

**Creating A Competitive Advantage  
Through Partnershipping  
With Owner-Operators**

Gene C. Griffin  
Julene M. Rodriguez

**UGPTI Publication No. 91**

June 1992

# **CREATING A COMPETITIVE ADVANTAGE THROUGH PARTNERSHIPING WITH OWNER-OPERATORS**

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

**Upper Great Plains Transportation Institute  
North Dakota State University  
Fargo, North Dakota  
June 1992**

## ACKNOWLEDGEMENTS

---

The Upper Great Plains Transportation Institute would like to acknowledge the contribution of the Owner-Operator/Independent Driver Association of Grain Valley, MO in the development of this study. They provided the impetus, helped with a financial contribution, assisted in developing the survey, furnished mailing lists, and distributed surveys, reports, news releases, and other information regarding the study. Without their efforts this study would not have been possible.

# TABLE OF CONTENTS

---

Introduction .....	1
Review Of Theory And Methodology .....	3
Theory Of Job Satisfaction .....	3
Maslow's Hierarchy of Human Needs .....	4
Herzberg's Two-Factor Theory of Job Satisfaction .....	6
Sampling Methodology and Survey Instrument .....	9
General Characteristics Of The Combined Sample .....	11
Demographics .....	11
General Results .....	12
Time Away From Home .....	14
Working Conditions .....	16

Equipment .....	19
Communication and Involvement .....	20
Training .....	23
Pay and Benefits .....	26
Recognition .....	30
Company Relations And Supervision .....	32
Career Advancement .....	34
Recruitment .....	36
Company Attitude .....	39
Future Plans .....	41
Job Satisfaction .....	42
Differences Between OOIDA Members & Non-Members And Owner-Operators & Company Drivers .....	47
Summary, Conclusions, And Suggestions .....	49
Appendix A .....	55
Appendix B .....	81

Appendix C .....	111
Notes .....	157
Index .....	161

# LIST OF TABLES

---

Table 1. APPROXIMATE ANNUAL NET INCOME OF OWNER-OPERATORS .....	12
Table 2. ATTITUDES OF OWNER-OPERATORS CONCERNING VARIOUS ASPECTS OF THE TRUCKING BUSINESS .....	14
Table 3. OTHER BUSINESS AREAS OF INTEREST IN ADDITION TO DRIVING .....	16
Table 4. PROBLEMS RESULTING FROM WORKING CONDITIONS OF OWNER-OPERATORS .....	18
Table 5. IMPORTANCE OF EQUIPMENT RELATED ITEMS TO OWNER-OPERATORS .....	20
Table 6. IMPORTANCE TO OWNER-OPERATORS TO INFLUENCE THEIR COMPANY ABOUT SELECTED BUSINESS PRACTICES .....	21
Table 7. PREFERRED METHODS FOR COMMUNICATING INPUT TO MANAGEMENT .....	22
Table 8. PREFERRED METHODS OF RECEIVING INPUT FROM THE COMPANY OTHER THAN DISPATCH .....	24
Table 9. OWNER-OPERATORS' INTERESTS IN MORE TRAINING .....	25
Table 10. INCOME PERCEPTIONS OF OWNER-OPERATORS .....	27
Table 11. IMPORTANCE OF DIFFERENT TYPES OF PAY .....	28
Table 12. IMPORTANCE OF ADDITIONAL COMPENSATION FOR SPECIFIC AREAS OF PERFORMANCE .....	29

Table 13. OWNER-OPERATORS' RANKING OF IMPORTANCE OF FRINGE BENEFITS . . . . .	30
Table 14. RANKING OF IMPORTANCE OF AWARDS AND RECOGNITIONS FOR SPECIFIC AREAS OF PERFORMANCE . . . . .	31
Table 15. OWNER-OPERATORS' ATTITUDE ABOUT CERTAIN CHARACTERISTICS OF THE COMPANY THEY LEASE TO . . . . .	33
Table 16. EXPERIENCE AND PREFERENCE IN MEETING WITH COMPANY MANAGEMENT . . . . .	34
Table 17. DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS . . . . .	35
Table 18. EXPECTATIONS OF OWNER-OPERATORS WHEN THEY FIRST LEASED WITH THEIR PRESENT COMPANY . . . . .	38
Table 19. EVALUATION OF COMPANY'S ATTITUDE TOWARD OWNER-OPERATOR NEEDS . . . . .	40
Table 20. PROBLEMS EXPERIENCED BY OWNER-OPERATORS IN WORKING WITH CARRIERS . . . . .	42
Table 21. RANKING OF MOTIVATIONAL (JOB ATTITUDE) FACTORS IN THEIR CONTRIBUTION TO JOB SATISFACTION . . . . .	44



# LIST OF FIGURES

---

Figure 1. The National Transportation Bill. ....	2
Figure 2. Maslow's Hierarchy of Human Needs. ....	4
Figure 3. Herzberg's Two-Factor Theory of Job Satisfaction .....	6
Figure 4. Herzberg's Two-Factor Theory of Job Satisfaction and Corresponding Attributes. ....	8
Figure 5. Acceptability Of Being Away From Home. ....	15
Figure 6. Types Of Awards Owner-Operators Are Interested In. ....	32
Figure 7. Criteria For Leasing To Their Present Company. ....	37
Figure 8. Reasons Cited For Leaving The Industry. ....	43
Figure 9. Owner-Operators' Ranking Of Personal Satisfaction From Their Job. ....	43

# INTRODUCTION

---

Transportation of freight is fundamentally important to the economies in which it takes part. It is certainly equal to, if not more important than, its counterpart, passenger transportation. There is a strong linkage between the availability of adequate and reasonably priced freight transportation service and the quantity of jobs. There is also a strong, positive relationship between employment and the demand for passenger transportation. Without jobs there is no economic basis for the congregation of people in communities and urban centers. Thus, the first condition of passenger transportation demand is an adequate freight transportation system, which results in jobs. This is obvious in production oriented parts of the economy, which depend on freight transportation to deliver the goods produced to points of demand. Therefore, it is imperative that the United States focus on the continual development and improvement of a freight transportation system that serves the local, regional, national, and global economies.

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

It is estimated that owner-operators move 30 to 40 percent of inter-city freight.<sup>4</sup> These private small business operators make an important contribution to the overall truckload capacity of the industry. They also make a contribution to the individual trucking firms which comprise the industry, with some firms entirely dependent on this service.

For the firms that rely on independent contractors to create part or all of their production capacity, it is important to create the best possible environment for conducting business. This creates a competitive advantage for their company. A positive and satisfying relationship between a carrier and its owner-operators will result in reduced costs, improved customer satisfaction, and the potential for business growth. Costs are lowered through reduced turnover and absenteeism which are directly related to job satisfaction.<sup>5</sup> Turnover is

associated with increased costs, resulting from reduced performance and increased accident and insurance costs. Customer satisfaction, a major factor in retaining business, is directly tied to job satisfaction. Maximum customer satisfaction can only be achieved with satisfied employees.<sup>6</sup> These two factors (reduced costs and improved customer satisfaction) provide the motivation for trucking firms to create a positive and satisfying relationship between themselves and their owner-operators.

Supplier partnerships are one of the many strategies utilized to manage quality. Quality will be difficult to manage if a poor partnership exists. Nearly 60 percent of companies surveyed used supplier partnerships as a quality management strategy.<sup>7</sup> The independent contractor is essentially a supplier to the trucking firm with which they contract. Given the importance of quality as a competitive strategy in the next decade it is essential for trucking firms using owner-operators for a significant portion of their capacity to focus on supplier partnerships as a means of achieving their quality goals.

In summary, trucking firms who rely on owner-operators to any significant extent will not achieve an advantage in a highly competitive industry if they do not understand their partners. But understanding them is only the first step in creating a competitive advantage. This understanding must be translated into a program of earnest partnershiping in which both the independent contractor and the trucking firm benefit. This study provides information to encourage that first step — understanding owner-operators' concerns, needs, and wants.

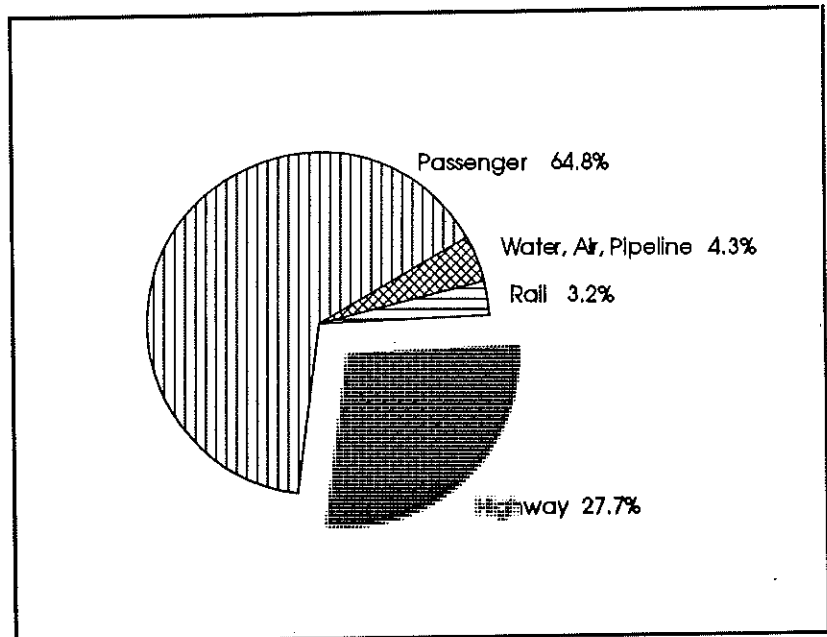


Figure 1. The National Transportation Bill.

# REVIEW OF THEORY AND METHODOLOGY

---

As stated earlier, turnover results in increased costs for the trucking firm. The turnover of drivers has been the focus of much discussion and evaluation and some research over the past few years in an attempt to solve or mitigate this problem. However, little attention has been paid to the turnover of owner-operators. There is nothing that would suggest that some or most of the same costs associated with driver turnover do not apply as well to owner-operator turnover. It was also stated earlier that there is a direct relationship between turnover and job satisfaction. That is why this study and previous studies of drivers<sup>8</sup> have focused on job satisfaction.

## THEORY OF JOB SATISFACTION

The term "job satisfaction" holds different meanings for different people. Locke has defined job satisfaction as "a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experience."<sup>9</sup> Vroom has described it as "affective orientations on the part of individuals towards work roles which they are presently occupying."<sup>10</sup> In attempting to describe job satisfaction, "...the distinction between being 'satisfied with' and 'deriving satisfaction from' one's job must be kept in mind."<sup>11</sup> An owner-operator who is "satisfied with" his job will put forth an acceptable level of effort. However, an owner-operator who "derives satisfaction from" his job will put forth that extra, discretionary effort. The importance of this discretionary effort is spelled out by Yankelovich: "Our productivity as a nation, in cost-cutting and competition, depends on how well we mobilize our discretionary effort."<sup>12</sup>

Theories of job satisfaction have been developed in this century as a response to new organizational structures brought about by the industrial revolution. Job satisfaction describes how people feel about their work, which, in turn, affects their behavior. This study was

based on Herzberg's "Two-Factor Theory of Job Satisfaction." This theory is partially based on Maslow's "Hierarchy of Human Needs" and is analogous to it in several respects. Therefore, a short treatment of this hierarchy will be useful in understanding job satisfaction.<sup>13,14</sup>

## **MASLOW'S HIERARCHY OF HUMAN NEEDS**

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

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

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

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

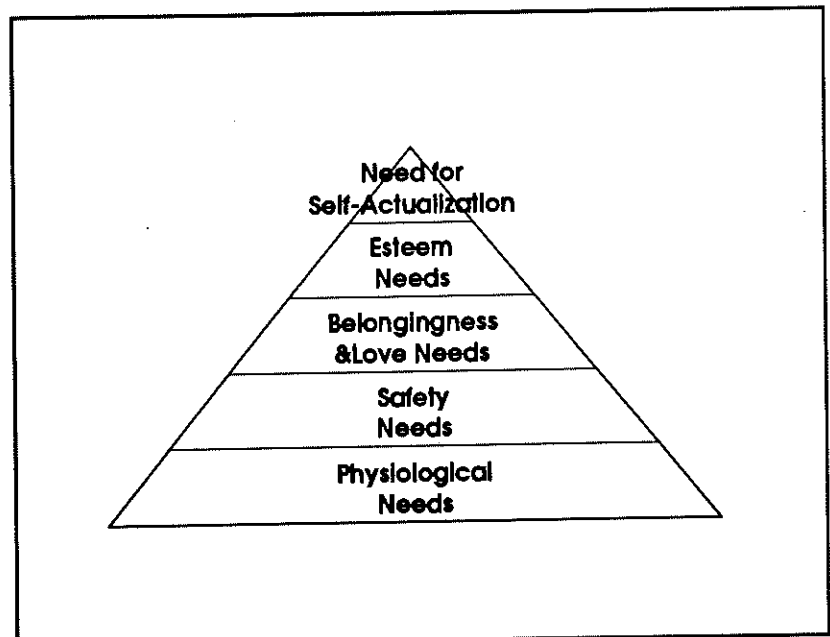


Figure 2. Maslow's Hierarchy of Human Needs.

Physiological needs in a modern free enterprise economy manifest themselves in the form of jobs which provide income. The state provides a minimum welfare income for those unable to meet their bare physiological needs in part to ensure the safety of other people. When these needs are at risk so is the society. Without income sufficient to meet the physiological

needs of the individual and the family, it will be difficult for people to concern themselves with the higher order needs.

**SAFETY NEEDS.** One tier up from the physiological needs are the safety needs. For example, a person on the verge of starving to death might climb down a cliff to get to food. However, if starvation was not imminent, that person would not risk the climb, but would look for food in a safer environment. This may put the physiological needs at risk (food might not be available elsewhere), but the safety needs are comparatively dominant when one's immediate physiological needs are met. In a modern society, safety needs are also a factor of income. Health insurance and health care, housing in a safe neighborhood, life insurance, safe automobiles and trucks—all contribute to the safety of the individual and all are tied directly to income in the form of direct payment or fringe benefits.

**BELONGINGNESS AND LOVE NEEDS.** These are the needs to have contact with and be accepted by other people. This need is the gray area between the animalistic survival needs and humanistic psychological needs. If the physiological and safety needs have been relatively satiated, they allow the individual to pursue fulfillment of the belongingness and love needs. Conversely, until the belongingness and love needs have been satisfactorily satiated, the higher needs may seem unimportant and unobtainable. Lower needs distract attention from higher needs.

**ESTEEM NEEDS.** These needs include self-esteem and having the esteem of others. This need concentrates on respect: self-respect and the respect of others. Maslow lists several aspects of these needs and how they can be satisfied.

These needs may therefore be classified into two subsidiary sets. These are, first, the desire for strength, for achievement, for adequacy, for mastery and competence, for confidence in the face of the world, and for independence and freedom. Second, we have what we may call the desire for reputation or prestige (defining it as respect or esteem from other people), status, dominance, recognition, attention, importance, or appreciation.<sup>15</sup>

The owner of a small business firm, such as an owner-operator, should relate well to this particular need. Much of what Maslow has referred to could potentially be manifested in the successful development of an independent contractor. These needs are like all others; the need is strongest when it is lacking fulfillment. Lower needs may be jeopardized and higher needs may be unrecognized when a single need dominates.

**THE NEED FOR SELF-ACTUALIZATION.** This need is the highest tier of human needs. It is purely a psychological growth need. It is the need to be self-fulfilled. It is related to positive, humanistic ideals such as beauty, peace, justice, and creativity. If a person is the best possible

driver, but his talents and interest lies in music, this need will not be met. Thus the nature of the work itself is an important factor in fulfilling this need. Thus, if the nature of the work is very rewarding to the individual and the individual has a sense of making a contribution through their work, some level of self (who I am) may be achieved. It is difficult to achieve this level of need; some people never even recognize it, much less satisfy the need.

### HERZBERG'S TWO-FACTOR THEORY OF JOB SATISFACTION

Herzberg's theory is based on the hypothesis that man has two separate and distinct needs: (1) those that arise from man being an animal opposed to pain, and (2) the needs of man for psychological growth.<sup>16,17</sup> Herzberg's theory is closely related to Maslow's hierarchy of needs.

The two factor theory involves two separate bi-polar parallel vectors: one for job dissatisfaction and one for job satisfaction (see Figure 3). In the worst case, it is possible for a worker to have no job satisfaction and a great deal of job dissatisfaction (C,A). Alternatively, the best case would be a worker with no job dissatisfaction and a lot of job satisfaction (B,D). However, most people will fall somewhere between the two endpoints on both vectors (E,F). This causes them to constantly weigh dissatisfaction and satisfaction with their job. A note must be

made about the difference between "being satisfied with" and "deriving satisfaction from" a job. "Being satisfied with" one's job usually relates to the environment of the job or the environment in which one works in. This corresponds to the job dissatisfaction vector in Figure 3. "Deriving satisfaction from" job relates to psychological well-being and personal growth and is represented by the job satisfaction vector. Theories of job satisfaction place emphasis on the latter concept.

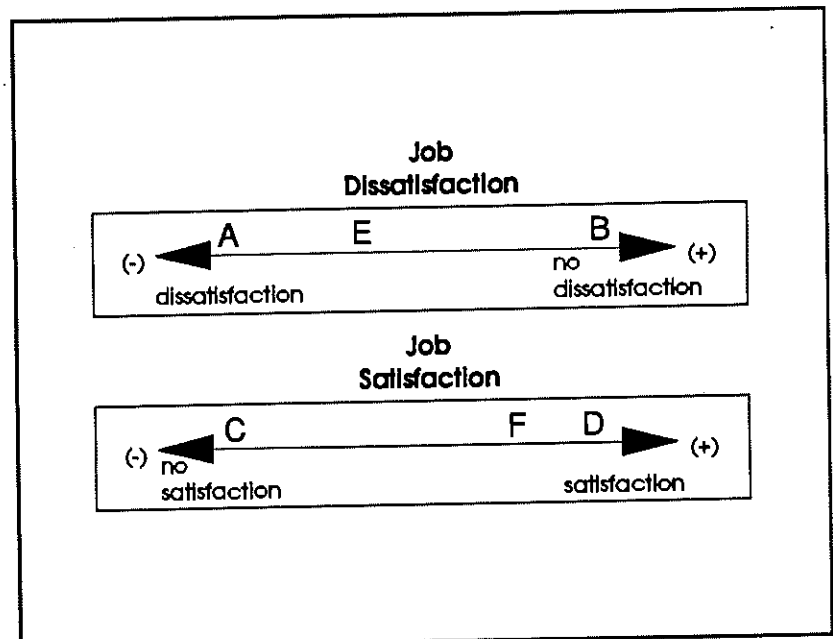


Figure 3. Herzberg's Two-Factor Theory of Job Satisfaction

**HYGIENE FACTORS (DISSATISFIERS OR AGGRAVATORS).** Hygiene factors define the conditions necessary for man to avoid pain in the work environment. The name "hygiene" comes from

the medical use of the word to mean "preventative and environmental." Hygiene factors, as they relate to job satisfaction, include:

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

These factors produce shorter-term changes in job satisfaction. They describe the circumstances under which people perform their work. Hygiene factors "led to job dissatisfaction because of a need to *avoid* unpleasantness."<sup>18</sup> While these factors may cause job *dissatisfaction*, they do not contribute to job *satisfaction*. A driver is likely to be dissatisfied with a low salary. An adequate salary, however, does not contribute to job satisfaction. Safety is another hygiene factor. A driver is likely to be dissatisfied with an unsafe job. The presence of safety, however, does not contribute to job satisfaction. These two factors, salary and safety, fill the first two levels of Maslow's hierarchy and thus fulfill man's physiological needs in work. Motivators contribute to fulfillment of higher, psychological growth levels of Maslow's hierarchy.

**MOTIVATING FACTORS (SATISFIERS OR MOTIVATORS).** Motivating factors fulfill man's need for psychological growth. These factors include:

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

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

Another way to view the theory is to think of satisfaction and dissatisfaction in terms of a good attitude and a poor attitude respectively. A good attitude is achieved by applying the motivators (Figure 4). Implementing achievement, recognition for achievement, responsibility, and advancement in defining the job results in motivation, initiative, loyalty and productivity. Personal growth is the general outcome of applying these factors. The absence



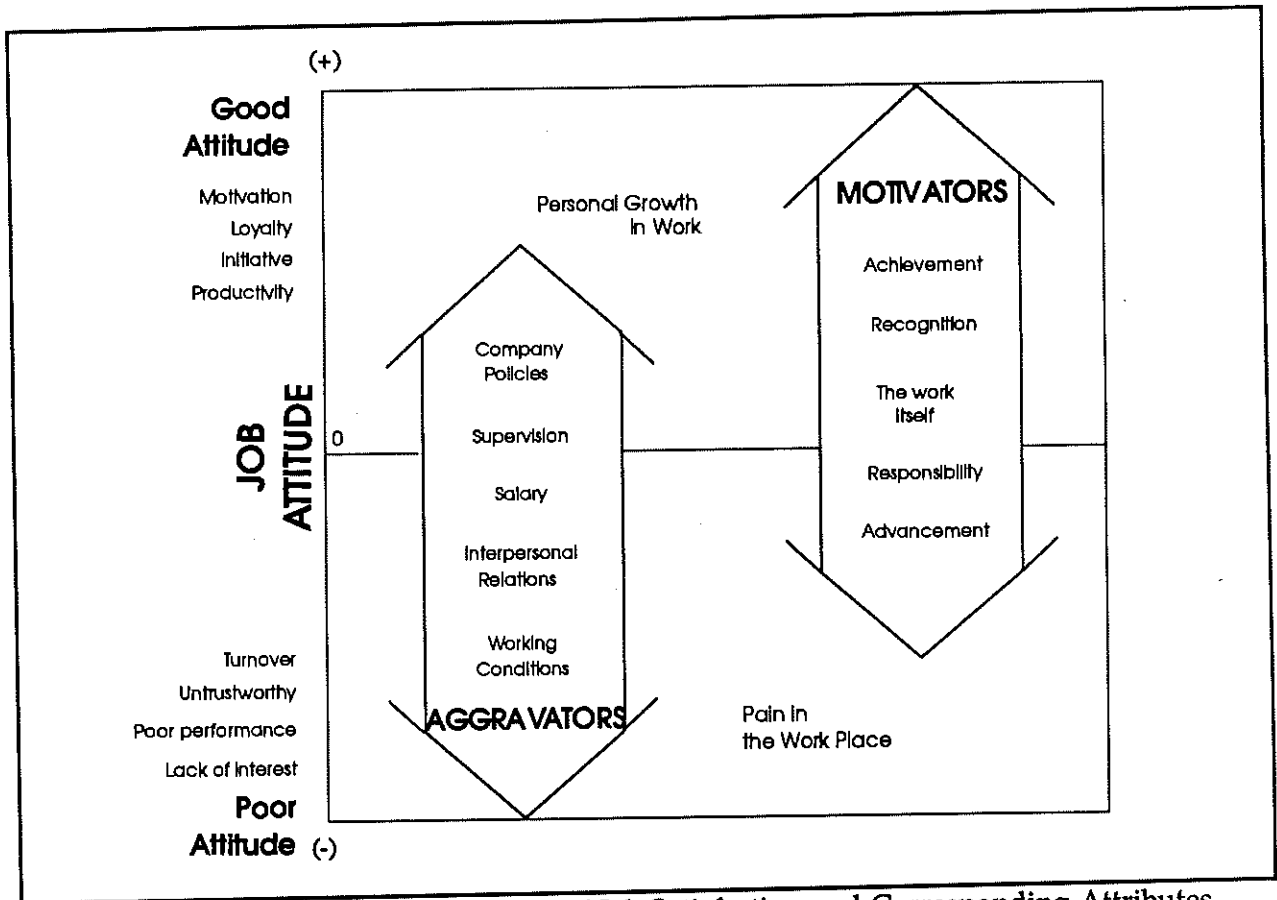


Figure 4. Herzberg's Two-Factor Theory of Job Satisfaction and Corresponding Attributes.

of these factors (motivators) will not result in great job dissatisfaction, but will prevent individuals from deriving satisfaction from their job and having a positive job attitude.

The aggravators, on the other hand, must be above some minimum level to prevent job dissatisfaction resulting in a negative job attitude. A certain level of physiological, safety and belonging needs must be achieved to eliminate pain in the work place. However, having achieved that level, more will not result in a significantly positive job attitude. It simply results in an attitude which allows the motivators to be more effectively applied. If the level of aggravators is unacceptably high, a poor job attitude will develop, resulting in turnover, untrustworthiness, poor performance and lack of interest. These are the attributes that one does not want in a partner. The attributes resulting from a positive job attitudes are exactly what one would look for in an owner-operator who essentially represents the firm.

## SAMPLING METHODOLOGY AND SURVEY INSTRUMENT

The population sampled for this study was the subscribers to *Land Line*, a trade magazine published by the Owner-Operator Independent Drivers Association (OOIDA). The subscribers to *Land Line* were partitioned into two groups, OOIDA members and nonmembers. OOIDA has 16,000 plus members and is the largest group of its kind representing independent trucking contractors and small fleet members.<sup>19</sup> There are 67,000 plus subscribers to *Land Line*, thus the non-member sub-population was approximately 41,000. A random sample of 1,550 of each subgroup was made for a total of 3,100 questionnaires. Only one mailing was made in November of 1990.

The OOIDA members had a return rate of 23.6 percent, resulting in a sample size of 366. Non-members had a slightly lower return rate of 20.4 percent, resulting in a sample size of 316. Both individual samples are significant at the 90 percent confidence level ( $\pm 10$  percent). The combined sample is significant at the 95 percent confidence level ( $\pm 5$  percent).

The survey instrument consisted of 20 pages of 64 multi-part questions (See Appendix A). The questionnaire was adapted from an earlier national study on job satisfaction of company employee truck drivers.<sup>20</sup> The questions ranged from multiple choice forced answers and rankings to open-ended essay questions. Given the time and effort required to fill out the questionnaire, approximately one hour, the return rates were deemed quite acceptable.

The remainder of this report is divided into three main sections; one a description based on distributions and averages for the combined sample, a second section on the differences between owner-operators and company drivers and on the differences between OOIDA members and non-members, and a final chapter with summary, conclusions and recommendations.



# GENERAL CHARACTERISTICS OF THE COMBINED SAMPLE

---

The samples of the non-member and OOIDA members were combined for two reasons: (1) the two sub-populations are statistically identical for almost every factor covered (see page 47); and (2) increased statistical reliability of the sample. The general use of averages with some attention to distributions will be utilized to provide a general description of the typical owner-operator (detailed data can be found in Appendix A). There were also half a dozen open-ended, essay questions in the survey. These questions are not discussed in this narrative but can be found in Appendix B.

## DEMOGRAPHICS

The owner-operator is dominated by white males, as is the case with company drivers. Ninety-five percent of the owner-operators responding were male and 98 percent were white. The average age was 45 years and 80 percent were married or living together. Only 10 percent were single or widowed and only 10 percent were separated or divorced. The married/living together rate is much higher than the national average and correspondingly single/widowed and separated/divorced rate is much lower than the national average. Nationally, 62.0 percent of the adults over 18 years old are married or living together.<sup>21</sup> Each owner-operator, on average, had one child under 18 as a dependent.

Owner-operators appear to be fairly well educated as a group. Only 12 percent of the respondents had less than a high school degree. This compares with 23.1 percent of the adult U.S. population.<sup>22</sup> Forty-one percent had received a high school diploma, 10 percent had attended a technical school, 28 percent had attended college and 9 percent had a college degree.

The average owner-operator has driven professionally for 18.5 years, does not belong to the Teamsters (only 12 percent of the respondents belonged) has worked for or leased to six companies during their career and has been leased to their present company for slightly over four years. Their net income after expenses averages approximately \$25,000 per year. This ranges from a low of under \$10,000 per year (6.6 percent) to over \$50,000 per year (7.4 percent) (Table 1). Seventy-five percent of the respondents earned \$35,000 per year or less. Most owner-operators (49.5 percent) were paid on a percentage of the freight bill, with their cut averaging 71 percent. The second most frequent method of payment was on a per-mile basis (32.3 percent) averaging 86 cents per mile.

Most owner-operators expect to be leased to their present company for two years or more. However, 30 percent felt they would be with their present company for only one year or less, while 43 percent indicated they would remain with the same firm for the next two to five years. Twenty-six percent responded that they plan to stay with the existing firm for six or more years. This is similar to the expectations of company drivers surveyed in a national study.<sup>23</sup>

Table 1. APPROXIMATE ANNUAL NET INCOME OF OWNER-OPERATORS

Income Range (dollars)	Respondents	Percent	Cumulative Percent
Under 10,000	43	6.6	6.6
10,000-19,999	158	24.3	30.9
20,000-29,999	221	34.1	65.0
30,000-39,999	118	18.2	83.2
40,000-49,999	61	9.4	92.6
50,000-Plus	48	7.4	100.0
Total	649	100.0	

## GENERAL RESULTS

Owner-operators were positive about "Driving The Truck" and the "Independent Lifestyle." They liked this the most of a series of 21 different aspects of the business (Table 2). Ninety-five percent of the owner-operators really like or liked "Driving The Truck" and nearly the same was true for the "Independent Lifestyle." This is extremely important in terms of job attitude/ satisfaction and motivation, since they are related to responsibility and the work itself, both of which are motivators. "Independent Lifestyle" could easily be viewed as responsibility for the owner-operator since the independence that the individual gains from

being a small business operator must be answered with responsibility if they want to survive. Driving the truck is certainly a main element of the work itself. Since both of these result in a positive job attitude, a significant base of motivation is already in existence among owner-operators.

As a group they also liked their present company (72.4 percent). Only 9.4 percent disliked or really disliked the company they were leased to. "Tractor/Trailer Maintenance," "Visiting With Other Drivers," "Controlling Costs Of Operations," "Traveling Out Of Town," "Recommending New Customers," "Meeting Safety Requirements," and "Relations With Shippers/Customers" were all aspects of the job that were viewed very positively (50 percent or greater). Most of these aspects would be classified as the work itself and therefore contribute to overall job satisfaction and motivation. It is significant to note that 13.6 percent or less of the owner-operators disliked or really disliked any of these aspects of the job. The distribution is skewed heavily to the positive to neutral side for these categories, indicating a rather universal perception of these elements.

Perceptions of "Company Management," "Drug Testing," "Loading/Unloading Of Palletized Freight," and "Commercial Drivers License" (CDL) are quite different on the other hand. There is an even distribution between the likes, neutrals, and dislikes for these aspects of the job. Owner-operators are pretty evenly split on these issues. Some of this may be due to experience with these aspects of the job and corresponding learned attitudes. For instance, a CDL may be viewed positively or may not be a concern for those that have already tested for and received one. At the time of this survey, November 1990, the CDL program was just being implemented. However, for some there may be the fear of taking the test or an issue of personal rights. Drug testing could be a similar case to the CDL.

"Satellite Communications" ranged from heavy neutral to one-third of them saying they disliked or really disliked it. This is an area where learned behavior may play a significant role. Past studies and observations reveal that drivers who have operated with a satellite system have overwhelmingly come to like this type of communication as opposed to those drivers who have no experience with it. The main reason for this is satellite communication usually results in more efficient use of time and increases the productivity of the driver. The net result of this should be increased discretionary time, increased income, or some combination of the two.

