

**DEVELOPING INTERVENTIONS FOR TRUCK DRIVER RETENTION AT
VICMO TRANSPORT**

BY

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**A Dissertation submitted to the University of Zambia in partial fulfilment of the
requirements for the award of Master of Science in Entrepreneurship and Innovation
Management**

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DECLARATION

I, **Edson Mweemba Chilala** do hereby declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other Universities. All sources of data used and literature on related works previously done by others, used in the production of this dissertation have been duly acknowledged. If any omission has been made, it is not by choice but by error.

Signed:



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APPROVAL

This Dissertation by Edson Mweemba Chilala has been approved as a fulfilment of the requirements for the award of the Degree of Master of Science in Entrepreneurship and Innovation Management.

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ABSTRACT

Drivers' turnover in the Trucking industry continues to remain a challenge that every Trucker grapples with. In Zambia, this predicament is exacerbated by a worsening shortage in the drivers' market, a growing number of Trucking businesses and a largely inefficient Railway system, which heightens the pressure on trucking companies to deliver better services. This entails that there's a present challenge of every Trucking/Haulage company to attract and retain the best of employees so as to remain competitive and reduce the usually high costs associated with having to recruit new drivers every so often and eventual loss of business that may result from inefficiencies associated with having an unreliable pool and/or driver work force. This study tested Two-Factor Theory as explained by Herzberg et al. (1959). A descriptive research design embracing a mixed methods approach was employed in this study. The researcher considered using a self-administered standard structured questionnaire and interviews. Quantitative data was analysed using SPSS version 17. Employees were rather ambivalent to leave the job as they scored between 6 and 7 which scores were within the somewhat agreed category. The highest probability impact of leaving as such is very low. The leading demotivators were related to poor promotion opportunities', non-provision for Group insurance schemes given in this firm like death. The leading dissatisfiers were failure by the firm to provide a serene environment to work from and this included 'VICMO policies relating to work not being Ok' and 'insurance schemes provided by the organization to being available or not being good''. However, correlation tests showed that employees would leave because of not being happy about supervisors as they spend less time in listening to employee's ideas, not being happy with the salary as it compares well elsewhere, not being honoured or respected at work, poor working conditions of work (leave, sickness, and housing) which are not ok and supervisors not lifting up subordinates. Given the growing needs for VICMO to retain its best employees in the face of competition, it is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in VICMO. Management as such should instigate further programs to understand why employees quit the organization and identify other issues that what this study has found out that attract and retain them in the organization.

Key words: Turnover Intentions, Truck Driver Retention, Job Satisfaction, Employee Motivation

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DEDICATION

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LIST OF ABBREVIATIONS AND ACRONYMS

BMW	-	Bavaria Motor Works
CINAHL	-	Cumulative Index to Nursing and Allied Health Literature
Congo DR	-	Democratic Republic of Congo
HR	-	Human Resource
IT	-	Information Technology
JSTOR	-	Journal Storage
LISA	-	Library and Information Science Abstracts
NAPSA	-	The National Pension Scheme Authority
R&D	-	Research and Development
SCA	-	Semantic Content Analysis
SPSS	-	Statistical Package for the Social Sciences
USA	-	United States of America

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Drivers' turnover in the Trucking industry, the world over and Zambia to be specific, continues to remain a challenge that every Trucker grapples with (Harrison and Pierce, 2009). In Zambia, this predicament is further exacerbated by its position as a landlocked country, a worsening continuous shortage in the drivers' market, a growing number of Trucking businesses and a largely inefficient Railway system which means that most of the goods are hauled by Road. Given this predicament, the importance of the Transport and Haulage industry cannot be overemphasized as it is interweaved with every sector of the economy and contributes to the general health of the Economy vis-à-vis easing or increasing the costs of doing business, among others (Doing Business Report, 2017; Mushimba, 2017; Parliamentary Committee on Communications, and Transport, 2014).

Cognizant of this critical economic support role placed on the trucking industry, the pressure to deliver is huge. One of the critical issues in determining how well the industry delivers to support economic activity largely hinges on the effectiveness and efficiency with which it executes deadlines to deliver the goods to businesses and households alike. And to achieve this, a trucking firm needs to have reliable and trained drivers that will help it deliver a good service to its clients.

While it is common knowledge that for any haulage business to survive it must ensure it recruits and retains good drivers, driver turnover and retention problems have been such a dilemma for so many years that the condition has almost become an accepted obstacle and expense in the trucking industry (Harrison and Pierce, 2009). With the passage of time, the industry has been pressed for a solution to this critical challenge it faces - loss of its core resource, drivers. They have identified it as a significant problem in the trucking industry with the assumption that increase in pay and benefits have been, prima facie, the primary factors to consider when faced with higher turnover rates (Schoenfelder and Roman, n.d).

Although, most companies have experimented with higher pay and benefits, bonuses, equipment upgrades and flexible schedules, they still grapple with higher turnover rates, and that has served as a reminder that solving truck driver turnover problems requires sending a real message that a driver is somebody special and that you're going to bend over backwards to make him successful (Moore, 2006; Min & Lambert, 2002).

1.2 Statement of the problem

VICMO Transport is faced with *high driver turnover*, and this is *despite efforts* by its Directors/Managers to increase salaries and trip incentives.

This situation has *negatively affected* the *competitiveness and profitability* of the business, as it *causes a strain on VICMOs ability to effectively haul for its clients*.

This research was necessitated because management and VICMO *Directors desired a durable solution* to improve driver retention rates and spur business growth.

Perhaps a study which documents a technical account of why VICMO has such a level of retention and a study that could develop interventions that can be implemented to enhance Truck driver retention is appropriate.

1.3 Research Gaps

The research Gaps are as follows:

- The driver turnover at VICMO was not profiled and remained unknown?
- The factors and levels of driver retention remained unknown at the time of the Study?
- Previous measures, uninformed by research, had not yielded positive results.

1.4 Research Questions;

1. What is the driver turnover at VICMO? (Realist, Classical Induction)
2. Why does the enterprise experience this level of retention? (Nominalist, Abductive)
3. How can driver retention be enhanced? (Pragmatic, Pragmatic)

1.5 Research Objectives:

1. To document what is happening at VICMO by providing a highly accurate picture based on past employee turnover rates.
2. To present a technical account of why VICMO has this kind of level of retention.
3. To develop strategies for Truck driver retention.

1.6 Purpose of the Study

Trucking firms play a very critical role in supporting business and economic growth and for a landlocked country like Zambia; this role cannot be over emphasized. And since their performance with regard to service delivery largely depends on their ability to recruit and retain the best drivers, this means that it is critical that a trucking firm has a strategy to effectively retain the best of its drivers.

This study, then, aims at developing interventions for Truck Driver retention for VICMO Investments Limited.

1.7 Scope of the Study

This is a study within the Human Resource management field and it takes a mixed methods approach – Embedded design model with a primary qualitative thrust where quantitative data (if any) shall take the secondary role. It is restricted to VICMO truck drivers and Management.

1.8 Justification for this Study

Given that Zambia is landlocked with a struggling railway system, trucking firms play a pivotal role in supporting the haulage of critical business and household inputs – within and across borders; and that drivers are any trucking businesses' core resource (besides equipment), this study presents an opportunity to contribute to developing a winning strategy for the trucking business's successful retention of its core resource, with results possibly transferable to trucking firms with similar needs and structures like VICMO. Therefore the outcomes of this study are beneficial because;

1. It will add to the body of knowledge and act as a pre-cursor on what appears like a neglected issue whose continued neglect could cripple trucking firms in Zambia.
2. It will serve as a reference research for further research to be done in Zambia for trucking firms with similar needs and structures like VICMO.
3. The methodology employed, will also serve as a foundation on which any future research on retention of Truck Drivers for particular trucking firms in Zambia requiring building of a strategy can be premised and built on.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The literature presented in this chapter focuses on what has been done on the subject and elucidates gaps in knowledge. The researcher places each work in the context of its contribution to the understanding of the research problem being studied. The researcher sheds light on any gaps in previous research and uses the review to locate this research problem. The main theories used in employee motivation are presented.

Prior to the main review, the researcher conducted a scoping of the literature to establish whether a study on the topic had been previously conducted and to estimate the quantity of research with a view to gain an indication of the range of subjects covered in the body of work. This included searching for existing reviews and primary studies consistent with the review's objectives. The first lesson the researcher learnt was to read extensively and then read some more. After all, one needs to know what research exists and how others have treated a particular topic so one can determine what additional research is needed. Prior studies provide a foundation, background, and context for new research; it establishes a bridge between the (proposed) research project and the extant knowledge base.

The researcher scoped electronic data bases searching for key study thematic key words which were published only in peer reviewed articles. The articles were from the following data bases: JSTOR, Wiley, Blackwell, Science direct, LISA (CSA interface); CINAHL (Ovid interface), Emerald Group Publishing Ltd, Oxford Journals, Policy Press Journals, Sage Online Journals. Keyword indexing systems, Boolean terms, word truncation and wildcards were used to increase search effectiveness. Search phrases had to appear in a reference title, abstract, or keywords only. The search key words included, employee turnover, motivation, and satisfaction and motivation theories.

The researcher took particular note of references that were frequently cited in the bibliographies and appearing to be classics. References were selected that reflected original formulations. In some instances, where content within references was repetitive, the researcher had to select these

for re-analysis. Search strategies were repeated five times during the study period as the literature was updated, and results are current to May 2020. The review showed that not even one study has been done on the topic. The literature review is arranged or classified according to themes that provide an appraisal of what the field offers.

2.2 Human Resource and Turnover

In Human Resource (HR) research and practice, employee retention or turnover, involves the question of organizational employee movement. Research in this area by the mainstream Organizational Behavior School has evolved to the research of factors affecting employee turnover. The positive or negative influences from these factors may either result in employee retention or turnover (Zhang, 2005). In the research on employee retention, voluntary turnover attracts attention, because employee movement such as recruitment (exterior inflow), personnel allocation, position adjustment (internal inflow), job displacement and “dis-employment” (involuntary turnover) are all controlled by the organization. However, the loss of employees who have relatively high human capital value who choose to leave an organization can cause serious loss and difficulty, especially when the turnover numbers are on the rise (Zhang et al., 2006)

Studies on the voluntary turnover model have attracted much attention amongst academic and practitioners for a long time, making voluntary turnover of knowledge and management talents two major research dimensions (Eriksson, 2001; Potter and Timothy, 2003). Talented employees often comprise the organization’s core human capital, making it significant to highlight their turnover behavior influence on an organization’s competitive advantage (Lee et al., 2004; Potter and Timothy, 2003; HoukesInge, 2001). The obvious loss of an organization’s talent has inspired researchers and practitioners alike to identify the factors that enable organizations to promote effective talent retention and organization performance (Dalton et al., 1982; Allen and Rodger, 1999; Lee et al., 2004).

2.3 Review of Related Conceptions

In view of human resources management and organizational behavior, the classical employees’ turnover is the rotation of employees around the labour market between firms, jobs and

occupations, and between the states of employment and unemployment (Abassi et al., 2000). The term “turnover” is defined by Price (1977) as the ratio of the number of organizational members who have left and divided by the average number of people in that organization during the period.

Frequently, managers refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntarily, a new employee may be hired and trained. This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason.

Because people have paid more attention to employee voluntary turnover or loss influencing organization in treatment of staff movement, the organization employee turnover defined by Mobley (1982) has been widely used, namely employee turnover is regarded as the “termination of the process of an individual obtaining material income from the organization”. This definition does not include the movement status of the possibly existing staff in an organization instead it adopts the wage labor contract to stipulate the relations among organization members, which easily distinguishes the shareholder status’ turnover transformation. The narrowed meaning and serviceability on the organization employee voluntary turnover concept defined by Mobley may become the foundation for most organizational turnover studies (Abelson, 1984; McEvoy, 1985; Cotton et al., 1986).

For example, in the model study on the Chinese IT industry employee turnover or loss motivation carried out by domestic scholars. Zhang and Zhang 2006) defined this kind of employee turnover or loss based on Mobley’s definition as: “the process in which the individual obtaining the material income from an organization should terminate their organization labour contracts”, therefore this definition may be suitable for the reality of there being a massive number “remaining at post without wage” and “laid-off” in some Chinese organizations at present.

For voluntary turnover, a conception often used, is the voluntary “Turnover Intent”, whose connotation generally may be involved with the individual work selection opportunities and job-hunting behaviours, but may lack the direct connection with staff performance, and was considered as the most direct independent variable to employee turnover behaviour, and also the

dependent variable of numerous predetermined variables which affect employee voluntary turnover factors (Allen and Griffeth, 1999; Price, 1977). However, “withdraw tendency”, which is closely related with “turnover intent” and has an equal status put forward by Mobley (1978) at first in the construction turnover model, may be considered to include process variables in the different periods from “thinking of quitting” to “job searching”, “intention of turnover” and “voluntary turnover” behaviour occurring. The conception may be simplified as turnover tendency instead of turnover behaviour (Jaros et al., 2001; Harnish and Hulin, 1991).

