and McAfee (1989, cited in Ramlall, 2004, p. 54) explained each need and gave examples of potential ways organisations could satisfy their employees’ needs. The lower order needs said to be satisfied externally include physical, security and affiliation needs explained in more detail as follows:

A physical need satisfies primal requirements, for example, a drinking fountain for water or cafeteria for food. Organisations should create physically comfortable working conditions by meeting at least low-level physiological needs of employees.

Security needs refer to an employee’s economic, psychological, and social security needs. Specifically: financial rewards and competitive compensation including wages, salaries, fringe benefits, retirement, medical, and legal benefits. Psychological safety refers to a stable environment and having a good understanding of one’s job. Organisations should initially provide comprehensive job descriptions and communicate roles and expectations clearly. Furthermore, a work environment where fair and equitable treatment conducive to productivity, is created. Lastly, physically safe and a comfortable environment refers to the physical working conditions of heating, ventilation, and rest periods.

Affiliation needs refer to an individual’s social needs such as friendships, a participative environment, and the feeling of being cared for and looked after. Working environment of respect, productivity, and inclusiveness is fostered.

These lower-order, extrinsically satisfied needs would fall under ‘Career development’, ‘Work environment’, and ‘Rewards and compensation’ themes. Physical needs would involve the actual workplace and the amenities available. Security needs would, in part involve financial security through the compensation and reward structure offered at a company, and also the workplace
environment in terms of physical safety. Psychological security and affiliation needs would also fall under the theme of work environment as this would describe the atmosphere of communication and friendliness at the workplace.

Maslow’s (1943, cited in Robbins and Judge, 2013) higher order needs of esteem and self-actualisation are met through factors relating intrinsically to their job which involves the way a job is designed to challenge and grow an employee through training, recognition and reward. Employees could be offered enhanced responsibility and leadership opportunities to teach and develop others as well as receive training - making employees’ experts in their field. A company should foster and encourage feelings of self-worth, self-fulfilment, accomplishment and achievement through praise, awards and rewards.

The table of Maslow’s intrinsic and extrinsic needs and suggestions to meet these needs can be seen on the table below:

<table>
<thead>
<tr>
<th>Need</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physiological</td>
<td>Cafeterias vending machines, drinking fountains</td>
</tr>
<tr>
<td>Security</td>
<td>Economic: Wages and salaries, fringe benefits, retirement benefits, medical benefits</td>
</tr>
<tr>
<td></td>
<td>Psychological: Provide job descriptions, give praise/awards, avoid abrupt changes, solve employee’s problems</td>
</tr>
<tr>
<td></td>
<td>Physical: Working conditions, heating and ventilation, rest periods</td>
</tr>
<tr>
<td>Affiliation</td>
<td>Encourage social interaction, create team spirit, facilitate outside social activities, use periodic praise, allow participation</td>
</tr>
<tr>
<td>Esteem</td>
<td>Design challenging jobs, use praise and awards, delegate responsibilities, give training, encourage participation</td>
</tr>
<tr>
<td>Self-actualization</td>
<td>Give training, provide challenges, encourage creativity</td>
</tr>
</tbody>
</table>


The intrinsic, higher order needs fall under the theme of ‘Career development’ and ‘Interpersonal relationships’. The esteem needs such as receiving praise and rewards involves a supervisors role as well as an organisational investment in rewarding employees and growing their careers. The
self-actualisation needs can be described as receiving opportunities for self-growth and characterises an organisation that challenges and stimulates its employees.

Maslow’s (1943, cited in Robbins and Judge, 2013) needs include job-related factors and factors extrinsic to the actual job. Therefore these broad need categories are thought to be applicable to the majority of employees. For example, factors’ relating to a physical environment conducive to working is something everyone would need. Also, having security in one’s job, although external to the job, is sure to foster satisfaction. Lastly, having a friendly and social aspect to one’s environment would enhance many employees job satisfaction. In this light, approaching these broad basic needs in the ways suggested would also apply to truck drivers.

Herzberg’s (1959, cited in Ramllall, 2004, p. 57 and Robbins and Judge, 2013, p. 206) factors reflect similar variables to the ones associated with Maslow’s need hierarchy except that they are not arranged hierarchically, but rather are divided between extrinsic and intrinsic needs. In this regard, lower-order needs were labelled as ‘Hygiene’ factors and are extrinsic factors to the job such as company policies, salary, co-worker relations, and supervisory styles (Ramllall, 2004, p57). Furthermore, higher-order/intrinsic needs or ‘Motivators’ are factors such as achievement, recognition, the work itself, responsibility, advancement, and growth. The crucial difference that Herzberg (1959) draws between the two is that he saw intrinsic factors as the primary means to satisfy, motivate, and retain employees. In this regard, the process and order of meeting extrinsic needs first followed by higher-level intrinsically motivated needs was not emphasised. Rather, factors influencing retention were more narrowly defined as those specifically intrinsic to the employee’s job.

Mitchell and Albright (1972) describe intrinsic and extrinsic needs as sources of motivation to attain various work-role outcomes. The findings of Mitchel and Albright’s (1972) study, although specifically conducted on naval aviation officers, identified broad antecedent variables associated with job satisfaction, effort, motivation and retention (Mitchell and Albright, 1972, p. 7).

These intrinsic job related outcomes were the feelings of self-esteem, self-fulfilment, and worthwhile accomplishment and well as the opportunities for independent thought and action and personal growth and development. These could be achieved through receiving feedback on performance, being praised, rewarded and being recognised for good work, ensuring employees know the results of their efforts, and ensuring fair and equitable treatment for all.

The extrinsic factors emerging from Mitchell and Albright’s (1972) study was: the degree of authority felt by employees in their job, the prestige associated with their profession or company, the security involved in their position and pay with their expertise securing their employment.
Furthermore, the availability of promotional opportunities, and recognition received in their jobs (Mitchell and Albright, 1972, p. 7). Interestingly, although being an aviation officer is a solitary job, the opportunity to develop close friendships also emerged. To meet such a need, a company could facilitate outside social activities, allowing and encouraging participation and fostering good group relations, close interpersonal relationships, and a team spirit.

The table presented by Mitchell and Albright (1972) showing retention factors split into intrinsic and extrinsic work-role outcomes is seen below:

2.4.2.2 Table of Work-Role Outcomes.

<table>
<thead>
<tr>
<th>Intrinsic outcomes</th>
<th>Extrinsic outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feeling of self esteem</td>
<td>Authority</td>
</tr>
<tr>
<td>Opportunity for independent thought and action</td>
<td>Prestige</td>
</tr>
<tr>
<td>Opportunity for personal growth and development</td>
<td>Security</td>
</tr>
<tr>
<td>Feeling of self-fulfillment</td>
<td>Opportunity to develop close friendships</td>
</tr>
<tr>
<td>Feeling of worthwhile accomplishment</td>
<td>Salary</td>
</tr>
<tr>
<td></td>
<td>Promotion</td>
</tr>
<tr>
<td></td>
<td>Recognition</td>
</tr>
</tbody>
</table>


Mitchell and Albright’s (1972) study is believed to be broadly applicable to this study on truck driver retention at Imperial Logistics because they are based on the general need categories of Maslow (1943, cited in Robbins and Judge, 2013) and the intrinsic and extrinsic separation of those needs by Herzberg (1959, cited in Ramlall, 2004, and Robbins and Judge, 2013). Furthermore, the intrinsic and extrinsic work-role outcomes of Mitchell and Albright’s (1972) study are appropriate to inform the building of themes that may affect truck drivers. This is due to the similarities that can be drawn between aviation and driver professions. For example, both pilots and truck drivers spend long periods of time away from home or travelling. Both of these positions require expertise in a specific field, practice and the acquisition of a licence - and both involve forms of potentially dangerous mobility. Moreover, both professions are not characteristically social or interactive. Therefore, the intrinsic and extrinsic factors that are thought to influence the satisfaction and retention of naval aviation officers could perhaps have some applicability to the truck driver context.

The extrinsic needs set out by Herzberg (1959) and Mitchell and Albright (1972) would be captured under all themes as follows: ‘Rewards and compensation’ for salary and recognition,
‘Work environment’ for company policies, security, and co-worker relations; ‘Career development’ for promotional opportunities. ‘Other Factors' includes prestige and having a degree of authority in one’s job. Lastly, ‘Interpersonal relationships and Supervisor support’ for supervisory practices and praise.

The intrinsic needs set out by the two theorists above fall under the themes of ‘Career development’ and ‘Interpersonal relations and Supervisor Support’ as they involve advancement and growth opportunities, and the work itself. Specifically, these themes incorporate factors of independence in work as well as factors involving supervision like the fostering of feelings of fulfilment and worthwhile accomplishment.

2.4.3 Factors influencing the retention of employees in South African studies

To gain an idea of what might be important to South African employees, the results of studies on employee retention in different contexts are looked at. The findings of the studies may be applicable to Tanker Services truck drivers as they commonly reflect the context of a South African employee.

The eight factors emerging from the reviewed studies inform the building of themes to group findings together and guide the questioning process in this truck driver research. The broad themes are: ‘Rewards and Compensation’, ‘Interpersonal relations and Supervisor Support’, ‘Career development’, ‘Work environment’, and ‘Other factors’ such as employment equity and affirmative action. This section will first describe the studies looked at on employee retention in South Africa, identifying the factors that are most influential to the retention of those employees.

Some of studies reviewed find variables unique to the South African context that affect employees. If any uniquely South African variables emerged, even if they did not emerge as a top-rated factor influencing retention, these will be identified and incorporated into the discussion of the retention themes.

Samuel and Chipunza’s (2009, p. 411) employee retention study in two public and two private sector organisations in South Africa ranked results that were common between both public and private sector employees. The first one was (1) training and development and employee mentoring programmes, followed by (2) job security and then (3) challenging and interesting work. Although Imperial Logistics is a private company, it is regulated by governmental legislation; therefore, knowing factors that generally effect employees in both sectors could be applicable to Imperial truck drivers and thus inform the building of themes. In light of this, it still may be of interest to know which factors affected employees in Samuel and Chipunza’s (2009)
two private sector organisations specifically. The factors discussed included (4) goal setting techniques and (5) recognition and reward for good performance (Samuel and Chipunza, 2009, p. 411). These factors as well as those applicable to both the public and private sector organisations will be described below and followed by the introduction of other studies and factors.

2.4.3.1 Training and development/Career growth and development

Training and development was cited as a significant retention strategy adopted by human resource departments for the positive effect it has on the lives of employees. Specifically, training and development was stated as an important retention tool particularly because previously disadvantaged South Africans could thereby narrow the gap in their educational deficiencies. This finding is supported by Smit and Conje (2005 p. 22, 479) who highlight the fact that local communities expect social reparation from large companies in the form of training and development and those offering training would be sure to improve their business through greater employee retention. Hay (1999) also states that lack of training and development of employees’ skills was the largest determinant of turnover in South African organisations (Hay 1999, cited in Samuel and Chipunza, 2009, p. 413).

Not all authors agree that training and development is a way to secure the retention of employees. Bussin’s (2002) work looked at talent retention in a competitive South African market and advocates that continuous training and development of employee skills can actually pre-empt turnover rather than securing retention. In this way, training and development enhances an employee’s market value and therefore increases their mobility (Bussin, 2002, cited in Samuel and Chipunza, 2009, p. 413). It must be noted that Bussin’s (2002) argument might apply to high-income corporate employees in the private sector rather than those employees who have been historically disenfranchised.

In light of Bussin’s (2002) critique, Samuel and Chipunza (2009, p. 413-414) contend that training and development is important to South African employees and influential to their retention decisions because of the emphasis placed on training and development by government. The government has exerted significant effort into redressing past disadvantages through establishing legislative and policy frameworks on skills development. Such frameworks include: The Skills Development Act 97 of 1998; the Skills Development Levies Act 9 of 1999; and the National Skills Development Strategy 2001 (Samuel and Chipunza, 2009, p. 414). In this regard it seems the governmental emphasis on training and development has brought this factor to the forefront of employees’ minds when making retention decisions.
2.4.3.2  **Job security**
Given South Africa’s history it is not surprising then that job security is another factor influential to the retention of specifically South African employees. Samuel and Chipunza (2009, p. 414) state that historic economic, physical and psychological insecurity has influenced employees to seek secure employment intentionally.

Birt *et al.* (2004), although from a different perspective, would agree that job security is an influential factor to the retention of employees. Particularly as Birt *et al.* (2004) found that the state of alternative market opportunities in South Africa would either encourage or deter employees from leaving their jobs. In this regard, were better opportunities abundantly available, employees would be more likely to leave their organisations and vice versa (Birt *et al.*, 2004, p. 30).

Birt *et al.*'s (2004) finding does not find support from employees in all studies. The works of Masibigiri and Nienaber (2011), Hays (1999) and Snelgar *et al.* (2013) look at the retention of South African employees of different ages. Masibigiri and Nienaber’s (2011) study did not cite concern with job security as an influential factor to the retention of all employees. Some employees cited to not be concerned with job security per se, rather their own growth and development of skills provides assurance that they will be able to find work should they lose their jobs or want to leave (Hays, 1999; and Masibigiri and Nienaber, 2011, p. 4).

2.4.3.3  **Challenging and interesting or meaningful work**
Challenging and interesting work was a factor highly rated by employees in Samuel and Chipunza’s (2009, p. 414) study as an influence on their retention. An unstimulating and dull job will not inspire motivation and satisfaction. This factor relates to Herzberg’s (1959) interesting work motivator that is said to satisfy employees and in turn, retain them. As such, this is seen as a general factor that would influence most employees. For example, the study by Birt *et al.* (2004) in the South African financial sector supports this factor finding that talented employees also cited a challenging and interesting job as influential to their decision to remain with their employer.