"Hand Loading And Unloading Of Freight" was by far the most negative aspect of the job for owner-operators. Eighty-two percent of them either disliked or really disliked it. This is quite understandable since owner-operators are usually paid per mile or a percentage of revenue. Handling freight interferes with conducting the work their pay is based on.<sup>24</sup> Also, the issue of fatigue may contribute to the dislike of handling freight. Furthermore, it is suspected that many drivers do not perceive this as part of the job. "Vehicle Inspections By DOTs," "Company Speed Limits," and "Dealing With Highway Patrol" are also viewed negatively. Interestingly, all of these activities contribute to delay or inhibit efficiency in the short run

**Table 2. ATTITUDES OF OWNER-OPERATORS CONCERNING VARIOUS ASPECTS OF THE TRUCKING BUSINESS**

Question 1		Rank	Value	Really Like/ Like	Neutral	Really Dislike/ Dislike
(Scale 1-Really like to 5-Really dislike)		Mean		Percentages		
2	Driving the truck (n=657)	2	1.53	95.2	4.6	0.3
6	Independent lifestyle (n=658)	1	1.50	94.2	5.2	0.6
19	Your present company (n=652)	3	2.14	72.4	18.3	9.4
21	Tractor/trailer maintenance (n=658)	5	2.21	69.8	24.2	6.1
7	Visiting with other drivers (n=658)	4	2.19	66.7	30.9	2.4
18	Controlling costs of operation (n=649)	8	2.29	65.8	24.2	10.1
5	Travelling out-of-town (n=660)	7	2.27	65.6	24.4	10.0
20	Recommending new customers (n=654)	6	2.25	62.3	35.0	2.6
3	Meeting safety requirements (n=653)	9	2.33	61.0	33.5	5.6
1	Relations with shipper/customers (n=642)	10	2.41	59.2	27.3	13.6
9	Company management (n=655)	11	2.78	41.3	37.3	21.5
14	Drug testing (n=655)	12	3.00	36.3	31.1	32.5
13	Loading/unloading palletized freight (n=643)	14	3.14	34.7	26.3	39.0
11	Commercial drivers license (n=656)	16	3.36	24.3	32.8	43.0
15	Satellite communications (n=646)	13	3.08	19.6	55.7	24.7
10	Paperwork (n=655)	17	3.38	15.3	40.8	44.0
4	Vehicle inspections by DOT officials (n=653)	20	3.66	13.2	31.9	55.0
8	Dealing with highway patrol (n=655)	15	3.33	12.2	54.2	33.6
16	Company speed limits (n=641)	18	3.39	10.9	49.6	39.5
17	Satellite monitoring (n=643)	19	3.56	9.5	43.5	47.0
12	Hand loading/unloading freight (n=653)	21	4.40	4.0	13.6	82.4

without regard to the perceived necessity of some of these activities.

### **TIME AWAY FROM HOME**

The amount of time spent away from home has been a major issue of contention regarding the problem of turnover. Many companies and managers have thought if drivers and owner-operators could be brought home more often, turnover problems would be resolved, and better relations with owner-operators would prevail. This attitude is counter to job

satisfaction theory. First, job attitude is not a single issue phenomena. It is a very complex set of interrelated issues. Second, time away from home is considered a working condition and as such must be at some acceptable level, but it will not provide long term motivation.

Owner-operators as a rule find it acceptable to be away from home for periods of time that vary with the individual. Seventy-six percent of them thought it was okay to be gone for one weekend or less. However, the acceptability dropped significantly at two weekends and dropped dramatically again at three weekends (Figure 5). It is interesting to note that the number of drivers that find it acceptable to be away from home for a certain period of time drops in half at each successive weekend out: 76.0 percent for one weekend, 37.2 percent for two weekends, 15.7 percent for three weekends, and 9.0 percent for a month or more. Given that owner-operators have different preference functions for staying out suggests that they may sort themselves out among companies who can bring them home on a frequency consistent with their preference. Thus, owner-operators that desire to be home more often would tend to look for companies whose operational constraints and management philosophies can achieve their home time preferences. This may also be learned behavior as well. Individuals who have the opportunity to get home more often may develop a preference for that frequency. However, one must remember that drivers do exhibit different preferences for home time, which lends itself to a system which rewards people for staying out longer. Such a system would identify those owner-operators with a preference for staying out longer and would impose a discipline on the firm to get the trucker home since it would cost the firm more to keep them out longer.

Owner-operators that desire to be home more often would tend to look for companies whose operational constraints and management philosophies can achieve their home time preferences. This may also be learned behavior as well. Individuals who have the opportunity to get home more often may develop a preference for that frequency. However, one must remember that drivers do exhibit different preferences for home time, which lends itself to a system which rewards people for staying out longer. Such a system would identify those owner-operators with a preference for staying out longer and would impose a discipline on the firm to get the trucker home since it would cost the firm more to keep them out longer.

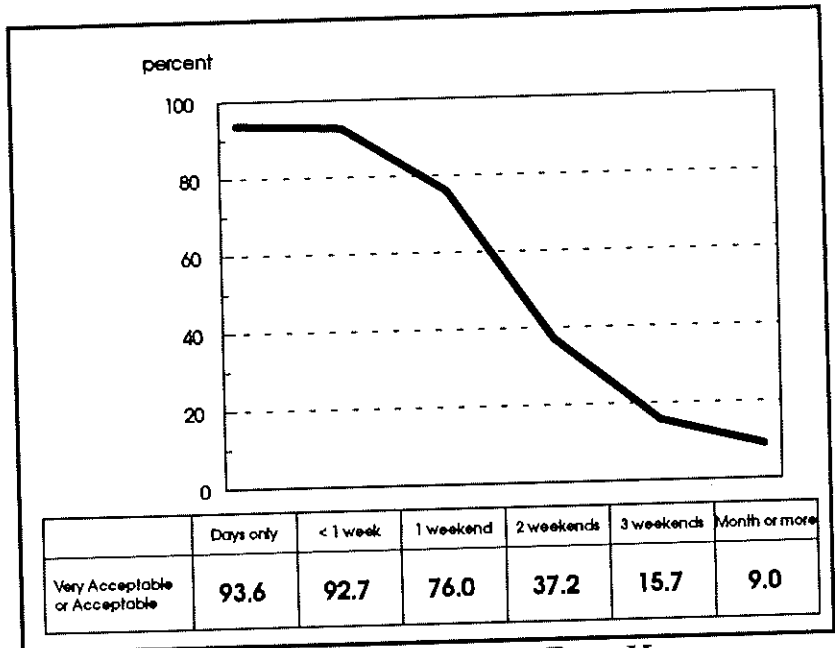


Figure 5. Acceptability Of Being Away From Home.

Owner-operators expressed a strong interest in several other facets of the business. When asked "In Addition To Driving, What Other Areas Are You Interested In," more than 50 percent responded positively in six out of nine areas as "Very Interested" or "Somewhat Interested" (Table 3). They expressed the strongest interest in the areas of "Maintenance And Repair" and "Cost Reduction Goals". Approximately 90 percent of the owner-operators were either very or somewhat interested in these phases of the business. This should be intuitively



obvious since improvement in both areas results in increased profitability. "Equipment Purchases" and "Safety" were also cited as areas of additional interest along with "Customer Relations" and "Sales". "Equipment Purchases" and "Safety" are similar to the first two in terms of self-interest. However, "Customer Relations" and "Sales" is indicative of people seeking additional responsibility in their job. Responsibility, being a motivator, provides an opportunity for trucking firms utilizing owner-operators to allow them to make a greater contribution to the success of the firm, while at the same time, increasing the individual's motivation.

The number of business areas in which the respondents expressed an interest suggests motivated individuals who see themselves with capabilities to create greater value to the company through additional responsibilities. Lesser, but still significant, interest was expressed in the areas of "Obtaining Authority," "Fleet Expansion," and "Training New Drivers".

Table 3. OTHER BUSINESS AREAS OF INTEREST IN ADDITION TO DRIVING

Question 3		Rank	Value	Very/ Somewhat	Slightly/ Not
(Scale 1-Very to 4-Not)		Mean		Percentages	
6	Maintenance and repair (n=664)	1	1.44	90.9	9.0
7	Cost reduction goals (n=659)	2	1.53	90.5	9.6
5	Equipment purchases (n=662)	3	1.74	82.1	18.0
4	Safety (n=658)	5	1.90	78.0	22.1
3	Customer relations (n=665)	4	1.88	77.0	23.0
1	Sales (n=664)	6	2.36	60.8	39.2
9	Obtaining my own authority (n=644)	7	2.64	47.0	53.0
8	Buying more trucks (fleet expansion) (n=662)	8	2.86	39.6	60.5
2	Training New Drivers or Refresher Training (n=660)	9	3.02	33.6	66.4

### WORKING CONDITIONS

Trucking as an owner-operator or as a company driver is widely accepted as a difficult job that is demanding, performed in less than ideal working conditions, and requiring physical as well as mental skills. Several problems can be encountered while on the road or dealing with customers (or management) that can result in a negative job attitude. One section of the survey dealt with working conditions. "Road Pavement Conditions," "Variations Between States' Laws," and "Parking Spaces For Rest" were cited the most frequently and overwhelmingly as problem areas (Table 4).

Over 80 percent of the owner-operators considered these a small or big problem. Further inspection of the detailed statistics reveals that over 50 percent of them thought they were a big problem (Appendix A, Question 5). There are two interesting aspects of this finding; (1) all three are public policy issues, and (2) all are aggravators which will not result in positive job attitude but can create a negative job attitude. The importance of these three factors should not be understated. Although mitigation or totally resolving these issues will not result in a significant contribution to a positive job attitude, they can result in a very negative job attitude if conditions are bad enough. Therefore, an attempt to deal with these issues must be made by management. However, this is a difficult proposition since these issues are public policy in nature. There is a lack of direct control. Thus, management must work through industry organizations and government to influence these factors.

"Relationship With Company Management," "Boredom On The Road," "Loneliness," and "Routine Communications" were not considered a major issue by a majority of the respondents. Approximately 70 percent of drivers indicated that these factors were only a small problem or no problem at all, along with "Irregular Hours" (68.5 percent), "Company Assistance After Hours" (66.4 percent), and "Absence From Home" (66.4 percent). Since two-thirds of the owner-operators indicate that "Absence From Home" is no problem (30.5 percent), or only a small problem (35.9 percent), one would not expect a tremendous reduction in turnover if the frequency of getting home is improved significantly. There are two reasons for this. First, it does not appear that it is that significant a problem (only 10.2 percent indicated it was a big problem). Second, and more importantly, it is considered a working condition, which is an aggravator. Therefore, it will likely only result in moving job attitude into the neutral zone. However, it should be emphatically pointed out that this *does not* mean that this is an issue that should be ignored. First, the aggravators (hygiene factors) need to collectively be at some acceptable positive level or it will be difficult or impossible to invoke the motivational aspects of a job. Thus, for instance, if working conditions are horrible, it will be impossible to get people to react in a positive manner to such things as responsibility, achievement and recognition, which result in a positive attitude. This is one working condition that the company has direct control over and, as such, provides an opportunity for companies to improve working conditions. Second, ignoring the need and desire to get home to family and/or friends sends a signal to owner-operators that management is only concerned for the company and has little concern for the individual.

"Opportunities Or Facilities To Wash Up" (45.1 percent), "Lack Of Exercise" (50.1 percent), "Prostitutes In Truck Stops" (55.2 percent), "Quality/Nutritional Content Of Food" (55.4 percent), and "Drug Sales In Truck Stops" (56.0 percent) were thought to be a problem for many of the owner-operators. These working conditions are exclusively or mainly related to truck stops and other roadside service industries. Although management does not have much direct control over these issues they can influence them on an organizational level. Also, large and small companies alike can apply some influence by voting with their business dollars and doing business with service centers that do the best in these areas of concern.

**Table 4. PROBLEMS RESULTING FROM WORKING CONDITIONS OF OWNER-OPERATORS**

Question 5		Rank	Value	No Problem/ Small Problem	Some Problem/ Big Problem
(Scale 1-No problem to 4-Big problem)		Mean		Percentages	
11	Relations with company management (n=665)	1	1.81	74.6	25.4
19	Boredom on the road (n=664)	2	1.97	73.9	26.1
16	Loneliness (n=663)	4	2.03	68.7	31.2
10	Routine communications (dispatch) (n=666)	3	1.99	68.6	31.4
13	Irregular hours (n=665)	5	2.06	68.5	31.5
22	Company assistance after hours (n=665)	6	2.08	66.4	33.5
12	Absence from home (n=666)	7	2.13	66.4	33.6
17	Health hazards (n=667)	8	2.14	64.3	35.6
18	Opportunities or facilities to wash up (n=663)	9	2.36	54.9	45.1
9	Fatigue (n=665)	10	2.41	54.2	45.7
14	Lack of exercise (n=667)	11	2.50	49.9	50.1
1	Restricted highway access for trucks (n=662)	12	2.56	47.1	52.9
8	Loading/ unloading (n=665)	13	2.57	46.4	53.7
25	Prostitutes in truck stops (n=665)	14	2.58	44.8	55.2
15	Quality/ nutritional content of food (n=665)	16	2.62	44.7	55.4
24	Drug sales in truck stops (n=664)	15	2.61	44.0	56.0
2	Restricted local access for trucks (n=664)	18	2.65	42.9	57.0
4	Load availability (n=664)	18	2.65	41.5	58.4
6	Running time (n=662)	16	2.62	41.1	58.9
3	Delivery scheduling (unrealistic) (n=665)	20	2.75	38.4	61.7
7	Deadhead miles (n=667)	21	2.80	37.7	62.2
23	DOT roadside inspections (n=667)	22	2.90	33.9	66.1
5	Parking spaces for rest (n=664)	23	3.29	18.2	81.8
21	Variation between states' laws (n=663)	24	3.43	12.5	87.5
20	Road pavement conditions (n=664)	25	3.49	9.5	90.5

Other areas that were deemed significant problems were "Local Access," "Load Availability," "Running Time," "Delivery Scheduling," "Deadhead Miles," and "DOT Roadside Inspections" in descending order of the degree of the problem. Again it is important to note that over some of these management has some control and over some they do not. Also, of these factors some are working conditions and some are business conditions. Generally speaking, the industry needs to do what it can to improve all these areas to allow for more motivational elements of the job to be implemented, thus leading to a positive job attitude.

## EQUIPMENT

The most important item related to the work environment is the tractor-trailer given the amount of time owner-operators spend with it and in it. Also, because it is the only major piece of equipment required to be in business and perform transportation service.

One section of the survey was devoted to the importance of several equipment related items of a given nature. Respondents were not asked to weight their choices. Almost all items, 18 out of 20, were considered either important or very important by a majority of drivers (Table 6). "Good Cab Heater" was ranked as the most important. Ninety-nine percent said it was either important or very important, followed closely by "Air Ride Seat" (97.2 percent). The unanimity of these two items would suggest that owner-operators have experienced the alternative and that the alternative provides a great deal of discomfort. One cannot determine the adequacy of either item, however, it may suggest that tractors are not known for good cab heaters since it is assumed that they have both items in almost all cases.

Since a majority of items are ranked very high it is important to note the order of items and also how the "Very Important" selection was ranked. "Air Conditioning," "Power Steering," "Sliding Fifth Wheel," "Complete Gauge Set," and "Engine Brakes" were ranked third through seventh. "CB Radio," "Engine Brakes," "AM/FM/Cassette Stereo," "Interior Storage," and "Heated Mirrors" were also ranked relatively high, 12th of 20 or better. Each of these items either allows and assists the driver in doing a better job or provides meaningful comfort in the working environment. Some would argue that the "CB Radio" and "AM/FM/Cassette Stereo" do not provide physical comfort or allow for a better job. However, when one considers the role that such devices place in reducing boredom, providing access to traffic and weather information, a means of emergency communication, and potential contact with other human beings in an isolated environment, the importance of such equipment should easily be understood. The ranking of these items suggests these are individuals with a practical orientation towards their job. This, as opposed to people who are more satisfied with items that don't provide great functional value such as a "Plush Interior," "Stand-Up Sleeper," "Double Bunk," "Air Ride Passenger Seat," and "Refrigerator," which were all ranked 15-19. The "Automatic Transmission" was overwhelmingly viewed as unimportant with only 9.3 percent indicating it was very important.

**Table 5. IMPORTANCE OF EQUIPMENT RELATED ITEMS TO OWNER-OPERATORS**

Question 6		Rank	Value	Very/ Somewhat	Neutral	Not At All/ Not
(Scale 1-Very to 5-Not at all)		Mean		Percentages		
14	Good cab heater (n=660)	1	1.09	99.0	0.8	0.3
8	Air ride seat (n=661)	2	1.13	97.2	1.5	1.2
6	Air conditioning (n=660)	3	1.20	95.7	2.9	1.4
5	Power steering (n=661)	4	1.26	94.3	4.1	1.7
9	Sliding fifth wheel (n=658)	5	1.46	89.6	6.8	3.6
10	Air ride suspension (n=660)	6	1.47	88.7	7.7	3.5
4	Complete gauge set (n=658)	7	1.49	88.4	7.9	3.7
2	CB radio (n=661)	9	1.58	88.1	7.6	4.4
11	Engine brakes (Jake brake) (n=659)	8	1.53	86.6	9.1	4.2
1	AM/FM/cassette stereo (n=661)	11	1.63	86.5	8.8	4.7
12	Interior storage space (n=661)	12	1.73	86.2	9.7	4.1
13	Heated mirrors (n=660)	10	1.62	85.3	9.2	5.4
18	Bunk heater (n=660)	13	1.99	73.4	12.7	13.8
20	Sliding trailer tandems (n=659)	14	2.05	70.7	11.5	17.7
3	Plush interior (n=657)	15	2.30	61.3	27.7	10.9
7	Stand-up sleeper (n=661)	16	2.43	56.3	24.1	19.7
19	Double bunk (n=659)	18	2.63	52.5	18.4	29.2
15	Air ride passenger seat (n=659)	17	2.60	50.7	26.3	23.0
17	Refrigerator (n=659)	19	3.35	28.0	25.9	46.1
16	Automatic transmission (n=658)	20	4.19	6.4	20.1	73.6

### COMMUNICATION AND INVOLVEMENT

Participatory management is viewed by many as a means of providing better decision making, improved employee attitude, and a sense of belonging. All these translate into an increase in profitability and improved competitive advantage. In addition, participatory management can be construed as a motivator since it connotes responsibility. Furthermore, in a sincere effort, it provides an excellent opportunity for trucking firms to cooperate closely with owner-operators. Several areas of the business were examined and owner-operators indicated a strong desire to get more involved with and influence the management of their company (Table 6).

**Table 6. IMPORTANCE TO OWNER-OPERATORS TO INFLUENCE THEIR COMPANY ABOUT SELECTED BUSINESS PRACTICES**

Item		Rank	Value	Very/ Somewhat	Neutral	Not/ Not at All
(Scale 1-Very to 5-Not at all)		Mean		Percentages		
1	Rate Setting (n=647)	1	1.38	92.7	4.2	3.1
2	Revenue deductions (n=647)	2	1.45	90.6	5.6	3.9
3	Dispatch procedures (n=645)	3	1.63	86.5	9.8	3.7
9	Safety improvements (n=649)	4	1.76	81.8	13.4	4.8
6	Improving customer service (n=647)	5	1.78	80.7	14.8	4.5
4	Maintenance (n=646)	6	1.79	79.4	13.3	7.3
8	Ways to cut costs (n=649)	7	1.80	79.0	15.6	5.4
7	Driver Lounges (n=643)	8	2.61	49.7	30.2	20.1
5	Ordering new trailers (n=640)	9	2.76	44.9	30.2	25.0

"Rate Setting" was the leading area for involvement, followed by "Revenue Deductions". There may be some perceived relationship between these two. The third area of demonstrated interest was "Dispatch Procedures," followed by "Safety Improvements," "Improving Customer Service," "Maintenance," and "Ways To Cut Costs". It is important to note that 79 percent of the owner-operators were very or somewhat interested in influencing management in seven of nine areas listed. This would seem to indicate a significant desire to get more involved and that they evidently feel they have something to contribute. It should be noted that only one of the top seven areas affects them exclusively, "Revenue Deductions". It could be argued that this affects the owner-operators as well as the company, in the sense that such action creates poor relations with owner-operators, which is not positive for the leasing company. The fact that owner-operators want to get involved is an indication of a work force that is positively motivated.

In order to participate in the management of the company, it is necessary to communicate with them. There are several ways for an individual to communicate their ideas, thoughts and attitudes to a company. Owner-operators indicated an absolute preference for personal, as opposed to impersonal, methods of communication. This should not be surprising since it is probably the method most desired by people in all walks of life, and it may be intensified even further by the isolation from the company inherent in the job. The owner-operators' top five of eleven methods of communicating all involved some form of personal contact with management, whether face to face or by telephone. Of the remaining six methods, none involved personal contact with management and only one involved contact with training personnel. Eighty-eight percent of the owner-operators ranked "Talking In Person With Management" as their first, second, or third most preferred method of communicating and it ranked first overall by a significant margin (Table 7). "Talking With Or Telephoning Upper

Management" was the second most preferred method, followed by "Telephoning Company Management."

Table 7. PREFERRED METHODS FOR COMMUNICATING INPUT TO MANAGEMENT

Question 8 (n=390)		Percentages										
		Most Preferred									Least Preferred	
Rank	Mean	1	2	3	4	5	6	7	8	9	10	11
<b>2. Talking in-person with company management</b>												
1	2.10	47.9	29.0	11.3	4.1	2.6	1.0	1.0	1.0	1.0	1.0	1.0
<b>3. Talking with or telephoning upper management</b>												
2	3.42	12.8	27.7	24.9	12.6	7.4	5.4	2.8	1.5	2.1	1.8	1.0
<b>1. Telephoning company management</b>												
3	3.97	5.6	18.7	30.3	19.2	7.9	4.1	4.9	1.8	2.6	3.1	1.8
<b>11. Be on a problem-solving committee with managers and other owner-operators</b>												
4	4.84	24.4	8.5	5.9	7.7	15.4	8.2	7.2	5.6	4.9	6.2	6.2
<b>4. Talking with another company employee</b>												
5	5.27	3.8	7.4	8.7	27.4	17.4	10.8	5.1	4.4	4.9	4.1	5.9
<b>7. Complete a survey on specific topics as they arise</b>												
6	7.04	1.3	2.3	2.6	7.2	6.2	17.9	19.0	16.4	15.9	8.2	3.1
<b>8. Give comments during training sessions</b>												
7	7.18	0.0	1.0	5.4	6.4	11.0	15.4	12.3	19.0	12.8	10.3	6.4
<b>6. Complete an annual survey</b>												
8	7.79	1.0	1.5	2.6	4.4	6.7	10.0	13.3	17.7	15.9	17.9	9.0
<b>5. Write a letter</b>												
9	7.87	0.5	1.3	3.8	5.1	11.8	10.3	11.8	8.5	11.5	11.5	23.8
<b>9. Give comments in a suggestion box</b>												
10	8.02	1.0	1.0	2.8	2.8	7.4	8.7	12.3	15.9	15.9	19.5	12.6
<b>10. Have a telephone answering machine to leave comments</b>												
11	8.52	1.5	1.5	1.5	2.6	6.4	8.5	10.5	8.2	12.6	16.4	30.3

Obviously it is not possible for management to spend its whole working day talking with owner-operators. However, given the strength of the desire for some personal means to communicate, it would seem worthwhile from a partnership standpoint to allocate a given amount of time for such purposes for designated management, or by simply assigning this function as an exclusive responsibility of certain management. For companies that already do this, this information should be very supportive, for those that do not, it should encourage them.

"Be On A Problem Solving Committee With Managers And Other Owner-Operators" was ranked fourth overall, and 24.4 percent of the owner-operators ranked it number one. This is very fortuitous for the company that would like to create problem solving committees with a mix of people. The fact that only a fourth selected this method as number one indicates that there is a built in bias for serving on a committee for that group. Since it is not possible, and it is not necessary for everyone to serve on a committee, company management only has to identify those who have a great interest in serving. "Talking With Another Company Employee" such as contact person for drivers rounds out the top five and is an indication that their real preference is talking to managers.

The remaining six methods are largely impersonal, ranging from "Completing A Survey" to "Leaving Comments On A Telephone Answering Machine". It is interesting to note that a maximum of 1.5 percent of the owner-operators ranked any of those six methods as the most preferred and a maximum of 6.4 percent ranked it first, second, or third.

Giving input is only half of the communication equation. Receiving information is the other half. Personal contact again was deemed very important, although it was mixed with some impersonal methods (Table 8). "Personal Contact With Management" ranked first overall, followed closely by "Notices Sent Along With Your Settlement Check" second and "Meetings Held By Management With Owner-Operators" third.

One of the problems with interpreting the results of this question is that it did not specify what types of information (e.g., information on pay and benefits, company operating policies, strategic positioning of company, performance results). It appears that owner-operators may prefer to receive routine information and updating through more impersonal methods such as notices sent along with a check and a newsletter. However, they would like to receive more substantive or personal information through personal contact. This is consistent with their preferences for giving input. Also consistent is the ranking of the more impersonal methods—whether receiving or giving input, owner-operators' preference decreases as the method gets more impersonal. This should send a strong message that owner-operators want to have personal interaction with company management. This could be interpreted as a desire to be recognized as human beings as opposed to a tractor/trailer that provides productive capacity for the firm.

## **TRAINING**

Additional training is a means of motivating people in their jobs. Training is definitely a form of achievement but it also can be used as a method for advancement, a form of recognition, and certainly can connote additional responsibility. Thus, training can be a comprehensive means of addressing the motivators. Therefore, an extensive question regarding training was incorporated into the survey.



**Table 8. PREFERRED METHODS OF RECEIVING INPUT FROM THE COMPANY OTHER THAN DISPATCH**

Question 9 (n=397)		Percentages										
		Most Preferred										Least Preferred
Rank	Mean	1	2	3	4	5	6	7	8	9	10	11
<b>7. Personal contact from your company management</b>												
1	3.48	27.5	17.4	11.8	12.3	10.8	8.1	5.0	2.5	2.3	2.3	0.0
<b>2. Notices sent along with your settlement check</b>												
2	3.64	22.7	16.6	18.1	12.8	9.3	7.1	4.3	2.5	3.5	1.3	1.8
<b>6. Meetings held by management with owner-operators</b>												
3	3.69	26.4	22.7	5.8	10.6	12.1	5.5	4.8	3.8	4.5	2.5	1.3
<b>1. Newsletter</b>												
4	4.48	11.6	17.1	11.3	15.9	13.9	8.8	8.3	4.3	1.8	3.5	3.5
<b>5. Letters from management</b>												
5	5.05	2.3	7.3	20.4	17.9	12.8	13.1	11.1	7.3	4.0	1.8	2.0
<b>9. Policy manuals and updates</b>												
6	6.80	3.0	1.5	5.8	8.6	7.1	15.4	17.1	14.9	14.6	8.1	4.0
<b>11. Meetings with company management at locations out on the road</b>												
7	6.92	3.8	9.3	11.6	4.0	6.3	8.3	6.5	8.8	12.3	8.8	20.2
<b>8. Notices posted on a bulletin board</b>												
8	7.51	1.0	2.5	3.0	5.3	10.6	13.1	11.6	14.1	13.6	10.6	14.6
<b>10. Announcements at training sessions</b>												
9	7.92	0.0	0.5	3.8	6.0	5.8	9.1	14.1	17.6	12.1	17.4	13.6
<b>4. Cassettes with recorded messages</b>												
10	8.19	1.3	2.3	5.0	4.0	4.3	6.0	9.6	12.1	14.4	20.7	20.4
<b>3. Listen to recorded messages by phone</b>												
11	8.32	0.8	3.0	2.8	3.0	6.5	5.3	7.8	12.1	16.9	22.9	18.9

Owner-operators expressed a very strong desire for additional training in a variety of areas, some that would provided them most or all of the direct benefits and some that would benefit the leasing company as much as or more than the owner-operator. However, it is important to recognize that the company would indirectly benefit from training that is important to the owner-operator in the form of increased motivation, regardless of who realizes the direct benefits. A majority of owner-operators were very or somewhat interested in 23 out of 24 categories (Table 9). The only category in which less than 50 percent expressed an interest in additional training was "Cargo Loading And Unloading." This is not surprising, given their attitude towards this aspect of the business, but even in this area 45.7 percent said they were very or somewhat interested. This level of interest would indicate the

type of person that is a motivation seeker, one who welcomes the opportunity to learn more about their job and apply that learning.

**Table 9. OWNER-OPERATORS' INTERESTS IN MORE TRAINING**

Question 11		Rank	Value	Very/ Somewhat	Not / Slightly
(Scale 1-Very to 4-Not)		Mean		Percentages	
17	Tax accounting for owner-operators (n=658)	1	1.70	83.1	16.9
20	Your company's strategy and direction (n=658)	2	1.82	80.6	19.4
3	Defensive driving (n=661)	3	1.83	78.9	21.1
19	Personal money management (n=660)	5	1.88	76.8	23.1
12	Transportation industry costs and trends (n=659)	4	1.87	76.7	23.4
18	First aid (n=659)	7	1.94	76.2	23.8
10	Maintenance procedures (n=658)	6	1.93	76.2	23.9
1	Safety regulations (n=660)	12	2.08	73.2	26.8
14	Problem solving skills (n=659)	8	2.00	72.8	27.2
8	Accident procedures (n=659)	10	2.06	72.1	27.9
2	Injury prevention (n=659)	8	2.00	71.9	28.0
5	Customer service (n=659)	10	2.06	71.5	28.5
15	Learning more about your customers' industries (n=659)	13	2.09	70.5	29.4
9	Equipment inspections (n=657)	14	2.13	69.4	30.6
13	Getting along with other people (n=659)	14	2.13	66.4	33.6
16	Forms and permits (n=658)	16	2.24	63.8	36.2
11	Company policies (n=654)	19	2.34	60.4	39.6
21	Trip planning (n=658)	18	2.33	60.4	39.6
7	Hazardous materials (n=660)	20	2.38	58.5	41.5
23	Commercial driver's license (n=658)	21	2.39	58.5	41.5
22	Managing family issues while away from home (n=656)	17	2.30	57.5	42.5
24	Drug testing regulations (n=657)	22	2.49	52.6	47.3
4	Paperwork completion (n=658)	23	2.56	50.5	49.6
6	Cargo loading and unloading (n=659)	24	2.71	45.7	54.3

Ranking towards the top was "Your Company's Strategy And Direction" (2nd) along with "Transportation Industry Costs And Trends" (5th). Both of these would obviously have some benefit to the owner-operator since they are a contractor to the company and they are the owner of a small business. However, it would seem that there would also be benefits to the company in the form of providing owner-operators a chance to allocate themselves to companies they agree with in strategy, and providing information that would allow them to

become better businessmen. Each area of training would provide an opportunity for them to become more proficient at what they do, thus enhancing their performance for the company. There are several other areas where this would apply: e.g., "First Aid," "Maintenance Procedures," and "Safety Regulations." Another example is defensive driving. Although at first look it appears that the owner-operator would internalize the benefits of such a training program, it does not take much thought to realize this training can reduce accidents, and improve on-time delivery and overall service as a result of accident reduction and reduced freight damage. This benefits everyone connected—the shipper, carrier, owner-operator, and receiver. One last point is the area of "Learning More About Your Customers' Industries." Seventy percent of the owner-operators indicated they were interested in training in this area. This correlates well with their desire to participate in some way with management and their interest in other aspects of the business, which was cited earlier. In fact, the overall desire for additional training, and their interest in participatory management and in aspects of the business other than driving, taken together, would seem to profile a very motivated person with a high degree of interest in the motor carrier business.

### **PAY AND BENEFITS**

Although income, salaries and wages, is considered an aggravator, they are, as stated earlier, nonetheless important. They must be sufficient to provide a minimum of comfort, satisfy the physiological needs of hunger and shelter, provide for safety (e.g., insurance), and should equate with the individual's sense of their economic worth. As such, an entire section of the survey was devoted to owner-operators' attitudes about different aspects of pay and income. A majority of them had the view that their business provided them with an average standard of living (55.7 percent). Fifteen perceived that their work provided them with an above standard of living and 1.4 percent a high standard of living. On the downside, 19.6 percent had the feeling that their standard of living was below average and 8.3 percent indicated their job resulted in a low standard of living. Thus, 27.9 percent perceived a less than average standard of living compared to 16.4 percent who perceived an above average standard of living resulting from their business.

When comparing present income with their perceived income opportunities with other trucking companies, an overwhelming majority (84 percent) thought their income was about the same or higher than it would be with an alternative company (Table 10). Forty-nine percent thought it was about the same, 26.9 percent thought it was slightly higher and 8.5 percent thought their income was much higher than it would be with an alternative firm. Only 16.1 percent thought their income from their present firm was less than with a different firm; 12.6 percent thought it was slightly lower and 3.5 percent thought it was much lower.