However, Harnish and Hulin (1991) started the variation processes from employee organization performance to turnover behaviour, which may be extended to performance decision-making. They considered that the withdraw organization tendency may contain the processes from employee organization performance lowering (for example, worsening relation and deterioration of organization performance, absence from duty etc.) to the final turnover decision-making. Therefore, this behaviour acts as the foundation of the research path on the relationship between employee performance and voluntary turnover behaviour. For simplicity and to easily analyze the effect of talents’ performance and withdraw tendency, the dependent variable “withdraw tendency” is used as equivalent to voluntary turnover in this study.

2.4 Employee Turnover

Although, most companies have experimented with higher pay and benefits, bonuses, equipment upgrades and flexible schedules (Min & Emam, 2003; Sersland & Nataraajan, 2015), they still grapple with higher turnover rates, and that has served as a reminder that solving truck driver turnover problems requires sending a real message that a driver is somebody special and that you’re going to bend over backwards to make him successful (Moore, 2006; Min & Lambert, 2002).

A survey report in the sub region revealed that South African employees ranked amongst the best in the USA, Italy, Germany, Brazil and Britain (Sersland & Nataraajan, 2015). This, perhaps explains the reason South African best and brightest employees are being constantly poached by multinational organisations such as Daimler- Chrysler, BMW, Siemen, Unilever and many others. Against this background, organisations will continue to lose valuable employees to

competitor organisations until managers are able to identify and apply appropriate retention strategies that will help in reducing the frequent turnover of key employees.

A number of studies indicate varying causes for high truck driver turnover, among them: lack of better benefits and pay, company policy(ies), job stress, issues with the supervisor, lack of advancement opportunity and/or career path (Hinkle et al., 2015); longer Hours on the road, , mismatch between the driver's personality and the culture of the trucking firm (Min & Emam, 2003); Inadequate driver pay (perceptions influenced by the age of the driver, his/her work experience, and the life-stage) and unrealistic job expectations i.e. long hours, nights on the road (Sersland & Nataraajan, 2015). While there appears to be several studies on employee retention, more specially Truck Driver retention, it is worth noting that that all research on this subject matter has been done in developed countries and, to the best of the researcher's knowledge, none has been done in Zambia.

Several studies (Lee, 2006; (Litheko, 2008) have linked employee turnover with recruitment sources. Others like Stovel and Bontis,(2002) considered employee turnover in isolation while paying less attention to the issues of retention. Since replacing skilled employees can be problematic, the researchers in the present study assumed that managers in both the public and private sector organisations have not been able to correctly identify and apply motivational variables that can influence employees to stay in an organisation. Once this is identified, managers will be able to apply these variables in reducing the high rate of employee turnover. Given the difficulties encountered by managers in retaining their best employees as articulated above, the present study formulated the fundamental research question to be addressed as: to what extent are intrinsic and extrinsic motivational variables being used in influencing retention and reduction of turnover of employees in both public and private sector organisations?

Employee turnover occurs when employees leave their jobs and must be replaced. Replacing exiting employees is costly to organisations and destructive to service delivery. It is therefore imperative for management to reduce, to the minimum, the frequency at which employees, particularly those that are crucial to its operations leave. Retention is a voluntary move by an organization to create an environment which engages employees for long term (Abassi and Hollman, 2000; Hewitts Associates, 2006; Sherman et al. 2006) The main purpose of retention is

to prevent the loss of competent employees from the organisation as this could have adverse effect on productivity and service delivery. However, retention of high performing employees has become more challenging for managers as this category of employees frequently move from one job to another as they are being attracted by more than one organisation at a time. Hewitts Associates (2006) notes that employees with scarce skills are in great demand by the South African government and becoming difficult to source. When these categories of employees are eventually sourced, they become even more difficult for government to retain. It is not only government that is finding it difficult retaining highly skilled employees. The private sector managers also admit that one of the most difficult aspects of their jobs is the retention of key employees in their organisations (Litheko, 2008). Most of the time when these employees move, they migrate to competing organisations with the knowledge and trade secrets acquired from their former employers thereby creating an even more critical situation for the latter (Abassi and Hollman, 2000). Empirical studies such as Stovel and Bontis (2002) have shown that employees, on average switch employers every six years. This situation demands that management should identify the reason/s for this frequent change of employment by employees. Once this reason/s has been identified, management can then device retention strategies that will help in keeping essential employees for a rather longer tenure.

While functional turnover (that is, bad performers leave, good performers stay) can help reduce suboptimal organisational performance (Stovel and Bontis, 2002), high turnover can be detrimental to the organisation's productivity. This can result in the loss of business patronage and relationships, and can even jeopardise the realisation of organisational goals. On the other hand, Abassi and Hollman (2000) argue that dysfunctional turnover (that is, good performers leave, bad performers stay) damages the organisation through decreased innovation, delayed services, improper implementation of new programmes and degenerated productivity. Such activities can radically affect the ability of organisations to prosper in today's competitive economy, leaving even the most ambitious organisations unable to succeed due to their inability to retain the right employees (Stovel and Bontis, 2002).

Existing literature (Abassi and Hollman, 2000; Hewitts Associates, 2006; Sherman et al. 2006) highlight reasons for employee turnover in the organisations: hiring practices; managerial style; lack of recognition; lack of competitive compensation system; toxic workplace environments.

Others include lack of interesting work; lack of job security; lack of promotion and inadequate training and development opportunities, amongst others.

These are intrinsic and extrinsic motivational factors which can assist managers to influence employee retention in their organisations. The problem, however, is that managers have failed in identifying and properly using these variables as retention strategies thereby resulting in the prevailing high turnover rate in the organisations.

Turnover is not only destructive to organisations, it is also costly. Every time an employee quits, a replacement must be recruited, selected, trained and permitted time on the job to gain experience. Apart from the costs that are directly associated with recruiting and training a new employee, other indirect costs exist. Bliss (2007) and Sutherland (2004) contend that organisations lost productivity, social capital and suffer customer defection when a productive employee quits. Knowledge, skills and contacts that a departing employee takes out of the organisation constitutes a huge loss. These attributes are, in most cases, lost to a competitor organisation that may use this to gain competitive advantage. Němečková (2017) estimates the cost of employee turnover as 150% of an individual employee's annual salary. This cost can be substantial especially when high profile employees or high number of employees is involved.

2.5 Turnover Intentions as Predictors of Turnover Behavior

Turnover intentions are found to be good predictors of turnover behavior (Long, Ajagbe, and Kowang, 2013). This means that for a thorough understanding of the likelihood of an employee quitting, a company may need to appraise some factors that indicate intent for a driver to leave or quit their employment. Research shows these factors are varying and cross-cutting and the influences on this intention being both intrinsic and extrinsic in nature. According to Stephenson and Fox (1996) major factors affecting driver attitudes over the driver's career stage are not related to income but rather to equipment, benefits, perceived advancement opportunities, and driver perceptions of the company's attitude toward its employees. Drivers are interested in job enlargement, more training, and more opportunity to influence management, and these interests become more pronounced with tenure as a driver (Stephenson and Fox, 1996). Al et al. (2013) in their study of tank truck drivers at one company operating in the US Southwest reconnoiters determinants of turnover intention by proposing a conceptual model hypothesizing the existence

of relationships between fairness-recognition and job satisfaction. These along with “commitment” are seen as negatively related to “intent to quit.”

According to Lannoo and Verhofstadt (2016) the key determinants of driver turnover intentions, are when people grow older their willingness to change companies and jobs diminishes, Educational level did not have a significant effect on turnover intentions and because workers are inclined to look for job security, their contract type can play an important role. Lannoo and Verhofstadt (2016) further posits that subjective job characteristics i.e. work-life balance, social support from co-workers, the degree to which the job is experienced as rewarding and experiencing a demanding job environment (i.e., physical burden, pressure from time constraints, etc.), are the most important predictors of turnover intentions, both regarding changing employers and changing jobs.

2.6 Career Development and Job Satisfaction

The key to the success of any enterprise or business is its human potential, which also may substantially differentiate the company from its competitors, and it can become just the desirable decisive competitive advantage (Němečková, 2017). This, therefore, means that it must be in every company’s interest, Trucking or otherwise, to ensure that it retains the best of its Human resource. Research has shown that organizations that empower management of career are more likely to enlarge employee’s satisfaction (Lee, 2000). Several analysts, who provided substitute opinions of satisfaction of job, have valued this idea. First of all, several authors explain satisfaction of job as a mind-set and provide different understanding. For example, Gregson (1987) describes job fulfilment as the positive psychological condition as a result of the individual evaluation of a person's job or encounter. Chay and Bruvold (2003) determine satisfaction of job as your successful reaction to specific aspects of the job. Noe (1996) describes it as a satisfying sensation that results from the understanding that a person's job fulfils or allows for the satisfaction of a person's important job principles (Appelbaum, et al. 2002).

Secondly, satisfaction of job is a way of mind-set towards performance related circumstances, aspects or aspects (Wiener, 1982). Jepsen and Sheu (2003) noticed that such a mind-set, either by means of preference, or loathing a job, is worldwide and a critical facet of career growth. Clearly, advocates and experts seem to agree to the assumption that nearly everybody looks for

fulfilments in his or her performance (Jepsen & Sheu 2003). According to Jepsen and Sheu (2003), if a person becomes involved in performance that suits his work-related options, he is likely to encounter satisfaction of job. Finally, Herzberg's two factor concept posits that cleanliness aspects are necessary to keep employees from getting disappointed, but only motivators can lead employees to feel pleased and inspired (Herzberg et al., 1959, Bartol & Martin, 1998). Motivators include accomplishment, liability; performance itself, identification, growth, and accomplishment (Bartol & Martin 1998). It is no wonder, Němečková, (2017), recommends that when selecting new employees, it is good to examine not only the employees personal goals and their compliance with company objectives, but also their preferences regarding individual benefits, and to create an optimal structure of benefits accordingly, because generally the employee's attitude and mindset towards their work has an influence on whether they will feel satisfied with their job.

In this respect, Chen et al. (2004) interviewed the ability of development of career programs in giving answers to profession needs at different profession stages and the impact on satisfaction of job, expert growth and productivity among the R&D employees. One of the major conclusions of the research was that profession growth programs favourably impact satisfaction of job, expert growth and efficiency.

2.7 Sound strategies to minimize employee turnover

There have been sound strategies that have been used to minimize employee turnover. It is uncompromisingly indispensable to stay put the potential employees in the organization. Managers need to arrange training and learning program how to focus on key employee satisfiers and dissatisfiers so that they can make a well balanced job design and control system to retain employees in the organizations (Staw et al., 1986). One of the major causes of job dissatisfaction is poor income, which may result in employees leaving the organization. Therefore, it is more essential to build up a sound retention plans and have a good relationship between managers and workers in any organization.

2.8. Retaining valuable employees.

Mobley (1982) describes that it is the responsibility of an organization to retain the potential employees because they will probably contribute the firm to reach the destination. The immediate cause of this, retaining the best employees for an employer could have a competitive advantage as compared to others. HR management should take steps for an appropriate employee assessment so that the most suitable candidates are employed. According to Mobley (1982), “The quality of an organization’s people is always an essential ingredient of successful strategy execution – knowledgeable, engaged employees are a company’s best source of creative ideas for the nuts-and-bolts operating improvements that lead to operating excellence”. Firms may employ next to kin of applicants as the best way to motivate and retain the top talent. Despite the fact of family reasons, this approach will minimize the family reasons to quit the organization, particularly, in the technical work.

2.9. Effective leadership

It is fairly likely that employees will not stay in their jobs due to the lack of support from managers (Mobley, 1977). Many researchers are of the view that poor supervision is one of the leading factors of employee turnover and, hence, it is vital for an organization to coach its managers in order to improve their organizational and leadership skills (Porter and Steers, 1973). It comes to appear that employees do not have to be friends with their boss, but they need to have a good relationship with their respective boss. However, one argument put forward by management experts is that boss needs to provide direction and feedback, spend time in one-to-one meetings, and work with them cooperatively. HR managers often develop new ideas to improve employee retention, but HR experts believe that one of the most important retention tools is being a leader instead of a manager, so they suggest that a manager needs to push towards the potential of employees and appreciate them in terms of their performance. It would be also a responsibility of an effective leader to take care genuinely about their concerns and provide tools for personal and professional development (Guion and Gottier, 1965).

An employee reports to undermine the employee’s engagement, confidence, and commitment to have a toxic relationship with the individual. A bad boss is one of the reasons why employees quit their job. A good illustration for this is that boss keeps update information that employees

need to succeed. He or she cannot perform his job or accomplish his goals without their help. So, manager shares a critical interdependence with employees. If manager rarely supports them to complete the tasks successfully, they cannot perform well in their assigned responsibilities. In fact, employees will not progress without the information, perspective, experience, and support of manager (Maertz and Griffeth, 2004). Based on a recent study, it can be argued that the direct and indirect effect of managerial support on turnover cognition represent inconsistency of the reason of manager on turnover intention (Campbell and Allen, 2007).

