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Strategies Road Freight Transport Leaders Use to Increase Driver Retention

Johnny Mumphrey Jr.
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Walden University

College of Management and Technology

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Johnny Mumphrey Jr.

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Walden University
2020

Abstract

Strategies Road Freight Transport Leaders Use to Increase Driver Retention

by

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MS, Letourneau University, 2006

BS, Letourneau University, 2004

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

November 2020

Abstract

The turnover of skilled over-the-road (OTR) truck drivers in the road freight transportation (RFT) industry results in significant yearly financial losses to organizations across the United States. Leaders in the industry continue to struggle to develop successful strategies for retaining these drivers. Grounded in the motivation hygiene theory, the purpose of this multiple case study was to explore strategies 5 transformational leaders from two RFT firms in North Texas used to improve OTR driver retention. Data collection included semi structured face-to-face interviews, a review of company webpages, and an assessment of company documents (e.g., employee handbooks, training manuals, and vision and mission statements). Yin's 5-step analysis led to the identification of 4 central themes: recognizing drivers, creating room for driver engagement, fostering job security, and monitoring retention strategy outcomes. A key recommendation for business leaders in the RFT industry is to promote a work setting that encourages open communication. Applying the findings in this study may help RFT leaders improve freight transportation industries' best practices to minimize OTR truck driver turnover. The implications for positive social change include the potential to enhance the on-time delivery of consumer goods and products necessary for a robust economy and sustainable employment for local economies.

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Dedication

First, I would like to dedicate this doctoral study to my wife, Nikita, and daughters A'kia, Alana, and Xavia. I cannot express how God has truly blessed me with you guys and how your love and support kept me going even in the tough times of this process. Thank you for letting me be your provider. Second, I dedicate this study to my parents, Johnny Sr. and Tommie. Although I have not been the model child at times, you loved me unconditionally. I thank God for your faith in me, the hope you have for me, and the love you have always given me. Finally, I dedicate this doctoral study to my extended family. I have missed a lot in the last few years, but I stand on God's promise that greater is coming.

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First, all glory and honor go to my Heavenly Father in Heaven. Because of His mercy, I have not been consumed, and His compassion for me has never failed. I am given new mercy every morning. He is truly faithful. Second, I acknowledge Dr. Rosemary Daniels, who believed in me, encouraged me, prayed with me, and assisted me when the need presented itself while developing my research. I would like to acknowledge my family in Christ who always encouraged me and lifted me up to the Lord because you saw greatness in me. Finally, yet importantly, I would like to thank my chairperson, Dr. Jill Murray, for her firm, yet unconditional support during this process. I would also like to thank the committee members and reviewers for their feedback, knowledge, and professionalism throughout this process.

Table of Contents

Section 1: Foundation of the Study.....	1
Background of the Problem	1
Problem Statement	3
Purpose Statement.....	3
Nature of the Study	4
Research Question	5
Interview Questions	5
Conceptual Framework.....	6
Operational Definitions.....	7
Assumptions, Limitations, and Delimitations.....	8
Assumptions.....	8
Limitations	9
Delimitations.....	9
Significance of the Study	10
Contribution to Business Practice.....	10
Implications for Social Change.....	10
A Review of the Professional and Academic Literature.....	11
Conceptual Framework.....	13
Extrinsic Factors	19
Intrinsic Factors	28
Truck Driver Retention Strategies	35

Driver Retention Challenges.....	38
Effective Recruiting.....	42
Dispatcher and Manager Skill Development.....	44
Developing Retention Strategies.....	45
Driver Turnover.....	46
Organizational Culture and Commitment.....	49
Organizational Commitment in RFT Firms.....	52
Transition.....	53
Section 2: The Project.....	55
Purpose Statement.....	55
Role of the Researcher.....	55
Participants.....	57
Research Method and Design.....	57
Research Method.....	57
Research Design.....	59
Population and Sampling.....	61
Ethical Research.....	62
Data Collection Instruments.....	63
Data Collection Technique.....	64
Data Organization Technique.....	66
Data Analysis.....	67
Reliability and Validity.....	70