A different result was obtained when they were asked to compare their present income with income opportunities in alternative industries. Twenty-four percent thought they were about

the same, 34.3 percent thought they made more than they would working in a different industry and 41.6 percent thought they made less as an owner-operator than they would make in an alternative line of work.

**Table 10. INCOME PERCEPTIONS OF OWNER-OPERATORS**

	Question 14 Your Income Compared to Income from Leasing to Other Trucking Companies	Question 15 Your Income Compared to Opportunities in Other Industries
	Percentages	
Much Higher	8.5	10.0
Slightly Higher	26.9	24.3
About the Same	48.6	24.1
Slightly Lower	12.6	26.7
Much Lower	3.5	14.9

In general, it appears that owner-operators feel they are doing about average in terms of standard of living and as a rule, their income opportunities are not better with another company. However, a significant number of them, 41.6 percent feel they could be making more money in a different line of work. This would indicate that they receive other satisfaction from their work to compensate for a perceived reduction in income or that the costs, both monetary and psychological, are greater than the perceived additional income they would gain from switching endeavors. It is probably some combination of these, but given the expressed interest in their profession in terms of their likes and dislikes, and their desire to get more involved in other aspects of the business, for participatory management and more training, it would seem that a great deal of the reason for staying is a true love of their work. This again is reinforcement of the positive attitude they have that can be utilized in defining the partnership in which both parties benefit.

The importance of the different types of pay is another income related issue which was covered. The owner-operators were asked to rank different types of pay in the order of their importance to them. "Per-Mile Base Pay" and "Percentage Of Revenue Base Pay" were ranked first and second respectively, which one would expect since they are the most frequent methods of settlement (Table 11). "Pay For Delay Time" and "Loading And Unloading Pay" were ranked third and fourth, respectively. This also seems logical since delay time and handling freight interferes with conducting their piecework, i.e., delivering loads or putting miles on the truck. "Pay For Stop-Offs Or Relay Loads" which ranked fifth, also fits into this category. Several other types of pay were deemed less important, however, it should be noted that the difference in average between the third ranked type of pay and the seventh was only 1.3 out of a possible 10. The implication is that the importance of the type of pay varies significantly between individuals except for the two methods of base pay. This is probably due to several factors, including differences in the basic needs and preferences of

the individual, differences in the operational characteristics of the firm they lease to, and also differences in individual perceptions of how they can maximize their income, given alternative pay systems. The main point is that the rankings in and of themselves are not very useful except to point out that owner-operator's preferences vary when it comes to type of pay. Thus, it would seem appropriate for companies interested in genuine partnershiping to make an effort to ascertain what pay types are important to their owner-operators.

**Table 11. IMPORTANCE OF DIFFERENT TYPES OF PAY**

Question 13 (n=413)		Percentages									
		Most Important								Least Important	
Rank	Mean	1	2	3	4	5	6	7	8	9	10
<b>1. Per mile base pay</b>											
1	3.40	43.8	18.4	4.6	3.9	4.1	4.1	4.6	2.9	6.3	7.3
<b>2. Percentage of revenue base pay</b>											
2	3.73	35.4	22.5	7.3	3.6	3.1	2.9	5.1	3.9	5.8	10.4
<b>6. Pay for delay time</b>											
3	4.57	4.1	10.7	16.2	19.1	20.1	14.5	7.7	4.1	2.2	1.2
<b>4. Loading/unloading pay</b>											
4	4.64	2.2	14.0	21.1	17.7	13.8	10.7	8.2	5.1	4.1	3.1
<b>5. Pay for stop-offs or relay loads</b>											
5	4.80	0.2	10.2	18.2	22.3	16.7	12.6	9.2	5.3	3.9	1.5
<b>3. Bonus (based on individual performance)</b>											
6	5.35	2.7	12.8	15.7	9.7	11.4	11.6	10.9	12.6	8.5	4.1
<b>7. Extra pay for short loads</b>											
7	5.87	1.5	3.1	9.0	12.3	15.3	19.9	17.2	11.9	6.8	3.1
<b>8. Layover or breakdown pay</b>											
8	7.03	0.5	2.9	2.9	4.6	8.7	13.1	18.6	26.4	16.5	5.8
<b>10. Weekly or monthly guaranteed minimum pay</b>											
9	7.46	9.2	5.1	2.9	2.7	3.9	3.4	7.3	12.8	13.8	39.0
<b>9. Reimbursement for motels during breakdowns and layovers</b>											
10	8.14	0.2	0.5	2.2	4.4	2.9	7.0	11.1	15.0	32.2	24.5

Another subject surveyed in the general area of remuneration was the importance of additional compensation based on performance criteria. Owner-operators were asked how important nine different areas of compensation were to them (Table 12). Every category was deemed very or somewhat important to a majority of them. Furthermore, 84.8 percent or more of the owner-operators thought seven of nine areas were very or somewhat important to them, ranging from 95.8 percent for "Accident Free Operation" to 84.8 percent for "Good

Customer Relations". Such a strong expression of interest in additional compensation in these areas would seem to be indicative of an individual who has a strong desire to be recognized for performance. This is a very positive attribute for the industry since recognition for achievement is a motivator. Trucking firms should be able to improve income for the owner-operator and improve performance, and thus their own profitability, by taking advantage of this characteristic.

**Table 12. IMPORTANCE OF ADDITIONAL COMPENSATION FOR SPECIFIC AREAS OF PERFORMANCE**

Question 18		Rank	Value	Very/ Somewhat	Slightly/ Not
(Scale 1-Very to 4-Not)		Mean		Percentages	
1	Accident free operation (n=667)	1	1.33	95.8	4.1
2	Minimizing cargo loss and damage (n=668)	2	1.43	93.5	6.4
8	On-time pickup and delivery (n=668)	2	1.43	92.2	7.8
9	Working injury free (n=667)	4	1.52	87.1	12.8
3	Miles of driving (n=667)	6	1.67	86.5	13.5
6	Performing duties above base standards (n=666)	7	1.72	85.1	14.9
5	Good customer relations (n=670)	5	1.66	84.8	15.2
7	Getting paperwork done accurately and on-time (n=668)	8	1.83	79.0	20.9
4	Good Samaritan acts (n=668)	9	2.25	64.5	35.5

The respondents also ranked the importance of ten selected fringe benefits as part of the general section on income and pay. "Health Insurance" was ranked number one by an overwhelming margin with a mean of 2.08 out of ten (Table 13). Sixty-one percent ranked it number one, 13.1 percent ranked it second, and 9.7 percent ranked it third. There was an absolute difference of 2.87 out of ten between the second ranked benefit, "Workers Compensation Insurance," and the tenth ranked, "Breakdown Insurance". This small dispersion between second and tenth would indicate a wide degree of variation in importance of fringe benefits to the individual, with the exception of "Health Insurance". This probably is due to the varying circumstances and needs of the individual. This conclusion is reinforced by observing the frequency of distribution of the ranking of each category. The distribution is scattered indicating no dominate preference for any of the categories except for health insurance. Thus, if a company or organization were to offer a fringe benefit program, a base health insurance benefit, coupled with a cafeteria plan of other benefits, would provide the greatest satisfaction to the individual. This is opposed to a fixed package in which the benefits are the same for each individual.

Owner-operators are basically split on who they would rather receive fringe benefits from, "Through The Company They Leased To," 37.8 percent, or "Through An Independent Association For Truckers," 43.6 percent. The remainder of the respondents, 12.6 percent

indicated they would rather purchase fringe benefits themselves "Through Individual Providers."

**Table 13. OWNER-OPERATORS' RANKING OF IMPORTANCE OF FRINGE BENEFITS**

Question 16 (n=421)		Percentages									
		Most Important					Least Important				
Rank	Mean	1	2	3	4	5	6	7	8	9	10
<b>3. Health insurance</b>											
1	2.08	61.0	13.1	9.7	5.5	3.6	2.1	1.9	1.9	1.0	0.2
<b>2. Workmen's compensation insurance</b>											
2	4.56	10.5	18.8	14.3	12.1	9.5	10.5	7.8	5.0	5.0	6.7
<b>6. Pension or retirement plan</b>											
3	4.61	9.5	15.4	11.2	16.2	12.6	11.9	8.8	6.9	4.5	3.1
<b>1. Occupational accident insurance</b>											
4	4.77	8.8	13.8	16.2	13.8	11.4	6.9	11.4	6.9	5.0	5.9
<b>10. Disability pay</b>											
5	5.00	4.0	12.8	13.8	14.5	13.8	14.3	9.5	9.7	4.0	3.6
<b>7. Life insurance</b>											
6	6.46	1.2	5.0	9.7	8.8	11.6	13.1	10.5	17.1	6.7	16.4
<b>5. Dental insurance</b>											
7	6.55	0.2	6.2	10.0	8.1	10.5	10.5	12.8	13.1	16.9	11.9
<b>4. Vision care insurance</b>											
8	6.63	0.0	8.6	6.7	8.6	9.7	10.2	13.1	13.1	16.2	14.0
<b>9. Down time insurance</b>											
9	6.93	2.6	5.0	4.3	7.4	9.5	10.9	10.9	13.5	18.8	17.1
<b>8. Breakdown insurance</b>											
10	7.43	2.1	1.4	4.3	5.2	7.8	9.5	13.3	12.8	22.3	21.1

## **RECOGNITION**

Recognition for achievement is a strong motivator and creates a positive job attitude when conducted properly, i.e. recognizing individuals for actual and meaningful achievements and not superficial awards routinely handed out to anyone. There is nothing wrong with a pat on the back if it is meaningful. However, if any award is superficial and is perceived as insincere by the receiver, then it could have a negative impact on motivation and job attitude.

As was seen earlier, owner-operators express a very positive interest in being recognized for performance in the form of additional compensation. When asked to rank these same areas of performance as to their importance in receiving recognition or awards, nearly the same ranking evolved. Only "Customer Relations" and "Working Injury-Free" were out of order (Table 14). Recognition for "Accident Free Operation" was ranked first by a significant margin, 1.99 out of 10. As in fringe benefits, the differences in mean value between the second area of performance, "Minimizing Cargo Loss And Damage," and the ninth, "Good Samaritan Acts," was not that great, 3.29 out of ten. This again would indicate that most types of awards and recognition are important to drivers and it is either difficult to choose among the possibilities or that the importance varies significantly among individuals.

**Table 14. RANKING OF IMPORTANCE OF AWARDS AND RECOGNITIONS FOR SPECIFIC AREAS OF PERFORMANCE**

Question 19 (n=419)		Percentages								
		Most Important					Least Important			
Rank	Mean	1	2	3	4	5	6	7	8	9
<b>1. Accident free operation</b>										
1	1.99	65.9	11.0	7.2	3.8	5.0	3.3	2.1	1.2	0.5
<b>2. Minimizing cargo loss and damage</b>										
2	3.85	4.5	28.4	19.6	14.6	12.9	6.0	8.1	4.3	1.7
<b>8. On-time pickup and delivery</b>										
3	4.17	8.8	15.8	16.9	19.1	14.3	7.9	9.3	5.7	2.1
<b>3. Miles of driving</b>										
4	5.19	6.9	12.9	13.6	9.8	11.0	11.5	7.9	10.7	15.8
<b>5. Customer relations</b>										
5	5.26	3.3	7.2	12.6	16.0	15.0	15.8	11.0	11.9	7.2
<b>6. Performing duties above base standards</b>										
6	5.53	4.3	6.2	10.7	11.2	13.4	17.2	15.5	12.9	8.6
<b>9. Working injury-free</b>										
7	5.65	2.6	11.5	8.4	10.7	11.5	12.6	16.5	13.6	12.6
<b>7. Getting paperwork done accurately and on-time</b>										
8	6.21	1.9	5.3	6.2	8.6	11.9	16.5	16.7	16.7	16.2
<b>4. Good Samaritan acts</b>										
9	7.14	1.9	1.9	5.0	6.4	4.8	9.1	12.9	22.9	35.1

Given the strength of the earlier question regarding the importance of recognition (in the form of compensation) for specific areas of performance, one might conclude that many areas of recognition are nearly equally important to owner-operators. However, this may also vary by the type of firm they work for and the unique needs and operational aspects of that



company. Indeed, a company should tailor its awards, recognition and related performance compensation to the specific business needs of the company, and especially the needs of the company's customers.

Owner-operators indicated a strong preference for some types of recognition awards and a weak preference for others. When asked what types of awards they were interested in, "Cash" was most frequently listed, 81.5 percent (Table 14). This is consistent with the earlier question on areas of additional compensation, in which they expressed a strong interest in receiving income as recognition for performance in several areas. "Jackets" were second at 53.5 percent followed by "Truck Equipment Or Accessories" 42.0 percent, and "Gift Certificates" were third at 36.4 percent of the owner-operators.

"Caps," "Plaques," "Dinner," "Patches," etc., were less preferred, with 25 percent or less of the owner-operators indicating they were interested in receiving these awards as recognition for achievement. This would indicate that companies should consider letting the receiver of an award select one that provides them with some satisfaction or award only those for which there seems to be a strong preference.

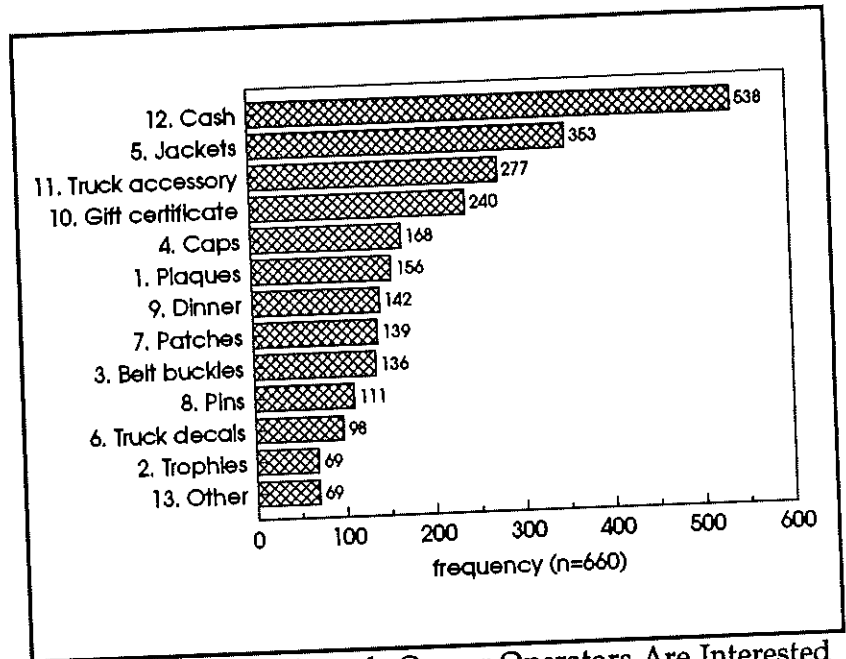


Figure 6. Types Of Awards Owner-Operators Are Interested In.

## COMPANY RELATIONS AND SUPERVISION

Owner-operators were asked to describe the companies they worked for. A large majority, 84.5 percent, indicated that they liked to work with their company very much or somewhat (Table 15). This would seem to indicate a very positive attitude toward their company, and indeed, maybe it does overall. However, when specific relationships and treatment were queried, a much more negative opinion arose in several areas. The specific areas where owner-operators thought their companies were doing a good job in their relations were in the competence of management (presumably technical competence) expressing expectations, and knowing the job of the owner-operator. These areas seem to be more technical in orientation. The other areas where there was much more of an emphasis in human relations and human

resource management, owner-operators indicated a much lower approval rating. This ranged from 28.9 percent of the owner-operators saying that their company did not treat them with respect or dignity to an abysmal 57.9 percent of them feeling that their company did not ask for drivers opinions.

**Table 15. OWNER-OPERATORS' ATTITUDE ABOUT CERTAIN CHARACTERISTICS OF THE COMPANY THEY LEASE TO**

Question 21		Rank	Value	Very Much/ Somewhat	Slightly/ Not at All
(Scale 1-Very Much to 4-Not at All)		Mean		Percentages	
2	Do you like to work with the company (n=657)	1	1.77	84.5	15.5
5	Are they familiar with your job (n=657)	2	1.86	77.2	22.9
10	Are their expectations clear to you (n=657)	3	1.91	76.6	23.5
16	Are they competent (n=651)	4	1.98	75.2	24.8
3	Do they treat you with respect and dignity (n=656)	7	2.11	71.4	28.7
11	Are they trustworthy (n=655)	5	2.05	69.8	30.3
12	Are they supportive of you and your work (n=655)	6	2.09	67.8	32.2
13	Do they take time to listen to you (n=653)	8	2.22	63.9	36.1
6	Do they follow up on problems (n=657)	9	2.30	61.3	38.7
9	Are they fair to all drivers (n=651)	13	2.53	53.9	46.1
8	Do they communicate on-going problems to upper management (n=646)	10	2.47	53.4	46.5
15	Does the company give you credit or thank you for doing a good job (n=654)	11	2.49	52.8	47.3
7	Are they receptive to suggestions (n=656)	12	2.52	51.7	48.3
14	Would the company be upset if you took an unresolved problem to upper management	14	2.60	49.3	50.7
1	Do they ask for drivers' opinions (n=658)	16	2.76	42.1	57.9
4	Do they demand instead of ask things from you (n=657)	15	2.75	41.4	58.6

There are two major points of interest resulting from this data. First, given the expressed desire for (1) being more involved with other areas of the business, (2) participatory management, (3) personal communication, and (4) recognition for achievement, it seems that companies have a number of areas that they can improve to create a positive relationship between carriers and owner-operators. Examples such as "Receptive To Suggestions" (48.3 percent negative), "Asking For Drivers Opinions" (57.9 percent negative), "Taking Time To Listen" (36.1 percent negative), and "Giving Credit Or Thanks For Doing A Good Job" (47.3 percent negative), all indicate a lack of attention to some basic human resource management tasks.

The second, and maybe more important, point is that it raises the question of how much human resource management training have managers undergone. A simple average of 63.1 percent of respondents felt their company was doing a good job in all categories. Is this an indication of a lack of emphasis on these specifics? It is impossible to compare with attitudes of workers in other industries. However, in an absolute sense it seems that management has some soul searching, if not a lot of work, to do. Thought should be given to providing human resource management training to those who have contact with and manage owner-operators.

Owner-operators expressed a desire to meet with company management face to face more often than they currently do (Table 16). Nearly a third of the drivers (30.9 percent) would like to meet "Once A Month," compared to 13.4 percent of them who actually meet that frequently. A total of 69.4 percent desired to meet once a month or more often compared to the 47.9 percent who actually meet with management once a month or more. This is supportive of evidence presented earlier indicating a desire for personal contact and participation in management.

**Table 16. EXPERIENCE AND PREFERENCE IN MEETING WITH COMPANY MANAGEMENT**

		Question 22 How often do you meet with company management face-to-face	Question 23 How often would you like to meet with company management face-to-face
		Percentages	
1	More than once a week	12.5	10.8
2	Once a week	12.7	18.8
3	Once every two weeks	9.3	8.9
4	Once a month	13.4	30.9
5	Once every three months	9.9	18.1
6	Less than once every three months	25.0	12.5
7	Never	17.2	(Not Asked)

### **CAREER ADVANCEMENT**

Career advancement is an important motivator in any line of work and appears to be nonexistent or severely lacking for drivers in the trucking industry. In fact, it has been hypothesized that becoming an owner-operator is a form of self-developed career

advancement for company drivers. Career advancement is important to owner-operators as well. Thirty-six percent said it was very important and 28.4 percent indicated it was somewhat important. Thus, a majority, 64.1 percent, thought it was very or somewhat important, while 22.7 percent were neutral on the matter and only 10.3 thought it was unimportant. Three percent didn't know.

Since career advancement can mean different things to different people, a question on how they would define career advancement was asked. "More Money" was the most frequently selected response, 84.1 percent, as was expected (Table 17). In a society where advancement is performance based and rewarded with increased income, this would be the expected answer. However, career advancement often times means more than just money, as was the case with owner-operators. Fifty percent thought "Getting A Regular Schedule/Dedicated Route" constituted career advancement, while 42.0 percent thought "Getting Home More Often" was career advancement.

Table 17. DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS

Question 27 (n=659)		Frequency	Percent
1	More money	554	84.1
3	Getting a more regular schedule/dedicated route	329	49.9
2	Getting home more often	277	42.0
7	Move through a driver classification system based on personal performance	227	34.4
6	Move through a driver classification system based on length of service or miles driven	141	21.4
5	Move into company management or supervision	140	21.2
12	Seniority dispatch	134	20.3
4	Increased driving skill	83	12.6
11	Safety trainer	59	9.0
9	More equipment	49	7.4
10	Driver recruiter	37	5.6
13	Other	32	4.9
8	Train new drivers	30	4.6

Thirty-four percent thought "Moving Through A Driver Classification System Based On Personal Performance" was a career advancement. There were several lesser frequently selected definitions of career advancement including 21.2 percent who thought "Moving Into Company Management Or Supervision" was an upward career move. The important point of this particular fact is that not all owner-operators, or company drivers for that matter, want to move into company management. A large majority wish to continue driving and operating their small business. However, they did indicate that career advancement was important to

them. One could conclude from this that a majority of them would like to see some form of career advancement for the ranks of owner-operators.

One method of providing this would be developing a classification system of career advancement for drivers and/or owner-operators with drivers designated as (1) apprentice, (2) certified, (3) advanced, (4) senior, and (5) master driver. Such a system would allow for advancement as skills and job performance improved and as additional responsibilities were added. This advancement could be rewarded with additional pay, benefits, or recognition. Thirty-six percent of owner-operators strongly favored such a system and 29.4 percent favored such a system, for a total of 64.9 percent. Twenty-five percent were neutral and only 10.3 percent disapproved such a system. Given the earlier data on the importance of career advancement, and the definition of career advancement, this is a very important finding. The implication is that there would be tremendous acceptance of a performance based system of career advancement, which could ultimately result in increased job satisfaction and trigger improved motivation.

## **RECRUITMENT**

Trucking firms are interested in why owner-operators choose to lease with one firm over another. Information of this nature can help them recruit owner-operators based on their interests and preferences and will also give the leasing firm some insights on how to best partnership with owner-operators. The four most frequently mentioned reasons were "Type Of Freight Hauled," "Prompt Pay," "Better Income Opportunity," and "Geographic Area Of Operation," in that order (Table 17). This would indicate that many owner-operators have a specific operational preference in terms of the freight and geographic location and that is important enough to them to influence the selection of the firm they work for. "Prompt Pay" and "Better Income Opportunity" are rather generic in nature and are areas which all firms should be able to compete in. The fifth most often cited reason was "Location Of The Company," 44.3 percent, and sixth, "More Time At Home/Better Schedule," 43.1 percent. The interesting aspect of reasons for selecting a firm is that the top six responses fall into two basic categories; those factors that firms have little or no control over in the short run (e.g., "Location Of The Company), or factors that apply to all firms and which firms have quite a bit of control over (e.g., "Prompt Pay).

Thus, it would be pragmatic for leasing firms looking for owner-operators to focus internally on issues over which they have control and make potential owner-operators aware of their internal programs to accomplish that. Second, they should identify owner-operators whose preferences for geographic location, type of freight and frequency of home time are consistent with their operation. This would seemingly result in a more compatible relationship between the carrier and the owner-operator.

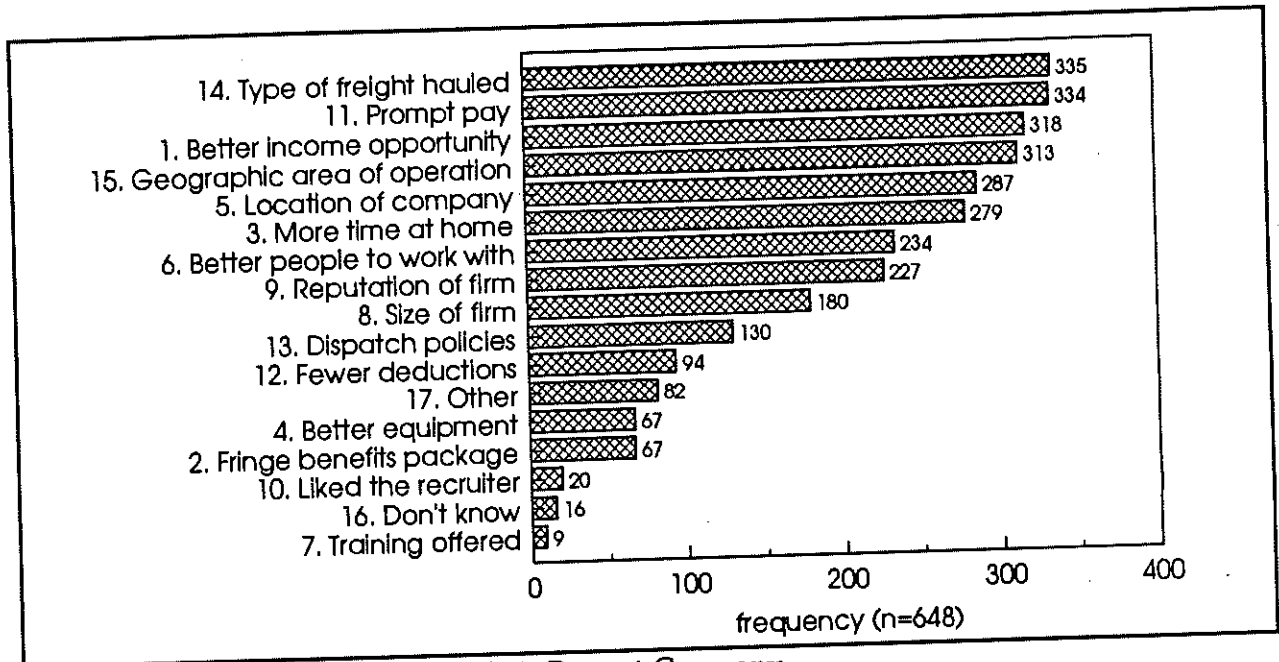


Figure 7. Criteria For Leasing To Their Present Company.

"Better People To Work With," "Reputation Of The Firm," and "Size Of Firm" had some influence over selection also. However, these factors are difficult to influence in the short term and thus should be developed as a part of a long term strategy.

Expectations of the job of a new employee play a key role in that person's job satisfaction, or conversely disappointment, after they have gone to work. If the realities of the job are negative relative to the individual's expectations, disappointment and disillusionment can set. This will require the individual to psychologically adjust their expectations and accept reality. If this adjustment is a big enough problem for individuals, they may quit the firm. Thus, it is important that the firm manage the expectations of owner-operators who have just leased with their company. Several areas of expectations were explored in the survey. The expectations of owner-operators were met or exceeded in a majority of the areas by approximately 80 percent or more of the drivers (Table 18).

However, some particular areas were singled out as a problem in terms of expectations by owner-operators which were consistent with some of the problems, likes and dislikes identified earlier. For instance, 39.4 percent of them expected more pay when they first started. There are several possibilities why this may occur. The owner-operators could have developed income expectations from several sources of information external to the leasing company prior to contracting with them. A second possibility is that the firm's recruitment personnel painted a rosier picture than reality in an effort to attract new owner-operators (leaving the job of retention to someone else in the firm). Another reason may be that there was just simply a miscommunication and information passed between the two parties without recognizing expectations needed to be managed. Whatever the case, each firm must

**Table 18. EXPECTATIONS OF OWNER-OPERATORS WHEN THEY FIRST LEASED WITH THEIR PRESENT COMPANY**

Question 30		Rank	Mean	Percentages			
				Expected More/Better	Same as Expected	Expected Less/Worse	Don't Know
3	Amount of time spent driving (n=645)	5	1.91	15.2	79.4	4.8	0.6
1	Amount of time away from home (n=649)	8	2.11	6.5	77.7	14.6	1.2
14	Relationship with shipper's/receiver's employees (n=645)	6	1.95	14.6	77.7	6.4	1.4
15	Overall amount of work (n=645)	7	2.00	15.2	71.0	12.9	0.9
10	Amount of company policies that must be followed (n=647)	10	2.21	5.9	69.4	22.7	2.0
2	Amount of time spent doing work other than driving (n=649)	12	2.25	4.9	67.6	25.0	2.5
4	Amount of paperwork required (n=648)	10	2.21	6.8	66.4	25.8	1.1
9	Company equipment (n=614)	9	2.17	14.2	66.1	8.0	11.7
16	Lifestyle (n=645)	2	1.78	29.0	66.0	3.4	1.6
8	Benefits (n=642)	4	1.90	24.6	65.9	3.9	5.6
12	Stress involved with job (n=646)	14	2.34	4.3	60.1	33.1	2.5
11	Amount of loading/unloading by hand required (n=638)	13	2.33	6.7	60.0	26.5	6.7
7	Deductions from compensation (n=644)	15	2.37	4.0	59.0	32.6	4.3
13	Relationship with company management (n=647)	3	1.89	28.4	56.9	11.7	2.9
6	Actual pay (n=649)	1	1.69	39.4	53.2	6.5	0.9
5	Amount of time spent waiting between loads (n=646)	16	2.39	9.1	43.3	47.1	0.5

decide how to deal with this problem in its own way. None the less, a central question is whether it is easier to deal with an issue up front or wait until disappointment has set in and then deal with the problem.

"Lifestyle," "Relationship With Company Management," and "Benefits" were also areas in which expectations exceeded reality to a significant degree. "Lifestyle" and "Benefits" are areas which can be managed by providing the prospective owner-operator a clear understanding of what an independent contractor's life will be like, and specifically what the benefit package entails. However, "Relationship With Company Management" presents a

unique situation. It is unlikely, and would not be rational, that the leasing firm would inform prospective independent contractors that they could expect a poor relationship with the firm they were about to do business with. However, much of the earlier data indicated that owner-operators would like to meet more often with management, would like to become involved in many other aspects of the business and would appreciate a more participatory style of management, presumably allowing them to influence the success of the company. This latest data on expectations is very supportive of earlier performances and would suggest that this is an area leasing companies need to focus some long term effort on to develop a strategy to improve relations with their owner-operators.

Other significant areas where expectations and reality diverged were "Amount Of Time Spent Waiting," "Amount Of Paperwork Required," and "Amount Of Loading/Unloading By Hand". A majority of drivers, 47.1 percent, expected less time waiting. This is also consistent with earlier data in terms of likes/dislikes and problem areas. Also, as stated earlier, waiting is in conflict with their piecework method of payment (by the mile or percentage of the freight bill). Companies should attack this on two fronts, first by developing means of reducing waiting time (e.g., satellite communications), and second, by trying to realistically communicate with owner-operators when they are hired about how much time they will have to invest in waiting.

Two other areas that bear mentioning are the "Amount Of Stress Involved With The Job," 33.1 percent expected less, and the "Deductions From Compensation," 32.6 percent expected less. These areas are significant both in terms of the size of the group that had different expectations in a negative way, and the importance of these areas. However, both of these areas can be effectively dealt with through good and accurate communications with a prospective independent contractor.

### **COMPANY ATTITUDE**

The perception that employees, or in this case, independent contractors, have of their company's attitude towards their needs is a factor in overall attitude about their company in particular, and their job in general since it is difficult for many people to separate the two. The respondents perceived that their companies were quite concerned in only three out of fourteen areas surveyed (Table 19). It should be pointed out that these are simply perceptions and do not necessarily imply reality. If the perception is inaccurate, the company has a job of communication and education to conduct. The worst case scenario is the situation in which the perception is accurate. In this case the firm not only has to develop a strategy to correct the problem but it has to communicate this to its independent contractors and effectively implement the strategy.