2.10 Training and development.

Management should initiate to create an environment, where key information has been freely communicated. Employees have the opportunities to be well-informed and insightful for further career development, as well as variety form of training program will rationally be foremost to an organization. Therefore, this will result in retaining the employees and have a positive impact on organizational productivity (Singh, 2008).

2.11 Theoretical Overview

In this study, the researcher opts to use Herzberg's two factor theory. Herzberg (1959) two factor theory as cited in Bassett et al., (2005) provided a theoretical background for this study. Herzberg argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called "motivators". These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. They cover the need to develop the profession and improve skills of each individual (Němečková, 2017). Herzberg names these factors as the most effective component of motivation to work and they lead not only to job satisfaction, but also improved performance. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely result from non-job related variables (extrinsic). These variables were referred to by Herzberg as "hygiene" factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy. The dissatisfiers are salary, working conditions, administrative procedures, co-worker relationships, and supervisory styles (Bassett-Jones and Lloyd, 2005, p.929; Němečková, 2017). Herzberg (1959) as cited in Bassett-Jones and

Lloyd (2005) argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors. Empirical studies (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998; Maertz and Griffeth, 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organisations. Němečková, (2017) also further argues that one of the factors which affects the motivation and retention of employees is benefits that companies offer to their employees. Salary strategies & job enrichment strategies, fairness and growth opportunities are positively related to job satisfaction (Long, Ajagbe, and Kowang, 2013). The implication of these empirical findings therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy. Richard et al. (1994) further reiterates this aspect when they mention three reasons why there should be a focus on extrinsic satisfaction. First, organizations do not control what creates the intrinsic satisfaction. Second, it emanates from different sources according to employees' preferences, ethos and styles. Third, managers need to control the overall termination rate of the firm rather than the one of each individual.

The theory could be modelled as shown in the figure 2.7.1 – Two factor theory of Motivation:



2.12 Gaps Providing Direction for This Research

Based on the reviewed literature, there are a number of gaps that have provided direction for this study. Most were quantitative and had selected a few aspects of Herzberg's Two Factor Theory;

Author	Gap
Kinnear and Sutherland (2001)	Paid no attention to lived experiences
Meudell and Rodham (1998)	Interested in extrinsic factors only
Maertz and Griffeth, (2004)	friendly working environment was the focus of the study
Němečková, (2017)	Emphasised employee's benefits
Long, Ajagbe, and Kowang (2013)	Focused on Salary strategies & job enrichment strategies, as aspects of job satisfaction

CHAPTER 3

METHODOLOGY

3.1 Introduction

A descriptive research design embracing a mixed methods approach was employed in this study. The descriptive research design relates to reflecting the experiences of respondents as well as their perceptions. It is thus related closely to ethnographic studies, but a quantitative framework is also an appropriate framework; for example, the demographic characteristics of a population subgroup can be reported (Neuman, 2003; Yan and Duan , 2003; Kothari, 2004; Saunders et al., 2007; Bryman, 2012).

3.2 Research Philosophy

The research philosophy which refers to the set of beliefs concerning the nature of the reality being investigated in this study falls within the positivist and anti-positivist paradigms. The researcher is focusing on two types of realities and these are the realist ontology within positivism reflecting the quantitative reality and the nominalist ontology within anti positivism demanding qualitative constructive evidence (Flick, 2011; Bryman, 2012).

Positivism was selected in this study in that it assumes that reality exists independently of the thing being studied. In practice this means that the meaning of phenomena is consistent between subjects (Neuman, 1998) and a single reality was as such appropriate. This single reality could be established using tools that generate quantitative data. As the name suggests, this approach is concerned with quantitative data (Flick, 2011). Positivism holds a number of accepted statistical standards for the validity of the approach, such as the number of respondents that are required to establish a statistically significant result (Goddard and Melville, 2004; Silverman, 2013). The quantitative approach can be most effectively used for situations where there are a large number of respondents available, where the data can be effectively measured using quantitative techniques, and where statistical methods of analysis can be used (Goddard & Melville, 2004; Saunders et al., 2007; May, 2011).

Anti-positivism linked with idealism was then selected in this study in that it assumes that reality exists invariably between respondents. Anti-positivism suggests that the inherent meaning of social phenomena is created by each observer or group. In this philosophy, one can never presume that what is observed is interpreted in the same way between participants and the key approach is to examine differences and nuances in the respondents understanding (Flick, 2011; Bryman, 2012). This approach is concerned with individual or collective experiences or lived life (Flick, 2011). Although this research approach is informed by an anti positivist philosophy, it can be used to investigate a wide range of social phenomena, including feelings and subjective viewpoints (Saunders et al., 2007; May, 2011; Wiles et al., 2011). This world view was used to anchor observations and interviews with respondents.

3.3 Time Horizons

This is a cross sectional study in terms of time horizon. The Time Horizon is the time framework within which the project is intended for completion (Saunders et al., 2007). Two types of time horizons are specified within the research onion: the cross sectional and the longitudinal (Bryman, 2012). In this study, the researcher selected a cross sectional study design. This is dubbed the snapshot time collection, where the data is collected at a certain point (Flick, 2011). This was selected because the researcher was concerned with the study of a particular phenomenon at a specific time and this entailed developing Interventions for Truck Driver Retention at VICMO Transport after establishing what the driver turnover at VICMO was like and why the enterprise experienced this level of retention at the time of the study. As such, a longitudinal time horizon for data collection was not appropriate for this study as the researcher was not interested in examining change over time (Goddard & Melville, 2004; Saunders et al., 2007).

3.4 Sampling Techniques

At VICMO, the population comprised 27 truck drivers at the time of the study. Noting that the population is small and easily accessible, the researcher opted to conduct a census. In addition three 3 human resource staff were considered appropriate for this study. Expert sampling as a form of purposive sampling was used when research requires one to capture knowledge rooted in a particular form of expertise as they were especially knowledgeable about or experienced with

the phenomenon of interest (Cresswell, 2003) and this is management of human resource. As for the driver interviews, the researcher enlisted 17 drivers by way of extreme or deviant case sampling. These were drivers who constituted unusual cases or outliers those who were willing to leave and those who were willing to remain in VICMO. This sampling technique was chosen because the researcher desired to illuminate both the unusual and the typical phenomena related to employee satisfaction and willingness to remain or leave a firm. It is also suitable when researchers are focusing on how things should be or could be, rather than how things are (Patton, 2002; Suri, 2011; Benoot et al., 2016). In addition, three human resource staff were enlisted in this study using expert based sampling.

3.5 Operationalisation of the Main Variables

In this study, the main predictor variables of inquiry were drawn from Herzberg two factor theory. Motivators or satisfiers are primarily intrinsic job elements that lead to satisfaction and in this study were to be demonstrated by the respondent in seven ways as follows:

- a) Feeling very safe with the job
- b) Having no problem with the environment where one works
- c) The respondent participating in management activities
- d) The respondent being happy about teammate's relationship
- e) The respondent being happy about supervisors as they spend good deal of time in listening to employee's ideas
- f) The respondent liking job because there are promotion opportunities
- g) The respondent liking the provision for Group Insurance schemes given like death and health Insurance.

Respondents were expected to answer based on a five-point Likert scale by rating each variable as follows: 1 for strongly disagree, 2 for disagree, 3 for somewhat agree, 4 for agree and 5 for strongly agree.

Dissatisfiers or hygiene factors hygiene factors being the extrinsic elements of the work environment are secondary elements that lead to dissatisfaction and in this study were to be demonstrated by the respondent in ten ways as follows:

- a) The respondent with the salary as it compares well elsewhere.
- b) The respondent working with my colleagues
- c) The respondent with other fringe benefits (overtime, gratuity, or pension)
- d) The respondent stating that the supervisor lifts him up
- e) The respondent stating that VICMO policies relating to work are Ok
- f) The respondent stating that he feels very well with the manner the administration does things
- g) The respondent stating that Insurance schemes provided by the organization are good.
- h) The respondent stating that his working conditions of work (leave, sickness, and housing) are ok
- i) The respondent stating that they have honour/respect at work.
- j) The respondent stating that the job is secure.

Respondents were expected to answer based on a five point Likert scale by rating each variable as follows: 1 for strongly disagree, 2 for disagree, 3 for somewhat agree, 4 for agree and 5 for strongly agree.

Propensity to quit was the outcome variable and was operationalized in as follows

- a) How likely one was to stay with VICMO for another year?

The predictor variable was measured on a seven-point ordinal scale as follows 1 would stand for very unlikely to stay and 7 very likely to stay.

3.6 Data Collection Tool and Process

Due to the non-availability of organized information relating to Truck Driver retention in the transport/haulage industry, the researcher considered using a self-administered standard structured questionnaire and interviews. This approach is well recognised and widely used in both social sciences and management research studies when researchers desire to have

complementary evidence or when they are answering different research questions. In the area of Employee Retention, many researchers have used this approach (Stephenson and Fox, 1996; Min and Lambert, 2002; Min and Emam, 2003; Lemay, Taylor and Turner, 2003, Lannoo and Verhofstadt, 2016)

A preliminary draft questionnaire was first developed inductively by the researcher drawing from the literature that was reviewed. The questionnaire was first discussed with fellow students enrolled in HR to first evaluate the content of the questionnaire. Modifications and changes were made to the first version following an on-spot feedback by the researcher. Suggestions were made with respect to content, structure, and format. To develop the survey questionnaire, a total of 7 themes were defined through the reviewed literature, among them the demographics, work facilities and the environment, personal and career development, incentives (salary and other payments), family welfare measures, Supervisor-subordinate relationships, organisational culture as well as the likelihood of leaving the company or staying.

The survey for this study was conducted during the period October to December 2019. Since the responses were very few in numbers and the accredited staff were extremely few; their responses were clubbed.

3.7 Data Analysis

The two types of data were analysed as follows:

3.7.1 Quantitative Data Analysis

Quantitative data was analysed using SPSS version 17. Univariate, bivariate and multivariate analysis was done to generate the data for this study. As for qualitative data, data was analysed using qualitative content analysis.

In order to profile motivators and dissatisfiers which could be associated with failure to retain drivers, the researcher adopted Herzberg's theory. In order to identify the key variables for this study, the researcher employed a two staged process as described below:

Phase I: Preparation of preliminary list of variables and the details included the following:

- a) Scoping of literature and mainly research papers and case study reports on employee retention.
- a) Unstructured interviews/discussions with colleagues in the human resource class for consolidation of variables and their classification into motivators and dissatisfiers.
- b) Content validation of list/questionnaire by the research supervisor.

The variables from Herzberg's Two Factor Theory were grouped under two main groups as shown below.

Motivators included the following questions

- a) When I look at my job, I feel very safe
- b) I have no problem with the environment where I work (the truck is fine, there are facilities at my work place to help me like bathing and resting)
- c) Workers like me participate in management activities
- d) I am happy about my teammate's relationship with me
- e) I am happy about my supervisors as they spend good deal of time in listening to employee's ideas
- f) I like my job because there are promotion opportunities I like the provision for Group Insurance schemes given in this firm like death and health Insurance.

Dissatisfiers or hygiene factors

These are lower-level needs (extrinsic or hygiene factors) of individuals that would make them to remain in the job and exert effort, but would only prevent them from being dissatisfied and included the following questions

- a) I am happy with the salary as it compares well elsewhere.
- b) I am Happy working with my colleagues
- c) I am happy with other fringe benefits (overtime, gratuity, or pension)
- d) My supervisor lifts me up
- e) VICMO policies relating to work are Ok
- f) I feel very well with the manner the administration does things
- g) Insurance schemes provided by the organization are good.
- h) My working conditions of work (leave, sickness, and housing) are ok

- i) I am that one person who has honour/respect at work.
- j) My job is secure.

Propensity to quit

- a) How likely are you to stay with VICMO for another year?
- b) How likely would you be to apply to this position again in this firm?

Quantitative data were analysed using descriptive analysis to generate measures of central tendencies and variations. Chi square and t tests were applied to elicit associations as well as differences and help in rendering descriptions of selected variables. Since most of the questions were structured using Likert items which formed a Likert scale (group score), an individual item-by-item analytical approach was not considered to be a priority and appropriate for methodological and statistical reasons (Desselle, 2005; Peeters, 2015). This is because from a measurement standpoint, the individual item is not a measure of the overall phenomenon of interest but aggregating the individual item scores is the phenomenon of interest. However, in case some readers would like to see the performance of each item, the researcher will show individual item analysis and the scores as well as the group scores. The group scores are shown using semantic categories (Allen and Seaman, 2007; Brown, 2011). The semantic categories are used to show some variation in form of ordinal ranking.