2.4.3.4  **Goal setting techniques**
In Samuel and Chipunza’s (2009) study, goal setting techniques were rated as influential to the retention of employees particular to the private sector organisations. This was because individuals could measure their contribution to the company (by achieving or falling short of their goal) and use this measure to negotiate for other outcomes they desired such as promotions or salary increases. Samuel and Chipunza (2009, p. 414) found that for this reason the goal setting factor was more applicable to private and not public sector organisations. Specifically, in the public
sector promotions and salary increments are dictated by bargaining councils, rules and regulations.

In relation to this study on truck driver retention at Tanker Services, although salaries are also decided by bargaining council processes, the goal setting technique is thought to be influential as Imperial Logistics is a private company and may set goals or rewards drivers can strive to achieve.

2.4.3.5 Recognition and reward for good performance
Recognition and rewards emerged as specific to private sector organisations in Samuel and Chipunza’s (2009) study. This is believed to be because in the private sector, recognition and rewards are voluntarily administered by companies. Therefore receiving recognition and reward is an affirmation of good performance, whereas in the public sector, reward and recognition are often controlled by public service regulations. Such practices involve financially rewarding employees for valuable suggestions and providing recognition through scheduled feedback programmes.

In other studies not sector specific, recognition and rewards also emerged as an influential factor in retention decisions. Studies include those of Rust et al. (1996), Snelgar et al. (2013), and Masibigiri and Nienaber (2011). In particular, Snelgar et al.’s (2013) findings includes the factors of personal praise and recognition from superiors for work well done as being desired across all employee age groups.

The study by Birt et al. (2004, p. 25) looked at South African financial sector talent retention and the variables affecting employee retention decisions in that context. Birt et al. (2004) aimed to identify the importance of intrinsic and extrinsic variables to the retention decisions of South African talent. These results would be applicable to this Imperial Logistics truck driver study as Birt et al.’s (2004, p. 25) research emphasised its finding of a variable with prominence in South Africa, not necessarily sector specific, and especially in light of the vast retention research conducted abroad. The factor was that of employment equity and affirmative action although not cited by employees as top ranked in influencing retention. The top rated variables found and described by this study as influential to the financial-sector talent respondents were primarily intrinsic variables. Specifically, challenging and meaningful work, advancement opportunities, and manager integrity and quality. The most influential extrinsic factor that did emerge specific to this South African context was the state of alternative market opportunities.

Samuel and Chipunza’s (2009) study that found a blend of intrinsic and extrinsic factors influential to the retention of employees in both public and private sector organisations. Whereas,
Birt et al. (2004, p. 30) conclude that while both types of variables played a role in retention, intrinsic variables had greater influence over the retention decisions of financial sector talent in the study.

The work by Rust et al. (1996) looked at the satisfaction and retention of frontline employees in South Africa. Specifically, nurse assistants in nursing homes (Rust et al., 1996, p. 66). A factor thought to be especially prevalent in the South African market, as emerging from this context, was that of wage dissatisfaction. Although this is not a uniquely South African variable, Rust et al. (1996) found its prevalence and repetition between respondents particularly significant and notable. In this study, factors that caused satisfaction and delight in employees were (1) the managerial processes related to employee wellbeing, and (2) the work environment and remuneration. These are described as follows with the inclusion of Snelgar et al. (2013).

2.4.3.6 Manager integrity and quality /Managerial processes

Emerging from the study of Birt et al., 2004 as well as Rust et al. (1996, p. 71), content with managerial processes was cited as influential to these frontline employees’ satisfaction. Managerial processes specifically emphasised those that involve employee well-being including supervision, employee benefits, and the influence managers have over their employees’ job and work environment.

Managerial processes will mean different things to employees. For example, the employee-managerial context can encompass the types of promotional systems in place, or employee mentoring programmes such as those found by Samuel and Chipunza (2009, p. 411). It can involve the ability for employees to achieve and embrace new opportunities and further empowerment and responsibility challenges (Birt et al., 2004).

Similarly, Snelgar et al.’s (2013) study also found significance in aspects involving managerial impact. Specifically, employees receiving constructive feedback and having control of their work methods without a manager’s interference.

Snelgar et al.’s (2013) study looked at the reward preferences of a cross-section of South African employees. Specifically, the sample of employees came from 11 medium to large sized organisations in no particular South African industry. Because of this, findings of Snelgar et al.’s (2013) study may have applicability to the context of Imperial truck drivers. In this study, of South African employees, Snelgar et al. (2013, p. 7) found base pay to be the most preferred reward cited by respondents. Performance and career management was the second most important reward factor effecting their retention decisions. Specifically feedback and autonomy in work.
2.4.3.7 **The work environment/ Flexible work environment**

With regards to work environment, employees specifically cited the availability and access to work supplies as influential to their desire to remain with the employer (Rust *et al.*, 1996, p. 72). It seems these factors would be particularly applicable to truck drivers as payment structure is something that could be raised with their shop steward. Furthermore, in such a profession, one could assume equipment and supplies would have a significant effect on the comfort and ease of a driver’s job.

While Rust *et al.* (1996) looked at a cross-section of South African employees, Samuel and Chipunza (2009) and Birt *et al.* (2004) focused on retention in sectors of the South African market and talent retention in the financial sector. However, some authors have focused on a specific generation of employees. Masibigiri and Nienaber (2011) focused on Generation X employees in South Africa and the factors that affect their retention. The findings of Masibigiri and Nienaber’s (2011) study are applicable to this study on driver retention at Imperial Logistics as their drivers belong to a range of different age groups, including those who would be classified as Generation X. Factors found as most important to employees in this study were career growth and development, flexible working conditions and compensation and benefits.

Flexible working conditions generally describe a work-life balance and employees being able to spend time with their families. More specifically, flexibility in working time, work itself, and rewards (Johnson, 2002; Rose and Gordon, 2010; Rodriquez *et al.*, 2003, all cited in Masibigiri and Nienaber, 2011, p. 4). Finding support for flexibility in a job, Hays (1999), as well as Snelgar *et al.*’s (2013) work that looks at segmenting employees to provide fitting rewards, both cite flexibility in aspects of work as effective in retaining certain employees.

2.4.3.8 **Compensation/ Base pay**

In the study of Rust *et al.* (1996, p. 71), employee dissatisfaction with wages repeatedly emerged across participant responses. A competitive and performance based salary system and/or bonus/commission system needs to be administered by organisations to prevent poor retention due to employee dissatisfaction with pay.

Base pay was found by Snelgar *et al.* (2013, 7) as most influential to the retention of a cross-section of South African employees. Many employees in this South African study and others cited dissatisfied with their remuneration as negatively affecting their retention, respondents even confirmed that employees had left the organisation after being offered better salaries elsewhere (Mohlala, Goldman and Goosen, 2012; Meyer and Kirsten, 2012, cited in Snelgar *et al.*, 2013, p. 4).
In the South African study conducted by Kinnear and Sutherland (2000), 104 knowledge workers from financial services and technology sectors participated. Kinnear and Sutherland’s (2000) results show that a competitive remuneration package and performance incentives rank as number 1 out of 10, the most important factor and preferred retention strategy by these employees (Kinnear and Sutherland, 2000, p. 24).

Rust et al.’s (1996, p. 71) study found employee compensation package to be the strongest predictor of their delight – influencing their retention decisions. What these employee participants most enjoyed about work design was the number of pay periods – employees preferring to be paid on a weekly basis instead of a monthly basis. This aspect of work design is closely tied in with compensation, although not focused on the amount of compensation rather the structure of how compensation is administered.

2.4.3.9 Factors of Truck Driver Retention
The Works by Garver, Williams and Taylor in 2008 and then later in 2011 by Williams, Garver and Taylor (Williams et al., 2011), have contributed significantly to the truck driver retention and turnover field of research.

Williams et al. (2011) compiled a number of variables that pertain to a driver’s intention to drive for a firm. These are described hereafter. All of the variables involve the driver-employer relationship and their presence or absence determines the perception of organisational supportiveness, in turn, cementing their retention (Williams et al., 2011, p. 195). How these variables influence retention decisions is explained through the tenets of Social Exchange Theory and Organisational Support Theory (Williams et al., 2011, p. 195). Variables compiled by Garver et al. (2008) and later, Williams et al. (2011) are variables previous logistics research has considered important to drivers. These retention factors are provided and discussed as follows.

2.4.3.10 Pay and compensation
Williams et al. (2011, p. 195-6) state that pay and compensation are the most discussed variable with regards to driver turnover, and is considered the most important antecedent of truck driver turnover. Most significantly, Williams provides that, both academically and in practice (Rodriguez and Griffin 1990; LeMay et al. 1993; Stephenson and Fox 1996; Keller 2002a; Min and Lambert 2002; SIGMA, 2005; Trucker’s Report, 2005; all cited in Williams et al., 2011, p. 195-6) there is support for the belief that low pay is key in a driver’s decision to leave their organisation. Low pay indicates the value the organisation places on them, while higher pay leads to a reduction in driver turnover (Keller, 2002; Rodriguez and Griffin, 1990, all cited in Garver et al., 2008, p. 239). Pay is said to contribute to employees’ beliefs of organisational support
(Rhoades and Eisenberger 2002) and activates the norm of reciprocity where employees are then indebted to the organisation, repaid by maintaining employment.

2.4.3.11 Top Management Support
Research on driver relationships with top management is presented by Garver et al. (2008, p. 239) citing LeMay and Taylor’s (1988) early research findings. Specifically, it was found that drivers were dissatisfied with a lack of praise from managers and, according to McElroy et al. (1993), they value having a role in decision-making. Recently, Keller (2002), and Keller and Ozment (1999), suggested treating drivers like external customers to better understand and involve drivers (Garver et al., 2008, p. 239). Williams et al. (2011) cite Cotterell et al.’s (1992) work stating that leaders who are seen as communicators and listeners are perceived as more supportive than those who are not. Decision-making involvement indicates respect, and when voluntarily administered, is significantly more meaningful to the employee as they feel valued by their superior (Williams et al., 2011, p. 196).

2.4.3.12 Dispatchers
Drivers spend a lot of time away from home limiting their interaction with people - the one person they interact most, and maintain communication with, is the dispatcher. As such, Taylor (1991) and Keller (2002, both cited in Garver et al., 2008, p. 240-1) find that dispatchers have a key role in driver retention, and positive attitudes toward dispatchers enhanced driver satisfaction and retention. Maertz et al. (2007) and Eisenberger et al. (2002, both cited in Williams et al., 2011, p. 197) expand on the dispatcher relationship as having a pivotal role because employees form perceptions about the degree the organisation values and cares about their workplace contributions and personal wellbeing (Eisenberger et al. 2002). Furthermore, dispatchers are drivers’ immediate supervisors and relied on for the types of loads they receive and the granting of time-off requests. Since employees see supervisors as agents for the larger entity - if the supervisor is not considered to be supportive, neither will the organisation (Eisenberger et al. 1986, cited in Williams et al., 2011, p. 197).

2.4.3.13 Equipment
Garver et al. (2008, p. 241) present the work of LeMay et al. (1993) and Stephenson and Fox (1996) in proving that tools and equipment provided to the driver in doing their job influence their intentions to remain with an organisation. The nature of a driving position dictates a lifestyle on the road; therefore comfort and reliability are critical aspects of a driver’s intention to stay (LeMay et al. 1993; Stephenson and Fox 1996; Min and Lambert 2002, cited in Williams et al., 2011, p. 198). Driver’s value having good, reliable equipment which includes: trucks and trailers, technological communication, loading and unloading and tracking devices (LeMay et al., 1993). LeMay et al. (1993) provide the positive link between fleet age and driver turnover – that out--
of-date and worn equipment can influence a driver’s decisions to leave their organisation. Pay is seen as the only factor to surpass equipment in terms of effect on retention decisions according to Min and Lambert (2002, cited in Garver et al., 2008, p. 241).

### 2.4.3.14 Company recognition and intangible rewards

Recognition for good performance suggests the employee or driver is important; the organisation cares about the personal well-being of employees and is willing to invest in them (Allen et al. 2003, cited in Williams et al., 2011, p. 196). This favourable treatment creates indebtedness the employee will want to reciprocate by maintaining membership in the organisation (Shore and Wayne 1993, cited in Williams et al., 2011, p. 196).

### 2.4.3.15 Personal safety and managerial emphasis on safety

Management must go beyond the provision of a reasonably safe physical environment and foster a strong safety culture – critical to setting the tone of safety in the organisation (O’Toole, 2002, cited in Williams et al., 2011, p. 196). The strength of this safety climate and its communication dictates the degree to which management is perceived to value safety. Essential, mere compliance with safety laws and regulations is not sufficient, a managerial emphasis on safety extending beyond minimum legal requirement will positively effect a driver’s decision to remain employed with the organisation (Williams et al., 2011, p. 196).

### 2.4.3.16 Time at home

The provision of time at home is a strong indicator and a clear message about the value placed on the drivers’ well-being because of the importance of time at home in the driver context (Williams et al., 2011, p. 196). Particularly to long-haul truck drivers, it is also a health issue as irregular schedules make medical appointments difficult to set up (Solomon et al. 2004, cited in Williams et al., 2011, p. 196). In the truck driver context, a family-friendly policy and culture provide drivers with the chance to spend time with their families and negates any work-family conflict. This would be applicable in a driver context such as that at Tanker Services where drivers do short and long-distance routes and might want to schedule certain weekends at home. Such cultures are strongly associated with the perception of a supportive organisation, enhanced employee commitment, and reduced intentions to leave (Thompson et al. 1999; Allen 2001, cited in Williams et al., 2011, p. 197). For example, a driver’s tenure length could hold additional opportunities for home time; specifically, a driver could receive paid leave after a certain level of seniority.