Reliability.....	70
Validity	71
Transition and Summary.....	73
Section 3: Application to Professional Practice and Implications for Change	74
Introduction.....	74
Presentation of the Findings.....	74
Theme 1: Recognizing Drivers	76
Theme 2: Creating Room for Driver Engagement.....	82
Theme 3: Job Security	89
Theme 4: Monitoring Retention Strategy Outcomes	93
Applications to Professional Practice	99
Implications for Social Change.....	100
Recommendations for Action	101
Recommendations for Further Research.....	102
Reflections	102
Conclusion	103
References.....	105
Appendix A: Frequency of the Study Sources.....	143
Appendix B: Empirical Literature on Key Extrinsic Factors Influential to Workplace and OTR Truck Drivers.....	144
Appendix C: Empirical Literature on Key Intrinsic Factors Influential to the Workplace.....	145

Appendix D: Interview Protocol.....	146
Appendix E: Semi structured Interview Questions.....	148

Section 1: Foundation of the Study

Turnover is a key organizational issue in the road freight transportation (RFT) industry. By 2024 there is a forecast of a shortage of more than 400,000 OTR truck drivers in the United States (Schulz, 2017). RFT leaders attribute three factors to increased company sustainability and strength: (a) improvements as a top priority, (b) truck driver recruitment and retention, and (c) quality of service (Islam, 2017; Large, Breitling, & Kramer, 2014; Leoni, 2015; Sersland & Nataraajan, 2015). Leaders rely on driver effectiveness and efficiency to achieve quality of service. They are aware of how low job satisfaction negatively affects turnover intention among truck drivers (Swartz, Douglas, Roberts, & Overstreet, 2017). The lack of retention strategies that address low job satisfaction among RFT industry leaders may create challenging issues that impact truck driver turnover (Van Elteren, 2017). Burks and Monaco (2019) found that more than 70% of driver turnover occurs in the first year of employment, and 36% of drivers leave a firm within their first three months on the job. To support RFT leaders in retaining truck drivers and decreasing the costs associated with truck driver turnover, RFT companies need additional information to improve productivity within the industry (Snyder, 2015). In this qualitative multiple case study, I explored strategies that RFT leaders can apply to increase driver retention in the RFT industry.

Background of the Problem

Truck driver turnover is detrimental to the success of RFT businesses (Jayakumar, 2017). Truck driver turnover affects employee assurance and company productivity (Belzer & Sedo, 2018). Therefore, RFT leadership and teams continue to seek effective

incentives to retain workers, although they often find these difficult to employ (Swartz et al., 2017). These incentives include intangible factors such as career development, recognition, and communication to support successful retention (Bwowe & Marongwe, 2018). The relationship between truck driver turnover and reduced company performance exposes the costs associated with losing experienced professional truck drivers and hiring new drivers (Comerford, 2015). A significant cost for RFT is recruiting, hiring, onboarding, and training new candidates to replace truck drivers who voluntarily resign (Chandler, Bunn, & Slavova, 2017).

RFT leaders strive to implement strategies to retain and develop drivers within their companies who are needed to transport goods and services to corporations and consumers (Barrett, 2015). RFT management must promote strategies to recruit, hire, develop, and retain talented professional drivers in order to maintain a competitive advantage (Conrad, 2018). Customer service is an integral component within the RFT service industry and plays a critical role in satisfying customer needs (Van Elteren, 2017).

According to Sersland and Natarajan (2015), the ability to retain talented truck drivers is crucial to continued growth and competitive advantage among RFT companies. Garcia, Tomas, Garcia, and Martinez (2017) explained that retention strategies allow leaders to possess high expectations for truck drivers through incentives and employment opportunities. Failure to retain qualified drivers continues to be a problem that negatively impacts customer relations and the overall supply chain for the RFT industry (Snyder,

2015). RFT leaders with retention strategies reduce voluntary OTR truck driver turnover. However, some leaders lack retention strategies to improve OTR turnover.