The researcher used the summated (or aggregated) rating scales to determine how much each respondent scored. Summated scores are based on the idea that some underlying phenomenon can be measured by aggregating an individual's rating of his/her feelings, attitudes, or perceptions related to a series of individual Likert items or statements using Steven's approach to scaling (i.e., assigning numbers to categories of satisfaction scores and the associated levels of measurement (Wolfe and Smith, 2007; Norman, 2010). The semantic categories that are presented in the results section are based on ranges of scores. For each Likert item, the ranges of scores are presented and these are married with the semantic categories. This way, it is easy to perform parametric and nonparametric analysis. In order to show the risk level or propensity to quit or remaining in the job, univariate analyses were selected as a measure of assessment. Table I shows the scale used to determine this. Table I shows the standard risk matrix, which is used to

determine the risk zone for the sum of all the factors. The matrix is 3 X 3 with impact ranging from VL to H on the horizontal axis and probability (with the same range) on the vertical axis.

Table 1: Scale used to identify factor’s impact and probability of occurrence

Scale	Impact	Probability of occurrence
< 40%	Very low (VL)	Very low (VL)
40-60	Moderate (M) or undecided	Moderate (M)
60-100	High (H)	High (H)

Reliability Analysis

A reliability analysis of the items in the questionnaire was undertaken and found to be reliable. Cronbach’s alpha coefficients of 0.889 emerged for the motivation variables and 0.715 for the hygiene variables. The researcher desired to estimate reliability by focussing on how consistently the participants performed or scored across subsets of items on the single test/scale form. The reliability estimates generated the one test method that was used and employed factor analysis to assess internal consistency. Factor analyses were conducted to examine the underlying reliability patterns of the measurement scales. The researcher employed Cronbach’s α to measure the internal consistency of the variable. Following the analysis, inter item consistency was found to fall within the range of 0.70 – 0.92. The alpha reliability for the three main domains were as follows: motivators was 0.878; hygienes was 0.774 and retention was 0.888. This confirms that the domains offered very high reliability (See Table 2).

Table 2: Factor Analysis Results of the Constructs of Herzberg’s Two Factor Theory

<i>Factors</i>	<i>Factor loading range for variables in each domain their variables</i>	<i>Variance Explained</i>	<i>Reliability</i>
Motivators	0.841 - 0.926	49.67	0.889
Hygienes	0.707 - 0.811	42.69	0.715
Retention	0.816 - 0.926	39.07	0.888

Looking at the factor loading ranges for the variables in each domain shows that the scores of the participants are consistent across subsets of items on the single test/scale form. We can conclude that that these items or subsets of items came from the same content domain and were constructed according to the same specifications we have some confidence that this performance would generalize to other possible items in the content domain.

3.7.2 Qualitative Data Analysis

Qualitative data, which was in textual form, was reduced, and analysed in word. The data reduction process involved the application of semantic qualitative content analysis. Textual data from interviews and documents were analysed using a comparative phenomenological semantic content analysis in a step by step process. The analysis stages included: (1) familiarization with data; (2) developing pre-determined key themes to be explored; (3) indexing interview and textual data under relevant themes while noting down any emergent new themes in the data; and (4) summarizing and reducing data (Liamputtong and Ezzy, 2005; Polkinghorne, 2005). A reductive analysis was chosen as a means to show the outcome of content analysis. This is a method that has been identified to help researchers to retain the integrity of the data collected and begin analysis from the basis of the verbatim transcripts that are produced (Yan and Duan, 2003; Polkinghorne, 2005; Saunders et al., 2003). This method involved “the collection and analysis of qualitative data that preserves the integrity and narrative value of data collected, thereby avoiding their fragmentation” (Saunders et al., 2003: 482). The analysis relied more on quoting narratives by the interviewees with a view to telling the stories based on: the service providers’ accounts and users’ accounts of their experiences and the ways in which they explained these accounts through their subjective interpretations. This enabled the researcher to construct the social world in which these truck drivers worked (Punch, 2005; Pansiri, 2005; 2006; Jogulu and Pansiri, 2011).

Since the researcher collected personalized stories of events about the things detected in the lives of the drivers, semantic content analysis (SCA) was chosen in this study because the researcher desired to also quantify and study the words that speakers used to express themselves (Roberts, 1989; 1997; West, 1997). Because semantic choices have been shown to reflect speakers’ underlying cognitive and affective processes, researchers have used SCA to identify individual

differences and similarities between speakers (Dörnyei, 2014). The researcher, therefore, classified concepts and constructs observed according to their meanings (e.g., counting the number of times concepts and their synonyms were referred to, irrespective of the particular words that may have been used to make the reference). To do this, absolute frequencies (A.FR) which are the frequency or number of times concepts and constructs that were mentioned by the participants in the interviews were identified. From the A.FR, it was possible to average the number of mentions to get what the researcher called the average frequency (AV.FR). The AV.FR depicts the number of times each participant mentioned the concepts and constructs from the overall mentions. The qualitative part is represented by quotes to ‘typify’ the analytical points being made. These activities formed the basis for the results which appear in the next chapter.

3.8 Ethical Considerations

The researcher got ethical approval from HSSREC. Additionally, this being a sponsored study by VICMO, was no need to write letters stating the purpose of the study as they initiated the research to find a durable solution to their retention/HR problem.

Verbal consent

Participants were invited to participate voluntarily in this study following a verbal consent. Participants were made not to feel obliged to complete the questionnaire and participate in interviews and were guided that they might withdraw from the study at any point in time if they so wished.

Confidentiality

Participants were informed that all information will be treated with strict confidentiality and used only for research purpose.

Anonymity

Anonymity was ensured. The questionnaire required no names of respondents and as well as the interview transcripts. Participants were asked to complete the questionnaire anonymously and to

place the completed questionnaire in a sealed plain envelope provided for return to the researcher and drop them in the available box at their institution.

As for those who were part of the interview process, the respondents were not identified by anyone, by name or position in any reports using information obtained from the interviews, and that confidentiality as a participant in this study remained secure. Subsequent uses of records and data has been subject to standard data use policies, which protect the anonymity of individuals and institutions.

Participants who did not wish to participate in this study were guided to place the blank uncompleted questionnaire also in the envelope and return to the researcher.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.0 Introduction

In this study, the researcher presents his findings using themes. These are matched with the research questions¹. The decision to present the findings according to themes are based on De Vaus's (2001) advice to researchers doing cross sectional research. As such, the results chapter is divided into sections as follows: section one deals with a descriptive analysis of the respondent's demographic profile; section two is related to the level of truck driver intention to leave at VICMO?, section three is about testing the Herzberg's Two factor theory and presents a technical account from lay accounts of why truck drivers at VICMO intend to leave or remain. The third research question is presented in the discussion.

4.1 Demographic Profile

The reliability of the survey results is expected to be high because all the respondents were experienced in the subject under inquiry. The summary of the survey responses are given in Table 3. The twenty-seven (27) drivers were assessed over a period of three months. The period appears rather long for a small sample. The fact is that these drivers spend on average ten to fourteen days trucking from Congo DR through Zambia to South Africa and normally have a rest of three to four days.

The drivers were rather youthful. The youngest was 30 and the oldest was 42 years. The mean age was 35 (± 3.5 SD). The mean age driver engagement was 16.7 months (1 year 4 months). The least period of engagement was 2 months and the longest was thirty six months (3years). The mean was 16.7 months. However, the truck drivers demonstrated variations in driving experience in years. The least had been driving for 9 years and the longest had been driving for 20 years. The mean driving years were 13. More than half $n = 17$ of the drivers attended

¹1. What is the level of driver intention to leave driver at VICMO? (Realist, Classical Induction)
2. Why does the enterprise experience this level of intention to leave? (Nominalist, Abductive)
3. How can driver intention to leave be mitigated? (Pragmatic, Pragmatic)

secondary school and the rest just over three quarters of the drivers $n = 18$ (77.8%) were married (Table 3).

Table 3: Demographic profile

	Frequency	Percent
<i>Level of education</i>		
Never been to school	3	11.1
Primary	6	22.2
Secondary	18	66.7
<i>Marital status</i>		
Married	21	77.8
Widowed	6	22.2

4.2 Estimation of Employee Resignation

This section is devoted to research question number one “what is the level of truck driver intention to leave at VICMO?” Respondents were asked whether they were likely to stay with VICMO for another year and whether they would likely apply to this position again. They were expected to indicate the extent to which they agree with the statement on a seven-point scale from 1 to 7. 1 would stand for very unlikely to stay and 7 very likely to stay. The expected score to remain in the job was set *a priori* to be between 6 and 7. The study revealed the distributions were within the somewhat agreed category (3 to 5) and these were actually lower than the expected score of ≥ 6 (Table 4).

Table 4: Retention and leaving statistics

	How likely are you to stay with VICMO for another year?	How likely would you be to apply to this position at VIMCO again if you were to leave for whatever reason?
Mean	4.51	3.81
Median	4.00	4.00
Mode	6.00	4.00
Std. Deviation	1.62	1.35
Minimum	2.00	2.00
Maximum	7.00	7.00

The risk level variables for remaining in the job and quitting were analysed. A summation was done and categorised. Table 5 shows the scale used to determine this. It is evident that n = 11 (40%) of the drivers at VICMO have a low likelihood to leave as compared to n = 7 (26%) who have a high likelihood. The green zone of risks based on Herzberg's Two factor theory show the retention or remaining levels to be low and the yellow zone shows the undecided and the red zone high likelihood to leave.

Table 5: Scale used to identify factor’s impact and probability of occurrence

Scale		Impact	Probability of occurrence
Critical Value	Observed Value		
< 40%	40% n= 11	Very low (VL)	Very low (VL)
40-60%	34% n= 9	Moderate (M) or undecided and yet lower than the critical value	Moderate (M)
60-100%	26% n= 7	High (H) but lower than the critical value	High (H) but not worrisome

4.3 Why VICMO experiences this level of intention to leave or remain in the Job

This section is limited to the second research question which is “Why does the enterprise experience this level of intention to leave or remain?”. This question had responses from two world views and the first to be presented is the quantitative world view. Two hypotheses had to be tested and these are:

HO₁: There is no correlation between Herzberg’s motivators and levels of retention

HO₂: There is no correlation between Herzberg’s dissatisfiers and levels of retention

4.3.1 Motivation factors to Remain in The Job

The researcher first presents the analysis of one domain within the theory. This is the motivation domain. In the motivation domain, the respondents were least motivated by four variables. The sum scores of agreements were lower than those of disagreements and these are:

- 1 When I look at my job, I feel very safe
- 2 Workers like me participate in management activities
- 3 I like my job because there are promotion opportunities
- 4 I like the provision for Group insurance schemes given in this firm like death and health

If truck drivers left VICMO, because of lack of motivation these descriptively could be shown in Table 6 and one would see that the sums of the strongly disagree and disagree on the left of somewhat agree (no decision) are more than the sum scores of strongly agree and agree.

Table 6: Motivation Factors

<i>Motivation Variables</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
When I look at my job, I feel very safe	4	9	7	7	0
I have no problem with the environment where I work (the truck is fine, there are facilities at my work place to help me like bathing and resting)	0	8	10	9	0
Workers like me participate in management activities	5	15	5	2	0
I am happy about my teammate's relationship with me	0	0	4	20	3
I am happy about my supervisors as they spend good deal of time in listening to employee's ideas	3	6	3	15	0
I like my job because there are promotion opportunities	7	10	10	0	0
I like the provision for Group insurance schemes given in this firm like death and health	15	12	0	0	0

4.3.2 Ranking of Motivators

When the seven motivators were ranked to see which ones had more respondents affected than unaffected, the leading demotivator were ‘I like my job because there are promotion opportunities’ and ‘I like the provision for Group insurance schemes given in this firm like death and health’. Motivations came from the variable ‘I am happy about my teammate’s relationship with me’

Table 7: Ranking of Motivators

<i>Motivation Variables</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Sum score of persons based on poor motivation</i>	<i>Ranking of motivator Variable</i>
When I look at my job, I feel very safe	4	9	13	3
I have no problem with the environment where I work (the truck is fine, there are facilities at my work place to help me like bathing and resting)	0	8	8	5
Workers like me participate in management activities	5	15	20	2
I am happy about my teammate’s relationship with me	0	0	0	6 (Highest motivator)
I am happy about my supervisors as they spend good deal of time in listening to employee’s ideas	3	6	9	4
I like my job because there are	7	10	27	1 (Least

promotion opportunities				motivator)
I like the provision for Group insurance schemes given in this firm like death and health	15	12	27	1(Least motivator)

Based on the seven variables, when the experiences of the respondents were categorised in order to determine the profile of motivation (low motivation, moderate motivation and high motivation), just over half n = 14 out of 27 (51.9%) of the respondents had high motivation as compared to n = 48.1% who had moderate motivation (See Figure 4.1).