### 2.4.3.17 Co-worker relations

Williams et al. (2011, p. 197), provide research findings on the importance of collegial relations. Specifically, Spence and Hale (2008) who assert that employers should facilitate good relations
between drivers – this would be perceived as supportive and provides the driver with tangible social rewards believed to lower intentions to quit (Paulin *et al.*, 2006; Ferres *et al.* 2004; Ladebo 2006, all cited in Williams *et al.*, 2011, p. 197). The absence of relationships can negatively impact employees and customers as the latter’s perception of quality is influenced by co-worker relationships (Salvaggio *et al.* 2007; Keller, 2000b, both cited in Williams *et al.*, 2011, p. 197).

### 2.4.3.18 Company reputation

Williams *et al.* (2011, p. 197) cite many researchers (such as Southern *et al.*, 1989, Min and Lambert, 2002, and Min and Emam, 2003) who have found a relationship between company reputation and retention. An organisation’s reputation reflects its social status and attractiveness compared to competitors - this extends to those employed at the organisation, therefore an employee’s social status is affected by their company’s reputation (Turban and Cable, 2003, cited in Williams *et al.*, 2011, p. 197). This status makes quitting less appealing as a loss of a part of an employee’s social identity would ensue (Eisenberger *et al.* 1990, cited in Williams *et al.*, 2011, p. 197). The organisation’s reputation is important to these drivers and as such should be made aware whenever the company receives public recognition.

### 2.4.3.19 Company orientation programme

The organisational support offered through orientation programmes activates the norm of reciprocity embedding and ensuring a better fit between the new employee and the job (O’Reilly *et al.* 1989, cited in Williams *et al.*, 2011, p. 197). This variable reflects the ‘psychological contract’ where new employees are frequently re-evaluating their perceptions of this ‘contract’ between them and their employer (de Vos *et al.* 2003, cited in Williams *et al.*, 2011, p. 197). An example to cement their retention is involving experienced drivers in the employee orientation process to instil an important sense of competence and confidence in new comers (Feldman and Brett 198, cited in Williams *et al.*, 2011, p. 197).

### 2.4.3.20 Career advancement/development

Williams *et al.*, (2011, p. 197) cites Wayne *et al.*’s (1997) finding that organisational assistance in the career development and advancement of employees is often viewed as examples of organisational support. Training and development opportunities, promotions, or salary increases are particularly seen as important organisational investments; and when voluntary, indicate greater organisational concern for employee welfare and success (Williams *et al.*, 2011, p. 197). Support to develop or pursue non-driving career paths may be especially important in transport companies where promotional opportunities for truck drivers are very limited (Williams *et al.*, 2011, p. 198).
2.4.3.21 Loading/unloading requirements
The scope of the job of a driver sometimes extends to include loading and unloading trailers. This has both physical and emotional effects that lead to job stress. Job stressors reduce the employee’s perceived supportiveness of the organisation and should therefore be minimised to ensure retention (Rhoades and Eisenberger 2002, cited in Williams et al., 2011, p. 198).

2.4.3.22 Workload
A driver with too much work will be under great stress to meet tight deadlines and get adequate rest. Conversely, too little work means the driver’s income will be decreased greatly, especially for those paid per mile or load. Supportive organisational practices (e.g. flexible scheduling) increase employees’ perceptions of control over their lives, which is in turn associated with lower levels of perceived stress (Thomas and Ganster, 1995, cited in Williams et al., 2011, p. 198). Carriers can provide good scheduling of pickups and deliveries, and if possible provide driver with a choice of load – this increases the perception of organisational support compared to companies that have less planned scheduling or forced dispatch (Cropanzano et al., 1997, cited in Williams et al., 2011, p. 198).

2.4.3.23 Customer relations
Schlesinger and Heskett’s (1991, cited in Williams et al., 2011, p. 198) ‘cycle of failure’ concept describes how narrow, functional jobs lead to feelings of boredom, low morale, and employee indifference to customers - in turn, poor service. Customer dissatisfaction fuels further employee dissatisfaction, leading to higher employee turnover, service decline, and further customer dissatisfaction. This ‘cycle of failure’ can be interrupted or tempered by supportive organisational practices or means as presented below – in turn, reducing turnover. Support is found in the idea that when employees receive favourable treatment from their organisation, they in turn, treat customers well (Masterson, 2001, Bell and Menguc, 2002, both cited in Williams et al. 2011, p. 198).

2.4.4 Suggested strategies to retain truck drivers
After identifying and compiling the above variables, William et al. (2011, p. 204) provide details on how transportation companies can use the findings of this research by recommending possible driver retention programmes. The below-mentioned strategies or means to meet driver retention variables are detailed according to the types of factors important to drivers. Williams et al. (2011) highlights the following retention strategies:

- For older, more experienced drivers who value pay, time at home, equipment, and safety; creating or expanding company seniority programmes can be done (Williams et al., 2011, p.
For example, allowing longer tenured drivers to have some input in picking routes or customers, receiving updated equipment more regularly, or even having choice of dispatcher.

- The retention of drivers who value organisational relationships can be enhanced through meetings, company gatherings, internal company publications, blogs, and intranets – these could help drivers learn more about each other and interact socially and organisationally (Williams et al., 2011, p. 204). Furthermore, to drivers who favour social aspects highly, a company could train drivers to attend job fairs, and conduct driving or training seminars. Another example that addresses social needs are incentive programmes that encourage and reward drivers who build relationships with customers and clients. Specifically, customers could be annually surveyed on driver service; those who are identified as giving the best service could receive a reward. This practice would have a positive effect on drivers, and the customers’ positive perception of the company.

- Drivers who desire to improve or broaden their career paths, often desiring a non-driving job such as positions in safety, operations, or recruitment can be retained through practices of career advancement programmes (Williams et al., 2011, p. 204). An organisational practice to internally publicise non-driving opportunities when vacancies arise; and when these ‘promotions’ occur, public recognition should be made showing other drivers the company’s support for internal moves and the opportunities available. Organisations can also assist drivers to develop skills required for non-driving positions through disc-based learning materials or online leadership skills training programmes. Lastly, developing mentorship programmes between current drivers and terminal managers, training specialists, and corporate executives that were former drivers.

2.4.5 In Summary

The five broad themes built in this study were based upon general tenets of employee motivation and retention, South African variables effecting employees in different contexts, and retention factors in the truck driver context. The five constructed themes are briefly stated below:

Firstly, the broad theme of rewards and compensation primarily includes pay and rewards. Competitive remuneration and reward offerings are included under this theme as an important retention antecedent. Rewards include both formal and informal rewards and hence the inclusion of recognition under this theme. Goal setting is included under this theme because of the possible rewards ensuing from achieving certain goals. The employee’s salary and salary compensation structure is believed influential to employees in their intentions to remain at a company.
Secondly, interpersonal relations and supervisor support includes factors pertaining to praise and recognition by superiors and the quality and integrity of managers. In this regard, support of top management refers to good communication skills and the inclusion of the driver in decision making. Interpersonal relations also extend to the relationship drivers have with their dispatchers and co-workers.

Thirdly, career development includes factors broadly relating to the opportunity for personal growth and development and the feelings of self-fulfilment and achievement. In this regard, career development refers to training, advancement opportunities, challenging and interesting work, and the company orientation programme and mentorship.

Fourthly, the broad theme of work environment includes physical needs in the workplace, security needs as well as social needs relating to a friendly environment. Security needs specifically refers to job security found to be a prominent issue in two South African retention studies (Samuel and Chipunza, 2009, p. 414 and Birt et al., 2004). Social needs relates to an open and social work environment and because work schedules can influence personal and familial engagements. In this regard, flexibility in working conditions and time spent at home influences a drivers retention decisions as an important social component of an employees work environment.

The work environment also refers to the availability and age of supplies and equipment, personal safety and the degree to which safety is emphasises in the workplace by superiors. Lastly, the drivers work load and job stressors such as loading and unloading requirements are a feature of the work environment that can influence retention decisions.

Finally, the broad theme grouping all other factors together includes retention antecedents of authority, prestige or company reputation, employment equity and affirmative action, customer relations and company policies.

The next Chapter details the research methodology adopted in finding the factors influential to the retention of specifically Tanker Services truck drivers. The broad themes laid out above provide the framework used to find the answer to this question.
Chapter 3: Methodology of this Study

3.1 Introduction

The purpose of this section is to describe the research methodology that has been used in this qualitative study. Principally, this qualitative research is aimed at gaining the perspectives and understandings of immediate managers of truck drivers regarding factors they believe to influence driver retention at the Imperial Logistics - Tanker Services divisions in South Africa.

The first research objective of this study is to explore factors that affect the retention of truck drivers from the perspectives of immediate supervisors or overseers of these drivers at Tanker Services Branches in Durban, Johannesburg, and Cape Town. These depots will remain anonymous when reporting the research findings because nothing was significantly different between responses that required differentiating the answers of interviewees from different depots. Secondly, the research seeks to identify the means by which Tanker Services divisions seek to retain their drivers. Lastly, the research aims to provide recommendations on how to successfully retain truck drivers in this logistics organisation in South Africa.

In presenting the research methodology of this study, the qualitative nature of research is introduced first. The research paradigm is then be described, followed by the goals of the research. The research instrument is then be provided and discussed. This is followed by a description of the sample and interviewees. Data collection methods and data analysis techniques are then provided in explaining how information is obtained and presented. A discussion on the research quality is then be provided as well as ethical considerations and research limitations. The section is then conclude with a summary of the section.

This research is qualitative and descriptive in nature, it focuses on the way people learn about, and make sense of the behaviours of themselves and those around them (Denzin and Lincoln, 2005, cited in Fielding, 1999). In a similar view, Maxwell (2005, p. 22), emphasizes that qualitative research has a commitment to understanding a unique, particular, and natural context. Qualitative evidence is commonly regarded as subjective, and sometimes supported by additional sources of evidence (i.e. an artefact or documentation) (Remenyi, 1996).

Musa, (2013, p. 44) points out the nature of qualitative research in that it can either generate a final outcome, or provide a lens with which to guide the inquiry. Although certain tools and techniques have been developed to reduce the intrinsic susceptibility of bias in qualitative research, findings are probably best presented with full knowledge of the bias potential for readers.
to interpret (Remenyi, 1996). This requires a researcher to grapple with how credibility is embedded in a qualitative study.

### 3.2 Research paradigm

A paradigm is a model or frame of reference researchers use to organise observations and reasoning, it is a way to make sense of a natural context and understand reality as its perceived (Babbie, 2011, p. 32). Kuhn (1977, cited in Musa, 2013, p. 41) describes a paradigm as beliefs, values, and assumptions that populations of researchers believe regarding the nature and conduct of research. Specifically, Guba and Lincoln (1994, p. 107) describe a paradigm as a basic belief system based on ontological, epistemological, and methodological assumption.

This research will follow the constructivist/interpretive paradigm emphasizing experience and interpretation concerned with the understanding of how people interpret social reality (Masibigiri and Nienaber, 2011). In such a paradigm, the researcher usually relies on the respondent’s view of the phenomena being studied (Creswell, 2003, p. 8, cited in Mackenzie and Knipe, 2006). Underlying, the constructionist theory is the idea that knowledge is constructed much like a building or furniture. The researcher constructs knowledge based on reconceptualising new experiences with existing ones reported in the literature (Belbase, 2014, p. 99). Social constructivism identifies the researcher’s part in the process of learning with relation to the constructed social context (Belbase, 2014, p. 100). Belbase (2014) states that knowledge of the world is constructed out of shared experiences and that learning is associated with the collective building of knowledge (Belbase, 2014, p. 106).

Ontology largely refers to the nature of reality, “how things really are” and “how things really work” (Guba and Lincoln, 1994, p. 108). Epistemology is the science of knowing; the nature of relationship between the researcher and the researched (Guba and Lincoln, 1994, p. 108; and Babbie, 2014, p. 4). Methodology is the science of finding out, it is the procedures and tools used for investigation of the specific context of reality (Babbie, 2014, p. 4; Guba and Lincoln, 1994, p. 108).

The ontology of this research assumes that multiple realities exist (Musa, 20131). Guba and Lincoln (1994, p. 111) also assert that social realities may change as their constructors become more informed and sophisticated. This is consistent with the proposed study which focuses on the different and subjective perspectives of those people who supervise truck drivers most closely. Specifically, the perspectives involve a variety of factors perceived to influence truck drivers within their organisation.
In line with an interpretive ontology is a relativism epistemology describing research that gathers information from interpretations of reality. Here, knowledge is believed to emerge from a deep understanding of the embedded context (Musa, 2013, p. 41). In interpreting reality, the individual constructs subjective understandings of reality. According to Guba and Lincoln (1994, p. 111), this epistemology of constructivism is transactional and subjectivist. Constructivism is a form of relativism where the researcher and investigation are linked so that the outcome is literally created by the investigation. Knowledge is created through interaction among investigator and respondents (Guba and Lincoln, 1994, p. 111).

Research methodology involves the way the researcher goes about understanding reality and the instruments used in the research. Thus, the nature of social constructions is such that they are a result of interaction between and among researcher and respondent (Guba and Lincoln, 1994, p. 111 - 112). This research is based on a qualitative deductive approach to understanding a social reality. The deductive method of research aims to uncover a consistent pattern of variables and create a framework to examine data (Babbie, 2014, p. 52). Fundamentally, the researcher imposes his own structure on the information and uses it to interpret interview transcripts.