Table 19. EVALUATION OF COMPANY'S ATTITUDE TOWARD OWNER-OPERATOR NEEDS

Question 39		Rank	Value	Very/Somewhat Concerned	Slightly/ Not Concerned
(Scale 1-Very Concerned to 4-Not Concerned)		Mean		Percentages	
3	Safety (n=593)	1	1.79	80.8	19.2
4	Quality and maintenance of their equipment (n=569)	2	1.91	75.6	24.4
7	Accurate paycheck (n=595)	3	1.92	74.5	25.6
8	General welfare (n=594)	4	2.38	59.1	40.9
9	Working conditions (n=596)	5	2.46	54.7	45.3
1	Home time (n=594)	9	2.56	52.0	48.0
11	Health (n=596)	6	2.51	51.0	49.0
2	Income (n=595)	7	2.54	50.4	49.6
10	Proper rest and fatigue (n=594)	7	2.54	49.4	50.7
14	Enforcement hassles (n=590)	10	2.60	48.5	51.5
5	Well-being of family members (n=595)	11	2.64	46.7	53.3
6	Use of my time (n=592)	12	2.81	42.5	57.4
13	Job security (n=594)	14	2.87	37.9	62.1
12	Continued training (n=594)	13	2.84	36.7	63.3

Owner-operators thought their companies were very or somewhat concerned about their "Safety" needs (80.8 percent), the "Quality And Maintenance Of Their Equipment" (76.6 percent), and an "Accurate Paycheck" (74.5 percent). However, 59 percent or less thought their companies were concerned about their "General Welfare," "Working Conditions," "Home Time," "Health," etc. This represents a significant problem for companies who utilize owner-operators. Independent contractors do not perceive that the companies they lease to have an orientation towards partnershiping, but rather treat the relationship more like a commodity.

Two areas should be pointed out. Fifty-seven percent of the respondents felt their companies were not concerned with the "Use Of My Time". Again, this is in conflict with the piece work method of payment that is the industry standard. If a company employs the piecework method of payment as a means of achieving efficiency, then it would seem consistent if they also treated the time of the owner-operators with efficiency as well. In other words, the company should interact in the profitability of both the firm as well as its contractors in a successful joint venture.

The other area is the perceived company attitude toward the owner-operator's continued training needs. Sixty-three percent of the respondents thought their company was only slightly or not at all concerned in this area. This is in stark contrast to their expressed desire

for additional training in almost all aspects of the business (Table 9). Given that training is a form of achievement that is a motivator, this could be a serious roadblock in developing a positive job attitude. Again, if perception is reality in this area, companies should consider developing a program of continuing education and training. If it is simply a problem of perception, communication is needed.

One last question dealt with problems owner-operators experienced with carriers. "Carrier Cutting Rates" was cited as the most significant problem, with 35.5 percent of the respondents indicating they had a lot of problems and 38.6 percent of them who had a few problems with it. Combined, this is a large majority of the owner-operators and should draw the attention of carrier management. The fact that the industry is presently very competitive, and has been for some time, probably means that there are not good answers to this problem. This would suggest that a good program in communication and two-way understanding needs to be developed. The larger issue of what is the long-run pricing strategy for a stable industry is the major part of this problem. However, it is not within the scope of this study to address this issue.

The respondents also identified "Untrustworthy Dispatchers" as a "Lot Of Problems" (25.2 percent). Dispatchers seem to be cited often as a source of problems or dislikes. As suggested earlier, this may suggest a need to train dispatchers in developing human resource management skills. "Slow Pay," "Ability To Get Financial Backing," and "Accurate Description Of Load Revenues" as well as several other working areas were cited as less of a problem. Companies should evaluate their own environment regarding these working areas and make adjustments and take corrective action as necessary. "Drug Testing Programs" did not seem to be a problem for almost all of the respondents.

## **FUTURE PLANS**

A majority of owner-operators derive a great deal of satisfaction from their job and this seems to be reflected in their perception that they will continue in the future. When asked "In Five Years, Do You Think You Will Still Be In Trucking?," two-thirds (67.2 percent) responded "Yes." Conversely, approximately one-third will be leaving for a variety of reasons. The most frequently cited reason, by a huge majority, was "Doesn't Pay Enough" (64.7 percent) (Figure 8). This supports the argument that, although pay is not a motivator as such, it has to be sufficient to meet the physiological and psychological needs of the individual. In other words, it has to provide them with a sense of self-worth, as well as sufficient income to meet their safety, housing, health, entertainment, and other basic needs. "Safety Enforcement Hassles" and "Shipper/Receiver Hassles" were the second and third most frequently cited reason for leaving, followed by "Retirement" and "No Advancement Possible". However, these reasons were cited about half as frequently as pay. Thus, although they are important, they are overshadowed by the pay issue. It may be that owner-operators

**Table 20. PROBLEMS EXPERIENCED BY OWNER-OPERATORS IN WORKING WITH CARRIERS**

Question 64		Rank	Value	No Problems	A Few Problems	A Lot of Problems
(Scale 1-No problems to 3-A lot of problems)		Mean		Percentages		
3	Carrier cutting rates (n=643)	13	2.09	26.0	38.6	35.5
9	Untrustworthy dispatchers (n=644)	12	1.93	32.5	42.4	25.2
2	Slow pay (n=648)	10	1.68	50.2	31.9	17.9
8	Ability to get financial backing from the carrier (n=621)	7	1.62	54.9	28.0	17.1
11	Accurate description of load revenue or rates charged (n=645)	8	1.65	50.5	34.1	15.3
1	Unauthorized deductions (n=645)	11	1.71	43.7	42.0	14.3
12	Loads arranged through brokers (n=631)	8	1.65	48.3	37.9	13.8
10	Accurate explanation of charge-back items (n=643)	6	1.61	52.6	34.1	13.4
6	No or false rated freight bills (n=643)	4	1.52	60.5	26.9	12.6
4	Not paid in full (n=646)	5	1.59	53.4	34.7	11.9
5	Finance charge deductions (n=643)	2	1.33	73.1	21.0	5.9
7	Company required maintenance/ equipment inspections (n=646)	3	1.34	71.1	23.5	5.4
13	Company drug testing programs (n=643)	1	1.20	84.3	11.7	4.0

became independent contractors because they thought they would improve their income over that of a company driver but their expectations were not achieved. This would result in disillusionment and would tend to drive them out. "Relationship With Their Company," "Loneliness," "Away From Home Too Much," "Unpredictable Work Schedule," and "Meeting Safety, Insurance, And Licensing Requirements" were the least frequently cited and as such do not seem to pose significant problems.

### **JOB SATISFACTION**

As stated earlier, independent contractors derive a great deal of satisfaction from their job. In a scale of 1 to 9, 53.7 percent of the respondents indicated they gained a lot of personal satisfaction from their jobs (those that ranked it 1, 2, or 3, see Figure 9). This, compared to only 14.0 percent who rated the satisfaction at the lowest end (ranking it 7, 8, or 9).

This would seem to indicate a very positive work force in absolute terms. There is no way to compare this to other industries. However, it does compare favorably with the results of a

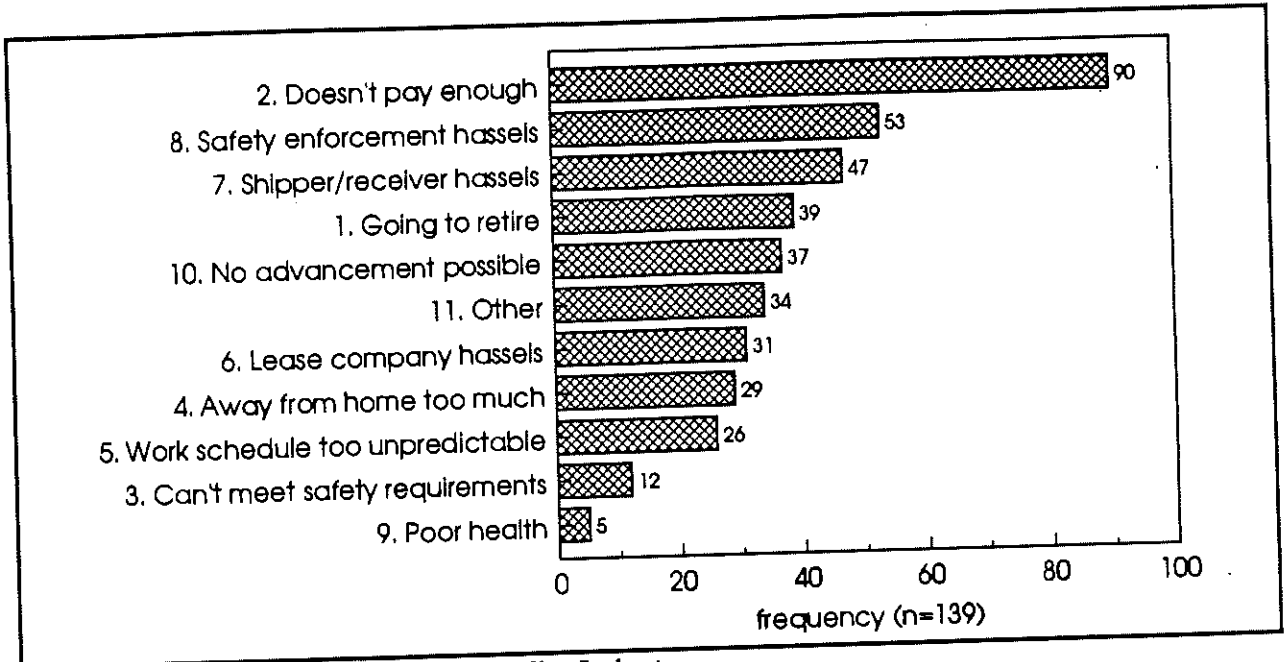


Figure 8. Reasons Cited For Leaving The Industry.

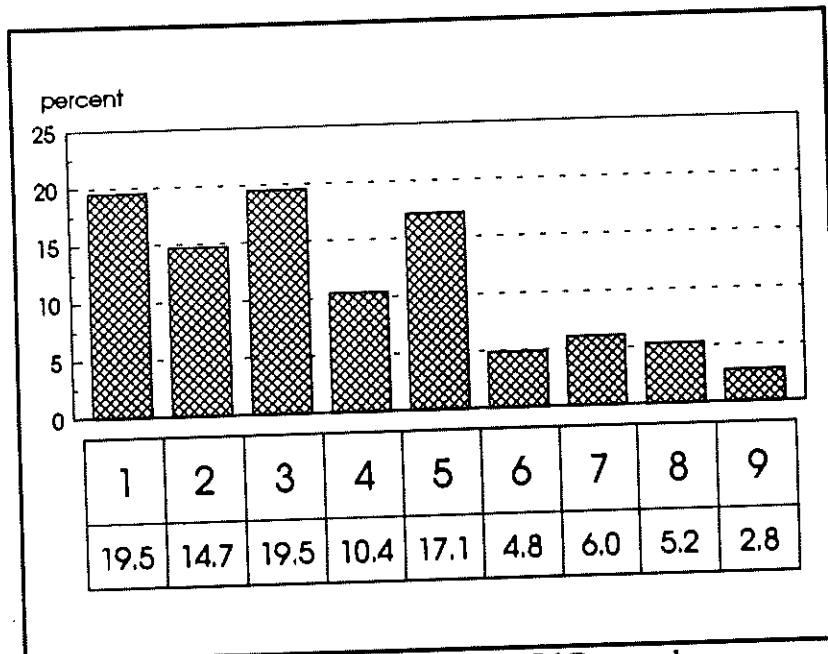


Figure 9. Owner-Operators' Ranking Of Personal Satisfaction From Their Job.

similar study of company drivers. In that study, 54.3 percent of company drivers rated their satisfaction as 1, 2, or 3, and 13.3 percent ranked it 7, 8, or 9. It appears that the industry can work with a large base of owner-operators who can be easily motivated because they do derive a positive level of satisfaction from their job. The results of this question are supported by the high ranking of "The Work Itself" in contributing to job satisfaction (Figure 9).

"The Work Itself" was ranked third behind "Salary And Benefits" and "Working

Conditions". This was followed in fourth place by "Responsibility". Several factors may be at work in these rankings that need to be explored. This is a difficult question to interpret because of the way in which the respondent may frame the question. There are two ways in which the question could be answered. It could be answered from the point of view of an ideal job in which the job environment is near perfect and the motivational attributes have

been implemented. From this frame of reference, we would be able to determine which areas are most important in an absolute sense. The second way the question could be answered is to interpret the question with reference to one's current job. This is probably the most likely way the question is answered. In this case, as was pointed out earlier, it is necessary for the job environment to reach some acceptable minimum of quality, in both the overall sense and with regard to specific areas, before people can appreciate and respond to the motivational factors. Thus, if working conditions are very poor, as some would conclude is the nature of the trucking industry, a high ranking may be indicative of just that. If that is the case, one would expect its ranking in importance in contributing to positive job attitude would decline as working conditions improve.

**Table 21. RANKING OF MOTIVATIONAL (JOB ATTITUDE) FACTORS IN THEIR CONTRIBUTION TO JOB SATISFACTION**

Question 42 (n=427)		Rank	Mean	Percentages									
				Most Important					Least Important				
				1	2	3	4	5	6	7	8	9	10
10	Salary & benefits	1	2.07	59.7	18.5	6.3	4.9	4.2	0.2	2.6	1.6	1.2	0.7
1	Working conditions	2	3.51	14.8	24.6	19.2	16.2	8.2	6.8	4.4	2.3	1.6	1.9
4	The work	3	3.70	11.9	21.3	23.2	14.3	10.5	7.5	4.4	3.3	1.9	1.6
8	Responsibility	4	4.36	10.1	14.3	16.9	16.4	12.2	10.5	8.2	5.2	4.9	1.4
2	Interpersonal relations	5	6.23	0.9	4.4	6.8	11.5	16.4	14.5	15.5	10.1	10.1	9.8
9	Achievement	6	6.85	0.7	4.4	5.6	7.0	9.1	13.1	16.2	14.5	16.2	13.1
6	Company policies	7	6.93	0.7	2.1	5.6	8.2	11.9	11.9	12.4	15.9	19.2	11.9
7	Recognition for achievement	8	7.09	0.7	4.4	5.6	7.7	8.2	11.2	10.1	17.3	12.9	21.8
3	Advancement	9	7.13	0.5	2.8	5.9	6.1	8.4	13.8	13.6	14.5	15.5	19.0
5	Supervision	10	7.15	0.0	3.5	4.9	7.3	10.8	10.1	12.4	15.2	17.1	18.7

A second major area is how owner-operators perceive the factor of "Salary And Benefits". There are two aspects to this: are "Salary And Benefits" equated with net income of their business, and are they sufficient to not overshadow other elements contributing to job attitude? This last consideration is basically the same as that covered previously with reference to working conditions. The first aspect is also very interesting. If salary and benefits are equated with business income, then they may perceive this as a motivator. It becomes a measuring stick of achievement for them, much as salary can be perceived as a form of recognition for salaried employees, both blue and especially white collar employees. A sense of satisfaction could develop if the owner-operator is making enough money to replace equipment as needed, add additional equipment, and provide at least an average standard of living. If individual's income is less than this they may perceive themselves as not achieving their business goals as a small business operator.

If one assumes that "Salary And Benefits" for this group is a motivator as a form of achievement, then three of the top four ranked factors would be motivators. If it indeed is perceived as it is stated, then there is the possibility that both "Salary And Benefits" and "Working Conditions" are ranked high because of the poor nature of both, which incidently is supported to some degree by the data presented earlier. Since 59.7 percent of the respondents ranked "Salary And Benefits" number one in importance, it is by far the most important. Given that the population are small business operators, it would seem more likely that they are perceiving "Salary And Benefits" as a form of achievement. This would be a very positive result for trucking firms wishing to develop a partnership with owner-operators, since it would mean they ranked three of the top four as motivators, which, when developed, should lead to a more positive job attitude.

It is interesting to note the frequency of distribution for the top four ranked factors. The respondents ranked the first four in the top four levels of importance overwhelmingly with respect to the remaining six categories, which, with the exception of one, "Interpersonal Relationships," didn't receive less than 10 percent of respondents giving them a ranking of 1 through 4. This would indicate that the bottom six seem relatively less important, which is also reflected in the difference in the means between "Responsibility," (4th) and "Interpersonal Relationships" (5th). However, this does not suggest a company should ignore the bottom six for two reasons: (1) they are all deemed important, and (2) the decision of what areas that a company focuses on would be driven to a certain extent by what was considered achievable and at what cost.

After reviewing this section, the conclusion is that there are many innovative strategies a company can implement to improve its relationship with owner-operators.



## DIFFERENCES BETWEEN OOIDA MEMBERS & NON-MEMBERS AND OWNER-OPERATORS & COMPANY DRIVERS

---

The sample of independent contractors was partitioned into two categories — those that were members of OOIDA and those that were non-members. The two sub-samples were tested to determine if the populations were different and unique from one another. This was done by determining if the sample means were statistically significantly different. The mean of the members responses was compared to the mean of the non-members for each of the items in the various questions where this statistical measurement was appropriate. Over three hundred pairs of means were compared and no differences were identified at the  $\pm 5$  percent confidence level (See Appendix B). This would indicate that the two populations are virtually identical with respect to the attributes covered in the survey. Since the survey itself was very comprehensive, one could conclude that the two populations are actually one.

Owner-operators attitudes and opinions were compared with those of company drivers acquired in a different study. The survey instrument was slightly different so comparisons were not possible in all cases. Although company drivers and owner-operators were alike in general, there were some specific areas where they were different. For instance, company drivers had much more positive attitudes towards satellite communications, drug testing and vehicle inspections by DOT officials than independent contractors. (Appendix B, Question 1) It also appears that company drivers find it more acceptable to stay out longer. Owner operators, on the other hand, seemed slightly more interested in getting involved in other aspects of the business. In general, however, although there seem to be predictable differences between the two groups, they are very similar. This suggests that drivers, whether they be owner operators or company drivers, are a rather homogeneous group.





## SUMMARY, CONCLUSIONS, AND SUGGESTIONS

---

The owner-operator segment of the trucking industry, which provides a significant component of the industry capacity, has an orientation towards the motivation factors that create positive job attitude. It also appears that the trucking industry could vastly improve the application of those motivators and create a real competitive advantage for the firm willing to undertake this human resource management challenge. The owner operators seem to be waiting for an enlightened management strategy in which both the lessee and leaser could become winners.

Independent contractors were very positive about "Driving The Truck" and the "Independent Lifestyle." An overwhelming 95 percent of them "Really Liked" or "Liked" these aspects of the job. This provides a very firm foundation to develop a motivational strategy for a trucking company. Driving defines much of the job and, as such, is the very work itself. "Independent Lifestyle" can be construed as responsibility — particularly for an owner operator. These are both motivators, thus their high ranking is very positive. It is indicative of a work force that can be motivated. Another positive aspect was that 72.4 percent of the drivers either "Liked" or "Really Liked" and only 9.4 percent of the drivers "Disliked" or "Really Disliked" the company they presently leased to. Dislikes were dominated by "Hand Loading/Unloading Of Freight" which is expected, since it interferes with their income earning opportunities.

An area which captured much attention in the industry is the time spent away from home. The results of this study indicate the acceptable amount of time to be away from home varies significantly by individual. Some owner operators, a small percentage, find it acceptable to be away for as long as a month or more, while others do not want to be gone over a weekend. There are significant drops in acceptability at being gone two weekends and three weekends. Given this information, it would seem prudent for companies to identify and reward operators willing to stay out longer where that is required operationally. It is unlikely that getting contractors home more often will significantly improve job satisfaction since it is a working condition which is classified as an aggravator and because drivers may sort themselves among firms which fit their preference for frequency of being away from home. However, this does not mean companies need not address this issue. They most definitely should address it as a strategy to limit the negative attitude that aggravators can result in.

However, they should not expect dramatic results from improving this facet of the working conditions of trucking.

Another positive attribute of operators was their expressed interest in business areas other than driving. A majority of drivers were interested in several aspects of the business ranging from "Maintenance" to "Sales" and "Customer Relations". This adds support to the image of owner-operators as motivation seekers.

Independent contractors did experience some problems with the job including most significantly "Variations Between State Laws," "Parking Spaces For Rest," and "Road Pavement Conditions". It is interesting to note that these are public policy issues which cannot be dealt with by the individual firm on a substantive basis. This requires the industry, through industry wide organizations and government, to get involved in the development of public policy and monitoring its implementation. Areas which did not pose significant problems for a majority of drivers included "Relationships With Company Management," "Boredom On The Road," "Loneliness," "Routine Communications," "Irregular Hours," "Company Assistance After Hours," and "Absence From Home".

Owner-operators exhibited a very practical orientation toward their work when asked about specific equipment items. Ranked very high were items which contributed to actual physical or psychological comfort, or allowed them to do their job better. This is indicative of a very pragmatic individual who puts a high priority on achieving results. Items which would be considered frills such as a "Plush Interior" and "Refrigerator" were ranked much lower than the practical options.

A further reinforcing positive characteristic of operators is their desire to influence management in several areas. This should be viewed as a desire for participatory management. This desire probably stems from two sources — a desire to improve their own situation and a desire to improve the company's situation. This is supported by the fact that nearly 90 percent of the drivers were interested in influencing management in seven of nine areas. Some were areas where the operator may be perceived to internalize most of the potential benefits (such as revenue deductions) while other areas (such as rate setting and improved customer service) would be win-win for the carrier and operator. The level of interest in participating in management is another indication that the independent contractor is an individual predisposed to motivation.

They also indicated a strong preference for personal communication when giving and receiving input. Companies should take note of this strong expression as an indicator of their desire to be treated as human beings as opposed to a commodity that provides capacity to the business. The desire for personal communication was so strong on the input side that all of the impersonal methods were ranked in the bottom half. This was similar for receiving

information. The message is that management needs to devote time and resources to communicate personally and effectively with its owner-operators.

Additional training was another area that continues to reinforce the thesis that owner-operators are motivation seekers. An astounding majority of drivers (over 50 percent) were interested in more training in twenty-three out of twenty-four listed topic areas. The only area less than 50 percent was "Cargo Loading And Unloading," and even then 46 percent of the drivers were interested in additional training. This interest in a broad range of topics, ranging from personal development to improving skills that would benefit the company, provides an insight into one of the characteristics of the individual; a desire for responsibility, achievement, and advancement and recognition for achievement.

They were also interested in bonuses or additional compensation based on performance. Approximately 80 percent or more of the drivers indicated they were very or somewhat interested in additional compensation based on "Accident Free Operation," "Minimizing Cargo Loss And Damage," "On-Time Pick Up And Delivery," "Good Customer Relations," etc. This is indicative of an individual who wants to be judged on their personal performance, which is also related to the motivators. They also were consistent with this theme when asked to indicate the importance of being recognized for achievement in these areas.

Owner-operators were very divided on the importance of specific fringe benefits, with the exception of health insurance. This would indicate that their needs are quite varied and are reflected by the variation in these answers. Companies should consider a base health insurance plan plus a cafeteria plan for additional fringe benefits when developing their programs. This would allow owner-operators to tailor their package to their individual needs and preferences.

When asked to describe their company, a strong majority of owner operators — 84 percent — indicated they liked to work with their company. However, a contradictory message was given in some specific areas such as "Do They Take Time To Listen To You" and "Do They Communicate On-Going Problems To Upper Management," where 36 percent and 47 percent indicated "Slightly" or "Not At All," respectively. These are areas related directly or indirectly to personal communication. Given the desire for personal communication, this should be cause for concern. This, coupled with the indication that many owner operators would like to meet more frequently with management, should encourage companies to be more creative in developing methods of communicating personally with their contractors.

Another area which owner-operators indicated concern was their perception of their company's attitude towards their needs. A large majority of drivers thought the companies were concerned about such things as "Safety" and "Quality And Maintenance Of Their Equipment". However, a majority of contractors felt that the company was not concerned about such issues as "Proper Rest And Fatigue," "Enforcement Hassles," "Well Being Of

Family Members," "Use Of My Time," "Job Security," and last, at 63 percent, "Continued Training." The continued training should be particularly bothersome in light of the tremendous amount of interest in additional training expressed earlier.

Owner operators also expressed a desire for some form of performance-based career advancement. This again is indicative of a motivation-seeking person.

In summary, there is strong evidence from the data that owner-operators provide an opportunity for carriers who use independent contractors to develop partnershiping that can be win-win. They appear to be motivation seekers with a desire for performance-based achievement and recognition. They show strong desires for training, participating in management, and involvement in other areas of business, in addition to driving. This is an untapped resource for the industry.

However, the industry appears not to be providing some of the motivational elements for which owner-operators are showing a strong desire. The individual firms that can capitalize on an innovative and progressive human resource management strategy taking advantage of the owner-operators positive tendencies towards motivation may well create a strong competitive advantage for the firm in an industry characterized by easy entry, intense rivalry, strong influence of shippers, and low rates of return: in short, a very competitive industry.





## APPENDIX A

---

# A SURVEY OF OWNER-OPERATORS' OPINIONS OF WHAT THEY CONSIDER IMPORTANT IN THEIR WORK



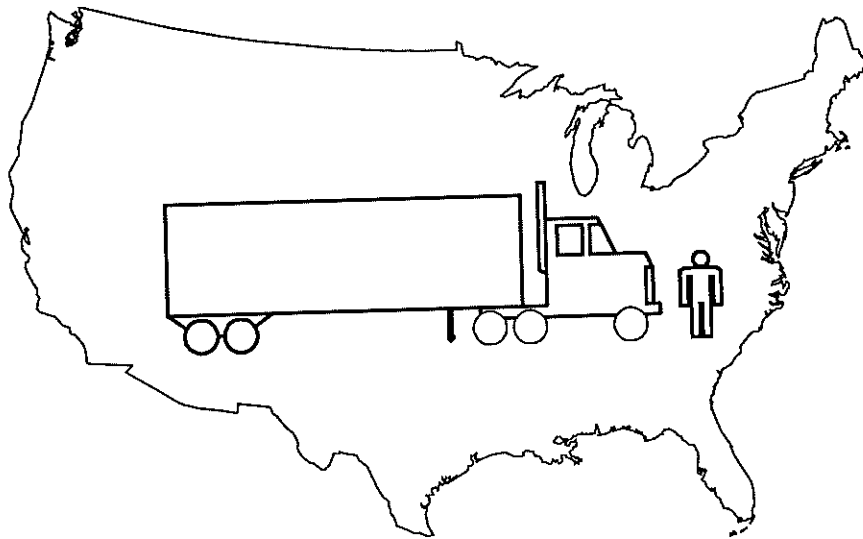


# **A SURVEY OF OWNER-OPERATORS' OPINIONS OF WHAT THEY CONSIDER IMPORTANT IN THEIR WORK**

**IN PERCENTAGES UNLESS OTHERWISE NOTED**

**3,100 SENT OUT, 682 RECEIVED BACK**

**22.0% RESPONSE RATE**



**(SEE INSTRUCTIONS ON INSIDE COVER)**



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

November 1990

## ***Instructions***

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

**ALL RESPONSES AND COMMENTS ARE ANONYMOUS**

*Thank you for your help.*

Copyright © 1990 by the Upper Great Plains Transportation Institute

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage or retrieval system, without permission in writing from the publisher.

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

Q-1. WHICH OF THE FOLLOWING DO YOU LIKE OR DISLIKE ABOUT BEING A PROFESSIONAL TRUCKER?

		How do you feel about: (Circle your answer)					
		REALLY LIKE	LIKE	NEUTRAL	DISLIKE	REALLY DISLIKE	
2.41	1 Relations with shippers/customers	15.0	44.2	27.3	11.7	1.9	
1.53	2 Driving the truck	52.4	42.8	4.6	0.0	0.3	
2.33	3 Meeting safety requirements	12.1	48.9	33.5	5.4	0.2	
3.66	4 Vehicle inspections by DOT officials	1.1	12.1	31.9	29.9	25.1	
2.27	5 Travelling out-of-town	19.5	46.1	24.4	8.0	2.0	
1.50	6 Independent lifestyle	56.2	38.0	5.2	0.6	0.0	
2.19	7 Visiting with other drivers	17.3	49.4	30.9	2.1	0.3	
3.33	8 Dealing with highway patrol	0.9	11.3	54.2	21.5	12.1	
2.78	9 Company management	6.6	34.7	37.3	16.8	4.7	
3.38	10 Paperwork	0.6	14.7	40.8	34.5	9.5	
3.36	11 Commercial drivers license	7.2	17.1	32.8	18.6	24.4	
4.40	12 Hand loading/unloading freight	0.6	3.4	13.6	20.4	62.0	
3.14	13 Loading/unloading palletized freight	10.1	24.6	26.3	18.8	20.2	
3.00	14 Drug testing	13.6	22.7	31.1	15.4	17.1	
3.08	15 Satellite communications	6.8	12.8	55.7	14.6	10.1	
3.39	16 Company speed limits	2.0	8.9	49.6	27.5	12.0	
3.56	17 Satellite monitoring	2.3	7.2	43.5	26.3	20.7	
2.29	18 Controlling costs of operation	18.0	47.8	24.2	7.6	2.5	
2.14	19 Your present company	24.5	47.9	18.3	7.4	2.0	
2.25	20 Recommending new customers	15.4	46.9	35.0	2.4	0.2	
2.21	21 Tractor/trailer maintenance	15.8	54.0	24.2	5.3	0.8	

Q-2. WHAT IS YOUR OPINION OF TIME AWAY FROM HOME:

		What is your opinion? (Circle your answer)			
		VERY ACCEPTABLE	ACCEPTABLE	UNACCEPTABLE	VERY UNACCEPTABLE
1.59	1 Days only	49.3	44.3	4.5	1.9
1.75	2 Gone less than a week	34.8	57.9	5.1	2.2
2.22	3 Gone 1 weekend	11.8	64.2	14.5	9.5
2.88	4 Gone 2 weekends	6.4	30.8	31.4	31.4
3.39	5 Gone 3 weekends	3.5	12.2	25.7	58.6
3.65	6 Gone a month or more	2.7	6.3	14.0	77.0

Q-3. IN ADDITION TO DRIVING, WHAT OTHER AREAS ARE YOU INTERESTED IN?

		How interested in? (Circle your answer)			
		VERY	SOMEWHAT	SLIGHTLY	NOT
2.36	1 Sales (finding more business with new or current customers)	25.9	34.9	16.9	22.3
3.02	2 Training (train new drivers and refresher training for existing drivers)	8.9	24.7	21.7	44.7
1.88	3 Customer relations (maintaining good relationships with current customers by answering complaints and updating them with new business information and finding out about their needs)	43.8	33.2	14.4	8.6
1.90	4 Safety (knowing, teaching, and enforcing safety and procedures)	40.3	37.7	14.3	7.8
1.74	5 Equipment purchases (specifying options for new equipment and justifying them financially)	51.1	31.0	10.4	7.6
1.44	6 Maintenance and repair (maintaining and repairing your truck)	67.3	23.6	6.3	2.7
1.53	7 Cost reduction goals (being part of the process to define areas for improvement, how to get there, and how to measure progress)	58.6	31.9	7.3	2.3
2.86	8 Buying more trucks (expanding the fleet)	13.0	26.6	21.5	39.0
2.64	9 Obtaining my own authority	23.4	23.6	18.2	34.8
1.17	10 Other: (specify) _____	88.4	8.7	0.0	2.9

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

---



---



---



---

The following are areas that we have heard some people say are problems in the trucking industry. What is your experience with the items listed below.

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

		Your experience: (Circle your answer)			
		NO PROBLEM	SMALL PROBLEM	SOME PROBLEM	BIG PROBLEM
2.56	1 Restricted highway access for trucks . . . . .	13.3	33.8	36.4	16.5
2.65	2 Restricted local access for trucks . . . . .	12.5	30.4	36.7	20.3
2.75	3 Delivery scheduling (unrealistic) . . . . .	16.1	22.3	32.2	29.5
2.65	4 Load availability . . . . .	16.7	24.8	35.2	23.2
3.29	5 Parking spaces for rest . . . . .	6.0	12.2	28.8	53.0
2.62	6 Running time . . . . .	18.6	22.5	37.3	21.6
2.80	7 Deadhead miles . . . . .	14.5	23.2	30.3	31.9
2.57	8 Loading/unloading . . . . .	22.3	24.1	28.6	25.1
2.41	9 Fatigue . . . . .	19.8	34.4	31.0	14.7
1.99	10 Routine communications (dispatch) . . . . .	41.1	27.5	22.4	9.0
1.81	11 Relationship with company management . . . . .	52.0	22.6	17.4	8.0
2.13	12 Absence from home . . . . .	30.5	35.9	23.4	10.2
2.06	13 Irregular hours . . . . .	36.2	32.3	21.1	10.4
2.50	14 Lack of exercise . . . . .	21.4	28.5	28.8	21.3
2.62	15 Quality/nutritional content of food . . . . .	18.5	26.2	29.8	25.6
2.03	16 Loneliness . . . . .	36.0	32.7	23.4	7.8
2.14	17 Health hazards . . . . .	30.7	33.6	26.8	8.8
2.36	18 Opportunities or facilities to wash up . . . . .	21.0	33.9	33.3	11.8
1.97	19 Boredom on the road . . . . .	34.0	39.9	20.8	5.3
3.49	20 Road pavement conditions . . . . .	1.1	8.4	31.0	59.5
3.43	21 Variation between states' laws . . . . .	2.7	9.8	29.3	58.2
2.08	22 Company assistance after hours . . . . .	39.2	27.2	19.4	14.1
2.90	23 DOT roadside inspections . . . . .	8.1	25.8	34.0	32.1
2.61	24 Drug sales in truckstops . . . . .	28.5	15.5	22.6	33.4
2.58	25 Prostitutes in truckstops . . . . .	26.0	18.8	26.8	28.4

Q-6. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR BUSINESS OR COMFORT?