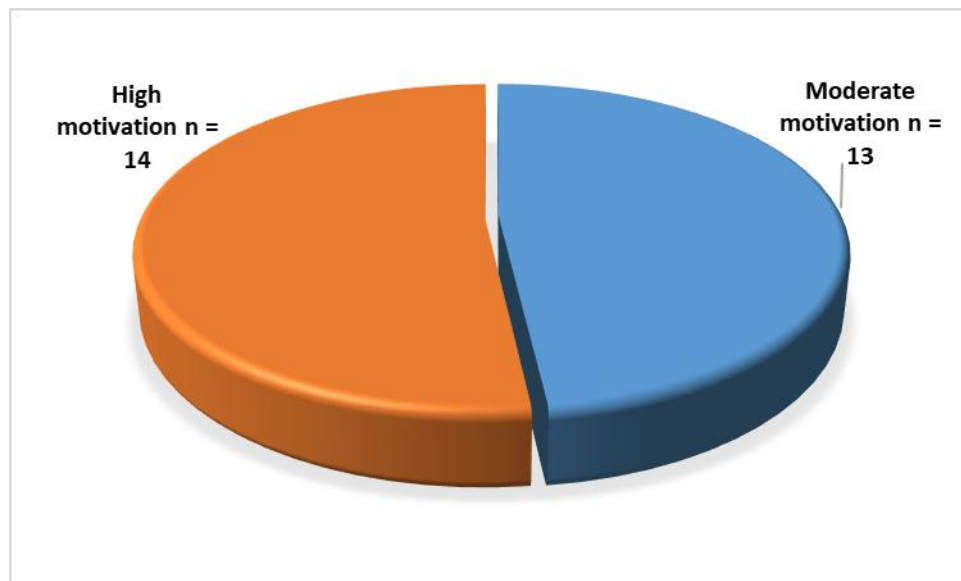


Figure 4.1: Semantic Differential Profile of Motivation

An exploratory analysis was done to examine whether any differences existed in terms of levels of motivation across the selected demographic variables (level of education, age and marital status), there were differences in the means and medians across the three demographic variables (See Table 8 and figure 4.2).

Table 8: Descriptive – Motivation by level of motivation

	Mean	CI mean for LB	CI mean For UB	Median	SD	Minimum	Maximum
Education							
Never been to school	18	5.5	30.4	18	5	13	23
Primary	18.6	15.4	21.8	19	3	14	23
Secondary	19.1	17,5	20.7	19	3.1	13	24
Marital Status							
Married	18.7	17.4	20	18	2.8	13	23
Widowed	18.7	9.9	27.5	19	5.5	13	24
Age							
26 to 35	19	16.5	21.4	20	3.4	13	23
Over 35	18.8	17.1	20.4	19	3.2	13	24

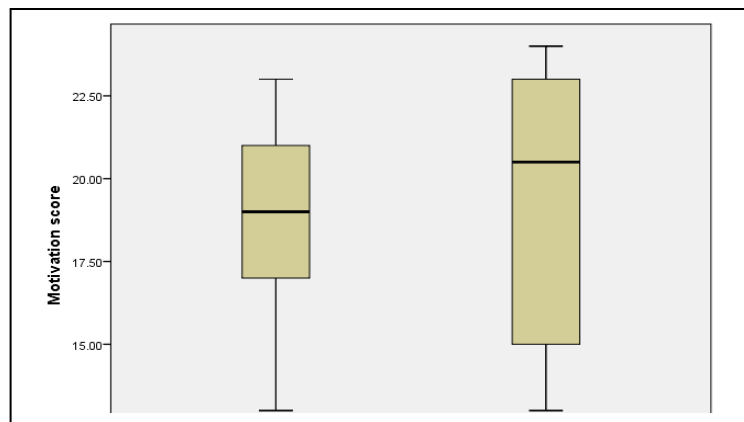
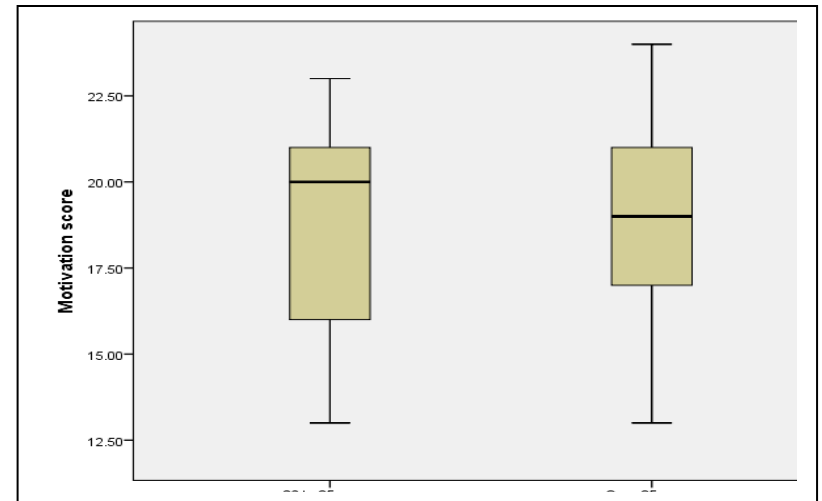
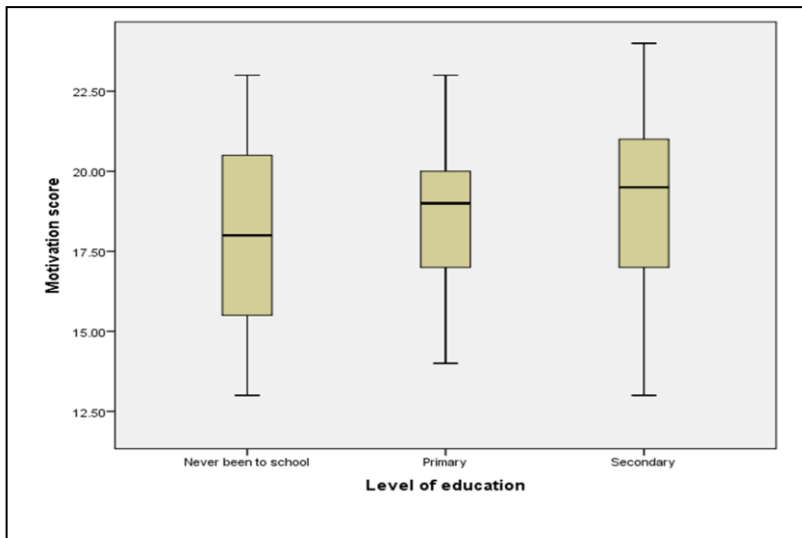


Figure 4.2: Distribution of Motivation medians across three demographic variables

However, in order to determine whether these differences were statistically significant, one sample t tests were performed and the data showed that there was a statistically significant difference in the means of motivation across the three demographic variables (see Table 8).

Table 9: One-Sample Test for Motivation across the three variables

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Marital status	14.99	26	.001	1.22	1.05	1.39
Age Interval	27.76	26	.001	2.62	2.43	2.82
Level of education	19.02	26	.001	2.55	2.27	2.83
Motivation score	30.19	26	.001	18.88	17.60	20.17

The hypothesis below was tested.

- **HO₁**: There is no correlation between Herzberg's motivators and employee retention

A Spearman's rank-order correlation was run to determine the relationship between motivators and employee retention. There was no significant correlation between motivators and employee retention except for a moderate negative correlation relating to supervisors spending good deal of time in listening to employee's ideas (see Table 10).

Table 10: Spearman Correlations

Motivators		Retention score
When I look at my job, I feel very safe	Correlation Coefficient	-.343
	Sig. (2-tailed)	.080
	N	27
I have no problem with the environment where I work (the truck is fine, there are facilities at my work place to help me like bathing and resting)	Correlation Coefficient	-.319
	Sig. (2-tailed)	.105
	N	27
Workers like me participate in management activities	Correlation Coefficient	-.122
	Sig. (2-tailed)	.544
	N	27
I am happy about my teammate's relationship with me	Correlation Coefficient	-.166
	Sig. (2-tailed)	.409
	N	27
I am happy about my supervisors as they spend good deal of time in listening to employee's ideas	Correlation Coefficient	-.480
	Sig. (2-tailed)	.011*
	N	27
I like my job because there are promotion opportunities (Motivator)	Correlation Coefficient	-.155
	Sig. (2-tailed)	.441
	N	27

I like the provision for Group insurance schemes given in this firm like death and health	Correlation Coefficient	-.075
	Sig. (2-tailed)	.709
	N	27

4.3.3 Dissatisfiers

The researcher presents the analysis of the second domain within the theory. This is the dissatisfaction domain. In the dissatisfaction domain of motivation, the respondents were worst dissatisfied by six variables. The sum scores of satisfactions were lower than those of dissatisfaction and these include the following variables:

- 1 I am happy with the salary as it compares well elsewhere.
- 2 My supervisor lifts me up.
- 3 VICMO policies relating to work are Ok.
- 4 I feel very well with the manner the administration does things.
- 5 Insurance schemes provided by the organization are good.
- 6 My working conditions of work (leave, sickness, and housing) are ok

If truck drivers left VICMO, because of lack of dissatisfiers, these are descriptively shown in Table 11 and one would see that the sums are of the very dissatisfied and dissatisfied on the left of somewhat agree (no decision) are more than the sum scores of very satisfied and satisfied.

Table 11: Hygiene Factors

<i>Dissatisfier Variables</i>	<i>Very Dissatisfied</i>	<i>Dissatisfied</i>	<i>Somewhat Dissatisfied</i>	<i>Satisfied</i>	<i>Strongly Satisfied</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
I am happy with the salary as it compares well elsewhere.	13	2	4	8	0
I am Happy working with my colleagues	6	3	4	9	5
I am happy with other fringe benefits (overtime, gratuity, or pension)	5	6	12	4	0
My supervisor lifts me up	11	4	4	2	6
VICMO policies relating to work are Ok	16	11	0	0	0
I feel very well with the manner the administration does things	10	9	2	5	1
Insurance schemes provided by the organization are good.	14	12	1	0	0

My working conditions of work (leave, sickness, and housing) are ok	11	6	10	0	0
I am that one person who has honour/respect at work.	6	4	4	10	3
My job is secure	2	4	4	9	8

4.3.4. Ranking of Dissatisfiers

When the ten dissatisfiers were ranked to see which ones had more respondents affected than unaffected, the leading ones that could lead truck drivers leave VICMO first were failure by the firm to provide a serene environment to work from and this included ‘VICMO policies relating to work not being Ok’ and ‘insurance schemes provided by the organization to being available or not being good’. VICMO was doing well in having an environment that offered honour/respect at work and happiness working with colleagues as these were ranked least at number 8 and 7 in this order (See Table 12).

Table 12: Ranking of Herzberg’s Dissatisfiers

<i>Dissatisfier Variables</i>	<i>Very much dissatisfied</i>	<i>Dissatisfied</i>	<i>Sum score of persons based on dissatisfaction</i>	<i>Ranking of dissatisfier</i>
I am happy with the salary as it compares well elsewhere.	13	2	15	5
I am Happy working with my colleagues	6	3	9	7
I am happy with other fringe benefits (overtime, gratuity, or pension)	5	6	11	6
My supervisor lifts me up	11	4	15	5
VICMO policies relating to work are Ok	16	11	27	(Worst dissatisfier)
I feel very well with the manner the administration does things	10	9	19	3
Insurance schemes provided by the organization are good.	14	12	26	2

My working conditions of work (leave, sickness, and housing) are ok	11	6	17	4
I am that one person who has honour/respect at work.	6	4	6	8 (Least dissatisfier)
My job is secure	2	4	6	8 (Least dissatisfier)

When the experiences of the respondents were categorised to determine the profile of Herzberg's Dissatisfiers using the semantic differential categories (low satisfaction with the job, moderate satisfaction with the job and high satisfaction with the job), generally it could be stated that just over half n = 18 out of 27 of the respondents had moderate dissatisfaction at work as compared to n = 9 who had high dissatisfaction (See Figure 4.3).

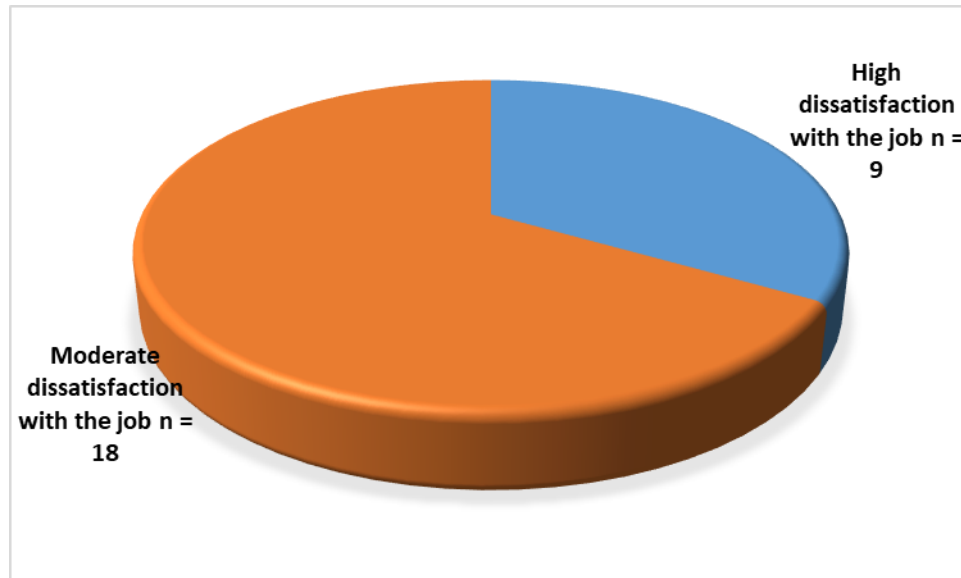


Figure 4.3: Semantic Differential Profile of Herzberg's Dissatisfiers

An exploratory analysis was done to examine whether any differences existed in terms of levels of Herzberg's Dissatisfiers across the selected demographic variables (level of education, age and marital status), there were differences in the means and medians across the three demographic variables (See Table 13 and figure 4.4).