3.3 Goals of the research

The goal of this research was to gain an understanding of the factors that influence the retention of truck drivers in a South African logistics setting with particular reference to that of Tanker Services Imperial Logistics Company. In this regard, this study is applied research involving the enquiry into the retention of truck drivers in this logistics setting.

3.4 The sample and sampling design

The sample for this study focused on immediate supervisors of truck drivers. In this context, ‘supervisors’ is a general term used to describe superiors with titles such as: operations managers, senior controllers, driver trainers, and training officers located at three different nation-wide Tanker Services’ depots in South Africa. The interviewees were located in Durban, Johannesburg, and Cape Town. At each Tanker Services depot, there are between two and eight employees in each of these positions.

The study sought the perspective of a driver supervisor as these individuals are believed to have the greatest insights into what influences the retention decisions of drivers and the retention measures implemented at Tanker Services, if any. It is also notable that coincidentally, seven of the interviewees were truck drivers themselves before assuming supervisory positions. Thus, they
have a better understanding of not only what it means to be a truck driver, but also a supervisor of truck drivers.

These interviewees were selected via purposive sampling at the Tanker Services divisions. This sampling method requires a population to be grouped based on specific characteristics and attributes. Furthermore, this method relies on the judgement of the researcher when it comes to selecting the participants in the study (Babbie, 2014, p. 223). In this research purposive sampling involves interviewing participants of a supervisory role.

From Tanker Services driver supervisors, three to four driver managers from each depot were selected to participate in interviews as the sample of the study. Individuals who are supervisors are in close physical proximity to drivers. They interact with drivers on a daily basis on the depot floor. They also have regular formal and informal communication with drivers. Ten people participated in this study. Four participants were from the Durban depot; three participants were from the Johannesburg depot and three from the Cape Town depot. This sampling method allows the researcher to gain pertinent and constructive suggestions, rich and detailed information from a relatively small sample size (Genise, 2002; Shneiderman and Plaisant, 2005, cited in Thomas, 2010, p. 314)

### 3.5 Data Collection and the research instrument

The qualitative data collection in this study involved field research which is deemed as appropriate when the researcher investigates attitudes and behaviours, which are best understood within their natural setting (Babbie, 2011, p. 287).

Data was collected through qualitative interviews involving in-depth, individual, face-to-face semi-structured interviews with ten immediate supervisors of truck drivers at three different Tanker Services depots in Durban, Johannesburg, and Cape Town between the months of January and April 2015.

Qualitative semi-structured interviews were believed to be an appropriate data collection technique as the researcher sought rich descriptions. In these interviews, there was interaction between researcher and interviewee and the interview was based on five constructed themes under which different factors were comprehensively discussed. A qualitative interview is preferably a discussion guided in a specific direction by the researcher pursuing specific topics raised by the interviewee (Babbie, 2011, p. 311-12).

Interviews were conducted in a setting intended to ensure privacy and participant confidentiality. Four interviewees were based in the Durban, Jacobs street depot in January 2015. Three of these took place in the Tanker Services conference room as it was advised that this would be the most private and comfortable setting. One of the Durban interviews was held in the interviewee’s office as it was situated on the opposite side of the depot and the journey traversing the depot was thought to provide the researcher with some contextual information of the truck drivers’ workplace. Three interviews took place in the Johannesburg Germiston depot in February 2015. These took place in each interviewee’s office as the conference room was occupied and the offices were private and of convenience to the interviewees themselves. Three interviews took place in the Cape Town, Bellville depot in March 2015. These interviews took place in one of the conference rooms. This was provided due to the heat and availability of air-conditioning in that room.

Interviews lasted approximately 45 minutes to one hour (shortest: 38 min, longest: 1.25 hrs). The interviews were digitally recorded and later transcribed as interview data. The reason for the digital recording was to ensure the interviewee’s responses were captured word-for-word to be able to provide accurate and rich descriptions of the information gathered. Such detail captured by transcribing the interviews word-for-word could not have been achieved with only note-taking. Babbie (2011, p. 316) suggests that recording devices in addition to note-taking is very useful to the researcher in accurately capturing data. Furthermore, Masibigiri and Nienaber (2011, p. 6) describe verifying interviewee responses through note-taking as a ‘painstaking’ activity and the lack of supplementary audio-recording of interviews was recognised as a major weakness in their study.

During the interviews, the researcher took notes as unobtrusively as possible by simply writing words/phrases/body language/gestures/confusions, along with how many minutes into the interview the note occurred. Subsequently, directly after interviews, the notes were elaborated on
to ensure they could be meaningfully understood at a later stage. This was undertaken to ensure that note-taking was not a distraction and affected interviewee responses as little as possible.

Prior to interviews, interviewees received an introductory letter and form seeking informed consent explaining the scope and ambit of the study. This is provided in Appendix 1. Participants were given details on the objective of the study, identity of the researcher, and how confidentiality and anonymity would be dealt with. They were informed on their rights to withdraw from the study at any point. It was made clear that participation in the research is free of risks, and no benefits would accrue to individuals taking part. Participants were also informed about data recording and the possibility of follow-up interviews. Interviewees were comfortable with the recording of the interviews as they were told this would ensure their responses were captured accurately. This information prior to the interviews ensured that participant consent was granted based on accurate and comprehensive information.

3.6 The Research instrument

The research instrument was a semi-structured qualitative interview guide as in Appendix 2. The guide is based on the goals and objectives of the research. The broad question areas include (1) Rewards and Compensation, (2) Interpersonal relationships and Supervisor Support (3) Career Development Opportunities, (4) Work context, and (5) Other Factors including Equipment, Decision-making authority, prestige and more. Not all questions on the interview guide were asked as some of the responses emerged in the answers of other questions.

Participants were individually sent the transcription of their responses within six weeks of the interview being conducted. They were asked to provide corrections/clarifications of responses should any of the transcribed information not reflect what they had intended or was misunderstood verbally. This was to ensure that the captured information was accurate. No adjustments or changes were made. These measures are undertaken to enhance the research quality of constructionist, qualitative research in the view of Guba and Lincoln (1994). Specifically, trustworthiness and authenticity are criteria for credibility (Guba and Lincoln, 1994, p. 114).

3.7 Data analysis

Remenyi (1996) comments on the complexity of analysing, or rather - interpreting, qualitative evidence and its value to managers who are interested in ‘how’ and ‘why’- related questions.

To analyse the data, five broad themes were built upon the factors found to influence different groups of employees in different contexts. Contexts include a general context of employees and
their broad motivation and satisfaction needs, South African employees, and then specifically truck drivers. The five broad themes created will lend itself as a framework in which to guide the questioning of participants in this truck driver study.

In a more detailed and comprehensive process of analysing data, Spiggle (1994) proposes seven stages of qualitative analysis to guide researchers in validating the collected data, specifically:

- Categorization, grouping and labelling themes and trends
- Abstraction goes beyond categorisation and involves expanding or collapsing categories into fewer more general ones,
- Comparison assess data to uncover similarities or differences,
- Dimensionalisation identifies the attributes of each category,
- Integration,
- Iteration, and
- Refutation, deliberate and robust exposure to scrutiny to identify weaknesses in the research process.

3.8 Research quality

To ensure a high research quality, Guba and Lincoln (1994, p. 114), propose sets of criteria when judging quality of research under the constructionist paradigm. Specifically, the trustworthiness criteria of credibility guides the process (Guba, 1981; Lincoln and Guba, 1985; Guba and Lincoln, 1989, all cited in Guba and Lincoln, 1994, p. 114).

**Trustworthiness**


- Credibility describes confidence in the truth of findings and the accuracy of how the subject under study was identified and described. The researcher ensured credibility by sending the interviewee transcriptions to each participant to ascertain if the transcribed information was a true reflection of their perspective.
- Transferability requires that the findings of this research have applicability in other contexts. This study’s external validity is the degree to which findings can extend to similar South African logistics organisation contexts. Furthermore, the researcher gives thick descriptions allowing readers to know if applicability to their context exists.
- Dependability seeks to ensure that findings are consistent and could be repeated, essentially, the consistency in results and the repetition of findings. This study pursues dependability through the way in which the study is directed, investigated and presented.
• Confirmability refers to the findings of a study being shaped by the participants and not the biases of the researcher. The researcher attempted as much as possible to be guided by, and reflect in data findings, the full and thick descriptions of the supervisory perspective.

3.9 Ethical considerations

Ethical considerations involved obtaining permission at an organisational level and individual level. Direct contact was made with the SHEQ training manager who subsequently granted institutional permission for the study to be conducted (See Appendix 3). Voluntary informed consent at an individual level was required from participating managers who provided their perceptions of influential retention factors of Tanker Services truck drivers (See Appendix 1). Participants did not receive benefits or compensation for taking part in the study and were ensured anonymity in the data captured.

3.10 Limitations of the study

As qualitative evidence is usually comprised of opinions and perspectives, it is subjective and therefore intrinsically prone to bias. Researchers have developed techniques to help reduce the bias but nonetheless, upon analysis, bias must be recognised and thereafter appropriately interpreted (Remenyi, 1996). Such a bias of qualitative research could involve the concept of reactivity. This describes the issue that participants in social research may react to being studied and alter their behaviour (Babbie, 2011, p. 290-1). Reactivity will attempt to be offset by reassuring participants of their confidentiality and including a statement of anonymity in their informed consent form.

The findings of this study are limited by the restrictive nature of a qualitative study that the results are indicative of only a specific context. Recommendations could only be made to logistics firms of a similar size and organisational setting.

The fact that the study was conducted from a supervisory perspective poses limitations to the holistic applicability of results. Different perceptions could provide a more comprehensive understanding of driver retention issues in a South African logistics setting. As only the perspectives of immediate supervisors were captured, the issue of South African driver retention may be only partially reflected. By not including alternative perspectives, for example like that of drivers themselves, HR personnel, and Union stewards (who may have differing perspectives), the study is inherently partial and is not aimed at providing a holistic organisational view. In this regard, it is vital to recognise that this study deliberately presents only the perspectives of
immediate truck driver supervisors - only one of the several important stakeholders on the matter of driver retention.

3.11 Summary

The methodology applied in conducting this research is explained in this section. The study is qualitative in nature and relies on qualitative interviews with immediate supervisors of truck drivers. As such, the study aimed at capturing rich descriptions through a framework of five key constructed themes to capture different factors. Thus, this emphasises the role of the researcher in interacting with the process of data collection and grouping the findings. This chapter has also discussed how issues of research quality and ethics were dealt with in this study. Tenets of qualitative research described in this section underpin the way data was collected and analysed in this study, notwithstanding existing limitations.
Chapter 4: Findings and Discussion

4.1 Introduction

The aim of this qualitative study was to gain a managerial perspective on the factors that enhance truck driver retention at Tanker Services Imperial Logistics, South Africa. In order to attain this perspective, five main themes are built to guide the interview process with participants. These themes incorporate a number of factors emerging from different employee retention studies in different contexts. These themes are built on the factors emerging out of the following studies:

- From South African research: Samuel and Chipunza (2009), Masibigiri and Nienaber (2011), Birt et al. (2004), Rust et al. (1996), and Snelgar et al. (2013).
- Literature on truck driver retention: Garver, Williams, and Taylor in 2008 and later in 2011 (Garver et al., 2008, and Williams et al., 2011).

The overall aim of this section is to gain an understanding of the factors that influence the retention of truck drivers in a South African logistics setting. Furthermore, to see if the findings of this study reflect what is reviewed in the literature or if these findings are dissimilar and provide something different.

The chapter further aims to provide the results and a discussion of the qualitative interviews on the factors that affect truck driver retention as identified by supervisors at Tanker Services. These are grouped into the five broad constructed themes and discussed in light of what the literature provides.

4.2 Rewards and compensation

When it comes to rewards and compensation, the literature provides that pay and rewards are important variables to employees in many different contexts. Rust et al. (1996) and Snelgar et al. (2013) found pay to be prevalent to employees in two different South African contexts. Participants in Snelgar et al.’s (2013) study cited dissatisfied with pay as negatively affecting their retention (Mohlala, Goldman and Goosen, 2012, and Meyer and Kirsten, 2012, cited in Snelgar et al., 2013, p. 4). Rust et al. (1996) cites that the factor of pay was prevalent between respondents, the repetition being particularly significant and notable. Pay is also stated as a significant factor in the truck driver context (Garver et al., 2008). Williams et al. (2011) debates that, both academically and in practice, low pay is prominent in a driver’s decision to stay with their company. This is because their salary is seen as indicative of the value the organisation
places on the employee (Rodriguez and Griffin 1990; LeMay et al. 1993; Min and Lambert 2002; all cited in Williams et al., 2011, p. 195-6).

Pay and compensation structure highlighted in the work of Rust et al. (1996) was found to be aligned with the findings in this study that pay is indeed an important variable to retention decisions of truck drivers at Tanker Services. Interviewee 5 reflects the view of all interviewees in that pay is the primary retention influencer:

“To a driver, no matter what, pay is number one when it comes to why he stays…”

The pay at Tanker services was described as ‘competitive’ by interviewee 4:

“I think the compensation here is very competitive because ...drivers out there know of our good pay and so that’s why our drivers won’t leave either”

The salary offered enhanced the retention of drivers stated by nine out of ten interviewees. Interviewee 2 said:

“We have the highest earning basic salary to drivers. That’s the key thing – you ask any driver that comes to work here, he already knows what the basic pay is.”

Conversely to the majority of views, interviewee 5 believed Tanker Services to be a very low paying firm compared to industry standards. He seemed to bring into question the implementation of the pay structure in reality:

“I still think and believe even today that Tanker Services is the least paying truck company... on the paper yes, practically – no. Practically, ha...humph...they all cry, their robbed hours and whatever whatever, so I don’t believe the pay here really encourage drivers to stay.”