RFT leaders should consider that competitive wage negligence affects truck driver turnover, quality of life, and realistic expectations (Viscelli, 2018). Compensation and work conditions correlate with RFT leaders' ability to attract, develop, and retain truck drivers (Van Elteren, 2017). Compensation and work conditions are critical elements to RFT leaders' efforts to improve truck driver retention (Iovan, 2017). Thus, the exploration of factors linked to truck driver retention in the RFT industry may provide management with effective strategies to improve truck driver retention.

Problem Statement

There is a need to understand why significant turnover for over-the-road (OTR) truck drivers in the RFT industry is steadily increasing (Sersland & Nataraajan, 2015). Exacerbating the problem, researchers have predicted that by 2024, only 400,000 OTR truck drivers will exist in the United States (Winkler & Moser, 2016). A truck driver shortage affects the entire economy, as over 68% of all freight is moved on U.S. highways, having a significant impact on supplier costs and therefore consumer pricing (Mittal, Udavakumar, Raghuram & Bajaj, 2018). The general business problem is the inability of RFT leaders to improve OTR truck driver retention. The specific business problem is that some RFT leaders lack strategies to increase OTR truck driver retention.

Purpose Statement

In this qualitative multiple case study, I explored strategies used by RFT leaders to increase OTR driver retention. The target population consisted of five RFT senior

leaders located in North Texas who have successfully reduced OTR driver turnover within their organizations. Improved retention among OTR drivers supports competitive advantage, improved efficiency, a more robust supply chain, and better customer relations (Snyder, 2015). The implications for social change include the efficient and timely arrival of consumer goods delivery and products necessary for communities.

Nature of the Study

The purpose of qualitative research is to explore responses in a natural environment, which assists researchers in understanding the participants' experiences of the phenomena (Gobo, 2015). Applying a qualitative methodology allowed me to explore potentially effective OTR truck driver retention strategies, as the collected data related to real-life events. By conducting a qualitative study in a natural setting, the researcher gains an in-depth understanding of behaviors and experiences related to a phenomenon (Chu & Ke, 2017). In contrast, quantitative researchers test null and alternative hypotheses that require the use of statistical methods and, sometimes, experiments (Babones, 2016). The quantitative researcher evaluates statistical data, which was not applicable in answering the research question.

When a researcher applies a mixed method, which incorporates the use of qualitative and quantitative methodologies, the researcher applies two worldviews to the study (Venkatesh, Brown, & Sullivan, 2016). The mixed-method approach was not appropriate for this study because my focus was on eliciting first-person perspectives of the phenomenon by collecting detailed and rich data (Yin, 2017). My focus was in line with the aims of qualitative research. Therefore, there was no need to use a mixed

method, which would have entailed incorporating quantitative methodology (i.e., the gathering of closed-ended information and the analyzing of statistical results).

As the researcher, I considered three methodological designs for this qualitative multiple case study, which included ethnography, phenomenology, and case study. Ethnography and phenomenology are both qualitative methodologies but would not have been appropriate for this study. In ethnographic studies, researchers study ethnic or cultural groups, particularly their daily practices and organizational social activities (Aij, Visse, & Widdershoven, 2015). Because this research was not focused on a particular ethnic or cultural group, the ethnographic method was not appropriate for this study. Phenomenological researchers explore participants' lived experience to explain the study phenomenon (Berglund, 2015). I opted against using a phenomenological design because describing how human beings experience a specific phenomenon was not the intent of this study. Researchers who use a case study design can capture participants' experiences and better pose how or what questions. Yin (2017) suggested that case-study researchers use numerous sources of evidence to fully examine the study phenomenon. I chose a multiple case study design, in which I examined two trucking firms, to conduct the study.

Research Question

The research question for this study was the following: What strategies do road freight transport company business leaders use to increase OTR driver retention?