Table 13: Descriptives – Dissatisfaction by Demographic Characteristics

	<i>Mean</i>	<i>CI mean for LB</i>	<i>CI mean For UB</i>	<i>Median</i>	<i>SD</i>	<i>Minimum</i>	<i>Maximum</i>
Education							
Never been to school	25.3	6.3	44.3	27	7.6	17	32
Primary	23.7	17.2	29.7	24	5.9	14	32
Secondary	24.3	21.3	27.2	25.5	5.9	14	34
Marital Status							
Married	24.1	21.6	26.5	25	5.3	14	33
Widowed	24.5	16.1	32.8	25	7.9	14	34
Age							
26 to 35	22	18.8	25.3	22	4.4	14	28
Over 35	28.7	25.6	26	26	3.2	14	34

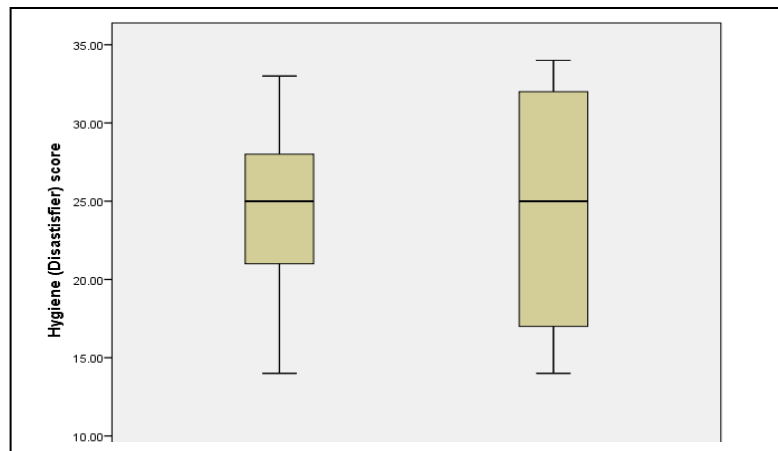
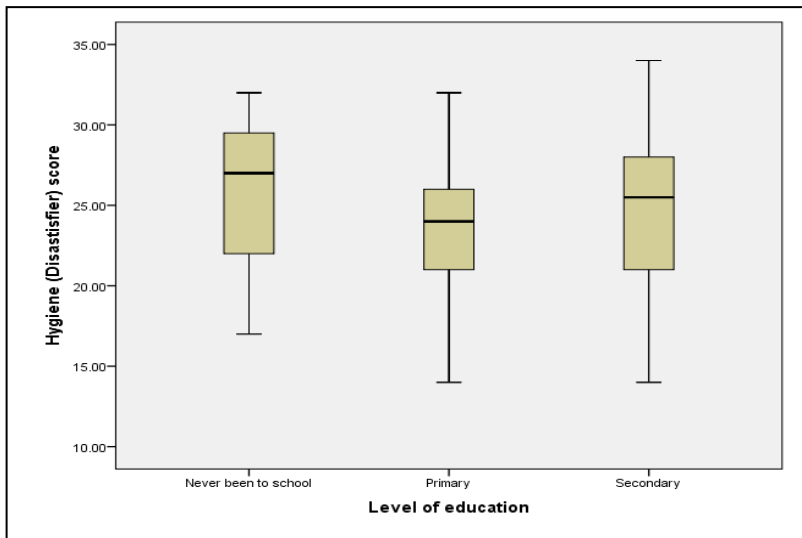


Figure 4.4: Distribution of dissatisfaction medians across three demographic variables

However, in order to determine whether these differences were statistically significant, one sample t tests were performed and the data showed that there was a statistically significant difference in the means of Herzberg's Dissatisfiers across the three demographic variables (see Table 13).

Table 14: One-Sample Test for Dissatisfaction across the three demographic variables

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Marital status	14.99	26	.001	1.22	1.05	1.39
Age Interval	27.76	26	.001	2.62	2.43	2.82
Level of education	19.02	26	.001	2.55	2.27	2.83
Dissatisfaction score	30.19	26	.001	18.88	17.60	20.17

The hypothesis below was tested using Spearman rank-order correlation.

HO₂: There is no correlation between Herzberg's dissatisfiers and employee retention

A Spearman's rank-order correlation was run to determine the relationship between Herzberg's Dissatisfiers and employee retention. There was a strong, positive monotonic correlation between the salary as it compares well elsewhere, honour/respect at work conditions of work (leave, sickness, and housing) are ok the supervisor lifting employee up, as variables that granted satisfaction (see Table 15). A salary took the first position and the supervisor lifting one up was ranked fourth.

Table 15: Spearman Correlation

I am happy with the salary as it compares well elsewhere.	Correlation Coefficient	.776**1
	Sig. (2-tailed)	.001
	N	27
I am Happy working with my colleagues	Correlation Coefficient	.232
	Sig. (2-tailed)	.244
	N	27
I am happy with other fringe benefits (overtime, gratuity, or pension)	Correlation Coefficient	.464*
	Sig. (2-tailed)	.015
	N	27
My supervisor lifts me up	Correlation Coefficient	.658**4
	Sig. (2-tailed)	.001
	N	27
VICMO policies relating to work are Ok	Correlation Coefficient	.476*
	Sig. (2-tailed)	.012
	N	27
I feel very well with the manner the administration does things	Correlation Coefficient	.452*
	Sig. (2-tailed)	.018
	N	27
Insurance schemes provided by the organization are good.	Correlation Coefficient	.306
	Sig. (2-tailed)	.121
	N	27

My working conditions of work (leave, sickness, and housing) are ok	Correlation Coefficient	.662**3
	Sig. (2-tailed)	.001
	N	27
I am that one person who has honour/respect at work.	Correlation Coefficient	.680**2
	Sig. (2-tailed)	.001
	N	27
My job is secure	Correlation Coefficient	.248
	Sig. (2-tailed)	.213
	N	27

Looking at the correlation coefficients above, the most negative factors in this study that are at the centre of employees likely to leave so that we can say that we have very strong evidence to believe the drivers will leave as shown by the computed correlation coefficient of Herzberg's dissatisfiers and these relate the following:

- a) Not being happy with the salary as it compares well elsewhere.
- b) Not being honored or respected at work.
- c) Working conditions of work (leave, sickness, and housing) which are not ok
- d) Supervisors not lifting up subordinates.

Looking at the Correlation Coefficients of Herzberg's motivators and Dissatisfiers, the following are the employee repulsive factors (See Table 16).

Table 16: Job Retention Repulsive Factors at VICMO

Motivators

- a) Not being happy about my supervisors as they spend good deal of time in listening to employee's ideas
-

Herzberg's Dissatisfiers

-
- a) Not being happy with the salary as it compares well elsewhere.
-
- b) Not being honored or respected at work.
-
- c) Working conditions of work (leave, sickness, and housing) which are not ok
-
- d) Supervisors not lifting up subordinates.
-

Short follow-up interviews were done with drivers who were found on two extremes of responses that is those who were likely to stay and those who were in a position to leave some time in future. When the drivers were asked if they had to submit an application for a job would they do it all over again and if so why?

There are numerous observations that were made in the interviews that tended to enhance employee motivation and satisfaction. The drivers pointed out the element of non-restriction of close personal contact and the state of happiness about my teammate's relationship with me as critical and came out vividly with the highest scores (AV.FR = 2) and see Table 17 below.

Table 17: Ranking of Reasons of submitting an application for a job and doing it all over again

	<i>Yes I Will you do it</i>	<i>A.FR</i>	<i>AV.FR</i>
1) No restriction of close personal contact	3/17	39	2.29
2) Job safety	5/17	17	1
3) The environment is fine, there are facilities at my work place to help me like bathing and resting	6/17	25	1.4
4) Participating in management activities	4/17	24	1.4
5) I am happy about my teammate's relationship with me	10/17	46	2.7
6) Supervisors make me happy	5/17	23	1.3

7) There are promotion opportunities	2/17	22	1.2
8) Group insurance schemes are present	1/17	19	1.1
9) I am Happy working with my colleagues	12/17	33	1.9

Below are excerpts relating to likelihood of submitting an application for a job and doing it all over again, the following are the lived experiences of the motives for either applying and not applying. Interviews showed that employee type of job satisfaction had a bearing on influencing on this turnover intention. Those drivers who had higher job satisfaction were unwilling to leave and the reverse was true. Below the researcher shows two Motives for intention not re apply and for re applying

Theme I: Motives for not re applying

The respondents gave almost similar motives for applying for a job where they could, doing it all over again if given an opportunity.

The only way I can apply, is when the conditions are better. If certain conditions were met by management I would come back. “There is no much protection on the road in terms of road requirements such as road tax and insurances.

Driver 27 years

Also if salaries could be improved, it would be motivating. Conditions on the time we spend on the road should be revisited. These may push me not to re-apply you know. Sometimes you wait for 2 weeks for you to be on the road and that earns the driver less because those small allowances earned per trip would not be realized and families would go hungry”. You cannot reapply for such a job if you left even if there were chances.

Driver 24 years

Theme II: Motives for re applying

As for those who would submit an application for a job doing it all over again, various motives were expressed; One said;

Yes, I like my job here, the environment is good and the teammates are friendly. I do not get troubled by the supervisor unlike my previous work experience. Given a chance that I was to re-apply, I would do so.

Another one emphasized

Oh Yes, what can make me do it all over and over is that ... compared to my old job where we had no super team, I have to say that here there is a super team it [relations with co-workers] has a pretty big meaning. After all, you are happy everyday...

Driver's career path

On the topic of having a clear understanding about the driver's career path and promotion plan at VICMO participants said:

[In my next job] I' shall be looking for a place where a manager has to be there to see that I am elevated than being on one position in eternity. This makes me happy.

Driver aged 33

I am elated with my job as I have been able to participate in training and received the training I have asked and then get to do those things I have been trained to do like first aid and some bit of mechanics you know.... And I am very grateful for it.

Driver aged 28

4.3.5 Seeing oneself working at VICMO in a year

Do you see yourself working at VICMO in a year?

Within this subtheme, the researcher determined the AV.FR covering the six categories. The highest AV.FR was for bonuses and allowances which was 2.7 and this is followed by Poor understanding of employees (AV.FR = 2.29) while better conditions and bonuses & allowances were third (AV.FR = 1.4 apiece). No NAPSA (AV.FR 1.3) and delayed salaries (AV.FR 1) (See Table 18).

Table 18: Ranking of see yourself working at VICMO in a year

	<i>A.FR</i>	<i>AV.FR</i>
1) Poor understanding of employees	39	2.29
2) delayed salaries	17	1
3) non-salary increments	25	1.4
4) better conditions	24	1.4
5) bonuses and allowances	46	2.7
6) no NAPSA	23	1.3

On the topic of seeing themselves working for VICMO in a year, the participants who didn't see themselves working at VICMO for another year said:

No I do not feel my potential has been realized much because management has not created room to understand their employees and also employee grievances. Another factor is the delayed salaries and non-salary increments.

No, there is need to for better treatment from supervisor, need for better salary and better conditions maybe then my full potential may be realized.

No, there is need for better working conditions, Salary and we need bonuses and allowances. No, the challenges caused by VICMO such unworthy trucks and bonuses.

The present research shows that all seventeen (from the follow up interview) of the participants in this study experienced some signs of burnout, with the highest emphasis placed on signs of exhaustion from the workload. All seventeen participants reported signs of exhaustion, and the following themes and the correlating domain mismatches were found in their responses:

- excessive work (workload mismatch),
- exposure to trauma (workload mismatch),
- lack of fairness (fairness mismatch).
- low pay (reward mismatch),

- and insufficient intrinsic or social rewards (reward mismatch)

4.4. Satisfaction & Environment

When the drivers were asked about satisfaction and the environment, four profiles of employees that are particularly useful in thinking through the twin problems of employee retention and employee turnover emerged. The two important themes here are the employee’s satisfaction with his job and the environmental pressures, inside and outside VICMO, that affect determination to continue or terminate.

The reasons for job satisfaction include achievement, recognition, responsibility, growth, and other matters associated with the motivation of the individual in his job. Environmental pressures inside VICMO included work rules, facilities, long hours, and long stays away from home, poor benefits, low wages, and the like. Environmental pressures outside VICMO included outside job opportunities, financial obligations, family ties. Table 19 shows the relationship between job satisfaction and environmental factors for four types of employees, and also explains why each type stays.