When it comes to salary structure, Rust et al.’s. (1996) study found that what employees favour about the remuneration was specifically the number of pay periods. In this regard, employees preferred to be paid on a weekly basis instead of a monthly basis (Rust et al., 1996, p. 71). The literature thus emphasises the structure of how compensation is administered as an influential aspect of retention. In this study, it was found that there was a preference for either weekly or monthly pay but it was not found that drivers preferred weekly pay specifically. The different types of pay were favoured by different drivers. The mixed preferences of drivers pay preference is described by interviewee 6 and 7.

I6: “They are happy with the pay for weekly because some of them need the money like now then they happy with it, though there won’t be 100% all of them...you’ll find 80[%] prefers the weekly one.

I7: “The monthly pay is good if I may say, why I’m saying monthly pay is good is because of the contribute towards your provident fund, especially if you going on pension maybe 5 years or 10 years to come, weekly pay does [contribute] but it’s such a little bit....”
Rust et al.’s (1996) finding on the weekly compared to monthly compensation structure is reflected in interviewee responses, however the favourable compensation structure was not only related to monthly and weekly pay but the fact that pay is based on standard and over-time hours and not ‘trip rates’ (payment per journey, or mileage). As such, driver pay is not dependent on how many kilometers travelled, drivers are paid for being on duty. This is good because they know exactly how much they will earn; their income is stable and not dependent on forces beyond their control. Eight interviewees expressed that the hourly pay instead of being paid per kilometre was a far more favorable payment structure. Interviewee 1 and 8 stated that high compensation and salary structure of hourly pay was a significant reason drivers were retained at Tanker Services.

I1: “They are happy with their money that is why they will stay here. Also you are being paid per hour - that should make you stay with that company because you know exactly how much hours you have accumulated, I’ll say that's what makes them like to work for Imperial.”

I8: “The beauty of the entire thing here, irrespective if you’re going to work overtime or not, we already [give you] money in advance…so [for example], if your salary is five and your overtime is five, then actually your salary is R10 000 - that is the amount that will every month reflect on your salary whether you worked it or not so [it's] not a carrot - that pay reason is a big one for why drivers stay here.”

In addition to a basic pay structure effecting retention of different employees as found in the literature (Rust et al., 1996), the make-up and extras involves in the pay at Tanker Services was said to be particularly favourable and better than drivers would find elsewhere in the industry. Specifically, the compensation was favoured for its ‘extras’ referring to earnable overtime rates, subsistence and trip allowances and fuel consumption bonuses that could be earned. This is how employee 10 described the different remuneration extras attainable each month:

“The guys with our company, they’re one of the highest paid because they work on a fixed overtime system…currently the drivers off-sick here, or on leave, they still get a certain amount of money, so if they work overtime or not, they are still going to get paid for 15 hours a day [for their long-haul trip days]. Also our drivers do get paid trip money, so over and above their basic salary, on top of the basic, they get for fixed overtime, then they get trip money on top of that, so every week they’ll come in and say “okay, right, this is the trips I’ve done”… on top of that trip money, they get night-out allowances - their food, its expensive out on the road, they have to buy food most of the time, so we give them night-out allowances, we give them bonuses as well - so we’ll tell them “okay, if you drive with low [fuel] consumption and do a certain amount, we give you a bonus for that” because they are saving the company, so we share profits if you want to call it that, same with kilometres, if your
driver drives a certain amount of kilometres, he also gets a bonus and that’s a tax free bonus, if he didn’t have any speeding fines, we’ll pay him a bonus as well.”

On the matter of how exactly the compensation at Tanker Services affects retention, interviewee 9 and 10 state that the competitive salary and fixed over-time provide greater financial security.

I9: “…whatever the company puts in place, it comes to finance, salary, it motivates the driver the most…you can see if a guy start here even though they don’t have a car, give him 6 months of working here,…two years down the line, he’s bought a house, nice area but middle-class, you understand, that is the security that they have here with this company. So always willing to work, because they know they are going to get this out, they are able to make life plans…So that’s the motivation he has to stay.”

I10: “…it’s the stability of how we pay that they like, you can actually, if you go to the bank, you can get bigger portion of money for a house or something so your life situation is actually better…”

This finding on payment ensuring greater stability for employees is in line with Maslow’s (1943, cited in Ramlall, 2004) security need. Specifically, Champagne and McAfee (1989, cited in Ramlall, 2004, p. 54) elaborated on Maslow’s need groups and highlighted financial security through a competitive and stable salary as desired by employees.

Pay was found in this study to be aligned with the literature, although differed from Rust et al., (1996) in the compensation structure being weekly and monthly, instead that compensation structure was hourly and not per kilometre or trip. Furthermore, that there were many extras or opportunities to earn bonuses in Tanker Services compensation package. This finding is in line with other South African employee retention studies. Specifically, base pay was found by Rust et al. (1996) as influential to frontline employee retention and Snelgar et al. (2013, p. 7) found base pay to be influential to a cross-section of South African employees.

In terms of rewards, the literature states that having achievable rewards in place and feeling personally cared for by an organisation is bound to secure drivers retention (Allen et al. 2003, cited in Williams et al., 2011, p. 196).

On the matter of rewards in this study, Tankers Services has a variety of rewards and the topic of rewards was mentioned by every interviewee to be a prominent factor to the retention of drivers within Tanker Services. Findings on rewards in this study unanimously confirm what is found in the literature on rewards as an important influencer to retention decisions.
Specific to these findings, rewards were described as comprising of formal organisational practices, and those that were informal praise and recognition for work well done. The formal rewards mentioned were the ‘driver of the year award’ and ‘accident free award’. When these rewards were mentioned by participants, all of them emphasized that drivers enjoyed the end of year company function where these rewards were presented. Interviewee 1 and 4 explained the rewards on offer at tanker Services as follows:

I1: “It’s called a free accident award where if you’re within the company more than 3 years, then you qualify to receive an award on the free accident. Each and every year they get a sum of money and a certificate of achieving the 12 months without an accident. Secondly, we’ve got a driver of the year award that comes with a package as well, that encourages them because it’s a cheque that they receive. If you are driver of the year, you end up getting a lot.”

I4: “For the driver of the year, they measure a lot of things like your total kilometres done for the year, any violations in terms of speed, traffic fines, that kind of thing, then their controllers and senior controllers would rate them as well to check their performance throughout the year. And ya, the accident free award, if they don’t get in an accident for the whole year, even avoid something minor like brushing a tyre on a pavement, they’ll get an incentive. If they with the company for different periods of years – like 5, 10, 15 – then they get an incentive as well. They definitely play a part in wanting to stay here, I think everyone wants to be rewarded in some way. Also, we have this huge function where they are given this in front of their peers so it’s definitely motivating as well”

Interviewee 7 and 9 best described the views of six interviewees on the matter of the end of year function and how satisfied this made drivers:

I7: “…come December getting a party, departmentally usually, but December the whole of the company, whether you working in training, control room, admin… everybody must go there in December, you eat and drink…the company gets a big tent and put it there next to the workshop, get the catering people to come and do food for us …. we bring our women and children and feast, that’s where we get the awards, your name is being called in front of all the workers, we clap hands, you get certificates, you get the shirts…..but that is motivating, that is a good thing…”

I9: “For driver of the year, at the end of year function we issue a certificate, we call your name to the front and make a big hoo-haa of the entire thing – hand over trophies and certificates, medals and stuff like that. And it’s those things that keep them happy you know, that’s why they stay”
The informal rewards emerged in these findings like additional praise and recognition for work well done. Interviewee 2, 6 and 5 highlight the importance of informal recognition and praise.

I2: “Driver’s receiving recognition is very important - if a customer sends us a mail, we call the driver in and I show him the email and I say “see you got a good feedback from the customer, keep it up”, it’s nice to tell the driver, you know, we can’t keep taking from them and giving nothing back.”

I6: “We’ve got a lot of rewards, even when you work for a month, you work very nicely, sometimes we give you something… rewards for working well for that period, like a t-shirt, or saying congratulations, or a certificate for working right. It motivates them, you just get a reward or certificate or something to say “you’re a great driver”.

I5: “A driver will get maybe a t-shirt or a cap; it’s not just about the money but also the word of encouragement to say “well done”, “you’re a good driver”…those things that encourage people to keep on doing their job.”

These rewards are said to effect retention in practice because of the motivation and encouragement fostered through these rewards and incentives. This supports the motivation and needs theories of Maslow (1943) and Herzberg (1959) in that motivation and encouragement leads to satisfaction and therefore employees are more likely to be retained. Six interviewees spoke of the encouragement and motivation a reward can yield, interviewee 4 annunciates this as follows:

“They (the rewards) definitely play a part in wanting to stay here, I think everyone wants to be rewarded in some way and it needs to be done in front of their peers as well, makes them feel good, it’s definitely motivating”

If work motivation is understood according to Ramlall’s (2004) interpretation, motivation is a psychological process of voluntarily taken actions directed by a goal (Mitchell, 1982, p. 81, cited in Ramlall, 2004, p. 53). Rewards on offer at Tanker Services is the goal that provides motivation to drivers. The associated (financial and non-financial) benefits of the rewards are attractive outcomes that encourage drivers and are influential to satisfaction and retention. Findings gained from the rewards and compensation questioning area include:

- Pay having the greatest effect on driver retention because of the pay structure
- The rewards on offer at Tanker Services such as bonuses and certificates.
4.3 Interpersonal relations and supervisor support

The literature on interpersonal relations and supervisor support finds that supervisory styles such as a superior giving personal praise and building self-esteem within employees, is a significant factor to truck driver retention.

The literature on interpersonal relations and supervisor support details the factor of manager integrity and quality and managerial processes. Birt et al. (2004) describe managerial quality as supervisors who provide challenges, empowerment and responsibility to employees. Samuel and Chipunza’s (2009) study found goal setting techniques to be important to employees, especially administered and encouraged by management. This was because individuals could measure their contribution to the company and use this measure to negotiate for other outcomes they desired. The employees in Snelgar et al.’s (2013) study cited performance and career management as the second most important factor after pay to influence an employee’s retention decisions. This factor involves supervisor support as employees describe preferring managers that give constructive feedback and provide employees with a degree of control over their work without interference (Snelgar et al., 2013).

The findings of interviewees in this study did not reflect what three of the South African studies had found. The findings of Birt et al. (2004), Samuel and Chipunza (2009), and Snelgar et al. (2013) refer to formal supervisory practices of providing challenges, goal setting and giving feedback. Whereas, in this study formal supervisory practices were not emphasised, rather truck drivers were retained through a more friendly personal relationship with their supervisors. Interviewees 3, 5, and 7 describe the nature of interpersonal relationships that secure driver retention at Tanker Services, interviewee 3 explains:

“…what I always tell the drivers – “our doors are always open”. And you can see me maybe 15/30 minutes on the yard watching the drivers, see how they doing, greeting them, go say “hi” to the drivers, “what you doing?, How are you? etc.”, going to the drivers, joking with them, not just when I’m on the yard and something’s wrong, once I go to the yard there it’s good to visit the drivers or sitting with the drivers, hear the drivers story, they like that because you can see, they are happy to see me there in-between them. I think the good relationship; it helps them to stay here.”

Interviewee 10 describes how the ‘open-door policy’ is influential to driver retention as follows:

“Drivers do appreciate that they can walk into anybody’s office, from the director straight down, in some other companies the director will say “I don’t speak to your level, go to so ‘n so..” that’s not nice treatment for anybody that would make them want to leave, but not here…”

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anyone can walk into the director’s office and say “I need to chat to you”… it’s a very informal type of open-door policy for us, and I can see that they do appreciate it.”

Rust et al. (1996) found managerial processes that involve employee well-being and the influence managers have over employee jobs as an important retention factor. Furthermore, Snelgar et al. (2013) found that the factors of personal praise and recognition from superiors for work well done as desired across all employee groups. In this study, it was found that drivers do indeed like to receive praise and recognition for work well done and this in fact does positively reinforce retention. In this study, six interviewees from across all depots identified that superiors giving drivers recognition and praise as well as feeling supported by supervisors encouraged driver retention. In this regard, receiving praise and recognition for work well done was described as having a motivating effect on drivers as it made them feel valued. This is how interviewee 2, 6 and 9 described motivation and appreciation affecting driver retention:

I2: “….it motivates them when you compliment them, you know give them good feedback, he feels valued and that’s why they stay here.”
I6: “Everyone needs to be appreciated if [they are] doing the job perfectly… it’s motivating.”
I9: “Yes, recognition, even not in the [formal] drivers awards, on a daily basis, management if they see you, [they say] “hi, how are you”, when you have done something good, they call you in and say “this and this is fantastic” - always that tap on the shoulder, it’s very motivating, drivers they like that and that feeling of being appreciated is why some drivers will choose to stay here”

The findings in the literature on truck driver retention (LeMay and Taylor, 1988, cited in Garver et al., 2008) noted that drivers were dissatisfied with a lack of praise from managers, and that they value two-way communication and having a role in decision-making (LeMay and Taylor, 1988, and McElroy et al. 1993, cited in Garver et al., 2008, p. 239). This study found, like LeMay and Taylor’s (1988) findings that drivers do value two-way communication and it does affect their retention. Good communication between drivers and supervisors was a recurring response across depots although not from the perspective of two-way communication, rather regarding friendly and polite interaction. This was seen as an important factor due to the danger of operating heavy equipment under conditions of tension with a dispatcher or supervisor. The response of interviewee 7 best reflects five interviewee responses on the importance of communication. Interviewee 7 explains why communication is so important:

“…you can’t speak to the driver any way you like, because that is going to effect the driver, when he leaves the company and going on his journey, you can’t speak any way you like because…you could end up making the driver very angry, how is his performance going to
be on the road? You disturb him, he is a man like you. I have to talk in a way to make him happy, to make him feel that he is working with colleagues, once he gets here and goes out the gate angry, there is nothing good he is going to do on the road, his attitude on the road is not going to be good.”