How important to your business/comfort:  
(Circle your answer)

		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL
1.63	1 AM/FM/cassette stereo	58.1	28.4	8.8	2.1	2.6
1.58	2 CB radio	61.0	27.1	7.6	2.0	2.4
2.30	3 Plush interior	22.8	38.5	27.7	7.6	3.3
1.49	4 Complete gauge set	66.7	21.7	7.9	2.9	0.8
1.26	5 Power steering	82.0	12.3	4.1	0.8	0.9
1.20	6 Air conditioning	86.2	9.5	2.9	0.5	0.9
2.43	7 Stand-up sleeper	30.0	26.3	24.1	10.3	9.4
1.13	8 Air ride seat	91.5	5.7	1.5	0.6	0.6
1.46	9 Sliding fifth wheel	70.1	19.5	6.8	1.5	2.1
1.47	10 Air ride suspension	68.9	19.8	7.7	2.3	1.2
1.53	11 Engine brakes (Jake brake)	66.0	20.6	9.1	2.4	1.8
1.73	12 Interior storage space	45.7	40.5	9.7	2.9	1.2
1.62	13 Heated mirrors	59.8	25.5	9.2	3.3	2.1
1.09	14 Good cab heater	92.9	6.1	0.8	0.0	0.3
2.60	15 Air ride passenger seat	22.8	27.9	26.3	12.7	10.3
4.19	16 Automatic transmission	2.4	4.0	20.1	19.6	54.0
3.35	17 Refrigerator	9.3	18.7	25.9	19.7	26.4
1.99	18 Bunk heater	48.9	24.5	12.7	6.5	7.3
2.63	19 Double bunk	28.2	24.3	18.4	14.3	14.9
2.05	20 Sliding trailer tandems	54.3	16.4	11.5	5.0	12.7
1.19	21 Other: (specify) _____	83.1	15.8	0.5	0.0	0.5

Q-7. HOW IMPORTANT IS IT TO YOU TO **INFLUENCE** THE COMPANY YOU'RE LEASING TO REGARDING THE FOLLOWING:

		How important to you to influence: (Circle your answer)				
		VERY	SOMEWHAT	NEUTRAL	NOT	NOT AT ALL
1.38	1 Rate setting	74.8	17.9	4.2	0.9	2.2
1.45	2 Revenue deductions	71.4	19.2	5.6	1.1	2.8
1.63	3 Dispatch procedures	56.3	30.2	9.8	1.2	2.5
1.79	4 Maintenance	52.8	26.6	13.3	3.1	4.2
2.76	5 Ordering new trailers	20.2	24.7	30.2	9.2	15.8
1.78	6 Improving customer service	48.1	32.6	14.8	2.3	2.2
2.61	7 Driver lounges	20.2	29.5	30.2	8.7	11.4
1.80	8 Ways to cut costs	49.3	29.7	15.6	2.3	3.1
1.76	9 Safety improvements	49.8	32.0	13.4	2.2	2.6
1.22	10 Other: (specify)	89.2	6.2	1.5	0.0	3.1

Q-8. HOW WOULD YOU LIKE TO **GIVE INPUT** TO COMPANY MANAGEMENT? (Please rank the following in their order of importance to you: 1=most preferred, 2=second most preferred, through 11=least preferred)

*It is very important that you rank all 11 choices*

Order of preference (1 through 11)
------------------------------------

1	Telephoning company management	3.97	(3)
2	Talking in-person with company management	2.10	(1)
3	Talking with or telephoning upper management	3.42	(2)
4	Talking with another company employee (a contact person for drivers)	5.27	(5)
5	Write a letter	7.87	(9)
6	Complete an annual survey	7.79	(8)
7	Complete a survey on specific topics as they arise	7.04	(6)
8	Give comments during training sessions	7.18	(7)
9	Give comments in a suggestion box	8.02	(10)
10	Have a telephone answering machine to leave comments	8.52	(11)
11	Be on a problem solving committee with managers and other owner-operators	4.84	(4)



Q-9. HOW WOULD YOU LIKE TO **RECEIVE** INFORMATION FROM THE COMPANY YOU LEASE TO, OTHER THAN DISPATCH INFORMATION? (Please rank the following in their order of importance to you: 1=most preferred, 2=second most preferred through 11=least preferred)

*It is very important that you rank all 11 choices*

Order of preference (1 through 11)
--

- 1 Newsletter ..... 4.48 (4)
- 2 Notices sent along with your settlement check ..... 3.64 (2)
- 3 Listen to recorded messages by phone ..... 8.32 (11)
- 4 Cassettes with recorded messages (could be listened to while driving) ..... 8.19 (10)
- 5 Letters from management ..... 5.05 (5)
- 6 Meetings held by management with owner-operators ..... 3.69 (3)
- 7 Personal contact from your company management ..... 3.48 (1)
- 8 Notices posted on a bulletin board ..... 7.51 (8)
- 9 Policy manuals and updates ..... 6.80 (6)
- 10 Announcements at training sessions ..... 7.92 (9)
- 11 Meetings with company management at locations out on the road ..... 6.92 (7)

Q-10. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY MOTIVATE PEOPLE TO DO A GOOD JOB. PLEASE RANK THEM IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 5=least important)

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

Order of importance (1 through 5)
---

- 1 Achievement ..... 2.97 (3)  
(such as increasing your driving skills, learning more, and developing your expertise)
- 2 Recognition for achievement ..... 3.10 (4)  
(such as awards policies and sincere praise)
- 3 Responsibility ..... 2.35 (1)  
(such as for yourself and your truck, independence, cost control, and customer service)
- 4 The work ..... 2.81 (2)  
(such as actual driving, dealing with customers, complying with regulations, loading/unloading)
- 5 Advancement ..... 3.76 (5)  
(such as opportunities for expanding fleet size, upgrading equipment)

Q-11. IN WHAT AREAS ARE YOU INTERESTED IN MORE TRAINING?

		How interested in training? (Circle your answer)			
		VERY	SOMEWHAT	SLIGHTLY	NOT
2.08	1 Safety regulations	29.4	43.8	16.5	10.3
2.00	2 Injury prevention	36.1	35.8	19.7	8.3
1.83	3 Defensive driving	45.8	33.1	13.2	7.9
2.56	4 Paperwork completion	15.2	35.3	28.3	21.3
2.06	5 Customer service	31.4	40.1	19.7	8.8
2.71	6 Cargo loading and unloading	17.0	28.7	20.3	34.0
2.38	7 Hazardous materials	31.8	26.7	13.2	28.3
2.06	8 Accident procedures	30.5	41.6	19.4	8.5
2.13	9 Equipment inspections	28.6	40.8	19.8	10.8
1.93	10 Maintenance procedures	40.0	36.2	14.9	9.0
2.34	11 Company policies	20.3	40.1	24.6	15.0
1.87	12 Transportation industry costs and trends	43.6	33.1	16.4	7.0
2.13	13 Getting along with other people	34.4	32.0	19.9	13.7
2.00	14 Problem solving skills	36.7	36.1	17.9	9.3
2.09	15 Learning more about your customers' industries	30.3	40.2	19.4	10.0
2.24	16 Forms and permits	26.4	37.4	21.9	14.3
1.70	17 Tax accounting for owner-operators	54.7	28.4	8.7	8.2
1.94	18 First aid	36.9	39.3	16.8	7.0
1.88	19 Personal money management	45.0	31.8	13.3	9.8
1.82	20 Your company's strategy and direction	45.0	35.6	12.0	7.4
2.33	21 Trip planning	23.6	36.8	22.6	17.0
2.30	22 Managing family issues while away from home	31.9	25.6	23.0	19.5
2.39	23 Commercial driver's license	28.7	29.8	15.5	26.0
2.49	24 Drug testing regulations	25.4	27.2	19.8	27.5
1.14	25 Other: (specify) _____	93.0	2.3	2.3	2.3

Another important part of understanding a person's opinion of their work has to do with the compensation they receive. Next we would like to ask some questions about compensations you receive.

Q-12. WHAT KIND OF STANDARD OF LIVING DOES YOUR OPERATING INCOME PROVIDE? (Circle number)

- 1 A high standard of living 1.4
- 2 An above average standard of living 15.0
- 3.18 3 An average standard of living 55.7
- 4 A below average standard of living 19.6
- 5 A low standard of living 8.3

Q-13. WHICH TYPES OF PAY ARE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU? (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 10=least important)

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

Order  
of preference  
(1 through 10)

- 1 Per mile base pay ..... 3.40 (1)
- 2 Percentage of revenue base pay ..... 3.73 (2)
- 3 Bonus (based on your individual performance) ..... 5.35 (6)
- 4 Loading/unloading pay ..... 4.64 (4)
- 5 Pay for stop-offs or relay loads ..... 4.80 (5)
- 6 Pay for delay time ..... 4.57 (3)
- 7 Extra pay for short loads ..... 5.87 (7)
- 8 Layover or breakdown pay ..... 7.03 (8)
- 9 Reimbursement for motels during breakdowns and layovers ..... 8.14 (10)
- 10 Weekly or monthly guaranteed minimum pay ..... 7.46 (9)

Q-14. HOW DOES YOUR PRESENT INCOME COMPARE TO INCOME FROM LEASING TO OTHER TRUCKING COMPANIES DOING SIMILAR TYPES OF WORK REQUIRING SIMILAR TYPES OF SKILLS? (Circle number)

- 1 Much higher 8.5
- 2 Slightly higher 26.9
- 2.76 3 About the same 48.6
- 4 Slightly lower 12.6
- 5 Much lower 3.5

Q-15. HOW DOES YOUR INCOME COMPARE TO OPPORTUNITIES AVAILABLE TO YOU IN OTHER INDUSTRIES? (Circle number)

- 1 Much higher 10.0
- 2 Slightly higher 24.3
- 3.12 3 About the same 24.1
- 4 Slightly lower 26.7
- 5 Much lower 14.9

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

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

Order of importance (1 through 10)
--

1 Occupational accident insurance . . . . .	4.77	(4)
2 Workmens compensation insurance . . . . .	4.56	(2)
3 Health insurance . . . . .	2.08	(1)
4 Vision care insurance . . . . .	6.63	(8)
5 Dental insurance . . . . .	6.55	(7)
6 Pension or retirement plan . . . . .	4.61	(3)
7 Life insurance . . . . .	6.46	(6)
8 Breakdown insurance . . . . .	7.43	(10)
9 Down time Insurance (related to covered accidents) . . . . .	6.93	(9)
10 Disability pay . . . . .	5.00	(5)

Q-17. WOULD YOU RATHER RECEIVE BENEFITS THROUGH THE COMPANY YOU LEASE TO OR THROUGH AN INDEPENDENT ASSOCIATION? (Circle number)

- 1. Through the company I lease to 37.8
- 2. Through an independent association for truckers 43.6
- 3. Purchase myself through individual providers 18.6

Q-18. THE FOLLOWING LIST INCLUDES SOME AREAS FOR ADDITIONAL COMPENSATION. HOW DO YOU FEEL ABOUT THESE PROGRAMS, **EVEN IF THEY ARE NOT OFFERED TO YOU?**

		Importance of compensation: (Circle your answer)			
		VERY	SOMEWHAT	SLIGHTLY	NOT
1.33	1 Accident free operation .....	72.6	23.2	3.1	1.0
1.43	2 Minimizing cargo loss and damage .....	65.1	28.4	5.1	1.3
1.67	3 Miles of driving .....	49.9	36.6	9.9	3.6
2.25	4 Good Samaritan acts (such as helping stranded motorists) .....	23.2	41.3	22.9	12.6
1.66	5 Good customer relations .....	52.7	32.1	12.1	3.1
1.72	6 Performing duties above base standards .....	46.8	38.3	10.7	4.2
1.83	7 Getting paperwork done accurately and on-time .....	44.9	34.1	14.2	6.7
1.43	8 On-time pickup and delivery .....	66.9	25.3	5.7	2.1
1.52	9 Working injury free .....	64.3	22.8	9.1	3.7
1.12	10 Other: (specify) _____ .....	90.0	8.0	2.0	0.0

Q-19. IN WHICH OF THESE AREAS IS IT IMPORTANT TO YOU TO RECEIVE AWARDS OR RECOGNITIONS, **WHETHER OR NOT THEY ARE OFFERED TO YOU?** (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 9=least important)

*If is very important that you rank all 9 choices*

		Order of importance (1 through 9)
1	Accident free operation .....	1.99 (1)
2	Minimizing cargo loss and damage .....	3.85 (2)
3	Miles of driving .....	5.19 (4)
4	Good Samaritan acts (such as helping stranded motorists) .....	7.14 (9)
5	Customer relations .....	5.26 (5)
6	Performing duties above base standards .....	5.53 (6)
7	Getting paperwork done accurately and on-time .....	6.21 (8)
8	On-time pickup and delivery .....	4.17 (3)
9	Working injury free .....	5.65 (7)

Q-20. WHAT TYPES OF AWARDS ARE YOU INTERESTED IN RECEIVING? (Circle all that apply)  
 (These are frequencies.)

- (6) 156 1 Plaques
- (12) 69 2 Trophies
- (9) 136 3 Belt buckles
- (5) 168 4 Caps
- (2) 353 5 Jackets
- (11) 98 6 Truck decals
- (8) 139 7 Patches
- (10) 111 8 Pins
- (7) 142 9 Dinner
- (4) 240 10 Gift certificates
- (3) 277 11 Truck equipment or accessories
- (1) 538 12 Cash
- (12) 69 13 Other (specify): \_\_\_\_\_

The next section contains questions concerning your relationship with company management. Please remember that **all answers are completely confidential.**

Q-21. PLEASE DESCRIBE THE COMPANY YOU LEASE TO: (Answers are strictly confidential)

		Describe your company: (Circle your answer)			
		VERY MUCH	SOMEWHAT	SLIGHTLY	NOT AT ALL
2.76	1 Do they ask for drivers' opinions . . . . .	12.2	29.9	27.5	30.4
1.77	2 Do you like to work with the company . . . . .	42.0	42.5	12.0	3.5
2.11	3 Do they treat you with respect and dignity . . . . .	30.2	41.2	16.2	12.5
2.75	4 Do they demand instead of ask things from you . . . . .	14.8	26.6	27.7	30.9
1.86	5 Are they familiar with your job . . . . .	42.8	34.4	17.4	5.5
2.30	6 Do they follow up on problems . . . . .	21.6	39.7	25.6	13.1
2.52	7 Are they receptive to suggestions . . . . .	14.5	37.2	30.0	18.3
2.47	8 Do they communicate on-going problems to upper management . . . . .	17.0	36.4	28.9	17.6
2.53	9 Are they fair to all drivers . . . . .	16.7	37.2	22.6	23.5
1.91	10 Are their expectations clear to you . . . . .	37.6	39.0	18.6	4.9
2.05	11 Are they trustworthy . . . . .	36.8	33.0	18.5	11.8
2.09	12 Are they supportive of you and your work . . . . .	30.2	37.6	24.9	7.3
2.22	13 Do they take time to listen to you . . . . .	24.7	39.2	26.0	10.1
2.60	14 Would the company be upset if you took an unresolved problem to upper management . . . . .	20.2	29.1	21.5	29.2
2.49	15 Does the company give you credit or thank you for doing a good job . . . . .	19.9	32.9	25.7	21.6
1.98	16 Are they competent . . . . .	31.0	44.2	20.3	4.5

Q-22. HOW OFTEN DO YOU MEET WITH COMPANY MANAGEMENT FACE TO FACE? (Circle number)

- 1 More than once a week 12.5
- 2 Once a week 12.7
- 4.39 3 Once every two weeks 9.3
- 4 Once a month 13.4
- 5 Once every three months 9.9
- 6 Less than once every three months 25.0
- 7 Never 17.2

Q-23. HOW OFTEN WOULD YOU LIKE TO MEET WITH COMPANY MANAGEMENT FACE TO FACE? (Circle number)

- 1 More than once a week 10.8
- 2 Once a week 18.8
- 3.64 3 Once every two weeks 8.9
- 4 Once a month 30.9
- 5 Once every three months 18.1
- 6 Less than once every three months 12.5

Q-24. WHAT WOULD YOU LIKE TO DISCUSS WHEN YOU MEET WITH COMPANY MANAGEMENT?

---



---



---



---



---



---

Q-25. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY DISTRACT PEOPLE FROM DOING A GOOD JOB. PLEASE RANK THESE ITEMS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 5=least important)

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

Order of importance (1 through 5)
---

- 1 Working conditions ..... 2.08 (2)  
(such as equipment, facilities, safety regulations & enforcement, and traffic)
- 2 Supervision ..... 3.63 (3)  
(such as relationship with supervisor, quality of supervision)
- 3 Salary & benefits ..... 1.76 (1)
- 4 Interpersonal relations ..... 3.81 (5)  
(such as relationships with other drivers and shippers/customers)
- 5 Company policies ..... 3.72 (4)  
(such as safety policies, driving policies, and maintenance policies)

Q-26. HOW IMPORTANT TO YOU ARE OPPORTUNITIES FOR CAREER ADVANCEMENT? (Circle number)

- 2.25      1 Very important 35.7  
             2 Somewhat important 28.4  
             3 Neutral 22.7  
             4 Not important 5.0  
             5 Not at all important 5.3  
             6 Don't know 2.9

Q-27. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS? (Circle all that apply)  
 (These are frequencies.)

- (1) 554    1 More money  
 (3) 277    2 Getting home more often  
 (2) 329    3 Getting a more regular schedule / dedicated route  
 (8) 83     4 Increased driving skill  
 (6) 140    5 Move into company management or supervision  
 (5) 141    6 Move through a driver classification system based on length of service or miles driven  
 (4) 227    7 Move through a driver classification system based on personal performance  
 (13) 30     8 Train new drivers  
 (10) 49     9 More equipment  
 (11) 37    10 Driver recruiter  
 (9) 59     11 Safety trainer  
 (7) 134    12 Seniority dispatch  
 (12) 32    13 Other: (specify) \_\_\_\_\_

Q-28. WHY DID YOU CHOOSE TO LEASE WITH THIS FIRM INSTEAD OF ANOTHER? (Circle all that apply)  
 (These are frequencies.)

- (3) 318    1 Better income opportunity  
 (13) 67    2 Fringe benefits package  
 (6) 279    3 More time at home / Better schedule  
 (13) 67    4 Better equipment  
 (5) 287    5 Location of company  
 (7) 234    6 Better people to work with  
 (17) 9     7 Training offered  
 (9) 180    8 Size of firm  
 (8) 227    9 Reputation of firm  
 (15) 20    10 Liked the recruiter  
 (2) 334    11 Prompt pay  
 (11) 94    12 Fewer deductions  
 (10) 130   13 Dispatch policies  
 (1) 335    14 Type of freight hauled  
 (4) 313    15 Geographic area of operation  
 (16) 16    16 Don't know  
 (12) 82    17 Other: (specify) \_\_\_\_\_

Q-29. A CLASSIFICATION SYSTEM WOULD BE ONE METHOD OF PROVIDING FOR CAREER ADVANCEMENT FOR DRIVERS. ONE POSSIBLE SYSTEM COULD BE 1) APPRENTICE, 2) CERTIFIED, 3) ADVANCED, 4) SENIOR, AND 5) MASTER DRIVERS. SUCH A SYSTEM WOULD ALLOW ADVANCEMENT AS SKILLS AND JOB PERFORMANCE IMPROVED AND AS ADDITIONAL RESPONSIBILITIES WERE ADDED. IN RETURN, THIS COULD BE REWARDED WITH ADDITIONAL PAY, FRINGE BENEFITS, OR RECOGNITION. WOULD YOU FAVOR OR OPPOSE SUCH A SYSTEM? (Circle number)

- 2.15      1 Strongly favor 35.5  
             2 Favor 29.4  
             3 Neutral 24.8  
             4 Oppose 5.6  
             5 Strongly oppose 4.7



Q-30. WHEN YOU FIRST STARTED LEASING WITH YOUR CURRENT COMPANY, HOW WERE THE FOLLOWING ITEMS DIFFERENT THAN EXPECTED?

		Different than you expected? (Circle your answer)			
		EXPECTED MORE	SAME AS EXPECTED	EXPECTED LESS	DON'T KNOW
2.11	1 Amount of time away from home . . . . .	6.5	77.7	14.6	1.2
2.25	2 Amount of time spent doing work other than driving . . . . .	4.9	67.6	25.0	2.5
1.91	3 Amount of time spent driving . . . . .	15.2	79.4	4.8	0.6
2.21	4 Amount of paperwork required . . . . .	6.8	66.4	25.8	1.1
2.39	5 Amount of time spent waiting between loads . . . . .	9.1	43.3	47.1	0.5
1.69	6 Actual pay . . . . .	39.4	53.2	6.5	0.9
2.37	7 Deductions from compensation . . . . .	4.0	59.0	32.6	4.3
1.90	8 Benefits . . . . .	24.6	65.9	3.9	5.6
2.17	9 Company equipment . . . . .	14.2	66.1	8.0	11.7
2.21	10 Amount of company policies that must be followed . . . . .	5.9	69.4	22.7	2.0
2.33	11 Amount of loading/unloading by hand required . . . . .	6.7	60.0	26.5	6.7
2.34	12 Stress involved with job . . . . .	4.3	60.1	33.1	2.5
1.89	13 Relationship with company management . . . . .	28.4	56.9	11.7	2.9
1.95	14 Relationship with shipper's/receiver's employees . . . . .	14.6	77.7	6.4	1.4
2.00	15 Overall amount of work . . . . .	15.2	71.0	12.9	0.9
1.78	16 Lifestyle . . . . .	29.0	66.0	3.4	1.6

Q-31. WHAT ATTRACTED YOU TO BECOMING AN OWNER-OPERATOR?

---



---



---

Q-32. IN 5 YEARS, DO YOU THINK YOU'LL STILL BE IN TRUCKING? (Circle number)

1 Yes 66.6  
 1.33 2 No 33.4

GO TO QUESTION 34

Q-33. IF YES, UNDER WHAT CONDITIONS? (Circle number)

- 1 Continue leasing with your present company 54.0
- 2 Lease with another firm 17.8
- 2.36 3 Become company driver with present company 2.4
- 4 Become company driver with another company 6.6
- 5 Change positions with present company (for example: mechanic, management) 2.0
- 6 Other: (specify) 17.1 \_\_\_\_\_

GO TO QUESTION 36

Q-34. IF NO, WHY NOT? (Circle all that apply)

*(These are frequencies.)*

- (4) 39 1 Going to retire
- (1) 90 2 Doesn't pay enough
- (10) 12 3 Can't meet safety/licensing/insurance requirements
- (8) 29 4 Loneliness / Away from home too much
- (9) 26 5 Work schedule too unpredictable
- (7) 31 6 Lease company hassles
- (3) 47 7 Shipper/receiver hassles
- (2) 53 8 Safety enforcement hassles
- (11) 5 9 Poor health
- (5) 37 10 No advancement possible
- (6) 34 11 Other: (specify) \_\_\_\_\_

Q-35. WHAT WOULD IT TAKE TO KEEP YOU FROM LEAVING THE TRUCKING INDUSTRY?

---

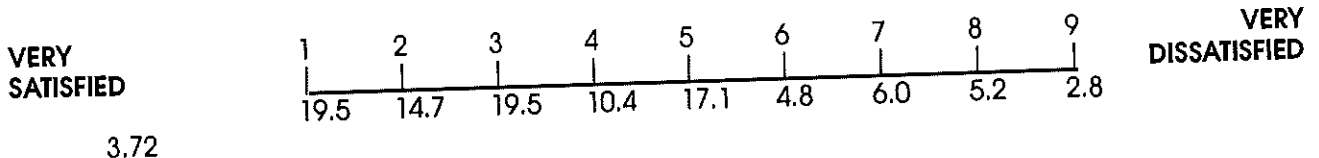


---



---

Q-36. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB? (Circle the number on the line below to indicate your satisfaction)



Q-37. WHAT DO YOU LIKE BEST ABOUT YOUR CURRENT COMPANY?

---



---



---

Q-38. IF YOU COULD CHANGE ANYTHING ABOUT YOUR PRESENT JOB TO MAKE IT MORE SATISFYING TO YOU, WHAT WOULD IT BE?

---

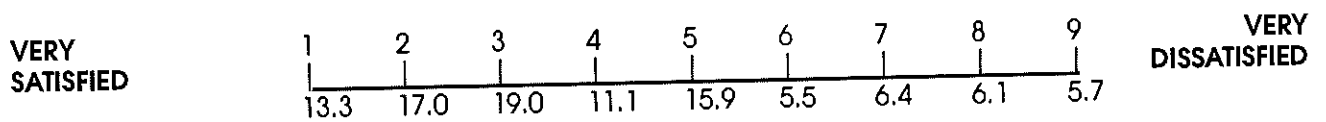


---

Q-39. HOW WOULD YOU EVALUATE YOUR COMPANY'S ATTITUDE TOWARDS YOUR NEEDS?

		Your company's attitude is: (Circle your answer)			
		VERY CONCERNED	SOMEWHAT CONCERNED	SLIGHTLY CONCERNED	NOT CONCERNED
2.56	1 Home time	16.0	36.0	23.6	24.4
2.54	2 Income	15.1	35.3	29.6	20.0
1.79	3 Safety	45.4	35.4	13.8	5.4
1.91	4 Quality and maintenance of their equipment	39.7	35.9	18.6	5.8
2.64	5 Well-being of family members	17.8	28.9	25.2	28.1
2.81	6 Use of my time	11.8	30.7	21.6	35.8
1.92	7 Accurate paycheck	42.2	32.3	17.0	8.6
2.38	8 General welfare	20.0	39.1	24.1	16.8
2.46	9 Working conditions	17.1	37.6	27.3	18.0
2.54	10 Proper rest and fatigue	18.4	31.0	28.8	21.9
2.51	11 Health	19.6	31.4	27.9	21.1
2.84	12 Continued training	10.3	26.4	32.2	31.1
2.87	13 Job security	15.0	22.9	22.4	39.7
2.60	14 Enforcement hassles	15.8	32.7	27.1	24.4

Q-40. PLEASE RATE HOW SATISFIED YOU ARE WITH THE COMPANY YOU LEASE TO. (Circle the number on the line below to indicate your satisfaction)



4.06

Q-41. WHAT IS THE MAKEUP OF TRUCKS IN THIS COMPANY BETWEEN OWNER-OPERATOR AND COMPANY TRUCKS? (Circle number)

- 1 All owner-operators 35.4
- 2 Mostly owner-operators, some company drivers 27.1
- 2.27 3 Equal number of owner-operators and company drivers 13.5
- 4 Mostly company drivers, some owner-operators 23.1
- 5 All company drivers 0.9

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

Q-42. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO YOUR JOB ATTITUDE. PLEASE RANK THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION. (Please rank the following in their order of importance to you: 1=most important, 2=second most important through 10=least important)

Order of importance (1 through 10)
--

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

- |   |                       |
|---|-----------------------|
| 1 Working conditions .....<br>(such as equipment, facilities, safety regulations & enforcement, and traffic)        | _____ 3.51 _____ (2)  |
| 2 Interpersonal relations .....<br>(such as relationships with other drivers and shippers/customers)                | _____ 6.23 _____ (5)  |
| 3 Advancement .....<br>(such as opportunities for higher levels of responsibility in driving or in office jobs)     | _____ 7.13 _____ (9)  |
| 4 The work .....<br>(such as actual driving, dealing with customers, complying with regulations, loading/unloading) | _____ 3.70 _____ (3)  |
| 5 Supervision .....<br>(such as relationship with supervisor, quality of supervision)                               | _____ 7.15 _____ (10) |
| 6 Company policies .....<br>(such as safety policies, driving policies, and maintenance policies)                   | _____ 6.93 _____ (7)  |
| 7 Recognition for achievement .....<br>(such as awards policies and sincere praise from management)                 | _____ 7.09 _____ (8)  |
| 8 Responsibility .....<br>(such as for yourself and your truck, cost control, and customer service)                 | _____ 4.36 _____ (4)  |
| 9 Achievement .....<br>(such as increasing your driving skills, learning more, and developing your expertise)       | _____ 6.85 _____ (6)  |
| 10 Salary & benefits .....  | _____ 2.07 _____ (1)  |

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

Q-43. ARE YOU: (Circle number)

- 1 Male 95.0
- 2 Female 5.0

Q-44. ARE YOU: (Circle number)

- 1 White 97.9
- 2 Black 1.1
- 3 Native American / Indian 0.5
- 4 Oriental 0.0
- 5 Hispanic 0.2
- 6 Other 0.5

Q-45. YOUR PRESENT AGE: 45.32 Years

Q-46. ARE YOU PRESENTLY: (Circle number)

- 1 Single / Widowed 9.9
- 2 Separated / Divorced 9.9
- 3 Married / Living together 80.2

Q-47. WHAT IS THE HIGHEST LEVEL OF EDUCATION YOU HAVE ATTAINED? (Circle number)

- 1 Less than high school 12.0
- 2 High school diploma 41.6
- 2.82 3 Technical school / truck driving school 9.9
- 4 Some college 27.5
- 5 College degree 6.5
- 6 Post graduate work 2.6

Q-48. ARE YOU A MEMBER OF THE TEAMSTERS? (Circle number)

- 1 Yes 11.6
- 2 No 88.4

Q-49. WHAT IS YOUR APPROXIMATE ANNUAL NET INCOME FROM DRIVING (GROSS INCOME MINUS EXPENSES)? (Circle number)

- 1 Under \$10,000 6.6
- 2 \$10,000 - \$14,999 9.7
- 3 \$15,000 - \$19,999 14.6
- 4 \$20,000 - \$24,999 18.2
- 4.90 5 \$25,000 - \$29,999 15.9
- 6 \$30,000 - \$34,999 11.2
- 7 \$35,000 - \$39,999 6.9
- 8 \$40,000 - \$44,999 6.3
- 9 \$45,000 - \$49,999 3.1
- 10 \$50,000 or more 7.4

Q-50. HOW MANY DEPENDENTS DO YOU HAVE (CHILDREN UNDER 18)? 0.89

Q-51. HOW LONG HAVE YOU DRIVEN PROFESSIONALLY? 18.36 Years OR \_\_\_\_\_ Months  
1-60

Q-52. WHILE YOU HAVE BEEN A PROFESSIONAL DRIVER, HOW MANY COMPANIES HAVE YOU WORKED FOR OR BEEN LEASED TO?  
6.04 Number of companies

Q-53. HOW LONG HAVE YOU BEEN LEASED TO YOUR PRESENT COMPANY?  
4.18 Years OR \_\_\_\_\_ Months  
.08-27

Q-54. HOW MUCH LONGER DO YOU EXPECT TO BE LEASED TO THIS COMPANY? (Circle number)  
1 1 year or less 29.7  
2.14 2 2 to 5 years 43.1  
3 6 to 10 years 11.0  
4 over 10 years 16.2

Q-55. HOW MANY TRUCKS ARE IN THE COMPANY FLEET? 212.57

Q-56. DO YOU HAVE YOUR OWN TRAILER(S) OR DO YOU USE COMPANY TRAILERS? (Circle number)  
1 I use only my own trailer 38.7  
2 I have my own trailer, but use company trailers when necessary 12.4  
3 I do not have my own trailer, I use company trailers all the time 48.9

Q-57. DO YOU DRIVE IN TEAMS (NOT INCLUDING TRAINING)? (Circle number)  
76.2 1 Never  
14.3 2 Occasionally  
3.0 3 Usually  
6.5 4 Always

→ DO YOU DRIVE AS A HUSBAND-WIFE TEAM?  
1 Yes 44.2  
2 No 55.8

Q-58. HOW ARE YOU USUALLY PAID? (Circle number)  
**These are frequencies.**  
242 1 Per mile ..... How much? .86  
371 2 Percent of freight bill ..... What percent? .71  
37 3 Per trip ..... Average? 765.43  
30 4 Per hour ..... How much? 29.46  
70 5 Other: (specify) \_\_\_\_\_

Q-59. DO YOU CARRY HAZARDOUS MATERIALS? (Circle number)  
1 Never 49.6  
1.56 2 Occasionally 44.9  
3 Usually 5.4

Q-60. ON THE AVERAGE, HOW LONG ARE YOU ON THE ROAD AT A TIME? (Circle number)

- 1 Days only 17.9
- 2 gone less than a week 31.8
- 2.90 3 gone 1 weekend 19.3
- 4 gone 2 weekends 13.6
- 5 gone 3 weekends 8.4
- 6 gone a month or more 9.0

Q-61. WHAT IS YOUR AVERAGE LENGTH OF HAUL: \_\_\_\_\_1004.46\_\_\_\_\_ Miles

Q-62. HOW MANY MILES DO YOU DRIVE IN AN AVERAGE YEAR: \_\_\_\_\_99,385.78\_\_\_\_\_ Miles

Q-63. WHAT TYPE OF RELATIONSHIP DO YOU HAVE WITH OTHER CARRIERS?