Table 19: Job Satisfaction and Environment

		Job satisfaction	
		← Reasons to terminate	Reasons to terminate →
Environmental Pressure	Reasons to terminate	The turn overs will leave	The turn-ons Will stay because they want to
	Reasons to Stay	The turn offs will stay because they have to	The turns-ons- plus They will stay because they want to plus they have to

Within this subtheme ‘Satisfaction and Environment’, the researcher determined the AV.FR covering the four categories. The highest AV.FR was for the turns-ons- plus which was 2.7 and this is followed by the turns-ons (AV.FR = 2) (See Table 20).

Table 20: Ranking of Satisfaction, Environment and Retention

	<i>A.FR</i>	<i>AV.FR</i>
Type of Employee		
The turn-offs	22	1.2
The turn-ons	34	2
The turn-ons-plus	46	2.7
The turn-overs	33	1.9

Following from Table 20 Job Satisfaction and Environment as shown above, the interviews reviewed were as follows.

The turn-overs

These are dissatisfied with their job, have few environmental pressures to keep them in VICMO, and will leave at the first opportunity. While these employees seldom started out in this category, they may end up here, having experienced a gradual erosion of their inertia to plan to leave.

Let us consider, for example, the driver who a few years ago was highly motivated, had three children, and was close to being vested in VICMO retirement plan. Today, his skill and contacts have improved, he is vested, and he has lost interest in his current employer. His inertia to stay has been greatly weakened, and he may shortly become a turnover statistic. This is shown by the excerpt below

I came here three years ago. I think I have contacts and I am done. I will leave any way in the next one year.

Driver 15 years of experience

The turn-offs

These are prime candidates for union activities; they can easily generate employee-relations and productivity problems, and conceivably industrial espionage or sabotage. These employees are highly dissatisfied with their jobs and stay for mainly environmental reasons. Examples will suffice here.

I do not intend to leave as I am rather old to start over again

I have done a lot in my personal investments and I just have to depend on VICMO benefit programs like pension you see

As for me, I do not think that I can get a job from outside

Employees trapped in this category have one alternative which is they can change their behaviour and either “do exactly what they are told and no more” or decide to “get even with VICMO.”

The turn-ons

These are highly motivated and remain with VICMO almost exclusively for reasons associated with the work itself. This is most desirable from VICMO’s viewpoint because these employees really want to stay and are not locked in by the outside environment. However, if managerial actions reduce job satisfaction (even temporarily), turnover may rise dramatically. Since the inertia of the turn-ons is not strengthened by environmental factors, it is therefore not strong enough to make them stay without continual job satisfaction. The following points to the turn-ons.

I have no intention to leave but when I am pushed by a reduction in bonuses, I will leave.

The turn-ons-plus

These are the most likely to stay with VICMO in the long run. These employees would like to stay for job satisfaction *plus* work and environmental reasons. A short-term drop in satisfaction does not lead to resignation. If attitudes drop permanently, however, these employees become turn-offs. This does not raise turnover, but increases employee relations problems. Even if job satisfaction temporarily declines, they will probably stay. The word “temporarily” is a key one,

for if job satisfaction drops permanently, these employees become turn-offs. An example will do.

I do not see anything here at all. The salary benefits are almost the same as by other transporters. Competing for the truck will not false (force) me to leave at all.

CHAPTER 5

DISCUSSION

5.1. Discussion of the Results and Findings

This study tested Two-Factor Theory as explained by Herzberg et al. (1959). Based on the theory, it appraised the factors that influence job satisfaction and found that the most critical factors associated with dissatisfaction were two motivators and one dissatisfier.

It is interesting to note that the factors with the highest retention rates included a salary, the supervisor lifting one up, being happy about teammate's relationship and people being honour/respected at work and the presence of a secure job. However, interviews showed the most critical factors associated with dissatisfaction were two motivators and these included lack of insurance schemes like death and health and lack of promotion opportunities and one dissatisfier being poor company policies relating to work. However, the probability of occurrence of leaving for turn-overs is low and this may not be worrisome for VICMO.

Should VICMO desire to keep its employees, then it should study the reasons for retention and continuation, and work to reinforce these. From the viewpoint of VICMO'S company's policies on employment and turnover, the reasons why people stay in their jobs should be seen just as important as the reasons why they leave them. An obvious point in evidence is that one individual will stay in a job under conditions that would cause another to start pounding the pavements. There are more employees who have exhibited inertia to leave (74%) and these are the turn-ons, the turnoffs and the turns-ons- plus. One may ask then *what factors affect this inertia?* There are two relevant factors within VICMO and also two relevant factors outside VICMO.

The study has shown that within VICMO, there is the issue of job satisfaction. Second, there is the "company environment" and the degree of comfort an individual employee feels within it. An employee's inertia is strengthened or weakened by the degree of compatibility between his own work ethic and the values for which VICMO stands. The employee's ethic derives from his own values and the actual conditions he encounters on the job. VICMO's values derive from societal norms, formal decisions by the board of directors, and the policies and procedures of the managing group (Griffeth et al., 2000; Gustafson, 2002). A widening gap between these

two vantages weakens inertia; a narrowing gap strengthens it. Research elsewhere has accounted for this inertia in this way (Griffeth et al., 2000; Zuber, 2001).

Outside VICMO, one must consider an employee's perceived job opportunities in other institutions. The researcher assumes that an employee's perceptions of his outside job opportunities are influenced by real changes in the job market and by self-imposed restrictions and personal criteria. The researcher found that some employees would refuse to consider work in other locations because of attractants.

“Yes, I like my job here, the environment is good and the teammate are friendly. I do not get troubled by the supervisor unlike my previous work experience. Given a chance that I was to re-apply, I would do so.

These reasons not only strengthen inertia to stay with VICMO, but also strengthen inertia to stay with any organization. However, if outside factors lead to them losing their appeal, the inertia to stay in the area is weakened, and, consequently, outside job opportunities become relatively more attractive. In this study one may be compelled to ask “Does it matter whether an employee stays for job satisfaction or for environmental reasons?” The response is /‘Yes’’, because it makes a significant difference to VICMO whether an employee “want’s to” stay or “has to” stay.

Lack of insurance schemes, promotion opportunities and poor company policies have been generally mentioned antecedent of development of the career. For instance, once people have organized their career objectives, they require abilities, competencies and principles to perform their career objectives with appropriate Management of career methods. In other terms, the next step after career preparing will be undertaking the plans through appropriate career control methods. Management of career is an ongoing procedure of preparing, creating, applying and tracking career plans and techniques performed by the individual alone or in show with the organization's career system (Greenhaus, et al. 2000). Indeed, career control is an ongoing procedure of professional life. Furthermore, a fulfilling career can enhance emotions of satisfaction while inadequate career choices can have a harmful impact on an individual's feeling of wellbeing (Greenhaus, et al. 2000). In addition, modifying surroundings, such as change of business techniques and route, company downsizing, mergers and products and technical changes, will need ongoing career control, leading to the need to review career option and change career routes (Greenhaus, et al. 2000). The study by

Greenhaus et al. (2000) facilitates the argument that effective career control can allow people to make advised choices that are constant with their abilities, ambitions and principles and enhance company efficiency. Many analyst claim that the profession control effort is a nexus between organizations and people where organizations effort to go with personal passions and abilities with organizational possibilities through a planned program covering actions such as profession techniques, profession guidance, job spinning and other profession control tools and resources (Hall & Affiliates,1986, Martin, et al. 2001). Moreover, Brown (1998) asserts that profession control methods must support people in their efforts to develop the knowledge, skills, and behaviours that will enable them to be successful.

The incorporation of both personal profession planning and institutional profession control processes results in profession growth when the person reaches the profession goals set (Hall & Affiliates 1986). Morrison and Hock (1986) stated that profession control symbolizes the organizational viewpoint in the development of career process. This feature is demonstrated when organizations effort to go with personal passions and abilities with organizational possibilities through a planned program covering such actions as the design of effective internal profession techniques, employee guidance, job spinning possibilities and a blend of positional experiences with on and off the job exercising projects (Hall & Affiliates 1986). Gutteridge (1986) confirms that profession control involves specific HR actions, such as job spinning, potential evaluation, profession guidance, and exercising and education designed to help go with worker passions and abilities with organizational possibilities. An effective management of career practices will help enhances worker understanding, goal and strategy growth and collect appropriate reviews and assist workers in using and creating skills and knowledge that will benefit VICMO and the growth and self-respect of its workers (Greenhaus, et al. 2000, Martin, et al. 2001). There are few studies on the organization of profession control and profession growth. A significant exemption is the research by Noe (1996) who attempted to show the connections between management of career worker development and worker performance. The research results indicated a non-reflex increase in growth activities and exploratory behaviour with age, institutional position and a manager's assistance for growth, as significant members to the profession control process. However, this research did not offer definite proof for the model (Appelbaum, et al. 2002).

Looking at the results, the study addresses an urgent question of which work conditions, from an employee retention and satisfaction perspective, are important to improve in order to retain a stable workforce. By comparing the work conditions preceding the choice to stay or to quit, the researcher holds the assumption that the results generate a fairly good picture of the attractive and less attractive work conditions that are important from a retention point of view at VICMO.

Regarding factors found to influence retention and staying behaviour in previous research, the results in this study not only seem to confirm those findings but also contribute to the identification of the three novel factors. In line with previous research (e.g. Mor Barak et al., 2001; Webb and Carpenter, 2012; Kim and Kao, 2014; Welander et al., 2019), the reduction of quantitative and conflicting demands is important for reducing the turnover of employees like drivers. The results in this study further strengthen the findings from other cross-sectional studies (Tham, 2007; Welander et al., 2019) and Welander and co-worker's (2017 b) that the degree of human resource orientation in the employing organisation tends to affect whether employees like drivers stay or leave their organisation. This study shows that lack of insurance schemes like death and health and lack of promotion opportunities and one dissatisfier being poor company policies relating to work predict retention or quitting.

In accordance with previous research using the Herzberg's Two Factor Model as a theoretical framework (Yousaf et al., 2015), the results show that Herzberg's Two Factor Model can indeed function as predictors of outcomes other than well-being and health. The studied job resources openness and HR orientation are two psychological climate variables measured with organisational foci, which according to previous research (Zimmerman, 2009) are likely to be predictive of organisational level outcomes (e.g. organisational commitment and intention to

5.2 Summary of findings

In ascertaining how our earlier objectives for the study have been met, it has been established that the mean age driver engagement was 16 months (1 year 4 months), while the least period of engagement was 2 months and the longest was thirty-six months (3years). The truck drivers demonstrated variations in driving experience in years. The least had been driving for 9 years and the longest had been driving for 20 years. The mean driving experience years were 13. This helps us meet our objective of wanting to document what is happening at

VICMO by providing a highly accurate picture based on past employee turnover rates, which rates show that most drivers haven't stayed long given the driver experience.

Secondly, we wanted to establish why VICMO experiences this level of retention and as well predict the intention/possibility of its current drivers to either stay or leave their jobs. In that regard, it was found that N = 11 (40%) of the drivers at VICMO have a low likelihood to leave as compared to n = 7 (26%) who have a high likelihood. Employees were rather ambivalent to leave the job as they scored between 6 and 7 which scores were within the somewhat agreed category. The highest probability impact of leaving as such is very low. The leading demotivators were related to poor promotion opportunities', non-provision for Group insurance schemes given in this firm like death. The leading dissatisfiers were failure by the firm to provide a serene environment to work from and this included 'VICMO policies relating to work not being Ok' and 'insurance schemes provided by the organization to being available or not being good''. However, correlation tests showed that employees would leave because of not being happy about supervisors as they spend less time in listening to employee's ideas, not being happy with the salary as it compares well elsewhere, not being honoured or respected at work, poor working conditions of work (leave, sickness, and housing) which are not ok and supervisors not lifting up subordinates.

Given the above grounds established as the reasons why VICMO experiences this level of retention, we shall then proceed to present possible interventions and solutions for preventing drivers from leaving VICMO, presented in Table 21, under Chapter 6.

CHAPTER 6

CONCLUSION

6.1 Introduction

This study tested Two-Factor Theory as explained by Herzberg et al. (1959). Based on the theory, it looked at the factors that influence job satisfaction and found that the most critical factors associated with dissatisfaction were two motivators and these included lack of insurance schemes like death and health and lack of promotion opportunities and one dissatisfier being poor company policies relating to work.

6.2 Strengths and limitations

This study is based on a case study of a transporting firm which should not be considered as typical of a transporter firm. As such, the study is not generalisable. In spite of this limitation, going beyond staff turnover intentions, the strength in the present study is that the researcher investigated ‘actual staying behaviour’ amongst employees like drivers who one year earlier would report their intentions to leave their job.