Interviewee 6 and 8 commented that the communication between drivers and supervisors and the management of employees as effective in retaining drivers.

I6: “Another thing that makes the driver want to work here- the communication, it’s always good between them, whenever they got a problem, they know they going to get help from our superiors.”

I8: “We train all our employees, not just drivers, everybody, these guys go for conflict management training and courses and even they themselves know how to handle conflict in the workplace ....we do this to ensure drivers are happy”

Although communication emerged in the responses of interviewees, the findings on decision-making involvement in this study were misaligned with McElroy et al.’s (1993, cited in Garver et al., 2008, p. 239) findings. The majority of interviewees did not believe that drivers were influenced by involvement in decision-making or a lack thereof. Interviewee 2 reflects what many interviewees had to say as follows:

“Unfortunately decisions are not theirs to make...the decisions are up to the dispatch...the reason being when we do a rate for the customer, we do it based on a specific route because you’ll have to consider kilometres, wear and tear, road terrain, hazards on the way, where he needs to rest, the safe stops, and all those things...but I must say...sometimes... the older drivers might say “you know what, we used to do this, it’s a better way of doing it – the route we used to use” and then the supervisors will consider it, but many of the drivers, they know how it is, they don’t mind much...”

Workplace relationships emerged from the literature under this broad theme of interpersonal relations and supervisor support. They are those involving top management, the relationships with dispatchers and the relationships between co-workers (Williams et al., 2011, p. 197). In this study, top management support was not expressly stated as an influential factor. Most interviewees recognised that managerial support was important to retention but made no distinction between managerial levels. Managers were simply regarded as those superiors interacting with drivers most often. Interviewee 7 expressed how the supportive environment at Tanker Services retains drivers:

“...an environment of support from your boss is the other thing that makes the driver to be here... because I can tell you, I’ve been driving for quite a number of years, other companies
don’t do that, they don’t even care about the driver. My boss, he’s a good guy, he will stop here and talk and shake hands….it makes me see that I’m important to this company, I’m not just like paper, they want me here…those are the type of reasons we (drivers) stay at Tanker services…”

Aligned with the findings of Garver et al. (2008), dispatcher relationships was cited as a significant factor to drivers because of the close working conditions between them.

I4: “The controller and the driver need to have a very good relationship and their communication too needs to be very good because you must know the controller conveys all the orders and stuff to the driver so they need to understand each other…. it is important…that relationship basically is the heart of the business and you need, on the controller side, someone that’s patient, willing to understand the driver, and on the driver side, you need someone that is willing to cooperate with the controller so ya, they need to work hand-in-hand and if they have clashing personalities or characteristics it can get in the way sometimes…. it does happen now and then”

Results are in line with the finding that the dispatcher relationship is important however, not unanimously. Seven out of ten interviewees believed that a good relationship with dispatchers has significant effect on retention as drivers feel cared for. This view is best provided by interviewee 5 and 8 as follows:

I5: “It affects the decisions of the driver to stay or not to stay because if that relationship is superb with that supervisor, I mean what would make one not want to stay? but if the relationship is bad, I mean like, you even become reluctant to wake up in the morning at home and say “eish I’m, going to see ***** again, eish gosh [sigh]” And it is so important because he is the one person that he can relate stories and problems to him easily and if there has been a negative vibe that person [may] decide to move to another company or go look for a job elsewhere. The good relationship with superiors and controllers [is] very very very important, and to make sure as a superior that you make the person understand and feel cared for and is important, he must feel that you take care of his well-being… that’s why he will stay here”

I8: “…ya I will say, strangely enough most of the people search after that good supervisor-driver relationship, because most, and even you’ll see they leave the business because of bad treatment from the office - that is vital. Office must understand, if they are going to treat this guy bad, he is going to leave… you treat me, or spoke to me, or even blast at me in front of all my colleagues, I’ll go….but that’s not to say that every time you here of a grievance here you’re just going to leave so..”
Conversely, three interviewees said the dispatcher relationship would not be of importance because it would be taken up with higher management before getting to the point of influencing retention. Interviewee 2 expressed this view as follows:

“A negative relationship will effect not on the retention as such because they take it up with the next level.”

These findings express a range of perspectives on the degree to which dispatcher relations affect truck driver retention.

The findings emerging from this section on interpersonal relations and supervisor support include:

- Receiving praise and recognition for work well done
- Enjoying an open door policy where communication occurs between all employee levels
- Feeling supported by managers and supervisors

### 4.4 Career Development

Under the theme of career development, the general employee retention factors that emerged were that of the opportunity for personal growth and development and the feeling of self-fulfilment and achievement (Maslow, 1943, cited in Champagne and McAfee, 1989). According to Williams et al. (2011, p. 197), training and development opportunities, promotions, or salary increases are particularly seen as important organisational investments.

The training offered at Tanker Services is stated by five interviewees to be industry leading and a certified training facility. Interviewee 8 provides the following:

“We are in a very privileged position to have a registered training facility on site, equal to all the FET’s [colleges]…”

Training at Tanker Services first and foremost involved describing the formal training process with emphasis particularly on the Dangerous Goods Certificate and HazChem training. Interviewees 7, 4 and 3 accurately reflect the majority of interviewee responses on the annual trainings offered:

I7: “… In terms of regular training of drivers, we are doing NCAP assessment [every] 12 months period, each and every driver must undergo an assessment to make sure he still remembers what he must do on the road. Thereafter, [we] give them the certificate…each and every 12 months they have to undergo the Danger Goods Class, also they must do the first-aid and fire, and medical check-up. The road assessment as well…on manoeuvring and going on the road with them. The medical certificate must be within expiry, eye screening must be within expiry, first aid and fire [certification] must be within the year”
I4: “… we do dangerous goods, we do a seven module programme that covers fatigue… everything a driver needs to know - defensive driving all of that stuff….like we are one of the very few companies that offer these types of training.”

I3: “…you recruiting drivers, there’s money involved, now you can train the new drivers for 2 weeks, taking them to the medicals – they expensive, train them to do fire-fighting, all those things, after that then the driving school only….each and every year we take the drivers for a defensive driving evaluation and a defensive driving class and teach them with videos. You spend a lot of money on the driver but if you keep those drivers for 37 years and make them stay in the company then you can save a lot of money – because you train him once and he stays for years.”

Furthermore, it was found that Tanker Services not only train their drivers during induction and yearly refreshers, but Interviewee 6 reflecting four interviewee responses that Tanker Services will provide ad-hoc training to drivers when needed. For example, those relating to soft skills and issues on the road like truck stops and police checks. Interviewee 6 stated:

“… we’ve got a lot from training department, if drivers need to be trained for certain kinds of things, trainings, they just call the training department, say for example they need to train for the computer, in order for them maybe to help in operations, we normally send them to training, training might send them outside to training, meaning wherever drivers need something we usually arrange it… other training depends on the request…they apply for it and then we’ll talk… it’s not like this everywhere, drivers value that.”

Tanker services also provide career development opportunities for drivers who want to make career changes. This is aligned with the literature that holds that support to develop or pursue non-driving career paths may be especially important in transport companies where promotional opportunities for truck drivers are very limited (Williams et al., 2011, p. 198). Interview 3 explains that Tanker Services supports drivers who want to make lateral moves in the organisation as follows:

“… any skills you want, if you want to give up driving and go somewhere else you can tell your controller or management that you want to leave driving, then they help you and give you training within that department for that department… the company will help you…. you come here maybe you are working in the wash bay and you want to do your code 14 and be a driver. Then they will take you to the driving school then when you done you come back and they test you.”

Williams et al. (2011, p. 204) provided an example of an organisational practice of internally publicising non-driving opportunities when vacancies arise. This retention strategy supporting
career development was evident at Tanker Services. Three interviewees from two depots mentioned the fact that the company supports career development through internally posting vacancies first to give drivers or other employees the opportunity to progress to other positions. For example, interviewee 3 had the following to say:

“Some of the drivers love it because you apply when there’s a job, there is an internal advertisement before it goes outside, … those drivers are given the opportunity to apply first before anyone from the outside will apply.”

Williams et al. (2011) cited company orientation programmes and mentorship, as well as career advancement opportunities to affect the retention of drivers. Only 2 interviewees in this study expressed that the comprehensive induction programme at Tanker Services cemented driver retention. Williams et al. (2011, p. 197) provides the example of involving experienced drivers in the employee orientation process to instil a sense of competence and confidence in new comers (Feldman and Brett 198, cited in Williams et al., 2011, p. 197). This was indeed a strategy at Tanker Services to cement drivers into the company. In this study, Interviewee 7 describes the initial orientation process and the mentorship programme:

I7: “Starting from the when a new driver is hired, I book them for initial training … teaching them about the rules of Tanker Services, how to fill our trip sheet, how to do, fill the tank itself, what you do if you are involved in an accident, what will happen if you’ve got a burst tyre, how to communicate with the fitted phones in our trucks, you teach them those, it takes about a week. Then that’s where we are going to take the driver and go to operations and speak to the operations controllers to tell the driver how we operate and put him with an old driver to mentor him and show him the customers, and the old driver has to fill the form each and every day if he’s going with that new driver…. when it’s done and he’s happy about his driving, he’s going to come back to the controllers and say “ya this driver is alright now”… we spend a lot of money making sure he is good and knows everything then he won’t leave...”

In South African study by Samuel and Chipunza (2009) training and development emerged as a top ranking retention variable. This was supported by Smit and Conje (2005, cited in Samuel and Chipunza, 2009) citing its emphasis with regards to previously disadvantaged South African groups. In this study on truck driver retention at Imperial Logistics, training and development emerged as a significant factor affecting the retention decisions of drivers. One of the career development opportunities at Tanker Services, relates most closely with narrowing educational deficiencies: there is a logistics course offered to drivers through night school or correspondence. Interviewee 4 details the study opportunity afforded to drivers and how these affect retention and how these are desired by drivers because of their disadvantaged backgrounds:
“Yes, they are allowed to study the diploma in logistics at ****** but we don’t pay in all instances for that because we have so many drivers but if there is a driver keen on moving onto another position and you can see the interest, it’s up to their line manager to decide whether we pay or not but there have been quite a few drivers who have done the Diploma through the company… Basically some of them don’t want to be a truck driver their whole lives, they want to move forward…. I think everyone wants to grow in whatever position you are in and a lot of people come from disadvantaged communities where they didn’t get a chance to study and stuff so ya, I think definitely they want to study and take advantage of whatever they get…”

These career development opportunities on offer at Tanker Services are said to affect truck driver retention mainly because people need to grow as stated by four interviewees. Interviewee 7 described how he was groomed by the company as follows:

“I have joined Tanker Services long time ago…I started way back as a driver… it is the first time I have worked so many years for one company, actually tanker Services is very good, I have grown up here in this company and then they can groom you, groom you to know exactly what you want, that’s why I will never leave here…”

Other interviewees reflected the view presented by Interviewee 5 of planning for the future:

“Someone’s development is very important because remember some drivers think for the future… “what if I get in an accident and I cannot drive anymore, what is there for me? Then it’s better that I acquire some qualification, knowledge, experience so should that unfortunate scenario happen to me… I will be able to have another job””

Not all interviewees believed that training or career development was important to drivers. This finding is similar to that of challenging and interesting work found to influence the retention decisions of employees in Samuel and Chipunza’s (2009, p. 414) study and Birt et al.’s. (2004) research that a challenging and non-boring and monotonous job is influential to decisions to remain with an employer. The findings in this study disprove wanting a more challenging job or career development in general. Interviewee 7 reflected that some drivers lack confidence to pursue other careers:

“We drivers, we lack education if I may say, yes, we are uneducated when you are coming from our background, so we are very much afraid to take up those positions… the problem especially with drivers now, they are very much afraid of leaving driving and taking other positions, we have to be brave enough to do that…”

Three interviewees stated that drivers were not influenced by career development because there is higher pay in driving than office work. Interviewee 2 expressed this view as follows:
“A lot of drivers, because they earn so well, they don’t want to come into admin because the pay is far less….it’s amazing that there’s not a lot who want to do it, it’s because of the money.”

Bussin’s (2002) work looked at talent retention in a competitive South African market and suggested that continuous training and development of employee skills can actually pre-empt turnover rather than securing retention. In this way, training and development enhances an employee’s market value and therefore increases their mobility (Bussin, 2002, cited in Samuel and Chipunza, 2009, p. 413). This finding was somewhat reflected in this study, not to the degree of pre-empting turnover, but training and development is seen as favourable or ones ‘licence’ to work anywhere as interviewee 4 and 8 provided:

I4: “we are one of the very few companies that offer the Dangerous Goods training, so ya, all the drivers that work here need to go through it. So if you’ve got that, it’s like basically your licence to get into any company that delivers bulk chemicals and stuff, so ya, that’s a competitive edge if you working here.”

I8: “…[those] certificates it’s money, and that certificate gives you not just bargaining power but it gives you the negotiating position to go and work anywhere, here AND abroad.”