- 1 I haul for the same company most of the time 46.1
- 2 I lease to a company but trip lease quite often 12.1
- 3 I lease to a single company and rarely trip lease to another carrier 41.7

Q-64. THERE ARE REPORTS OF OWNER-OPERATORS EXPERIENCING PROBLEMS WORKING WITH CARRIERS. PLEASE ANSWER THE FOLLOWING BASED ON YOUR OWN EXPERIENCE.

		Describe your experiences: (Circle your answer)		
		NO PROBLEMS	A FEW PROBLEMS	A LOT OF PROBLEMS
1.71	1 Unauthorized deductions	43.7	42.0	14.3
1.68	2 Slow pay	50.2	31.9	17.9
2.09	3 Carrier cutting rates	26.0	38.6	35.5
1.59	4 Not paid in full	53.4	34.7	11.9
1.33	5 Finance charge deductions	73.1	21.0	5.9
1.52	6 No or false rated freight bills	60.5	26.9	12.6
1.34	7 Company required maintenance/ equipment inspections	71.1	23.5	5.4
1.62	8 Ability to get financial backing from the carrier	54.9	28.0	17.1
1.93	9 Untrustworthy dispatchers	32.5	42.4	25.2
1.61	10 Accurate explanation of charge-back items	52.6	34.1	13.4
1.65	11 Accurate description of load revenue or rates charged	50.5	34.1	15.3
1.65	12 Loads arranged through brokers	48.3	37.9	13.8
1.20	13 Company drug testing programs	84.3	11.7	4.0

GO TO BACK COVER







## APPENDIX B

---

### TABLES OF OOIDA MEMBER OWNER-OPERATORS VERSUS NON-MEMBER OWNER-OPERATORS



**Tables of OOIDA Member Owner-Operators (n=366)**  
**Versus Non-Member Owner-Operators (n=316)**

The following tables consist of statistical comparisons of each item in the questionnaire between members of the Owner-Operator Independent Driver Association (OOIDA) and non-member owner-operators. Items that are shaded or marked with an asterisk have means that are statistically significantly different from each other, the shaded items being the most statistically different (the shaded items are significant at the .0001 level and the asterisk marked items are significant at the .05 level). Items are ordered from the most different down to the least different. One may notice that some items have a greater difference between the means, but are not significant. This is due to the standard deviation between responses - if the standard deviations are similar, there won't be a significant difference detected, whereas if they are different there will be. Items are also ranked by their mean - refer to the scale given for each table to interpret the means.

As an example, examine the table of Question 1 on the following page. Both OOIDA member owner-operators and non-member owner-operators *dislike* satellite monitoring and vehicle inspections by DOT officials - both groups ranked them nineteenth and twentieth respectively. However, observing the difference column, note that OOIDA member owner-operators dislike these items even more so than non-member owner-operators. Following this method for the remaining tables will give an accurate idea of OOIDA member owner-operators' opinions on particular issues in comparison to non-member owner-operators. Be careful to use all three methods - means, ranks, and differences - to draw conclusions. Conclusions based on one measure only can be misleading.

**9-1. WHICH OF THE FOLLOWING DO YOU LIKE OR DISLIKE ABOUT BEING A PROFESSIONAL TRUCKER?**

(Scale 1-Really like to 5-Really dislike)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Drug testing	13	3.14	12	2.83	* -0.31
Vehicle inspections by DOT officials	20	3.76	20	3.54	* -0.22
Satellite monitoring	19	3.65	19	3.46	* -0.19
Meeting safety requirements	10	2.40	7	2.24	* -0.16
Dealing with highway patrol	16	3.39	15	3.25	* -0.14
Commercial drivers license	15	3.30	18	3.43	0.13
Controlling costs of operation	7	2.24	9	2.34	0.10
Company management	11	2.83	11	2.74	-0.09
Visiting with other drivers	4	2.22	4	2.14	-0.08
Company speed limits	18	3.42	16	3.34	-0.08
Loading/unloading palletized freight	14	3.18	14	3.11	-0.07
Relations with shippers/customers	9	2.38	10	2.45	0.07
Travelling out-of-town	8	2.30	6	2.23	-0.07
Hand loading/unloading freight	21	4.37	21	4.43	0.06
Satellite communications	12	3.11	13	3.05	-0.06
Driving the truck	2	1.55	1	1.51	-0.04
Recommending new customers	6	2.23	8	2.27	0.04
Paperwork	16	3.39	17	3.36	-0.03
Your present company	3	2.16	3	2.13	-0.03
Tractor/trailer maintenance	4	2.22	5	2.20	-0.02
Independent lifestyle	1	1.50	1	1.51	0.01

99

**Q-2. WHAT IS YOUR OPINION OF TIME AWAY FROM HOME?**

<b>(Scale 1-Very acceptable to 4-Very unacceptable)</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Gone 3 weekends	5	3.35	5	3.44	0.09
Gone a month or more	6	3.62	6	3.69	0.07
Days only	1	1.57	1	1.61	0.04
Gone 2 weekends	4	2.86	4	2.90	0.04
Gone 1 weekend	3	2.20	3	2.24	0.04
Gone less than a week	2	1.75	2	1.74	-0.01

**Q-3. IN ADDITION TO DRIVING, WHAT OTHER AREAS ARE YOU INTERESTED IN?**

<b>(Scale 1-Very to 4-Not)</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Obtaining my own authority	7	2.55	7	2.74	* 0.19
Sales	6	2.28	6	2.44	0.16
Customer relations	4	1.81	5	1.96	* 0.15
Cost reduction goals	2	1.47	2	1.61	* 0.14
Training	9	3.07	9	2.96	-0.11
Equipment purchases	3	1.70	3	1.80	0.10
Buying more trucks	8	2.85	8	2.88	0.03
Safety	5	1.90	4	1.89	-0.01
Maintenance and repair	1	1.44	1	1.45	0.01

100

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

<b>(Scale 1-No problem to 4-Big problem)</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Drug sales in truckstops	14	2.55	18	2.67	0.12
Prostitutes in truckstops	12	2.53	15	2.63	0.10
Loneliness	4	2.07	4	1.98	-0.09
DOT roadside inspections	22	2.94	22	2.85	-0.09
Opportunities or facilities to wash up	9	2.32	9	2.40	0.08
Running time	15	2.59	17	2.66	0.07
Restricted highway access for trucks	12	2.53	14	2.60	0.07
Quality/nutritional content of food	18	2.65	13	2.59	-0.06
Routine communications (dispatch)	3	2.02	2	1.96	-0.06
Irregular hours	5	2.08	5	2.02	-0.06
Delivery scheduling (unrealistic)	20	2.77	20	2.72	-0.05
Loading/unloading	15	2.59	12	2.54	-0.05
Restricted local access for trucks	17	2.63	18	2.67	0.04
Relationship with company management	1	1.83	1	1.79	-0.04
Deadhead miles	21	2.81	21	2.78	-0.03
Parking spaces for rest	23	3.30	23	3.27	-0.03
Variation between states' laws	24	3.44	24	3.42	-0.02
Company assistance after hours	6	2.09	6	2.07	-0.02
Road pavement conditions	25	3.50	25	3.48	-0.02
Fatigue	10	2.40	10	2.41	0.01
Boredom on the road	2	1.98	3	1.97	-0.01
Health hazards	8	2.14	7	2.13	-0.01
Absence from home	7	2.13	8	2.14	0.01
Lack of exercise	11	2.50	11	2.50	0.00
Load availability	18	2.65	16	2.65	0.00

101

**9-6. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR JOB SATISFACTION?**

(Scale 1-Very to 5-Not at all)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Refrigerator	19	3.29	19	3.43	0.14
Plush interior	15	2.26	15	2.34	0.08
Complete gauge set	8	1.53	6	1.45	-0.08
CB radio	9	1.61	8	1.54	-0.07
Sliding fifth wheel	6	1.49	5	1.43	-0.06
Air ride seat	2	1.10	2	1.16	0.06
Bunk heater	13	1.96	13	2.01	0.05
Engine brakes (Jake brake)	7	1.51	9	1.56	0.05
Power steering	4	1.24	4	1.29	0.05
Air ride suspension	5	1.45	7	1.49	0.04
Automatic transmission	20	4.17	20	4.21	0.04
Air ride passenger seat	17	2.58	17	2.62	0.04
Air conditioning	3	1.22	3	1.19	-0.03
Heated mirrors	9	1.61	10	1.64	0.03
AM/FM/cassette stereo	9	1.61	10	1.64	0.03
Interior storage space	12	1.72	12	1.75	0.03
Double bunk	18	2.64	17	2.62	-0.02
Stand-up sleeper	16	2.42	16	2.44	0.02
Sliding trailer tandems	14	2.05	14	2.06	0.01
Good cab heater	1	1.09	1	1.09	0.00

107



**Q-7. HOW IMPORTANT IS IT TO YOU TO INFLUENCE THE COMPANY YOU'RE LEASING TO REGARDING THE FOLLOWING?**

(Scale 1-Very to 5-Not at all)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Rate setting	1	1.31	1	1.46	* 0.15
Revenue deductions	2	1.39	2	1.51	0.12
Safety improvements	5	1.81	4	1.70	-0.11
Dispatch procedures	3	1.60	3	1.67	0.07
Driver lounges	8	2.64	8	2.59	-0.05
Maintenance	5	1.81	5	1.77	-0.04
Ways to cut costs	5	1.81	7	1.79	-0.02
Ordering new trailers	9	2.76	9	2.75	-0.01
Improving customer service	4	1.78	6	1.78	0.00

**Q-8. HOW WOULD YOU LIKE TO GIVE INPUT TO COMPANY MANAGEMENT?**

(Scale 1-Most preferred to 11-Least preferred)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Be on a problem solving committee with managers and other owner-operators	4	4.60	5	5.13	0.53
Talking with another company employee (a contact person for drivers)	5	5.48	4	5.03	-0.45
Complete an annual survey	10	7.98	8	7.57	-0.41
Give comments in a suggestion box	9	7.96	10	8.08	0.12
Write a letter	8	7.83	9	7.92	0.09
Talking with or telephoning upper management	2	3.39	2	3.46	0.07
Have a telephone answering machine to leave comments	11	8.54	11	8.49	-0.05
Give comments during training sessions	7	7.16	7	7.20	0.04
Telephoning company management	3	3.96	3	3.99	0.03
Complete a survey on specific topics as they arise	6	7.03	6	7.04	0.01
Talking in-person with company management	1	2.10	1	2.10	0.00

103

**Q-9. HOW WOULD YOU LIKE TO RECEIVE INFORMATION FROM THE COMPANY YOU LEASE TO, OTHER THAN DISPATCH INFORMATION?**

(Scale 1-Most preferred to 11-Least preferred)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Personal contact from your company management	1	3.24	3	3.75	* 0.51
Cassettes with recorded messages	10	8.42	10	7.94	-0.48
Meetings with company management at locations out on the road	6	6.75	7	7.10	0.35
Policy manuals and updates	7	6.93	6	6.66	-0.27
Listen to recorded messages by phone	11	8.44	11	8.19	-0.25
Notices posted on a bulletin board	8	7.42	8	7.61	0.19
Announcements at training sessions	9	7.98	9	7.86	-0.12
Letters from management	5	4.99	5	5.11	0.12
Notices sent along with your settlement check	2	3.69	1	3.60	-0.09
Newsletter	4	4.45	4	4.51	0.06
Meetings held by management with owner-operators	3	3.71	2	3.66	-0.05

**Q-10. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY MOTIVATE PEOPLE TO DO A GOOD JOB. PLEASE RANK THEM IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION.**

(Scale 1-Most important to 5-Least important)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Recognition for achievement	4	3.31	2	2.87	* -0.44
Responsibility	1	2.22	1	2.51	* 0.29
The work	2	2.68	4	2.96	* 0.28
Achievement	3	3.02	3	2.90	-0.12
Advancement	5	3.77	5	3.75	-0.02

104

**9-11. IN WHAT AREAS ARE YOU INTERESTED IN MORE TRAINING?**

<b>Item</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Defensive driving	4	1.90	2	1.75	* -0.15
Hazardous materials	21	2.45	17	2.30	-0.15
Injury prevention	10	2.07	8	1.93	* -0.14
Equipment inspections	15	2.19	13	2.06	-0.13
Learning more about your customers' industries	9	2.03	15	2.16	0.13
Transportation industry costs and trends	3	1.82	7	1.92	0.10
Forms and permits	16	2.29	16	2.19	-0.10
Accident procedures	12	2.11	9	2.01	-0.10
Safety regulations	14	2.12	11	2.03	-0.09
Personal money management	5	1.92	4	1.84	-0.08
Cargo loading and unloading	24	2.75	24	2.67	-0.08
First aid	7	1.97	5	1.91	-0.06
Problem solving skills	8	1.98	10	2.02	0.04
Maintenance procedures	6	1.95	5	1.91	-0.04
Getting along with other people	12	2.11	14	2.15	0.04
Customer service	11	2.08	12	2.04	-0.04
Drug testing regulations	22	2.51	22	2.48	-0.03
Commercial driver's license	20	2.37	21	2.40	0.03
Managing family issues while away from home	16	2.29	18	2.32	0.03
Tax accounting for owner-operators	1	1.71	1	1.69	-0.02
Company policies	19	2.35	19	2.33	-0.02
Your company's strategy and direction	2	1.81	3	1.83	0.02
Paperwork completion	23	2.56	23	2.55	-0.01
Trip planning	18	2.33	20	2.34	0.01

105

**Q-12. WHAT KIND OF STANDARD OF LIVING DOES YOUR OPERATING INCOME PROVIDE?**

<b>(Scale 1-A high standard of living to 5-A low standard of living)</b>				
		<b>Mean</b>		
<b>Item</b>	<b>Member</b>	<b>Non-Member</b>	<b>Difference</b>	
Standard of living	3.22	3.15	-0.07	

**Q-13. WHICH TYPES OF PAY ARE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?**

<b>(Scale 1-Most important to 10-Least important)</b>					
<b>Item</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Percentage of revenue base pay	2	3.55	2	3.94	0.39
Per mile base pay	1	3.54	1	3.23	-0.31
Pay for stop-offs or relay loads	5	4.70	5	4.91	0.21
Pay for delay time	4	4.65	3	4.47	-0.18
Layover or breakdown pay	8	7.11	8	6.94	-0.17
Bonus (based on your individual performance)	6	5.43	6	5.27	-0.16
Extra pay for short loads	7	5.83	7	5.93	0.10
Reimbursement for motels during breakdowns and layovers	10	8.11	10	8.18	0.07
Loading/unloading pay	3	4.62	4	4.66	0.04
Weekly or monthly guaranteed minimum pay	9	7.47	9	7.45	-0.02

**Q-14. HOW DOES YOUR PRESENT INCOME COMPARE TO INCOME FROM LEASING TO OTHER TRUCKING COMPANIES DOING SIMILAR TYPES OF WORK REQUIRING SIMILAR TYPES OF SKILLS?**

&amp;

**Q-15. HOW DOES YOUR INCOME COMPARE TO OPPORTUNITIES AVAILABLE TO YOU IN OTHER INDUSTRIES?**

<b>(Scale 1-Much higher to 5-Much lower)</b>					
<b>Item</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Other trucking	1	2.77	1	2.75	-0.02
Other industries	2	3.13	2	3.11	-0.02

106

**Q-16. WHICH OF THESE GROUP BENEFITS ARE THE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?**

(Scale 1-Most important to 10-Least important)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Vision care insurance	9	6.94	7	6.25	* -0.69
Dental insurance	7	6.81	6	6.23	* -0.58
Occupational accident insurance	4	4.61	4	4.97	0.36
Workmens compensation insurance	2	4.40	3	4.74	0.34
Breakdown insurance	10	7.31	10	7.58	0.27
Pension or retirement plan	3	4.52	2	4.72	0.20
Disability pay	5	4.94	5	5.07	0.13
Down time insurance (related to covered accidents)	8	6.88	9	6.98	0.10
Life insurance	6	6.50	8	6.41	-0.09
Health insurance	1	2.11	1	2.05	-0.06

**Q-17. WOULD YOU RATHER RECEIVE BENEFITS THROUGH THE COMPANY YOU LEASE TO OR THROUGH AN INDEPENDENT ASSOCIATION?**

Response	Member Percent	Non-Member Percent
Through the company I lease to	28.5	48.0
Through an independent association for truckers	50.8	35.8
Purchase myself through individual providers	20.7	16.2
Number of respondents	333	302
Mean	1.92	1.68

107

**9-18. THE FOLLOWING LIST INCLUDES SOME AREAS FOR ADDITIONAL COMPENSATION. HOW DO YOU FEEL ABOUT THESE PROGRAMS, EVEN IF THEY ARE NOT OFFERED TO YOU?**

Item	(Scale 1-Very to 4-Not)		Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	Rank	Mean	
Performing duties above base standards	6	1.69	7	1.76			0.07
Good customer relations	5	1.63	6	1.69			0.06
Miles of driving	7	1.70	5	1.64			-0.06
Accident free operation	1	1.35	1	1.30			-0.05
Working injury free	4	1.54	4	1.50			-0.04
Getting paperwork done accurately and on-time	8	1.84	8	1.81			-0.03
Minimizing cargo loss and damage	2	1.43	2	1.42			-0.01
Good Samaritan acts	9	2.25	9	2.24			-0.01
On-time pickup and delivery	2	1.43	3	1.43			0.00

**9-19. IN WHICH OF THESE AREAS IS IT IMPORTANT TO YOU TO RECEIVE AWARDS OR RECOGNITIONS, WHETHER OR NOT THEY ARE OFFERED TO YOU?**

Item	(Scale 1-Most important to 9-Least important)		Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	Rank	Mean	
On-time pickup and delivery	2	3.94	3	4.42			* 0.48
Good Samaritan acts	9	7.26	9	7.01			-0.25
Minimizing cargo loss and damage	3	3.96	2	3.72			-0.24
Working injury free	7	5.55	7	5.76			0.21
Miles of driving	4	5.24	4	5.13			-0.11
Customer relations	5	5.31	5	5.21			-0.10
Getting paperwork done accurately and on-time	8	6.17	8	6.25			0.08
Accident free operation	1	2.02	1	1.95			-0.07
Performing duties above base standards	6	5.52	6	5.53			0.01

108

**9-20. WHAT TYPES OF AWARDS ARE YOU INTERESTED IN RECEIVING?**

Item	Member		Non-Member		Difference
	Rank	Percent n=366	Rank	Percent n=316	
Jackets	2	48.6	2	55.4	6.8
Caps	5	22.1	5	27.5	5.4
Belt buckles	9	18.3	8	21.8	3.5
Patches	8	18.9	7	22.2	3.3
Plaques	6	21.9	6	24.1	2.2
Dinner	7	19.9	8	21.8	1.9
Gift certificates	4	34.4	4	36.1	1.7
Pins	10	16.9	10	15.5	-1.4
Trophies	12	9.6	12	10.8	1.2
Cash	1	78.4	1	79.4	1.0
Truck equipment or accessories	3	40.2	3	41.1	0.9
Truck decals	11	14.5	11	14.2	-0.3

109

**9-21. PLEASE DESCRIBE THE COMPANY YOU LEASE TO:**

<b>Item</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Are they trustworthy	5	2.13	5	1.96	* -0.17
Are they competent	4	2.04	4	1.92	-0.12
Are they fair to all drivers	13	2.58	12	2.47	-0.11
Are they supportive of you and your work	6	2.14	6	2.04	-0.10
Do they ask for drivers' opinions	16	2.81	15	2.71	-0.10
Do they communicate on-going problems to upper management	10	2.52	10	2.42	-0.10
Would the company be upset if you took an unresolved problem to upper management	14	2.64	14	2.55	-0.09
Does the company give you credit or thank you for doing a good job	10	2.52	11	2.45	-0.07
Do they demand instead of ask things from you	15	2.71	16	2.78	0.07
Do they treat you with respect and dignity	6	2.14	7	2.07	-0.07
Do you like to work with the company	1	1.80	1	1.74	-0.06
Are they familiar with your job	2	1.83	2	1.89	0.06
Do they take time to listen to you	8	2.23	8	2.20	-0.03
Do they follow up on problems	9	2.31	9	2.29	-0.02
Are they receptive to suggestions	12	2.53	13	2.51	-0.02
Are their expectations clear to you	3	1.91	3	1.90	-0.01

**9-22. HOW OFTEN DO YOU MEET WITH COMPANY MANAGEMENT FACE TO FACE?**

<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Member</b>	<b>Non-Member</b>	
How often meet with company management	4.36	4.43	0.07



<b>Q-23. HOW OFTEN WOULD YOU LIKE TO MEET WITH COMPANY MANAGEMENT FACE TO FACE?</b>			
<b>(Scale 1-More than once a week to 6-Less than once every three months)</b>	<b>Mean</b>		
	<b>Member</b>	<b>Non-Member</b>	<b>Difference</b>
How often like to meet with company management	3.60	3.70	0.10

<b>Q-25. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY DISTRACT PEOPLE FROM DOING A GOOD JOB. PLEASE RANK THESE ITEMS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION.</b>					
<b>(Scale 1-Most important to 5-Least important)</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Salary and benefits	1	1.68	1	1.85	0.17
Company policies	4	3.76	4	3.66	-0.10
Supervision	3	3.67	3	3.58	-0.09
Interpersonal relations	5	3.79	5	3.84	0.05
Working conditions	2	2.10	2	2.06	-0.04

<b>Q-26. HOW IMPORTANT TO YOU ARE OPPORTUNITIES FOR CAREER ADVANCEMENT?</b>			
<b>(Scale 1-Very important to 5-Not at all important, 6-Don't know)</b>	<b>Mean</b>		
	<b>Member</b>	<b>Non-Member</b>	<b>Difference</b>
Importance of advancement	2.23	2.27	0.04

<b>Q-27. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS?</b>					
<b>Item</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Percent n=366</b>	<b>Rank</b>	<b>Percent n=316</b>	
Seniority dispatch	7	17.2	5	22.5	5.3
Getting a more regular schedule / dedicated route	2	50.5	2	45.6	-4.9
Safety trainer	9	6.8	9	10.8	4.0
Train new drivers	12	3.0	11	6.0	3.0
More equipment	10	6.0	10	8.5	2.5
Move through a driver classification system based on personal performance	4	32.2	4	34.5	2.3
More money	1	80.3	1	82.3	2.0
Move through a driver classification system based on length of service or miles driven	6	19.9	6	21.5	1.6
Increased driving skill	8	12.8	8	11.4	-1.4
Move into company management or supervision	5	21.0	7	19.9	-1.1
Driver recruiter	11	5.2	12	5.7	0.5
Getting home more often	3	40.4	3	40.8	0.4

112

**Q-28. WHY DID YOU CHOOSE TO LEASE WITH THIS FIRM INSTEAD OF ANOTHER?**

Item	Member		Non-Member		Difference
	Rank	Percent n=366	Rank	Percent n=316	
Reputation of firm	8	29.8	7	37.3	7.5
Type of freight hauled	3	46.2	1	52.5	6.3
Fewer deductions	11	16.4	12	10.8	-5.6
Prompt pay	2	47.0	2	51.3	4.3
Fringe benefits package	13	8.2	11	11.7	3.5
More time at home / Better schedule	6	39.3	6	42.7	3.4
Location of company	5	40.7	5	43.7	3.0
Size of firm	9	25.1	9	27.8	2.7
Better people to work with	7	35.5	8	32.9	-2.6
Better income opportunity	1	47.8	4	45.3	-2.5
Geographic area of operation	4	44.8	3	47.2	2.4
Better equipment	12	9.0	12	10.8	1.8
Training offered	16	0.5	15	2.2	1.7
Dispatch policies	10	18.3	10	19.9	1.6
Don't know	15	2.7	16	1.9	-0.8
Liked the recruiter	14	3.0	14	2.8	-0.2

**Q-29. A CLASSIFICATION SYSTEM WOULD BE ONE METHOD OF PROVIDING FOR ADVANCEMENT AS A DRIVER. ONE POSSIBLE SYSTEM COULD BE 1) APPRENTICE, 2) CERTIFIED, 3) ADVANCED, 4) SENIOR, AND 5) MASTER DRIVERS. SUCH A SYSTEM WOULD ALLOW ADVANCEMENT AS SKILLS AND JOB PERFORMANCE IMPROVED AND AS ADDITIONAL RESPONSIBILITIES WERE ADDED. IN RETURN, THIS COULD BE REWARDED WITH ADDITIONAL PAY, FRINGE BENEFITS, OR RECOGNITION. WOULD YOU FAVOR OR OPPOSE SUCH A SYSTEM?**

(Scale 1-Strongly favor to 5-Strongly oppose)	Mean		Difference
Item	Member	Non-Member	
Classification system	2.20	2.09	-0.11

**9-30. WHEN YOU FIRST STARTED LEASING WITH YOUR CURRENT COMPANY, HOW WERE THE FOLLOWING ITEMS DIFFERENT THAN EXPECTED?**

(Scale 1-Expected more/better, 2-Same as expected, 3-Expected less/worse, 4-Don't know)	Member		Non-Member		Difference
	Rank	Mean	Rank	Mean	
Stress involved with job	15	2.38	13	2.29	-0.09
Benefits	5	1.94	3	1.87	-0.07
Amount of loading/unloading by hand required	13	2.30	15	2.37	0.07
Amount of paperwork required	11	2.24	9	2.18	-0.06
Amount of time spent waiting between loads	14	2.37	16	2.41	0.04
Company equipment	9	2.16	10	2.19	0.03
Deductions from compensation	16	2.39	14	2.36	-0.03
Actual pay	1	1.70	1	1.67	-0.03
Lifestyle	2	1.79	2	1.76	-0.03
Amount of time spent driving	4	1.92	4	1.90	-0.02
Amount of time spent doing work other than driving	11	2.24	12	2.26	0.02
Amount of company policies that must be followed	10	2.22	11	2.20	-0.02
Relationship with company management	3	1.88	4	1.90	0.02
Overall amount of work	7	2.00	7	1.99	-0.01
Amount of time away from home	8	2.11	8	2.11	0.00
Relationship with shipper's/receiver's employees	6	1.95	6	1.95	0.00

**9-32. IN 5 YEARS, DO YOU THINK YOU'LL STILL BE IN TRUCKING?**

Response	Member Percent	Non-Member Percent
Yes	67.2	65.9
No	32.8	34.1
Number of respondents	345	308
Mean	1.33	1.34

114

**Q-33. IF YOU ANSWERED YES TO Q-32, UNDER WHAT CONDITIONS?**

<b>Response</b>	<b>Member Percent</b>	<b>Non-Member Percent</b>
Continue leasing with your present company	50.9	57.5
Lease with another firm	17.1	18.7
Become company driver with present company	1.4	3.6
Become company driver with another company	5.1	8.3
Change positions with present company	2.8	1.0
Other	22.7	10.9
Number of respondents	216	193
Mean	* 2.60	* 2.09

**Q-34. IF YOU ANSWERED NO TO Q-32, WHY NOT?**

<b>Item</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Percent n=113</b>	<b>Rank</b>	<b>Percent n=105</b>	
Poor health	10	0.0	10	4.8	4.8
Doesn't pay enough	1	43.4	1	39.0	-4.4
Going to retire	5	15.9	4	20.0	4.1
Shipper/receiver hassles	3	23.0	3	20.0	-3.0
Work schedule too unpredictable	7	13.3	8	10.5	-2.8
Loneliness / Away from home too much	8	12.4	6	14.3	1.9
Lease company hassles	6	15.0	7	13.3	-1.7
No advancement possible	4	17.7	5	16.2	-1.5
Safety enforcement hassles	2	24.8	2	23.8	-1.0
Can't meet safety/licensing/insurance requirements	9	5.3	9	5.7	0.4

115

<b>Q-36. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB?</b>			
<b>(Scale 1-Very satisfied to 9-Very dissatisfied)</b>		<b>Mean</b>	
<b>Item</b>	<b>Member</b>	<b>Non-Member</b>	<b>Difference</b>
Satisfaction	3.69	3.76	0.07

<b>Q-39. HOW WOULD YOU EVALUATE YOUR COMPANY'S ATTITUDE TOWARDS YOUR NEEDS?</b>					
<b>(Scale 1-Very concerned to 4-Not concerned)</b>		<b>Member</b>		<b>Non-Member</b>	
<b>Item</b>	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	<b>Difference</b>
Quality and maintenance of equipment	3	2.02	2	1.79	* -0.23
Safety	1	1.89	1	1.69	* -0.20
Continued training	14	2.93	12	2.75	* -0.18
Proper rest and fatigue	9	2.62	6	2.46	* -0.16
Use of my time	12	2.87	13	2.76	-0.11
Job security	13	2.92	14	2.82	-0.10
Home time	8	2.61	9	2.52	-0.09
Income	7	2.59	8	2.50	-0.09
Working conditions	5	2.50	5	2.42	-0.08
Health	6	2.54	7	2.47	-0.07
Accurate paycheck	2	1.95	3	1.89	-0.06
Enforcement hassles	10	2.63	10	2.57	-0.06
General welfare	4	2.40	4	2.36	-0.04
Well-being of family members	11	2.65	11	2.62	-0.03

<b>Q-40. PLEASE RATE HOW SATISFIED YOU ARE WITH THE COMPANY YOU LEASE TO.</b>			
<b>(Scale 1-Very satisfied to 9-Very dissatisfied)</b>		<b>Mean</b>	
<b>Item</b>	<b>Member</b>	<b>Non-Member</b>	<b>Difference</b>
Satisfaction with company	4.09	4.03	-0.06

116

**Q-41. WHAT IS THE MAKEUP OF TRUCKS IN THIS COMPANY BETWEEN OWNER-OPERATOR AND COMPANY TRUCKS?**

<b>Response</b>	<b>Member Percent</b>	<b>Non-Member Percent</b>
All owner-operators	40.8	29.5
Mostly owner-operators, some company drivers	25.1	29.2
Equal number of owner-operators and company drivers	11.8	15.4
Mostly company drivers, some owner-operators	21.7	24.7
All company drivers	0.6	1.3
Number of respondents	346	312
Mean	* 2.16	* 2.39

**Q-42. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO YOUR JOB ATTITUDE. PLEASE RANK THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION.**

<b>(Scale 1-Most important to 10-Least important)</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Responsibility	4	4.09	4	4.66	* 0.57
Company policies	8	7.16	6	6.65	* -0.51
Interpersonal relations	5	6.31	5	6.14	-0.17
Advancement	9	7.18	9	7.08	-0.10
Achievement	6	6.80	7	6.90	0.10
Supervision	9	7.18	10	7.11	-0.07
Salary and benefits	1	2.03	1	2.10	0.07
Working conditions	2	3.48	2	3.54	0.06
The work	3	3.67	3	3.73	0.06
Recognition for achievement	7	7.10	8	7.07	-0.03