6.3 Research Implications

This research proposes to continue to identify some key elements of this subject in order to improve our knowing of worker contribution in firm sustainability. It is suggested to pay attention to the personal factors of employees’ participation in profession growth action given by today's current practical role taken by workers in profession growth action. Personal factors like career inspiration and extravert can be some relevant factors on this subject in future research. First, human resource scientists are motivated to test empirically the conceptual model developed by this research across different settings. Secondly, performing detailed meetings and concentrate group meetings with representative workers to corroborate the conclusions and offer historical proof in support of the evaluated significant linkages would be useful in providing a better knowing of the results.

6.4 Practical implications

Research on the relationship between turnover and employee satisfaction has practical significance as it is likely to help VICMO to gain insight in the consequences of turnover and

whether the firm could benefit from reducing it. The results show that the very low (VL) levels of quitting and satisfaction can benefit VICMO in terms of labour productivity. This implies that VICMO should not aim to fully eliminate turnover as this creates unnecessary high costs (e.g., retention costs) and significantly reduces the chances of obtaining benefits from turnover (e.g., the infusion of new ideas, avoiding resignation or early retirement costs). Instead, VICMO should aim towards obtaining a low amount of stable turnover to optimally profit from these benefits. VICMO should thus look for strategies that reduce (but not eliminate) turnover and keep the level of turnover stable across time. Due to the vital role of employees' motivation in organizations, VICMO's supervisors or managers need to increase their subordinates' motivation to perform well. Due to this important rule (Singh et al., 2013; Srivastava and Bhatia, 2013; Nabi et al., 2017), determining the vital factors affecting employees' motivation will help the supervisors or managers to establish a strategy in how they increase their subordinates' motivation. Especially for VICMO, there are some specific recommendations relating to two motivators - lack of insurance schemes like death and health and lack of promotion opportunities and one dissatisfier being poor company policies relating to work. In order to improve satisfaction and have higher employee retention, the following framework (Table 21) could be applied as a guide;

Table 21 Conceptual Framework of Interventions

Factors	Interventions For Truck Driver Retention
Supervisors as they spend less time in listening to employee's ideas	<p>VICMO should invest heavily in the education, training and development and not only of their drivers but all human resource. This can be on the job training for drivers and off job training for the senior manager and supervisory group of staff.</p> <p>Training and development appealed greatly to employees in this research and remain one of the best ways of retaining key employees. Employees' performances are enhanced through training and development and this encourages retention especially in a programmed training system where the training programme is tailored towards employees' career progression in the organisation.</p>

Supervisors not lifting up subordinates	
The salary as it compares well elsewhere	VICMO's Human Resource Department should continuously conduct labour surveys and incorporate some evidence in designing salary administration to encourage retention and enhance productivity. It is recommended to conduct a review on overtime rate and bonuses.
Not being honoured or respected and honoured at work	Management should consider developing a promotion ladder for drivers' opportunities. VICMO ought to embrace one or more of the career development applications as part of an active HR strategy designed to maintain useful workers.
Poor working conditions of work (Overload, leave, sickness, and housing)	VICMO should incorporate some aspects of the private sector practices which encourage retention and enhance productivity. Such practices include introducing a health insurance scheme, a leave package and housing allowance. The adjustment on working load is required in order to improve the work-life balance factor. There is need to have a clear procedure of performance evaluation as there are some criticism of the current driver loads and remuneration as there is need to remove subjectivity of the evaluation process.

6.5 Conclusions

The aim of the study was to develop interventions for Truck Driver retention for VICMO Investments Limited. The results show that the most critical factors associated with dissatisfaction were two motivators and these included lack of insurance schemes like death and health and lack of promotion opportunities and one dissatisfier being poor company

policies relating to work. The results of this study point towards the importance for research, policy and practice to pay attention to ‘how’ management systems can better integrate motivators and dissatisfied issues, not least because they are closely related to the quality of service delivered. In practice, this means a shift from management with a unilateral focus on economic values, such as employee total motivation. The managerial challenge to retain a stable workforce in VICMO is about creating sustainable work conditions that promote and facilitate the mission to provide an ideal service.

Given the growing needs for VICMO to retain its best employees in the face of competition, the findings of the study suggest it is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in VICMO. Management as such should instigate further programs to understand why employees quit the organization and identify other issues that this study has found out that attract and retain them in the organization. The researcher posits that job satisfaction is the key determinant of turnover intention. Hence, if the above sound strategies are applied, there is a possibility that VICMO continue to exist in a vibrant environment by taking into account its workforce as a vital resource.

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APPENDICES

Appendix I – Questionnaire

Dear Sir,

This questionnaire will be used to collect information regarding your employment experience with VICMO Transport. As a part of this data gathering, the information collected will be used by me alone to identify the areas needed for improvement, analyse the factors attributing to retention, and hopefully improve future employment prospects. All responses will be kept confidential from everyone and the results are used for my school purpose only.

Kindly provide us with the following information.

Level of education (Tick appropriate Box)

- a) Never been to school
- b) Primary level
- c) Secondary level

Duration of driving experience (Indicate Months/Years).....

Marital status (Tick appropriate Box)

- a) Married
- b) Widowed
- c) Single
- d) Cohabiting

Period engaged with VICMO (Indicate Months/Years).....

For the sections below, Please rate the following statements on a scale of 1 to 5 as follows: 1 for strongly disagree, 2 for disagree, 3 for somewhat agree, 4 for agree and 5 for strongly agree.

Work Facilities and Environment

When I look at my job, I am very safe	
I have no problem with the environment where I work (the truck is fine, there are facilities at my work place to help me like bathing and resting)	
Workers like me participate in management activities	
I am happy about my teammates	
I am happy about supervisors	

Personal and Career Development

I like my job because there are promotion opportunities	
I am helped at work in Career Development.	
I like the training done to develop workers (defensive driving etc).	

Salary and other payments

Salary Structure is good and I appreciate what I am Rewarded (salary and allowances)	
I like the provision for Group insurance schemes like death and health	
I do get over time salary	
I have a yearly Bonus Scheme	
The Fringe benefits provided by the VICMO are good (long off days, use of a company car, housing allowance, educational assistance, vacation pay, sick pay, meals and employee discounts).	
Compensation paid for workers during layoffs or during any accidents occurring within the company is satisfactory.	
I am recognised for my work (this may be in form of a bonus or letter or an award)	

Family Welfare Measures

What are missing in my place of work are welfare things (some examples are medical insurance, funeral assistance, Educational loans).	
Provision for job opportunities for family members.	
Company have tie ups with hospitals.	
Insurance schemes provided by the organization are good.	
Interest Free Loans are provided for personal expenses.	

Please rank the following factors with respect to superior subordinate relationship in the organization (from 1 to 14 accordingly).

Approachability of Superior	
Recognition of employee for their achievement	
Teamwork & Co-ordination	
Respecting of co-workers, subordinates	
Clarity in explaining the task to be accomplished	
Superiors follow an autocratic approach.	
Superior acts like a coach	
Superior is a good counsellor	
Superior helps in completing the work	
Superior is impartial	
Superior makes working environment pleasant	
Superior considers others' suggestions and opinions	
Superior maintains friendly relationship	
Superior cares for workers personal welfare	

Please rate the following statements with reference to organizational culture on a scale of 1 to 5 as follows: 1 for strongly disagree, 2 for disagree, 3 for somewhat agree, 4 for agree and 5 for strongly agree.

The working environment is open & trustworthy.	
Morale in the company is high.	
Supervisors do spend good deal of time in listening to employee's ideas.	
Employees are allowed to take responsibility and authority.	
Organization provides scope for better career development plans.	
Organization recognizes human values and culture.	
Communication is effective at all levels.	
Safe working environment is provided.	

As an employee of VICMO, you may have your own position in terms of remaining or leaving the company. Indicate the extent to which you on a seven point scale from 1 to 7. 1 would stand for very unlikely to stay and 7 very likely to stay.

How likely are you to stay with VICMO for another year?	
How likely would you be to apply to this position again?	

Appendix II – Interview Questions

Short follow-up interview

1. If you had to do it all over again, would you apply to this position? Why?
2. Do you have a clear understanding about your career path and promotion plan at VICMO If so, are you happy about it?
3. Do you see yourself working at VICMO in a year? Why?
4. What changes would make you sure about staying with VICMO?
5. Do you feel like you are reaching your full potential with this position? If not, what would make you feel that way?

Appendix III – Research Design Matrix

Research Questions	Research Objectives	Population & Sampling	Data Collection	Data Analysis
What is the driver turnover at VICMO? (Realist, Classical Induction)	To document what is happening at VICMO by providing a highly accurate picture based on past employee turnover rates.	Document review of employee reports and files will be enlisted by availability Sampling	Document review of the employees' records and turnover rates.	- Content analysis - Univariate analysis
Why does the enterprise experience this level of retention? (Nominalist, Abductive)	To present a technical account of why VICMO has this kind of level of retention.	Drivers, Administration Staff in charge of employee management, Finances, operations and Logistics, Non Random sampling	- FGD's with available drivers - In-depth Interviews with Administrative Staff and drivers	Qualitative content analysis
How can driver retention be enhanced? (Pragmatic, Pragmatic)	To develop strategies for Truck driver retention	Drivers, Administration Staff in charge of employee management, Finances, operations and Logistics, Non Random sampling	Applied Research	Referential Pragmatism

Appendix IV – Synthesis of Methodologies and Tools Used In Other Researches

Author(s)	Title	Methodology Used
Hokey Min And Thomas Lambert, 2002	Truck Driver Shortage Revisited	Quantitative, Random selection and Questionnaire administered.
Yoshinori Suzuki , Michael R. Crum and Gregory R. Pautsch, 2009	Predicting truck driver turnover	Quantitative, Econometric method and driver data to predict the quit probability.
Frederick J. Stephenson And Richard J. Fox, 1996	Driver Retention Solutions: Strategies for For-Hire Truckload (TL) Employee Drivers	Mixed Method, Non-random Survey, Questionnaires
Stephen A. Lemay And G. Stephen Taylor, 1988	Truck Driver Recruitment: Some Workable Strategies	Quantitative, examined using illustrative cases, analysis of recruiting publications, and survey data.
Hokey Min and Ahmed Emam, 2003	Developing the profiles of truck drivers for their successful recruitment and retention: A data mining approach	Quantitative, survey with questionnaires administered to randomly selected trucking firms, analyzed using data mining techniques
Stephen A. Lemay, G. Stephen Taylor And Gregory B. Turner, 2003	Driver Turnover and Management Policy: A Survey of Truckload Irregular Route Motor Carriers	Quantitative, survey questionnaire, analyzed using descriptive statistics and spearman’s correlation coefficients

Steven Lannoo and Elsy Verhofstadt	What drives the drivers? Predicting turnover intentions in the Belgian bus and coach industry	Quantitative, Survey and Questionnaires, Statistical significance, correlations.
G. Stephen Taylor, 1994	Realistic Job Previews In The Trucking Industry	Mixed methods, Survey Questionnaires as precursor to 1 day seminar (PAR) with recruiters
Daniel A. Rodríguez, Felipe Targa and Michael H. Belzer, 2006	Pay Incentives and Truck Driver Safety: A Case Study	Quantitative, using descriptive statistics, statistical significance, probability models
G. Stephen Taylor, Michael S. Garver, Zachary Williams, 2010.	Owner operators: employing a segmentation approach to improve retention	Quantitative, Survey of irregular route long-haul drivers. Findings analyzed using Latent class regression (LCR).
Pierre-Sébastien Fournier, Sophie Lamontagne and Julie Gagnon, 2012.	Interactions between Dispatchers and Truck Drivers in a High Turnover Context	Qualitative approach, based on 17 individual interviews and three group discussions with dispatchers, truck drivers and labor and management representatives from 11 different Quebec-based organizations.
Daniel Sersland, Rajan Nataraajan, 2015	Driver turnover research: exploring the missing angle with a global perspective	Exploratory study employing a qualitative research methodology via in-depth interviews of a select sample of drivers in a field setting followed by content analysis of the responses.
G. Stephen Taylor, 1991	Using Performance Appraisals of Dispatchers to	Document Review

	Reduce Driver Turnover	
Iveta Ozolina-Ozola,	The impact of human resource management practices on employee turnover	Document analysis and expert survey
Roya Anvari, Zhou JianFu, Siavash Hosseinpour Chermahini, 2013	Effective Strategy for Solving Voluntary Turnover Problem among Employees	Documentary review and Thematic Analysis
Loren Staplin and Kenneth W. Gish, 2005	Job change rate as a crash predictor for interstate truck drivers	Quantitative, testing for statistical significance
Émilie Lapointe and Christian Vandenberghe (2016)	Supervisory mentoring and employee affective commitment and turnover: The critical role of contextual factors	Quantitative, Confirmatory analyses, Descriptive statistics and inter-correlations and Hypothesis testing
Choi Sang Long, Musibau Akintunde Ajagbe, and Tan Owee Kowang, 2013	Addressing the Issues on Employees' Turnover Intention in the Perspective of HRM Practices in SME	Literature Review