Another factor that emerged as a career development factor was a truck purchasing offer. In addition to the finding that training is desired because it actually broadens jobs opportunities, the truck-purchasing programme also seems at odds with staying retained at a company. As one interviewee states, drivers like this option because one day they could be an independent transporter themselves. Interviewee 6 and 1 described this career development opportunity as follows:

I6: “the company is giving the opportunity for drivers to buy their own trucks - the trucks that the company is selling… As much as you’ve got the money, you can be here, one year or two years, once you’ve got the money to buy the truck, you’ve got the opportunity….we’ve got almost 3, 4, 5 drivers that have already bought the trucks from the company…”

I1: “We got 2 or 3 which were our ex-drivers, now they are truck owners, even though they have to leave the company but they have left as employee and become their own company.”

The factor that affects driver retention under the theme of career development was found to be drivers valuing the support to pursue non-driving careers through educational courses, training and certificates (e.g. the Dangerous Goods Certificate). The fact that Tanker Services offers development opportunities that are desired because it makes a driver more employable in the market, speaks to how Tanker Services is investing in the personal growth and development of
employees. This supports Champagne and McAfee’s suggestion on meeting Maslow’s (1943) highest ordered need of self-actualisation.

4.5 Work environment

The work environment generally includes physical needs and security needs as highlighted in the work of Champagne and McAfee (1989) on Maslow’s (1943) physiological and security needs. The South African works of Samuel and Chipunza (2009), Birt et al. (2004) and Masibigiri and Nienaber (2011) cite job security as influential to retention. The findings in this study reflect that driver retention is influenced by the job security of drivers, but specifically that drivers actually like the regulatory environment in which Tanker Services operates. What drivers specifically like about the rules and regulatory environment is the job security it brings, and their rights within the company. Job security at Tanker Services was revealed by two interviewees to be internally driven by the strictly adhered-to rules and regulations. Drivers felt encouraged to stay at Tanker Services due to the policies in place. Interviewee 8 described how the adherence to policy encourages retention:

“You know what when it comes to job security, you’ll never say “I’m secure” unless if you follow their (company) policies and procedures. Yes, I’ll say yes, because if the company got procedures and policies and you know exactly what to do because you go things according to the procedures or policies so there’s nothing can make you lose your job... your job is secure. We have a policy where if it comes to the retrenchment, we don’t just retrench, we deploy the drivers in different depots – we look for positions for them. So I’ll say their job is also secure because we hardly retrench people”

Supplies and equipment are factors emerging out of the South African study by Rust et al., (1996, p. 72) and the truck driver research by Williams et al. (2011, p. 198). The literature suggests that the nature of a driving position dictates a lifestyle on the road; therefore comfort and reliability are critical aspects of a driver’s intention to stay (LeMay et al. 1993; Stephenson and Fox 1996; Min and Lambert 2002, cited in Williams et al., 2011, p. 198). In the present truck driver study, equipment and safety are intertwined as good equipment generally ensures a high safety standard. For example a drivers Personal Protective Equipment (PPE) as stated by interviewee 3 as follows:

“they [the drivers] are provided with the PPE – they wear it when they are going to the customers – hard hat, gloves, goggles ... all of that stuff…”

Safety is seen to be very important in the logistics profession especially for drivers as there are severe consequences to poor equipment or poor safety standards. Williams et al. (2011, p. 196) states that the strength of the safety climate dictates the degree to which management is perceived
to value safety. A managerial emphasis on safety extending beyond minimum requirement was found to positively effect a driver’s retention decisions (Williams et al., 2011, p. 196). These findings were confirmed in this truck driver study as five interviewees expressed how drivers feel valued by the emphasis placed on their safety and equipment standards. Interviewee 1 describes as follows:

“…I’ll make an example, if you’re going to do the new site...... our fleet/field supervisor goes there physically to do an inspection on that site to see whether the driver can drive in comfortably and [is] able to turn around...so ya, knowing that you are being looked after, not like being told to go to Shoprite, and when you get there, you can’t get in with [your] vehicle...they’ve got that extra eye out for them here, and they know that.”

Safety at Tanker services significantly effects retention because an employee’s personal safety is a life and death situation in the driving profession. Four interviewees reflected the importance a company places on driver safety; this is presented by Interviewee 7 as follows:

“Safety it helps us at the end of the day because if you are not fully aware on safety rules you end up getting hurt and then who is going loose out, the company or me? It’s me, I cannot work anymore, so actually I say that these are actually helping them...safety here is crucial...I like safety, others, they like safety, a few only that don’t want to listen, but at the end of the day it will be you who loses life...”

Drawing attention to the comfort and reliability aspects of equipment provided by Williams et al. (2011, p. 198), it is a critical aspect of a driver’s intention to stay. This is confirmed by six interviewees in the findings of the present study. Interviewee 10 spoke of the high equipment standards offered at Tanker Services and how this would retain drivers as they are the best in the industry:

“We’ve got the Merc’s,(Mercedes) the drivers love them because they’re almost like cars, and I think our vehicles are some of the best maintained vehicles, we’ve got a workshop completely dedicated to the drivers where they can, on a day-to-day basis, walk into any depot and say “okay right, I’ve got a problem with this, this..” they will fix that problem, if the problem is not fixed, we will feedback to them (saying) “right, this is not fixed but there’s a part on order...” ...not all drivers in the industry get access to this kind of high quality vehicle and maintenance plan so ya... I think that’s also a big reason why our drivers stay..”

Interviewee 5 spoke of how retention is cemented through the company taking care of its drivers:

“…mechanically, the company takes [care of drivers] very very good, because whenever they got a breakdown anywhere, the company makes sure that they send a mechanic to go and sort them out, not like the other companies. The other day, I was still driving and we saw
this guy who was stuck on the route waiting for his company to react towards his problem but it took about three weeks, that guy standing there... the poor guy, you’ll come there and say “ey, what they saying” “nothing my brother, nothing” then you leave him something. Now those are things I think they make drivers to like to stay with Tanker Services yeah.”

The particular reoccurring response was that drivers were satisfied that they had their own allocate trucks. Most interviewees stated that their equipment is very important to drivers and a source of pride to drivers. Interviewee 5 reflects the majority of interviewees’ views that this element of ownership granted to drivers secures driver retention

I5: “the truck yes, it’s very important, they like to have allocated to like a specific truck, so that they can see that belongs to you, it’s your office, it’s your home, then you’ll see that will encourage that person because it’s always theirs.”

Other factors involving the work environment as cited by interviewees 2, 3, 4, 6 and 7 was the physical facilities and recreational elements. The physical aspects of the work environment that drivers enjoy are facilities of a canteen, manoeuvring space, and change rooms. Interviewee 7 said the following:

“… we have got facilities here, we’ve got the change rooms ... we have got showers, we have got inside restrooms, we have got a canteen they are busy fixing now, and we’ve got snooker in the canteen, so the guys can play there when they not busy, ya so we got good facilities...it’s a home actually... which other company can offer that, everybody wants to stay, this is why, that’s the reason..... the working environment here is good, I can say it’s good for drivers.”

When discussing the factors that fall under work environment, four interviewees stated that additional recreational facilities could further satisfy and retain drivers. Interviewee 7 and 8 described this below:

I7: “hmm ya if you get something like a gym during the day here, if they can find a space and build a gym for us for when we have free time and waiting for the instruction, it is good to rather spend our time there, then off you hit the road and you would drive really good.”

I8: “in the past they had those facilities...like maybe barracks or a sleeping facility, a canteen...from my personal point of view, I would suggest at the end of the day, let’s bring that back....barracks here, and kitchens here, locker rooms, a place where the guys can, when they bored, play table tennis or something, even maybe over weekends, for the long distance guys to just get rid of the excess energy.”

The provision of time at home, flexibility in work, work load and loading and unloading requirements was found as a strong retention indicator by Williams et al. (2011, p. 196) however, not confirmed in this study. Time spent at home, flexibility in work and work load did not present
as important factors affecting truck driver retention. Off-time or time spent at home is generally seen as adequate and not really an issue. This is because working hours and time off is prescribed by the bargaining council. Interviewee 2 and 4 stated the following:

I2: “we are using the bargaining council for remuneration, we’ve got the annual leave – which they are getting paid as indicated from bargaining council, and the hours of work and over-time pay as prescribed by the bargaining council”

I4: “I think the environment that they work in is conducive to their standards, I mean they don’t want to be working long hours, no rest, they want to work and get their time off as well...I haven’t heard anyone complain though”

Other reasons that time spent at home is not a very important factor is because it means their remuneration will be less, some forgo time-off as there is the opportunity of earning more money, as reflected by interviewee 3:

“Ya ah some of the drivers to be honest, they want to be on the road, because the more they on the road, the more they getting paid – a lot of money... because you don’t get paid to be at home….Ya they like to be on the road but ah... you can see, they can be on the road for two weeks but on the weekend at least they know they going home.””

Interviewee 1 reflect most of the interviewee responses when discussing the provision of time-off for a work-life balance as found by Masibigiri and Nienaber (2011, p. 4).

“Some drivers they enjoy being away from their family, enjoy being on the road traveling up and down, it’s the nature of the job so they don’t mind being away”

The findings emerging as influential to retention in this questioning area includes the following:

- High equipment standards and good quality trucks
- Having personally allocated trucks
- High equipment and safety standards make drivers feel cared for by the company

4.6 Other factors

The broad theme of ‘other factors’ emerged to include factors that did not easily fit under other themes. These factors include those relating to employment equity and affirmative action, customer relations, company reputation and prestige. Company reputation was found as the greatest influence over a driver’s retention decisions within the broad theme of other factors.

Employment equity and affirmative action mentioned in the literature by Birt et al. (2004) did not emerge as a factor influencing the retention of truck drivers at Tanker Services. Another
finding not confirmed in this study was Williams et al., (2011, p. 198) customer relations factor. This was never mentioned by any interviewees to influence driver retention at all.

The factor of company reputation was confirmed in the findings of this research by the majority of interviewees. An employee’s social status is affected by their company’s reputation (Turban and Cable, 2003, cited in Williams et al., 2011, p. 197) and in this case, drivers feel proud to be associated with the Tanker services reputation. The work environment broadly has brought Tanker Services its reputational excellence and thus, drivers are attracted to the company (and want to remain there) because of its reputation in the industry and amongst other drivers. Interviewees 7, 8 and 4 best describe how drivers feel about the reputation of the company and the affect this has on retention.

17: “Very very proud, for the badge itself – tanker services –The cleanness, our tanks are shining on the road and the long service we have in transportation, we are known, dry bulk, liquid, whatever, we transport anything –one driver who has just come here looking for work, when I interviewed him and asked him what makes him come and look here at Tanker Services, he says “when I grow up... I have always seen these beautiful shining tanks and I was always willing to drive for the company, I would just really like to get work here”...ha ha you see, that’s the reason!”

18: “… the name Tanker Services, people will tell you “eish, you want to go work for that company? You must know your story!!” ... and what keeps the benchmark there is the proudness of each driver that goes out here with his vehicle, he doesn’t need to compete with anyone else ... everybody knows, you damn lucky, or you privileged if you work for Tanker Services. That is the talk of the town in their language, and immediately if there are vacancies available, we receive numerous numerous applications.”

14: “I think it has an actual effect on their retention as well because I remember speaking to this one driver – I think he was going on retirement and he told us when he started here and got a job at tanker Services, he told everybody he was working for Tanker Services because of the image it had in like society.”

This factor of prestige and company reputation is seen as the most important ‘other factor’ to the retention of Truck Drivers at Tanker Services, Imperial Logistics.

Chapter 5: Conclusion

The goal of this qualitative research was to understand the factors that influenced the retention of truck drivers within the Imperial Logistics, Tanker Services setting. Applied research used to
answer this question can have applications to similar settings. The main findings of this research outline the following factors as important to truck drivers within this context: rewards and compensation (formal and informal), career development opportunities specifically training, managerial support and dispatcher relationships, and the work environment of comfortable facilities, quality equipment and high safety.

**Rewards and compensation**

With regards to rewards and compensation, the findings of this study are aligned with factors found in general employee retention literature, South African and truck driver studies. Specifically those of Herzberg (1959) and Maslow (1943, both cited in Robbins and Judge, 2013), Samuel and Chipunza (2009), Birt *et al.* (2004), Rust *et al.* (1996), Snelgar *et al.* (2013), and Williams *et al.* (2011) find pay to be a prominent factor to the retention of employees. Pertinent to this study, driver supervisors believed drivers are satisfied with their pay due to the structure of hourly pay compared to mileage pay, the fixed overtime component and the earnable extra’s that are incorporated into a drivers salary. The compensation at Tanker Services is said to retain drivers because, not only is it one of the highest paying truck companies in the industry, but greater financial security and life planning results.

As well as financial remuneration, the rewards on offer to Tanker Services drivers foster retention through both formal and informal practices. Formal practices include reward such as the accident free award and year end party, whereas informal rewards are recognition and words of encouragement. These rewards include financial and non-financial elements including praise and recognition, the feeling of achievement with a certificate, *as well as* an amount of money with that certificate. In this context, formal rewards like driver of the year is just as important as personal praise and recognition from a superior. Personal and formal recognition within the organisation is believed to secure retention through motivating and encouraging drivers.

**Career development**

Career development and training was an aspect believed to be very important to drivers. Although, in this regard training was valued by drivers because it provided further certification that actually increased their mobility and employability. This was similar to Bussin’s (2002) findings, not in the sense that the training pre-empted turnover, but that employees desire these trainings as they are qualifications that give employees greater market opportunities. The findings present mixed responses on whether career development, such as study opportunities or lateral moves, does actually affect the retention of drivers. Many interviewees stated that for various reasons, drivers may not be interested in developing their careers.
**Work environment**

The equipment, safety and facilities were also perceived as important to the drivers at Tanker Services, and although some depots offered more facilities than others for various reasons, the physical work environment was mostly believed to be good. These types of offerings meet Maslow’s (1943) physiological need at the lowest level of the pyramid and must be met at a basic level to ensure an employee can progress to attaining the next need level.