<b>Q-43. GENDER - ARE YOU:</b>		
<b>Response</b>	<b>Member Percent</b>	<b>Non-Member Percent</b>
Male	93.7	96.5
Female	6.3	3.5
Number of respondents	351	311
Mean	1.06	1.04

<b>Q-44. RACE - ARE YOU:</b>		
<b>Response</b>	<b>Member Percent</b>	<b>Non-Member Percent</b>
White	98.3	97.4
Black	0.3	1.9
Native American/Indian	0.3	0.6
Oriental	0.0	0.0
Hispanic	0.3	0.0
Other	0.8	0.0
Number of respondents	354	312
Mean	1.06	1.03

<b>Q-45. YOUR PRESENT AGE:</b>			
<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Member</b>	<b>Non-Member</b>	
Your present age (in years)	45.35	45.29	-0.06

48



**Q-46. MARITAL STATUS - ARE YOU PRESENTLY:**

<b>Response</b>	<b>Member Percent</b>	<b>Non-Member Percent</b>
Single / Widowed	9.3	10.6
Separated / Divorced	11.9	7.7
Married / Living together	78.8	81.7
Number of respondents	354	312
Mean	2.69	2.71

**Q-47. WHAT IS THE HIGHEST LEVEL OF EDUCATION YOU HAVE ATTAINED?**

<b>Response</b>	<b>Member Percent</b>	<b>Non-Member Percent</b>
Less than high school	9.6	14.7
High school diploma	38.4	45.2
Technical school / truck driving school	10.5	9.3
Some college	29.9	24.7
College degree	8.5	4.2
Post graduate work	3.1	1.9
Number of respondents	354	312
Mean	* 2.99	* 2.64

**Q-48. ARE YOU A MEMBER OF THE TEAMSTERS?**

<b>Response</b>	<b>Member Percent</b>	<b>Non-Member Percent</b>
Yes	9.1	14.6
No	90.9	85.4
Number of respondents	352	309
Mean	* 1.91	* 1.85

119

**9-49. WHAT IS YOUR APPROXIMATE ANNUAL NET INCOME FROM DRIVING  
(GROSS INCOME MINUS EXPENSES)?**

(Scale 1-Under \$10,000 to 10-\$50,000 or more)	Mean		
Item	Member	Non-Member	Difference
Annual income	4.75	5.08	0.33

**9-50. HOW MANY DEPENDENTS DO YOU HAVE (CHILDREN UNDER 18)?**

	Mean		
Item	Member	Non-Member	Difference
Number of dependents	0.79	1.01	* 0.22

**9-51. HOW LONG HAVE YOU DRIVEN PROFESSIONALLY?**

&

**9-52. WHILE YOU HAVE BEEN A PROFESSIONAL DRIVER, HOW MANY COMPANIES HAVE  
YOU WORKED FOR OR BEEN LEASED TO?**

&

**9-53. HOW LONG HAVE YOU BEEN LEASED TO YOUR PRESENT COMPANY?**

	Mean		
Item	Member	Non-Member	Difference
How long have driven (in years)	18.00 (3-60)	18.77 (1-50)	0.77
How many companies	6.28	5.77	-0.51
How long working for present company (in years)	3.86 (.08-27)	4.53 (.08-25)	* 0.67

**9-54. HOW MUCH LONGER DO YOU EXPECT TO BE LEASED TO THIS COMPANY?**

(Scale 1-1 year or less to 4-Over 10 years)	Mean		
Item	Member	Non-Member	Difference
How much longer employed by present company	2.14	2.14	0.00

**Q-55. HOW MANY TRUCKS ARE IN THE COMPANY FLEET?**

Item	Mean		Difference
	Member	Non-Member	
Number of trucks	178.84	250.04	71.20

**Q-56. DO YOU HAVE YOUR OWN TRAILER(S) OR DO YOU USE COMPANY TRAILERS?**

Response	Member Percent	Non-Member Percent
I use only my own trailer	42.7	34.3
I have my own trailer, but use company trailers when necessary	14.1	10.5
I do not have my own trailer, I use company trailers all the time	43.2	55.2
Number of respondents	347	306
Mean	* 2.01	* 2.21

**Q-57. DO YOU DRIVE IN TEAMS (NOT INCLUDING TRAINING)?**

Item	Mean		Difference
	(Scale 1-Never to 4-Always)		
	Member	Non-Member	
Do you drive in teams	1.42	1.37	-0.05

**Q-57A. IF YOU ANSWERED 2, 3, OR 4 TO Q-57, DO YOU DRIVE AS A HUSBAND-WIFE TEAM?**

Response	Member Percent	Non-Member Percent
Yes	46.8	41.4
No	53.2	58.6
Number of respondents	109	99
Mean	1.53	1.59

121

<b>Q-58. HOW ARE YOU USUALLY PAID?</b>					
<b>Item</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Percent n=366</b>	<b>Rank</b>	<b>Percent n=316</b>	
Per mile	2	33.9	2	37.3	3.4
Per hour	4	5.2	4	3.5	-1.7
Per trip	3	5.7	3	5.1	-0.6
Percent of freight bill	1	54.1	1	54.7	0.6

<b>Q-58. WHAT AMOUNT ARE YOU PAID?</b>			
<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Member</b>	<b>Non-Member</b>	
How much per mile	\$ 0.90	\$ 0.83	\$ -0.07
What percent of freight bill	72.5%	69.5%	* -3.0%
Average amount per trip	\$ 779.09	\$ 750.40	\$ -28.69
How much per hour	\$ 37.31	\$ 18.46	* \$ -18.85

<b>Q-59. DO YOU CARRY HAZARDOUS MATERIALS?</b>			
<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Member</b>	<b>Non-Member</b>	
Carry hazardous materials	1.51	1.61	* 0.10

<b>Q-60. ON THE AVERAGE, HOW LONG ARE YOU ON THE ROAD AT A TIME?</b>			
<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Member</b>	<b>Non-Member</b>	
How long on road	2.92	2.87	-0.05

122

**Q-61. WHAT IS YOUR AVERAGE LENGTH OF HAUL?****&****Q-62. HOW MANY MILES DO YOU DRIVE IN AN AVERAGE YEAR?**

Item	Mean		Difference
	Member	Non-Member	
Average length of haul (in miles)	1,066.55	935.05	-131.50
Miles driven in a year	99,256.60	99,533.11	276.51

**Q-63. WHAT TYPE OF RELATIONSHIP DO YOU HAVE WITH OTHER CARRIERS?**

Response	Member Percent	Non-Member Percent
I haul for the same company most of the time	47.3	44.7
I lease to a company but trip lease quite often	14.5	9.5
I lease to a single company and rarely trip lease to another carrier	38.2	45.7
Number of respondents	338	304
Mean	1.91	2.01

123

**9-64. THERE ARE REPORTS OF OWNER-OPERATORS EXPERIENCING PROBLEMS WORKING WITH CARRIERS. PLEASE ANSWER THE FOLLOWING BASED ON YOUR OWN EXPERIENCE.**

<b>(Scale 1-No problems to 3-A lot of problems)</b>	<b>Member</b>		<b>Non-Member</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Slow pay	10	1.74	8	1.61	* -0.13
Carrier cutting rates	13	2.15	13	2.03	-0.12
No or false rated freight bills	4	1.57	4	1.46	-0.11
Unauthorized deductions	11	1.75	10	1.65	-0.10
Accurate description of load revenue or rates charged	9	1.69	6	1.60	-0.09
Untrustworthy dispatchers	12	1.95	12	1.90	-0.05
Not paid in full	5	1.60	5	1.57	-0.03
Company drug testing programs	1	1.21	1	1.19	-0.02
Accurate explanation of charge-back items	6	1.62	6	1.60	-0.02
Finance charge deductions	2	1.34	2	1.32	-0.02
Loads arranged through brokers	8	1.66	10	1.65	-0.01
Ability to get financial backing from the carrier	6	1.62	9	1.62	0.00
Company required maintenance/equipment inspections	2	1.34	3	1.34	0.00



## APPENDIX C

---

### TABLES OF OWNER-OPERATORS VERSUS COMPANY DRIVERS





## Tables of Owner-Operators (n=682) Versus Company Drivers (n=3,175)

The following tables consist of statistical comparisons between owner-operators and company drivers of each item in the questionnaires. Items that are shaded or marked with an asterisk have means that are statistically significantly different from each other, the shaded items being the most statistically different (the shaded items are significant at the .0001 level and the asterisk marked items are significant at the .05 level). Items are ordered from the most different down to the least different. One may notice that some items have a greater difference between the means, but are not significant. This is due to the standard deviation between responses - if the standard deviations are similar, there won't be a significant difference detected, whereas if they are different there will be. Items are also ranked by their mean - refer to the scale given for each table to interpret the means.

As an example, examine the table of Question 1 on the following page. Owner-operators *dislike* satellite communications and drug testing (along with other items) significantly more than company drivers, but they *like* the independent lifestyle and controlling costs of operation significantly more than company drivers. One may also conclude this by observing the ranks. Company drivers rank satellite communications fourth and controlling costs of operation twelfth. Conversely, owner-operators rank satellite communications thirteenth and controlling costs of operation eighth. Since both groups ranked hand loading/unloading freight twenty-first, one can conclude that neither enjoys doing this, but owner-operators enjoy it even less than company drivers. Following this method for the remaining tables will give an accurate idea of owner-operators' opinions on particular issues in comparison to company drivers. Be careful to use all three methods - means, ranks, and differences - to draw conclusions. Conclusions based on one measure only can be misleading.

**9-1. WHICH OF THE FOLLOWING DO YOU LIKE OR DISLIKE ABOUT BEING  
A PROFESSIONAL TRUCKER?**

(Scale 1-Really like to 5-Really dislike)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Satellite communications	13	3.08	4	1.96	-1.12
Drug testing	12	3.00	5	1.97	-1.03
Vehicle inspections by DOT officials	20	3.66	15	2.96	-0.70
Commercial drivers license	16	3.36	14	2.92	-0.44
Meeting safety requirements	9	2.33	3	1.90	-0.43
Paperwork	17	3.38	16	3.03	-0.35
Hand loading/unloading freight	21	4.40	21	4.12	-0.28
Dealing with highway patrol	15	3.33	17	3.07	-0.26
Independent lifestyle	1	1.50	2	1.73	0.23
Controlling costs of operation	8	2.29	12	2.51	0.22
Company speed limits	18	3.39	19	3.19	-0.20
Travelling out-of-town	7	2.27	7	2.11	-0.16
Your present company	3	2.14	6	2.05	* -0.09
Recommending new customers	6	2.25	10	2.34	* 0.09
Company management	11	2.78	13	2.70	* -0.08
Driving the truck	2	1.53	1	1.46	* -0.07
Loading/unloading palletized freight	14	3.14	17	3.07	-0.07
Tractor/trailer maintenance	5	2.21	8	2.16	-0.05
Visiting with other drivers	4	2.19	8	2.16	-0.03
Relations with shippers/customers	10	2.41	11	2.42	0.01
Satellite monitoring (Owner)	19	3.56	N/A	N/A	N/A
Slip seat operations (Driver)	N/A	N/A	20	4.09	N/A

129

**Q-2. WHAT IS YOUR OPINION OF TIME AWAY FROM HOME:**

(Scale 1-Very acceptable to 4-Very unacceptable)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Gone 2 weekends	4	2.88	4	2.59	-0.29
Gone 3 weekends	5	3.39	5	3.14	-0.25
Gone 1 weekend	3	2.22	3	2.08	-0.14
Days only	1	1.59	1	1.71	* 0.12
Gone a month or more	6	3.65	6	3.58	* -0.07
Gone less than a week	2	1.75	2	1.79	0.04

**Q-3. IN ADDITION TO DRIVING, WHAT OTHER AREAS ARE YOU INTERESTED IN?**

(Scale 1-Very to 4-Not)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Maintenance and repair	1	1.44	5	2.31	0.87
Training	9	3.02	5	2.31	-0.71
Cost reduction goals	2	1.53	3	2.15	0.62
Equipment purchases	3	1.74	4	2.23	0.49
Sales	6	2.36	9	2.74	0.38
Customer relations	4	1.88	2	2.04	0.16
Safety	5	1.90	1	1.88	-0.02
Group leader of drivers (Driver)	N/A	N/A	8	2.49	N/A
Buying more trucks (Owner)	8	2.86	N/A	N/A	N/A
Recruiting (Driver)	N/A	N/A	7	2.45	N/A
Obtaining my own authority (Owner)	7	2.64	N/A	N/A	N/A

130

**9-5. WHAT IS YOUR EXPERIENCE WITH THE FOLLOWING ITEMS?**

(Scale 1-No problem to 4-Big problem)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Variation between states' laws	24	3.43	14	2.99	-0.44
Relationship with company mgmt (supervisor)	1	1.81	1	1.55	-0.26
Absence from home	7	2.13	10	2.34	0.21
Restricted highway access for trucks	12	2.56	11	2.41	-0.15
Boredom on the road	2	1.97	6	2.11	* 0.14
Health hazards	8	2.14	5	2.02	* -0.12
Lack of exercise	11	2.50	12	2.60	* 0.10
Loneliness	4	2.03	7	2.13	* 0.10
Routine communications (dispatch)	3	1.99	2	1.89	* -0.10
Road pavement conditions	25	3.49	15	3.40	* -0.09
Opportunities or facilities to wash up	9	2.36	9	2.27	* -0.09
Company assistance after hours	6	2.08	8	2.15	0.07
Irregular hours	5	2.06	4	2.01	-0.05
Restricted local access for trucks	18	2.65	13	2.62	-0.03
Parking spaces for rest (Owner)	23	3.29	N/A	N/A	N/A
Load availability (Owner)	18	2.65	N/A	N/A	N/A
DOT roadside inspections (Owner)	22	2.90	N/A	N/A	N/A
Prostitutes in truckstops (Owner)	14	2.58	N/A	N/A	N/A
Running time (Owner)	16	2.62	N/A	N/A	N/A
Delivery scheduling - unrealistic (Owner)	20	2.75	N/A	N/A	N/A
Staying on schedule (Driver)	N/A	N/A	2	1.89	N/A
Drug sales in truckstops (Owner)	15	2.61	N/A	N/A	N/A
Loading/Unloading (Owner)	13	2.57	N/A	N/A	N/A
Fatigue (Owner)	10	2.41	N/A	N/A	N/A
Deadhead miles (Owner)	21	2.80	N/A	N/A	N/A
Quality/nutritional content of food (Owner)	16	2.62	N/A	N/A	N/A

131

**9-6. HOW IMPORTANT ARE THE FOLLOWING EQUIPMENT-RELATED ITEMS TO YOUR BUSINESS OR COMFORT?**

Item	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Sliding trailer tandems	14	2.05	5	1.37	-0.68
Refrigerator	19	3.35	19	2.91	-0.44
Double bunk	18	2.63	15	2.23	-0.40
AM/FM/cassette stereo	11	1.63	5	1.37	-0.26
Air ride passenger seat	17	2.60	16	2.41	* -0.19
Plush interior	15	2.30	17	2.43	* 0.13
Automatic transmission	20	4.19	20	4.06	* -0.13
Interior storage space	12	1.73	12	1.60	-0.13
Power steering	4	1.26	4	1.15	-0.11
CB radio	9	1.58	9	1.50	* -0.08
Air conditioning	3	1.20	3	1.13	* -0.07
Sliding fifth wheel	5	1.46	7	1.40	-0.06
Air ride seat	2	1.13	2	1.08	* -0.05
Air ride suspension	6	1.47	8	1.42	-0.05
Stand-up sleeper	16	2.43	18	2.46	0.03
Good cab heater	1	1.09	1	1.07	-0.02
Engine brakes (Jake brake)	8	1.53	11	1.51	-0.02
Bunk heater	13	1.99	14	1.97	-0.02
Complete gauge set	7	1.49	9	1.50	0.01
Heated mirrors	10	1.62	13	1.62	0.00

132

**Q-7. HOW IMPORTANT IS IT TO YOU TO INFLUENCE THE COMPANY YOU'RE LEASING TO REGARDING THE FOLLOWING?**

(Scale 1-Very to 5-Not at all)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Ordering new trailers (equipment)	9	2.76	10	2.03	-0.73
Driver lounges	8	2.61	8	1.98	-0.63
Maintenance	6	1.79	1	1.44	-0.35
Ways to cut costs	7	1.80	9	2.02	0.22
Safety improvements	4	1.76	4	1.55	-0.21
Dispatch procedures	3	1.63	2	1.52	* -0.11
Improving customer service	5	1.78	6	1.76	-0.02
Where you buy fuel (Driver)	N/A	N/A	7	1.96	N/A
Fringe benefit package (Driver)	N/A	N/A	3	1.53	N/A
Rate setting (Owner)	1	1.38	N/A	N/A	N/A
Revenue deductions (Owner)	2	1.45	N/A	N/A	N/A
Cleanliness of your rig (Driver)	N/A	N/A	5	1.72	N/A

133

<b>Q-8. HOW WOULD YOU LIKE TO GIVE INPUT TO COMPANY MANAGEMENT?</b>					
<b>(Scale 1-Most preferred to 11-Least preferred)</b>	<b>Owner-Operator</b>		<b>Company</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Talking with or telephoning upper mgmt (supervisor's boss)	2	3.42	3	5.32	1.90
Be on a problem solving committee with managers and other owner-operators (drivers)	4	4.84	5	5.64	0.80
Give comments during training sessions	7	7.18	6	6.42	-0.76
Telephoning company mgmt (supervisor)	3	3.97	2	3.27	-0.70
Give comments in a suggestion box	10	8.02	9	7.44	-0.58
Complete an annual survey	8	7.79	8	7.32	* -0.47
Have a telephone answering machine to leave comments	11	8.52	11	8.05	* -0.47
Talking in-person with company mgmt (supervisor)	1	2.10	1	2.42	* 0.32
Complete a survey on specific topics as they arise	6	7.04	7	6.82	-0.22
Talking with another company employee (a contact person for drivers)	5	5.27	4	5.45	0.18
Write a letter	9	7.87	10	7.83	-0.04

134



**9-9. HOW WOULD YOU LIKE TO RECEIVE INFORMATION FROM THE COMPANY YOU LEASE TO, OTHER THAN DISPATCH INFORMATION?**

Item	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Meetings held by management with owner-operators (drivers)	3	3.69	4	4.72	1.03
Listen to recorded messages by phone	11	8.32	9	7.35	-0.97
Announcements at training sessions	9	7.92	8	7.32	-0.60
Notices posted on a bulletin board	8	7.51	11	8.03	0.52
Meetings with management at locations out on the road	7	6.92	7	6.57	-0.35
Letters from management	5	5.05	5	5.34	* 0.29
Policy manuals and updates	6	6.80	6	6.53	* -0.27
Notices sent along with your settlement check (paycheck)	2	3.64	2	3.90	0.26
Cassettes with recorded messages	10	8.19	10	8.01	-0.18
Personal contact from your company mgmt (supervisor)	1	3.48	1	3.65	0.17
Newsletter	4	4.48	3	4.55	0.07

**9-10. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY MOTIVATE PEOPLE TO DO A GOOD JOB. PLEASE RANK THEM IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION.**

Item	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Advancement	5	3.76	2	3.03	-0.73
Responsibility	1	2.35	3	3.06	0.71
Achievement	3	2.97	1	2.58	-0.39
The work	2	2.81	4	3.13	0.32
Recognition for achievement	4	3.10	5	3.19	0.09

135

**Q-11. IN WHAT AREAS ARE YOU INTERESTED IN MORE TRAINING?**

Item	(Scale 1-Very to 4-Not)		Company		Difference
	Owner-Operator		Rank	Mean	
	Rank	Mean	Rank	Mean	
Tax accounting for owner-operators	1	1.70	23	2.91	1.21
Commercial driver's license	21	2.39	4	1.82	-0.57
Hazardous materials	20	2.38	4	1.82	-0.56
Transportation industry costs and trends	4	1.87	20	2.31	0.44
Personal money management	5	1.88	18	2.27	0.39
Safety regulations	12	2.08	2	1.73	-0.35
Company policies	19	2.34	12	2.05	-0.29
Defensive driving	3	1.83	1	1.55	-0.28
Equipment inspections	14	2.13	9	1.89	-0.24
Accident procedures	10	2.06	6	1.86	-0.20
Injury prevention	8	2.00	8	1.87	* -0.13
Paperwork completion	23	2.56	21	2.45	* -0.11
Learning more about your customers' industries	13	2.09	16	2.19	* 0.10
Forms and permits	16	2.24	14	2.15	* -0.09
First aid	7	1.94	6	1.86	* -0.08
Trip planning	18	2.33	18	2.27	-0.06
Managing family issues while away from home	17	2.30	17	2.25	-0.05
Maintenance procedures	6	1.93	10	1.98	0.05
Getting along with other people	14	2.13	15	2.18	0.05
Your company's strategy and direction	2	1.82	3	1.80	-0.02
Problem solving skills	8	2.00	11	1.99	-0.01
Customer service	10	2.06	13	2.07	0.01
Cargo loading and unloading	24	2.71	22	2.71	0.00
Drug testing regulations (Owner)	22	2.49	N/A	N/A	N/A

136

<b>Q-12. WHAT KIND OF STANDARD OF LIVING DOES YOUR OPERATING INCOME PROVIDE?</b>			
<b>(Scale 1-A high standard of living to 5-A low standard of living)</b>	<b>Mean</b>		
	<b>Owner-Operator</b>	<b>Company</b>	<b>Difference</b>
Standard of living	3.18	3.10	* -0.08

<b>Q-13. WHICH TYPES OF PAY ARE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?</b>					
<b>(Scale 1-Most important to 10-Least important)</b>	<b>Owner-Operator</b>		<b>Company</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Reimbursement for motels during breakdowns and layovers	10	8.14	9	6.60	-1.54
Layover or breakdown pay	8	7.03	5	5.70	-1.33
Bonus	6	5.35	2	4.18	-1.17
Pay for stop-offs or relay loads	5	4.80	6	5.79	0.99
Weekly or monthly guaranteed minimum pay	9	7.46	8	6.48	-0.98
Pay for delay time	3	4.57	4	5.00	0.43
Extra pay for short loads	7	5.87	7	6.26	* 0.39
Loading/unloading pay	4	4.64	3	4.90	* 0.26
Gain sharing (Driver)	N/A	N/A	10	8.35	N/A
Base pay (Driver)	N/A	N/A	1	1.73	N/A
Per mile base pay (Owner)	1	3.40	N/A	N/A	N/A
Percentage of revenue base pay (Owner)	2	3.73	N/A	N/A	N/A

137

**Q-14. HOW DOES YOUR PRESENT INCOME COMPARE TO INCOME FROM LEASING TO OTHER TRUCKING COMPANIES DOING SIMILAR TYPES OF WORK REQUIRING SIMILAR TYPES OF SKILLS?**

**&**

**Q-15. HOW DOES YOUR INCOME COMPARE TO OPPORTUNITIES AVAILABLE TO YOU IN OTHER INDUSTRIES?**

(Scale 1-Much higher to 5-Much lower)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Other trucking	1	2.76	1	3.03	0.27
Other industries	2	3.12	2	3.04	-0.08

**Q-16. WHICH OF THESE GROUP BENEFITS ARE THE MOST IMPORTANT TO YOU, WHETHER OR NOT THEY ARE OFFERED TO YOU?**

(Scale 1-Most important to 10-Least important)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Dental insurance	7	6.55	3	4.37	-2.18
Vision care insurance	8	6.63	5	5.03	-1.60
Life insurance	6	6.46	6	5.16	-1.30
Disability pay	5	5.00	8	5.78	0.78
Health insurance	1	2.08	1	2.01	-0.07
Pension or retirement plan	3	4.61	4	4.64	0.03
Company social events (Driver)	N/A	N/A	10	9.23	N/A
Paid holidays (Driver)	N/A	N/A	7	5.35	N/A
Childcare provisions (Driver)	N/A	N/A	9	9.10	N/A
Paid vacation (Driver)	N/A	N/A	2	4.32	N/A
Down time insurance (Owner)	9	6.93	N/A	N/A	N/A
Breakdown insurance (Owner)	10	7.43	N/A	N/A	N/A
Workmens compensation insurance (Owner)	2	4.56	N/A	N/A	N/A
Occupational accident insurance (Owner)	4	4.77	N/A	N/A	N/A

138

**9-18. THE FOLLOWING LIST INCLUDES SOME AREAS FOR ADDITIONAL COMPENSATION. HOW DO YOU FEEL ABOUT THESE PROGRAMS, EVEN IF THEY ARE NOT OFFERED TO YOU?**

Item	(Scale 1-Very to 4-Not)		Company		Difference
	Owner-Operator Rank	Mean	Rank	Mean	
Good Samaritan acts	9	2.25	9	1.77	-0.48
Miles of driving	6	1.67	4	1.41	-0.26
Getting paperwork done accurately and on-time	8	1.83	7	1.66	-0.17
On-time pickup and delivery	2	1.43	2	1.27	-0.16
Performing duties above base standards	7	1.72	6	1.58	-0.14
Working injury free	4	1.52	4	1.41	* -0.11
Accident free operation	1	1.33	1	1.24	* -0.09
Minimizing cargo loss and damage	2	1.43	3	1.39	-0.04
On-board monitoring results (Driver)	N/A	N/A	11	2.40	N/A
Miles per gallon efficiency (Driver)	N/A	N/A	10	1.93	N/A
Dock courtesy (Driver)	N/A	N/A	8	1.67	N/A
Good customer relations (Owner)	5	1.66	N/A	N/A	N/A

139

**9-19. IN WHICH OF THESE AREAS IS IT IMPORTANT TO YOU TO RECEIVE AWARDS OR RECOGNITIONS, WHETHER OR NOT THEY ARE OFFERED TO YOU?**

(Owner Scale 1-Most important to 9-Least important) (Driver Scale 1-Most important to 11-Least important)	Owner-Operator		Company	
	Rank	Mean	Rank	Mean
Accident free operation	1	1.99	1	1.96
Minimizing cargo loss and damage	2	3.85	4	4.48
On-time pickup and delivery	3	4.17	2	4.27
Miles of driving	4	5.19	3	4.46
Customer relations (Owner)	5	5.26	N/A	N/A
Performing duties above base standards	6	5.53	5	5.77
Working injury free	7	5.65	6	5.99
Getting paperwork done accurately and on-time	8	6.21	7	7.02
Good Samaritan acts	9	7.14	9	7.21
Dock courtesy (Driver)	N/A	N/A	8	7.17
Miles per gallon efficiency (Driver)	N/A	N/A	10	8.02
On-board monitoring results (Driver)	N/A	N/A	11	9.63

140

<b>Q-21. PLEASE DESCRIBE THE COMPANY YOU LEASE TO:</b>						
<b>Item</b>	<b>(Scale 1-Very much to 4-Not at all)</b>		<b>Owner-Operator</b>		<b>Company</b>	
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	<b>Difference</b>	
Are they fair to all drivers	13	2.53	10	2.11	-0.42	
Does the company (supervisor) give you credit or thank you for doing a good job	11	2.49	11	2.14	-0.35	
Would the company (supervisor) be upset if you took an unresolved problem to upper management	14	2.60	14	2.29	-0.31	
Are they receptive to suggestions	12	2.52	12	2.26	-0.26	
Do they take the time to listen to you	8	2.22	7	1.98	-0.24	
Do they follow up on problems	9	2.30	9	2.09	-0.21	
Do they treat you with respect and dignity	7	2.11	5	1.91	-0.20	
Are they supportive of you and your work	6	2.09	3	1.90	-0.19	
Are they competent	4	1.98	1	1.79	-0.19	
Do they communicate on-going problems to upper management	10	2.47	13	2.28	-0.19	
Do you like to work with the company (supervisor)	1	1.77	3	1.90	* 0.13	
Are they familiar with your job	2	1.86	8	1.99	* 0.13	
Are their expectations clear to you	3	1.91	1	1.79	* -0.12	
Are they trustworthy	5	2.05	6	1.93	* -0.12	
Do they ask for drivers' opinions	16	2.76	15	2.66	* -0.10	
Do they demand instead of ask things from you	15	2.75	16	2.83	0.08	

141

**9-25. THE FOLLOWING ITEMS ARE RELATED TO JOB PERFORMANCE. THEY MAY DISTRACT PEOPLE FROM DOING A GOOD JOB. PLEASE RANK THESE ITEMS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION.**

(Scale 1-Most important to 5-Least important)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Supervision	3	3.63	3	3.21	-0.42
Interpersonal relations	5	3.81	5	4.10	0.29
Salary and benefits	1	1.76	1	1.94	* 0.18
Working conditions	2	2.08	2	1.95	* -0.13
Company policies	4	3.72	4	3.79	0.07

**9-26. HOW IMPORTANT TO YOU ARE OPPORTUNITIES FOR CAREER ADVANCEMENT?**

(Scale 1-Very important to 5-Not at all important, 6-Don't know)	Mean		Difference
	Owner-Operator	Company	
Importance of advancement	2.25	1.58	-0.67

142



**9-27. WHAT IS YOUR DEFINITION OF CAREER ADVANCEMENT FOR DRIVERS?**

Item	Owner-Operator		Company		Difference
	Rank	Percent n=682	Rank	Percent n=3,175	
Train new drivers	12	4.4	9	27.1	22.7
Safety trainer	9	8.7	8	29.8	21.1
Move into company management or supervision	6	20.5	5	41.3	20.8
Increased driving skill	8	12.2	7	30.6	18.4
Driver recruiter	11	5.4	10	21.2	15.8
Move through a driver classification system based on length of service or miles driven	5	20.7	6	36.3	15.6
Move through a driver classification system based on personal performance	4	33.3	4	47.4	14.1
Getting home more often	3	40.6	3	49.1	8.5
Getting a more regular schedule / dedicated route	2	48.2	2	54.2	6.0
More money	1	81.2	1	77.7	-3.5
Seniority dispatch (Owner)	7	19.6	N/A	N/A	N/A
More equipment (Owner)	10	7.2	N/A	N/A	N/A
Lead driver on a team (Driver)	N/A	N/A	11	14.3	N/A

143

**Q-28. WHY DID YOU CHOOSE TO LEASE WITH THIS FIRM INSTEAD OF ANOTHER?**

Item	Owner-Operator		Company		Difference
	Rank	Percent n=682	Rank	Percent n=3,175	
Training offered	16	1.3	6	36.4	35.1
Better equipment	12	9.8	1	42.1	32.3
Fringe benefits package	12	9.8	7	34.8	25.0
Better people to work with	7	34.3	9	20.8	-13.5
Better income opportunity (more pay)	3	46.6	4	36.7	-9.9
Reputation of firm	8	33.3	2	42.0	8.7
Liked the recruiter	14	2.9	10	10.9	8.0
Size of firm	9	26.4	8	34.0	7.6
Location of company	5	42.1	5	36.6	-5.5
More time at home / Better schedule	6	40.9	3	37.7	-3.2
Don't know	15	2.3	11	3.9	1.6
Fewer deductions (Owner)	11	13.8	N/A	N/A	N/A
Prompt pay (Owner)	2	49.0	N/A	N/A	N/A
Type of freight hauled (Owner)	1	49.1	N/A	N/A	N/A
Geographic area of operation (Owner)	4	45.9	N/A	N/A	N/A
Dispatch policies (Owner)	10	19.1	N/A	N/A	N/A

**Q-29. A CLASSIFICATION SYSTEM WOULD BE ONE METHOD OF PROVIDING FOR ADVANCEMENT AS A DRIVER. ONE POSSIBLE SYSTEM COULD BE 1) APPRENTICE, 2) CERTIFIED, 3) ADVANCED, 4) SENIOR, AND 5) MASTER DRIVERS. SUCH A SYSTEM WOULD ALLOW ADVANCEMENT AS SKILLS AND JOB PERFORMANCE IMPROVED AND AS ADDITIONAL RESPONSIBILITIES WERE ADDED. IN RETURN, THIS COULD BE REWARDED WITH ADDITIONAL PAY, FRINGE BENEFITS, OR RECOGNITION. WOULD YOU FAVOR OR OPPOSE SUCH A SYSTEM?**

(Scale 1-Strongly favor to 5-Strongly oppose)	Mean		Difference
Item	Owner-Operator	Company	
Classification system	2.15	1.78	-0.37

144

**9-30. WHEN YOU FIRST STARTED LEASING WITH YOUR CURRENT COMPANY, HOW WERE THE FOLLOWING ITEMS DIFFERENT THAN YOU EXPECTED?**

(Scale 1-Expected more/better/easier, 2-Same as expected, 3-Expected less/worse/harder, 4-Don't know)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Company equipment	9	2.17	4	1.86	-0.31
Amount of time spent waiting between loads	16	2.39	17	2.61	0.22
Benefits	4	1.90	3	1.75	-0.15
Amount of time spent doing work other than driving	12	2.25	15	2.40	0.15
Overall amount of work	7	2.00	10	2.13	0.13
Relationship with company mgmt (supervisor)	3	1.89	7	1.98	* 0.09
Actual pay	1	1.69	1	1.60	* -0.09
Lifestyle	2	1.78	2	1.70	* -0.08
Amount of loading/unloading by hand required	13	2.33	16	2.41	* 0.08
Stress involved with job	14	2.34	14	2.37	0.03
Amount of time away from home	8	2.11	11	2.14	0.03
Amount of paperwork required	10	2.21	12	2.23	0.02
Amount of time spent driving	5	1.91	5	1.92	0.01
Relationship with shippers'/receivers' (customers') employees	6	1.95	6	1.94	-0.01
Amount of company policies that must be followed (Owner)	10	2.21	N/A	N/A	N/A
Amount of safety regulations that must be followed (Driver)	N/A	N/A	9	2.08	N/A
Deductions from compensation (Owner)	15	2.37	N/A	N/A	N/A
Quality of training (Driver)	N/A	N/A	8	2.03	N/A
Difficulty of training (Driver)	N/A	N/A	13	2.29	N/A

145

**Q-32. IN 5 YEARS, DO YOU THINK YOU'LL STILL BE IN TRUCKING?**

Response	Owner-Operator Percent	Company Percent
Yes	66.6	68.8
No	33.4	31.2
Number of respondents	653	3,063
Mean	1.33	1.31

**Q-34. IF YOU ANSWERED NO TO Q-32, WHY NOT?**

Item	Owner-Operator		Company		Difference
	Rank	Percent n=218	Rank	Percent n=956	
Loneliness / Away from home too much	7	13.3	2	51.4	38.1
Work schedule too unpredictable	8	11.9	3	38.1	26.2
Doesn't pay enough	1	41.3	1	55.9	14.6
No advancement possible	5	17.0	5	28.6	11.6
Poor health	10	2.3	9	7.8	5.5
Can't meet safety/licensing/insurance requirements	9	5.5	10	2.1	-3.4
Going to retire	4	17.9	8	16.4	-1.5
Poor treatment (Driver)	N/A	N/A	6	28.5	N/A
Safety enforcement hassles (Owner)	2	24.3	N/A	N/A	N/A
Working conditions (Driver)	N/A	N/A	4	31.8	N/A
Shipper/receiver hassles (Owner)	3	21.6	N/A	N/A	N/A
Lease company hassles (Owner)	6	14.2	N/A	N/A	N/A
Poor supervision (Driver)	N/A	N/A	7	18.2	N/A

146

<b>Q-36. OVERALL, HOW MUCH PERSONAL SATISFACTION DO YOU GET FROM YOUR JOB?</b>			
<b>(Scale 1-Very satisfied to 9-Very dissatisfied)</b>			
<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Owner-Operator</b>	<b>Company</b>	
Satisfaction	3.72	3.74	0.02

<b>Q-39. HOW WOULD YOU EVALUATE YOUR COMPANY'S ATTITUDE TOWARDS YOUR NEEDS?</b>					
<b>(Scale 1-Very concerned to 4-Not concerned)</b>					
<b>Item</b>	<b>Owner-Operator</b>		<b>Company</b>		<b>Difference</b>
	<b>Rank</b>	<b>Mean</b>	<b>Rank</b>	<b>Mean</b>	
Continued training	13	2.84	5	2.25	-0.59
Job security	14	2.87	10	2.46	-0.41
Safety	1	1.79	1	1.46	-0.33
Quality and maintenance of equipment	2	1.91	2	1.61	-0.30
Working conditions	5	2.46	4	2.18	-0.28
Home time	9	2.56	8	2.29	-0.27
Health	6	2.51	7	2.26	-0.25
Use of my time	12	2.81	13	2.57	-0.24
Proper rest and fatigue	7	2.54	9	2.35	-0.19
Well-being of family members	11	2.64	12	2.48	* -0.16
General welfare	4	2.38	5	2.25	* -0.13
Income	7	2.54	10	2.46	* -0.08
Accurate paycheck	3	1.92	3	1.96	0.04
Career advancement (Driver)	N/A	N/A	14	2.66	N/A
Enforcement hassles (Owner)	10	2.60	N/A	N/A	N/A

147

**Q-42. THE FOLLOWING ITEMS CONTRIBUTE, ONE WAY OR ANOTHER, TO YOUR JOB ATTITUDE. PLEASE RANK THE FOLLOWING MAJOR AREAS IN THEIR ORDER OF IMPORTANCE TO YOUR INDIVIDUAL JOB SATISFACTION.**

(Scale 1-Most important to 10-Least important)	Owner-Operator		Company		Difference
	Rank	Mean	Rank	Mean	
Advancement	9	7.13	4	5.61	-1.52
Responsibility	4	4.36	5	5.82	1.46
Interpersonal relations	5	6.23	10	7.31	1.08
Supervision	10	7.15	6	6.14	-1.01
The work	3	3.70	3	4.31	0.61
Working conditions	2	3.51	2	2.97	-0.54
Achievement	6	6.85	7	6.45	* -0.40
Salary and benefits	1	2.07	1	2.45	* 0.38
Recognition for achievement	8	7.09	8	6.86	-0.23
Company policies	7	6.93	9	7.08	0.15

**Q-43. GENDER - ARE YOU:**

Response	Owner-Operator Percent	Company Percent
Male	95.0	90.6
Female	5.0	9.4
Number of respondents	662	3,132
Mean	1.05	1.09

148

<b>Q-44. RACE - ARE YOU:</b>		
<b>Response</b>	<b>Owner-Operator Percent</b>	<b>Company Percent</b>
White	97.9	89.7
Black	1.1	7.0
Native American/Indian	0.5	1.2
Oriental	0.0	0.2
Hispanic	0.2	1.6
Other	0.5	0.3
Number of respondents	666	3,106
Mean	1.05	1.18

<b>Q-45. YOUR PRESENT AGE:</b>			
<b>Item</b>	<b>Mean</b>		<b>Difference</b>
	<b>Owner-Operator</b>	<b>Company</b>	
Your present age (in years)	45.32	38.11	-7.21

<b>Q-46. MARITAL STATUS - ARE YOU PRESENTLY:</b>		
<b>Response</b>	<b>Owner-Operator Percent</b>	<b>Company Percent</b>
Single / Widowed	9.9	17.2
Separated / Divorced	9.9	14.4
Married / Living together	80.2	68.5
Number of respondents	666	3,120
Mean	2.70	2.51

149

**Q-47. WHAT IS THE HIGHEST LEVEL OF EDUCATION YOU HAVE ATTAINED?**

<b>Response</b>	<b>Owner-Operator Percent</b>	<b>Company Percent</b>
Less than high school	12.0	8.5
High school diploma	41.6	35.9
Technical school / truck driving school	9.9	18.5
Some college	27.5	28.5
College degree	6.5	7.1
Post graduate work	2.6	1.5
Number of respondents	666	3,102
Mean	* 2.82	* 2.94

**Q-48. ARE YOU A MEMBER OF THE TEAMSTERS (A UNION)?**

<b>Response</b>	<b>Owner-Operator Percent</b>	<b>Company Percent</b>
Yes	11.6	10.0
No	88.4	90.0
Number of respondents	661	3,128
Mean	1.88	1.90

**Q-49. WHAT IS YOUR APPROXIMATE ANNUAL NET INCOME FROM DRIVING  
(GROSS INCOME MINUS EXPENSES)?**

<b>(Scale 1-Under \$10,000 to 10-\$50,000 or more)</b>	<b>Mean</b>		
<b>Item</b>	<b>Owner-Operator</b>	<b>Company</b>	<b>Difference</b>
Annual income	4.90	4.77	-0.13

150



**Q-50. HOW MANY DEPENDENTS DO YOU HAVE (CHILDREN UNDER 18)?**

Item	Mean		Difference
	Owner-Operator	Company	
Number of dependents	0.89	1.17	0.28

**Q-51. HOW LONG HAVE YOU DRIVEN PROFESSIONALLY?**  
**&**  
**Q-52. WHILE YOU HAVE BEEN A PROFESSIONAL DRIVER, HOW MANY COMPANIES HAVE YOU WORKED FOR OR BEEN LEASED TO?**  
**&**  
**Q-53. HOW LONG HAVE YOU BEEN LEASED TO YOUR PRESENT COMPANY?**

Item	Mean		Difference
	Owner-Operator	Company	
How long have driven (in years)	18.36 (1-60)	7.17 (.08-50)	-11.19
How many companies	6.04	2.72	-3.32
How long leased to present company (in years)	4.18 (.08-27)	2.19 (.08-38)	-1.99

**Q-54. HOW MUCH LONGER DO YOU EXPECT TO BE LEASED TO THIS COMPANY?**

(Scale 1-1 year or less to 4-Over 10 years)			
Item	Mean		Difference
	Owner-Operator	Company	
How much longer leased to present company	2.14	2.27	* 0.13

**Q-57. DO YOU DRIVE IN TEAMS (NOT INCLUDING TRAINING)?**

(Scale 1-Never to 4-Always)			
Item	Mean		Difference
	Owner-Operator	Company	
Do you drive in teams	1.40	1.85	0.45

151

**Q-57A. IF YOU ANSWERED 2, 3, OR 4 TO Q-57, DO YOU DRIVE AS A HUSBAND-WIFE TEAM?**

Response	Owner-Operator Percent	Company Percent
Yes	44.2	20.5
No	55.8	79.5
Number of respondents	208	1,436
Mean	1.56	1.79

**Q-58. HOW ARE YOU USUALLY PAID?**

Item	Owner-Operator		Company		Difference
	Rank	Percent n=682	Rank	Percent n=3,175	
Per mile	2	35.5	1	87.9	52.4
Percent of freight bill	1	54.4	3	5.2	-49.2
Per trip	3	5.4	4	0.9	-4.5
Per hour	4	4.4	2	7.2	2.8

**Q-58. WHAT AMOUNT ARE YOU PAID?**

Item	Mean		Difference
	Owner-Operator	Company	
How much per mile	\$ 0.86	\$ 0.22	\$ -0.64
What percent of freight bill	71.1%	22.5%	-48.6%
Average amount per trip	\$ 765.43	\$ 272.14	* \$ -493.29
How much per hour	\$ 29.46	\$ 10.58	\$ -18.88

152

**Q-59. DO YOU CARRY HAZARDOUS MATERIALS?**

(Scale 1-Never, 2-Occasionally, 3-Usually)	Mean		
Item	Owner-Operator	Company	Difference
Carry hazardous materials	1.56	1.99	0.43

**Q-60. ON THE AVERAGE, HOW LONG ARE YOU ON THE ROAD AT A TIME?**

(Scale 1-Days only to 6-Gone a month or more)	Mean		
Item	Owner-Operator	Company	Difference
How long on road	2.90	3.57	0.67

**Q-61. WHAT IS YOUR AVERAGE LENGTH OF HAUL?**

&amp;

**Q-62. HOW MANY MILES DO YOU DRIVE IN AN AVERAGE YEAR?**

	Mean		
Item	Owner-Operator	Company	Difference
Average length of haul (in miles)	1,004.46	1,082.84	78.38
Miles driven in a year	99,385.78	108,461.66	9,075.88

153





# APPENDIX D

---

## OPEN-ENDED QUESTIONS & RESPONSES

(Numbers in parenthesis indicate the frequency of that response)



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

- Non-uniformity / differences in everything: costs, speed limits, attitudes towards truckers, tolls, scales, vehicle inspections, fuel prices, licenses, fuel permits, tax rates, different enforcement procedures and policies (279)
- Speed limits (146)
- Weight laws (76)
- Permit system and licensing (56)
- Length laws (35)
- Fuel/road tax rates (24)
- D.O.T. inspections (21)
- Laws and regulations used to raise revenue instead of for public safety (20)
- Fines - inconsistency and structure (13)
- Taxes (13)
- Licensing (12)
- High/unfair fines (12)
- Excessive safety inspections (11)
- Enforcement attitude - highway patrol and scales officials (10)
- Harassment for radar detectors (9)
- Logbooks (9)
- Extensive inspections (9)
- Highway patrol and DOT harassment (9)
- Differences in base regulations used to raise revenue not for safety (9)
- Fuel tax reports (8)
- Lane restrictions (7)
- Not being notified of changes or updates (5)
- Restrictions on non-designated highways (5)
- Paperwork (4)
- Fuel bonds (4)
- Bridge laws (4)
- Cost and paperwork involved in complying with the different laws and regulations (3)
- Fuel prices (3)
- Inconsistencies in logbook laws (3)
- The cost, i.e. taxes, permits, bingo stamps (3)
- Differences related to oversize loads (3)
- Weigh scales (2)
- Inconsistent enforcement (2)
- Nobody knows the right answers (2)
- Being unable to standardize equipment to meet all laws and regulations
- Emission checks
- Having to register with every state
- Federal deregulation promised to protect owner/operators has been a lie
- Illinois doesn't allow enough free access to designated highways
- Not enough places for repair
- PSC and DOT officials carrying sidearms
- No way to control out of state voting on trucking issues
- Western States billing truckers for IRP
- Need for bingo stamps



- Door stickers and decals
- Revise hours-of-service regulations
- Nothing - don't want more government controls
- Different treatment of out of state truckers
- Lack of pull-offs on major highways
- Tolls
- Barriers (paper/legal) to the freedom of going where we wish
- Laws enforced by unqualified personnel
- Company not paying state sales tax
- Company not giving the right stickers
- Go back to regulated carriers
- Trying to remember them
- Unpredictable interpretation
- Hidden costs
- The way bureaucrats view imaginary political boundaries as if they were stone walls
- California's way of inspecting
- Highway patrol should not be dealing with truckers except for speeding
- Paperwork
- Fuel decal requirements
- Difficult to tell if scales are open or closed
- Not enough contact with state police on emergency Channel 9
- They make them to fit the situation
- It's just plain stupid
- Putting drug sniffing dogs on trucks is wrong
- Having to pay NM, AZ, Col., road taxes up front - excessive fees even when empty
- Different ideas as to the time of day average loads can travel
- States' utilization of money from taxes, permits, and fines
- Punishment in Mass. for carrying a gun
- Union/non-union companies
- Running your motor at night
- Non-interstate routes
- Routes
- More paperwork to run interstate
- Why they show favoritism to the locals when compliance with the federal mandate would better the trucking industry as a whole
- Nobody is doing anything to change it
- Should go with federal regulations
- Laws regarding 4-way flashers
- Seems like loopholes are potholes
- Need signs at state lines indicating speed limit, radar detector illegal, etc.
- 5 minute time limit on truck idling in rest areas and truck stops in eastern states

**QUESTION 24. WHAT WOULD YOU LIKE TO DISCUSS WHEN YOU MEET WITH COMPANY MANAGEMENT?**

- Compensation / pay / benefits (168)
- Rates (142)
- Dispatch problems - procedures, incompetence, personnel, fairness, etc. (74)
- Whatever problem arises (44)

- Problem-solving (40)
- Equipment Maintenance (36)
- Customer relations and related problems (31)
- Safety (30)
- Loading / unloading - procedures, waiting time, problems (29)
- Future company outlook/plans/goals (28)
- Relations with management (28)
- Fuel prices/surcharges (27)
- Deadhead miles (27)
- Load availability - present and future (20)
- Company operations - efficiency (20)
- Company policies and procedures (19)
- Customer projections and getting new customers (18)
- Communication (18)
- Reducing rising operating costs (17)
- Fairness (15)
- Loads/freight (12)
- Better loads (10)
- Realistic schedules (10)
- Industry projections/problems/trends (9)
- Shipper/receiver problems (9)
- Fuel and road tax deductions (7)
- Layover (7)
- More loads (7)
- Improve efficiency (7)
- Home on regular basis (6)
- Company progress and standing (6)
- Delay time (6)
- Realistic pickup/delivery schedules (6)
- Time at home (6)
- Better working conditions (5)
- Insurance costs (5)
- Working conditions (5)
- Backhauls (4)
- Telephone system (4)
- Paperwork reduction (4)
- Brokers' fees (4)
- Better equipment (4)
- Office personnel (4)
- Job performance (4)
- Insurance surcharge (4)
- Immediate conditions (3)
- Incentive Bonuses (3)
- Hours of work (3)
- Company needs to stand up to federal and state governments regarding loss of drivers' rights, excessive fines, and regulations (3)
- Operating expenses (3)
- Road taxes (3)
- My input regarding other employees (3)
- New rules and regulations (3)

- Agents (2)
- Recognition (2)
- Fines and regulations (2)
- Incentive program (2)
- Honesty (2)
- Hours of operation (2)
- Government harassment (2)
- New laws and our legal rights (2)
- Reward/praise for good job (2)
- Tolls (2)
- Paperwork (2)
- Short runs vs long haul (2)
- Company's support of dishonest agents
- Fuel cards
- Consulting O/O before dropping agents
- Concern for drivers
- Cash advance procedures
- Regularity of charge back items
- Permits
- License
- Advancement
- Take spouse along
- Regular runs
- The weather
- Regular schedule
- Respect
- Competition
- Why we don't get a copy of the paid freight bill
- Why lease more drivers when they can't keep the present ones moving
- Company's refusal to honor contract
- Amount of weight we are asked to haul on our rigs
- Other drivers
- Tell them how well I like working for them
- Better load handling equipment
- Percentage of money spent on company equipment vs O/O equipment
- Company owned equipment feasibility
- Road and bridge conditions
- New traffic corridors
- Routing
- Trip leasing
- Overloads
- Acquiring more equipment
- Getting more agents offices established across U.S.
- Additional terminals
- Driver facilities at terminals
- Drug laws
- Retaining good drivers
- More support from the team
- Maintenance costs
- My needs (insurance, training, etc.)

- New ideas
- Utilization
- Opportunities that would benefit company and driver
- Indiscriminate price or pay run fixing
- Award program
- Why every accident is preventable
- Working legal
- Process of making appointments on some of the loads we haul
- CPM
- Problems with support staff
- Too many trucks leased on
- Market stability
- Customer/market base changes
- Driving time
- Ways to speed up pickup and delivery
- Book miles
- Permits
- Mileage tax
- Tariffs
- Cargo damage/shortage
- Terminal facilities
- Keeping showers and break areas clean
- C.O.D. collections
- New brokers
- Better bookkeeping
- Dock time
- Keep discounts down
- Weight laws
- Christmas party

### **QUESTION 31. WHAT ATTRACTED YOU TO BECOMING AN OWNER-OPERATOR?**

- Independence/being my own boss/freedom (309)
- More money / financial reward (144)
- My own truck/equipment (59)
- Control over runs and time (57)
- Better, safer, well-maintained equipment (52)
- My own business (45)
- Travel (23)
- Needed job (20)
- Pride / prestige / respect (18)
- Ability to take time off/get home (17)
- Enjoy driving (16)
- Lifestyle (16)
- Load choice (13)
- Challenge/adventure (11)
- Responsibility (10)
- Self-satisfaction/fulfillment (9)
- Lifelong dream (6)

- Opportunity (5)
- Job security / no worrying about layoffs, buyouts, bankruptcies, etc. and poor management decisions (5)
- Career move up from company driver/advancement (4)
- No forced dispatch (3)
- Hired quickly and easily (3)
- Difficult to find work as company driver (3)
- Stupidity (3)
- Deregulation forced me, did away with good driving jobs (3)
- Family (2)
- Meeting interesting people (2)
- Expected no sex discrimination
- Professionalism
- Union jobs all gone
- Temporary insanity
- Not knowing government policy
- Needed change from previous job
- Laid off from local union job
- Retirement possibility
- Former boss gave me the truck
- Not having to team
- Was a good business
- New experience
- Job variation
- Writing a book comparing trucking in the 1940s vs 1980s
- Quality of people you deal with
- Not afraid of hard work and long hours
- Never anything else
- In the industry for years
- High insurance requirements through company
- Better working conditions
- Job not really complicated
- Ignorance
- Get restless at home
- Too young to know better
- Company policies
- Enjoy and accomplish more by myself
- No home ties
- Love of trucks
- Misled about how good it was
- Non-union
- Couldn't pass company physicals
- Investment
- Had a truck in backyard
- Second choice was so much worse
- Team driving with spouse
- Father was owner/operator

### **QUESTION 35. WHAT WOULD IT TAKE TO KEEP YOU FROM LEAVING THE TRUCKING INDUSTRY?**

- More money/compensation/benefits - road/fuel tax paid, permits furnished, paid layover, etc. (160)
- Less harassment from states, DOT, scales, law enforcement (68)
- Realistic/better rates (66)
- Respect and recognition (25)
- Uniform rules and regulations, licensing, and permits from state-to-state (25)
- Lower costs - fuel, insurance rates, maintenance (23)
- More time at home (13)
- Less shipper/receiver hassles (12)
- Less hassles (11)
- Reduce fines (9)
- Fair enforcement, safety enforcement (8)
- Better working conditions (7)
- Less taxes (7)
- Less or no loading/unloading (6)
- Less regulation (6)
- Predictable work schedule, regular hours (5)
- Nothing (4)
- Lower insurance rates (4)
- Changes in public opinion (4)
- Recognition of job importance (3)
- Close, cooperative relationship with management (3)
- Consistent freight (3)
- Good health (3)
- Reregulate trucking (3)
- Honesty (3)
- Less dispatch problems (3)
- Better treatment from management and customers (3)
- Improved driver image (3)
- Advancement opportunities (3)
- Be younger in age (3)
- Less restrictions (2)
- Respect from 4 wheelers (2)
- Reasonable delivery times (2)
- Lower operating expenses (2)
- Pay for loading/unloading (2)
- Better roads (2)
- Eliminate surprise inspections (2)
- Honesty (2)
- Fair dispatch (2)
- Uniform fuel tax
- Reevaluate logbook
- Less paperwork
- More loads
- Better driver facilities
- Load choice

- Less spot inspections
- Increased speed limit
- Qualified management
- Better quality of life
- Quicker loading/unloading
- Cut back on competition
- Healthier relationship between all drivers, auto and truck
- Laws governing trucks should be used for safety not revenue
- Minimum downtime
- Better company
- Pay off truck
- Drive for drop and hook company
- Local run
- Get rid of CDL
- Stay owner/operator
- More stability
- Respect as an independent businessman
- Get rid of companies like JB Hunt
- Equal rights for drivers on road
- Get bad truckers off road
- Eliminate logbooks
- Family members as passengers
- Exclusive tractor/trailer use
- Better restaurants with truck parking
- Kick CDL out of vote
- Do away with CDL tests
- Change CDL about eyesight
- Lack of intrastate hauling
- Mandatory drug testing for all drivers involved in accident - not just truck driver
- Retirement plan
- Choice of equipment
- Less hard work

### **QUESTION 37. WHAT DO YOU LIKE BEST ABOUT YOUR CURRENT COMPANY?**

- Relations with management (65)
- Money/compensation/benefits - tolls, phone calls, permits (59)
- Time at home (55)
- Pays on time/prompt pay (54)
- Area of operation (43)
- Good people (36)
- Consistent freight (30)
- Type of freight (28)
- Small company, friendly, personal (24)
- Honesty (22)
- Independence (21)
- Nothing (21)
- Dispatcher personnel/procedure (18)
- Fairness (16)

- No forced dispatch (15)
- Pay system (14)
- Good company and reputation (11)
- Good equipment (11)
- Good rates (10)
- Location (4)
- Less hassles (4)
- Company based close to home (4)
- Size (4)
- Load choice (3)
- No/reduced loading/unloading (3)
- Company financially sound (2)
- Well-run company (2)
- Good customers (2)
- Little downtime loading/unloading (2)
- Little/no layover (2)
- Little pressure (2)
- Return loads (2)
- Communication (2)
- Company reputation (2)
- Mutual respect (2)
- Company financially sound (2)
- All o/o fleet (2)
- Union
- Able to get own loads
- Diversified market of shippers
- Can get freight from variety of brokers
- Scheduled runs
- Dedicated run
- Good agents
- Everything
- Direct influence on rates and scheduling
- Minimum layover
- Low deadhead
- Drop and hook
- Towaway
- Few problems with shippers/consignees
- Little work
- Easy loading
- Roundtrip loads
- Big company
- Growing company
- No reefers
- First in - first out dispatch
- The customers
- Better than last one
- Problem-solving
- No hidden costs
- No CDL required yet
- Computer printout paperwork



- Exercise
- Monthly meetings
- Pulling empty trailers easy on tractor
- Union company
- Their logo
- Team drive with wife
- Private carrier
- Opportunity to grow
- Availability of loads in hometown
- Regular route
- Work is easy
- Ease of sign-on
- The work
- Have a driver support services group

**QUESTION 38. IF YOU COULD CHANGE ANYTHING ABOUT YOUR PRESENT JOB TO MAKE IT MORE SATISFYING TO YOU, WHAT WOULD IT BE?**

- More money/benefits (179)
- Rates - realistic, better, uniform (78)
- More time at home (50)
- Less DOT, government, law enforcement hassles (44)
- More loads (25)
- Competent/honest dispatchers (24)
- Respect/recognition (19)
- Less/no loading/unloading (17)
- Less and/or paid deadhead (16)
- Better equipment (16)
- Less layover (15)
- Dedicated runs (15)
- Better relations with management (13)
- Standardize regulations (12)
- Less waiting time for loading/unloading (11)
- No hard running/easier hours (10)
- Reduced insurance and fuel prices (8)
- Better/realistic schedule (8)
- Competent management (7)
- Regular hours (6)
- Less taxes - road and fuel (6)
- Load choice (6)
- Lower fuel costs (5)
- Better roads (5)
- Regularity of pay (4)
- Less hours (4)
- Improved public opinion (4)
- Less paperwork / no logbook (4)
- New tractor (4)
- Attitude of shippers/receivers (4)
- Better communication (3)

- Change area of operation (3)
- Pay for loading/unloading (3)
- Good paying return loads (3)
- Educate 4 wheelers (3)
- More communication (3)
- Fairness of loads (3)
- Uniform speed limit (3)
- Less stress (3)
- Local run (3)
- Run legal (3)
- Honest company (2)
- Increased speed limit (2)
- No scheduled delivery times (2)
- Advancement (2)
- More truck stops with exercise rooms and better quality food (2)
- No commercial license for drivers with good records (2)
- Less miles (2)
- Have wife drive with me (2)
- Secretarial help (2)
- More and better backhauls (2)
- Work in area with less traffic (2)
- Better working conditions (2)
- Better loads (2)
- Better treatment from shippers and dispatchers (2)
- Driver involvement in rate setting
- Better phone system
- Company to live up to contract
- Have government drop weight limits back to 76,000 lbs
- My own and steady customer base
- More cooperation between operator, company, and DOT
- Load closer to home
- Competent revenue accounting
- Pay actual miles instead of book
- More understanding customer
- Eliminate roadside inspections
- Drop and hook
- Safety
- Image improvement with law enforcement
- Consistent freight
- Federal regulations over state regulations
- Guaranteed miles per month
- Get rid of union dock workers
- Move to management
- Repeal deregulation laws
- Have better drivers and more equipment to service our customers
- Uniform fuel report
- Prompt equipment maintenance
- Introduce "Commercial Vehicle Lemon Law"
- Stay out of KY, TN, VA, GA, CA, NY, PA, MD
- Know my schedule in advance

- Improvement in station layout
- Do something about traffic problems
- First in - first out policy
- Out of town travel
- More control
- Make all terminals one company
- Longer trips
- Less pay to lumpers
- Security
- Pay off truck
- Personal peace of mind and contentment
- Smaller trailer
- Less weight
- Buy company
- Restrict cars and trucks from being on same road
- Remove bad attitude drivers and law officers from system
- Not be a company driver
- Owner/operator union
- Promote a social good while still driving, maybe hauling loads for disaster victims
- Retrain entire produce distribution business to work together with trucking companies
- Honesty
- Traffic on roads
- Non-preferential dispatch
- Get back to being #1 in heavy and specialized hauling
- Eliminate all excess work
- Predictable paycheck
- List weigh stations
- Better customer relations
- Fleet discount on parts, tires, etc.
- First in-first out dispatch
- Eliminate brokers
- If I could afford it, I would quit
- Reduce fines
- No fingerprinting
- Get rid of dishonest brokers and bogus insurance people
- Take family as passengers
- Less abuse of drivers' time by company and customer
- More long runs





## NOTES

---

1. Frank A. Smith, *Transportation in America - A Statistical Analysis of Transportation in the United States*, 9th ed. (Westport, CT: The ENO Foundation, 1991) 38.
2. Smith 40.
3. Smith 44.
4. Todd Spencer, Owner-Operator/Independent Driver Association and Terry Turner, Interstate Truckload Carriers Conference, telephone interview, Jan. 1992.
5. Edward E. Lawler III, *Satisfaction and Behavior: Perspectives on Behavior in Organizations* (New York: McGraw-Hill, 1983) 79.
6. Leonard A. Schlesinger and James L. Heskett, "The Service-Driven Service Company," *Harvard Business Review* Sept.-Oct. 1991: 71-81.
7. Keith M. Hammonds, "Where Did They Go Wrong?: Why Some Quality Programs Never Got Off The Ground" (Managing For Quality), *Business Week* 25 Oct. 1991, 34-38.
8. Julene M. Rodriguez and Gene C. Griffin, *The Determinants of Job Satisfaction of Professional Drivers*, Upper Great Plains Transportation Institute Publication No. 68 (Fargo, ND: North Dakota State Univ., 1990).
9. E.A. Locke, "The Nature and Causes of Job Satisfaction," in *Handbook of Industrial and*

- Organizational Psychology*, ed. M.D. Dunnette (Chicago: Rand McNally, 1976) 1297-1349.
10. Victor H. Vroom, *Work and Motivation* (New York: Wiley, 1964) 99.
  11. Michael M. Gruneberg, *Understanding Job Satisfaction* (London: MacMillian, 1979) 16-17.
  12. Dan Yankelovich, "The Will to Win: Our Turn," *American Health* Sep. 1988: 56-60.
  13. Abraham H. Maslow, *Motivation and Personality* (New York: Harper, 1954).
  14. Abraham H. Maslow, *Toward a Psychology of Being* (New York: Reinhold, 1968).
  15. Maslow, *Motivation and Personality* 90.
  16. Frederick Herzberg, *Work and the Nature of Man* (Cleveland: World, 1966) 71-91.
  17. Frederick Herzberg, Bernard Mausner, and Barbara Snyderman, *The Motivation to Work* (New York: Wiley, 1959).
  18. Frederick Herzberg, "The Motivation-Hygiene Theory," in *Job Satisfaction: Challenge and Response in Modern Britian*, ed. Mary Wier (Glasgow: Collins, 1976) 75-78.
  19. Owner-Operator Independent Drivers Association, Grain Valley, MO.
  20. Julene M. Rodriguez, Gene C. Griffin, and Brenda Lantz, *Job Satisfaction of U.S. Commercial Drivers*, Upper Great Plains Transportation Institute Publication No. 90 (Fargo, ND: North Dakota State Univ., 1992).

21. United States, Dept. of Commerce, Bureau of the Census, Economics and Statistics Admin., *Statistical Abstract of the United States 1991* (Washington: GPO, 1991) 43.
22. United States 38.
23. Rodriguez.
24. Brenda Lantz, *Piecework: Theory and Applications to the Motor Carrier Industry*, Upper Great Plains Transportation Institute Paper No. 107 (Fargo, ND: North Dakota State University, forthcoming).