Equipment emerged in many responses as a positive aspect of the work environment at Tanker Services. Specifically, that drivers are allocated their own trucks, and the Tanker Services fleet is maintained to the highest standard tying safety and equipment together. Due to the dangerous nature of the driving profession, adequate safety standards is perhaps a ‘hygiene factor’ (Herzberg, 1959) as it would not be the most important reason a driver would keep his job, but poor safety standards would certainly effect the drivers’ turnover intentions.

**Interpersonal relations and supervisor support**

When it comes to interpersonal relations, findings confirm that drivers are retained through feeling cared for and looked after by a company. In this setting, friendly and informal personal interactions frequently emerged as a reason drivers stay at Tanker Services. It is interesting to note that the relationship drivers have with dispatchers was a top ranked variable in truck driver retention literature by Williams *et al.* (2011). However in this study context, some felt it would not reach a point where a driver would leave the company because of a dispatcher’s interaction with him or her.

**Other factors**

The reputational excellence of Tanker Services emerged as a strong influencer to retention. Many interviewees told stories of drivers associating the company with being the best in the industry and a highly sort after driver employer. Interestingly, company reputation did not emerge in the truck driver research by Williams *et al.* (2011) as a top ranked variable effecting retention. However, it seems in this logistics organisation, the high reputational status of Tanker Services attracts drivers and influences their retention. Quite precisely provided in Williams *et al.* (2011) and found in this study, an organisation’s reputation reflects its social status; this would be a high status in Tanker Services case. Therefore, a driver’s social status is affected by company reputation and leaving this organisation will mean forgoing positive social identity (Eisenberger *et al.*, 1990, and Turban and Cable, 2003, cited in Williams *et al.*, 2011, p. 197).

**Recommendations**
When providing insights and recommendations to other logistics companies on how they can better retain their drivers, some of the recommendations and strategies are informed by interviewee responses.

The first recommendation is that of good communication and interactions at the workplace. Most interviewees emphasise the fact that supervisors should communicate well with their drivers as this could have severe effects on the safety of a driver. An interviewee also mentioned the fact that supervisors and controllers undergo conflict resolution courses. A positive workplace environment for the driver is given as a recommendation because the emphasis placed on communication clearly secures retention and satisfies drivers at Tanker Services.

The next recommendation is to provide drivers with rewards and recognition. When these are administered in formal practices and in ad-hoc informal ways, drivers feel pride, self-fulfilment and achievement which is said to secure retention. Furthermore, informal rewards provide encouragement and motivation which satisfies employees and positively impacts their decisions to stay.

Providing a competitive salary and comprehensive pay structure was unanimously found to influence driver retention. For this reason, and its confirmation in the literature by Samuel and Chipunza (2009), Birt et al. (2004), Rust et al. (1996), Snelgar et al. (2013), and Williams et al. (2011), pay is recommended as an important aspect managers should consider when retaining drivers.

The last recommendation to management involves providing drivers with comfortable facilities and recreational activities. Four interviewee responses stated that the company could further satisfy drivers and enhance their retention by providing facilities such as a gym, accommodation and a ping-pong table.

In providing recommendations to future researchers, it must be noted that only the perspectives of immediate driver supervisors were captured, therefore the issue of driver retention at Tanker Services, Imperial Logistics may be only partially reflected. The findings of this study are restrictive due to the fact that the study was conducted from a supervisory perspective. It is thus suggested that other employees or drivers themselves should be interviewed on the subject of influential retention factors. Different perceptions could provide a more comprehensive understanding of driver retention issues in a South African logistics setting.

Future researchers on the field of employee retention should focus on factors that affect South African truck drivers specifically. Employee retention studies in the truck driver context are
currently limited in South Africa. Further research conducted on South African truck drivers could provide additional insights into improving retention in the logistics sector. As the truck driver context in this study does not make a distinction between local and long-haul drivers, further research could focus on factors specific to different types of drivers.
References


Appendices

2.4.6 Appendix 1 - Request for Interview Participation and Informed Consent

Dear potential interviewee,

My name is Cayley Goss, I am from the Rhodes Business School conducting research for a dissertation study on factors enhancing driver retention at Imperial Logistics South Africa.

In this study, truck driver retention is seen as an organisational issue; therefore, I seek the perceptions of those with the greatest understanding of drivers themselves. I have chosen you to interview as manager Mr. Greg Hill has suggested you would be the most well-informed individual to provide information on the factors I am trying to assess. This interview would last +/- 45 minutes and be held at a time convenient for you; the focus will be on your perceptions of factors that enhance truck driver retention. Questions are simply guidelines to gain an understanding of the subject matter and will preferably take on the form of an in-depth discussion. As such, there are no right or wrong answer and no preparation required.

This study was privately initiated and bears no connection to Imperial Logistics or any employees thereof. All information you express will be held confidential and recorded under anonymity with the use of a pseudonym. All material gathered is for academic purposes only.

Participation in this study is completely voluntary and participants will not receive compensation. If you feel the need, you may at any point refrain from further participation and have your information disregarded. Having said this, I encourage you to accept my invitation to participate as I feel there is worth in gaining your valuable insights.

Should you participate, the information you provide will be recorded and transcribed. Thereafter, you will receive a copy to approve ensuring the captured material is accurate and reflects what you intended, follow-up interviews can be arranged if necessary.

In the event of any problems or concerns you may contact me at 072 635 3250/ cayleyamygoss@gmail.com or the Rhodes Business School, specifically my supervisor – Dr. MacDonald Kanyangale, contact details as follows:

**Rhodes Business School**
Top floor, room 306
Cnr. Somerset and Prince Alfred Streets,
Grahamstown, 6139
Tel: +27-046-603-8617
Fax: +27-046-603-8613

**Dr MacDonald Kanyangale**
Rhodes Business School
Tel: 046 603 7476
Email: m.kanyangale@ru.ac.za

I look forward to interacting with you on this subject.

Yours Sincerely,

Cayley Goss
INTERVIEWEE CONSENT FORM

I __________________ have been informed about the research entitled “A study of factors enhancing driver retention at Imperial Logistics South Africa” by Cayley Goss. This research is for academic purposes of the dissertation component of the Rhodes Business School MBA programme.

I have been informed that the objective of this research is to gain an understanding of truck driver retention as an organisational issue. My perceptions of the factors that influence truck driver retention, and possible retention strategies, will be the focus of the interview discussion. I understand that I have been chosen to participate as I am one of the most well-informed individuals to provide information on this subject matter.

I have also been informed that my participation is voluntary and confidential; my anonymity is protected with the use of a pseudonym. I understand that participation in this study bears no risk to myself, and receives no compensation. I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any treatment or care that I would usually be entitled to.

I understand this interview will last +-45 minutes and would ideally take on the form of a discussion. The interview will be digitally recorded and later transcribed; after this, I will receive a copy to approve which may necessitate a follow-up interview.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher - Cayley Goss at 072 635 3250 or cayleyamygoss@gmail.com.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

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Tel: 046 603 7476
Email: m.kanyangale@ru.ac.za

____________________ ____________________
Signature of Participant Date

____________________ ____________________
Signature of Witness Date
(Where applicable)
2.4.7 Appendix 2 – Interviewee Discussion Guide

Employee retention definition
In this study, employee retention is construed as an on-going employment relationship beneficial to both the individual and the organisation. This is the result of active implementation of specific measures to encourage the retention of staff; focus on practices implemented as opposed to an assessment of the statistical state of turnover.

Overall objective
The aim of this deductive qualitative research is to gain the perspectives and understandings of immediate managers of truck drivers regarding factors they believe to influence retention of truck drivers at Imperial logistics in South Africa.

1. Introduction
1.1 What is your professional interaction and involvement with truck drivers?
1.2 What is the truck driver recruitment process?
1.3 What is your view on truck drivers being critical components to the success of organisation?
1.4 To what extent do you think truck driver retention is an issue at Imperial Logistics and why?
1.5 Are there expressed measures to ensure drivers are satisfied and retained? What are these measures? Please provide examples.

2. Identifying Factors that influence or enhance the retention of long-haul truck drivers
2.1 What do you believe is important to drivers and in what ways are these important? Why? Please provide examples.
2.2 What do you perceive as factors that influence and ensure the retention of drivers? Why these factors?
   2.2.1 How do these factors enhance retention of truck drivers in your organisation? Please provide examples

3. Rewards and Compensation
3.1 What type of rewards and compensation are important to truck drivers? Are these the only ones? What else? Why do you think these are important to them?
3.2 How important do you perceive rewards (financial and/or non-financial) to be to truck drivers and their retention decisions?
   3.2.1 Why and how is this important? Please provide examples
3.3 How important do you perceive compensation (financial and/or non-financial) to be to truck drivers and their retention decisions?
3.3.1 Why and how is this important? Please provide examples

4. **Interpersonal relationships**
4.1 What aspects of supervisor support do you think are perceived as important by truck drivers? Why?
4.2 What aspects of employee engagement (recognition, appraisal) do you think are perceived as important by truck drivers? Why?
4.3 How important do you perceive supervisor support and employee engagement to be to truck drivers and their retention decisions?
   4.3.1 Why and how is this important? Please provide examples

5. **Career development Opportunities**
5.1 What aspects of career development opportunities are valued by truck drivers, if any? Why?
5.2 How important do you perceive career development opportunities (promotions, challenging work) to be to truck drivers and their retention decisions?
   Why and how is this important? Please provide examples

6. **Work Environment**
6.1 What aspects of work environment do you think are perceived as important by truck drivers? Why?
6.2 How important do you perceive work environment (flexible working conditions, work-life balance) to be to truck drivers and their retention decisions?
   6.2.1 Why and how is this important? Please provide examples

7. **Other Factors**
7.1 Do you believe the decisions of truck drivers to stay at Imperial logistics are influenced by any of the following factors? I encourage you to elaborate on each factor – why are they important? How do truck drivers feel about these factors? Include any examples you can think of relating to truck drivers and these factors.
   7.1.1 Dispatcher relationships
   7.1.2 Equipment
   7.1.3 Personal safety
   7.1.4 Two-way communication and involvement in decision-making
   7.1.5 Training and development
   7.1.6 Freedom for innovative thinking
   7.1.7 Job security
8. Identifying and Evaluating Key strategies used to enhance long-haul truck driver retention
8.1 According to you, what key strategies do you think Imperial logistics Tanker Services division has been using to retain truck drivers?
   8.1.1 Please explain each strategy and provide an example of each.
8.2 How do these key strategies retain truck drivers? How is this working?
   8.2.1 How have these strategies been performing so far?
8.3 In your position as a Senior Controller/Operations Manager, are you asked to implement any of these strategies?
   8.3.1 Which strategies?
   8.3.2 What do you do to implement them?
   8.3.3 How are they received?
8.4 Does Imperial, or any managers, ask/encourage you to treat or interact with drivers in a certain way? I.e. Informal strategies, initiatives, measures, or practices.
8.5 Are there ways in which you yourself treat drivers to ensure they are satisfied and remain employed at Imperial Logistics? Explain these providing examples.
8.6 What are the strategies, initiatives, measures or practices implemented (formal or not) to ensure truck drivers are satisfied and wish to remain employed at Imperial Logistics?
   8.6.1 Explain each strategy.
   8.6.2 Provide an example of each strategy.
   8.6.3 Explain why each strategy is effective or not effective?
   8.6.4 How do you know each of these strategies is effective and retention is not due to another factor?
   8.6.5 How are each of these strategies implemented?
   8.6.6 Which strategies are working well and which ones are not? Provide reason for these and examples.
   8.6.7 How can each of these strategies be improved?
8.7 What do you think are the positives (or pros) to implementing truck driver retention strategies? Please provide an example
8.8 What do you believe are the negatives (or cons) in implementing truck driver retention strategies? Please provide an example

9. Recommendations on how to successfully retain long-haul truck drivers
9.1 According to you as a Senior Controller/Operations Manager, what would you recommend other logistics or transportation companies do to better retain, or continue to retain, their truck drivers?

9.2 According to you as a Senior Controller/Operations Manager, what do you think Imperial Logistics is doing well to retain their drivers? Explain each factor and provide examples.

9.3 According to you as a Senior Controller/Operations Manager, what do you think Imperial is not doing well at in the retention of their drivers? Explain each factor and provide examples.

9.4 Are there any areas of improvement that Imperial could address to continue to successfully retain drivers?

9.5 Is there anything else you can tell me regarding truck driver satisfaction and needs that contribute to their decision to remain an employee of Imperial Logistics specifically?

9.6 Is there anything else you can tell me about any strategies/initiatives/measures/practices adopted by Imperial (or any of its employees), that influence the retention of truck drivers?

THANK YOU FOR YOUR TIME AND VALUABLE RESPONSES
2.4.8 Appendix 3 – Permission for the Study to be Conducted

Gmail - DRIVER RETENTION

Cayley Goss <cayleyamygoss@gmail.com>

DRIVER RETENTION
1 message

Wed, Oct 29, 2014 at 10:27 AM

Greg Hill <gregh@tankerservices.co.za>
To: Cayley Goss <cayleyamygoss@gmail.com>
Cc: Shevedna Bhagirath <shevednab@tankerservices.co.za>

G'day Cayley

I refer to our meeting at the Jacobs Depot wrt the intended dissertation on driver retention.....

From the information supplied, I can see no reason not to proceed in terms of the form to which it is to take. You are invited to interview the various Operations personnel in order to obtain the information required.

At any stage you are more than welcome to contact me or Shevedna, whom you met at the Jacobs.

Regards

Gregory P. Hill
National SHEQ - Training Manager
TANKER SERVICES: FOOD AND CHEMICALS

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