Interview Questions

1. What strategies have you implemented to improve OTR driver retention in your organization?

2. How did you develop strategies to increase OTR driver retention?
3. What strategies were most effective in improving OTR driver retention?
4. What strategies were least effective in improving OTR driver retention?
5. How do you measure the success of OTR driver retention strategies?
6. What factors impact or affect OTR driver retention?
7. What motivation factors do you believe may affect OTR driver retention?
8. What other information would you like to add that may be relevant in understanding your successful OTR driver retention strategies?

Conceptual Framework

The conceptual framework for this study was the two-factor theory developed by Herzberg (1966). Herzberg's theory is also recognized as the motivation-hygiene theory and has been used to support the exploration of factors that may affect OTR driver retention (Swartz et al., 2017). Researchers studying employee motivation have applied Herzberg's two-factor motivation theory to explore the causes of job satisfaction and dissatisfaction (Fisher, 2017; Gomez, 2017; Liu, 2016). Herzberg's original research included various fields, such as accounting and engineering, to explore employee motivation factors (Herzberg, 1966). Herzberg's research demonstrated how intrinsic and extrinsic factors affect employee job satisfaction. The two-factor theory includes five components critical to this study. These components are (a) employee intention to stay, (b) employee job dissatisfaction, (c) employee job satisfaction, (d) employee retention, and (e) extrinsic and intrinsic factors. Herzberg's two-factor theory was an appropriate framework to explore organizational leaders' strategies to increase OTR driver retention.

Operational Definitions

Dispatcher: Dispatcher is defined as a front-line supervisor in the trucking industry who has the task of coordinating drivers and trucks with the customer's haulage needs (Zohar, Huang, Lee, & Robertson, 2014).

Extrinsic variables: Extrinsic variables are defined as hygiene factors and include supervision, working conditions, coworkers, pay, policies and procedures, job security, and status (Herzberg, 1966).

General regulatory attitude: The general regulatory attitude is explained as behaviors presented by the driver's initial perception of the effect of the drawback's safety laws on their day-to-day business (Douglas & Swartz, 2017).

Intrinsic factors: Intrinsic factors are defined as motivating factors, which includes achievement, advancement, growth, recognition, responsibility, and work (Herzberg, 1966).

Intent-to-quit: Intent-to-quit (ITQ) is a measure of turnover that implies that employees who suggest they are going to quit will most likely quit (Dubey & Gunasekaran, 2015).

Less-than-truckload: Less-than-truckload refers to trucking organizations that have express package shipping utilizing a hub and spoke system for the transportation network (Sersland & Nataraajan, 2015).

Long-haul truck driver: Long-haul truck driver refers to the motor carrier industry employees who make up about 4% of the U.S. workforce; their jobs are characterized by

extended work hours, fluctuating shifts, and pressures to meet the demands of shipping agents (Kennedy, 2018).

Positive organizational behavior: Positive organizational behavior is explained as application of human resource strengths and cognitive skills to achieve performance improvements in the current workplace (Jukic & Carmichael, 2016).

Retention: Retention is defined as the process that corporate leaders take to encourage team members to remain employed with the organization for a more extended period (George, 2015).

Road freight carriers: Road freight carriers are organizations that provide services with tractor-trailers moving a myriad of freight material on roads (Islam, 2017).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are assertions made by a researcher without having verification (Zlatanovic, 2016). This study considered four assumptions. The first assumption was that the research participants would share their experiences from the same geographic areas in North Texas. These leaders' perspectives and successes may or may not have been relevant to other geographic areas. Second, I assumed that participants would expound upon responses as necessary, at times requiring probing to describe their experiences more fully. Third, it also was assumed that participants would provide viewpoints and share honest feedback to support understanding of the strategies used to improve driver retention. The fourth assumption was that the interview questions were appropriate and would yield positive results.

Limitations

Limitations are possible weaknesses and deficiencies that researchers consider as unpredictable (Hamdani, Valcea, & Buckley, 2016). There were three identifiable limitations in this study. One limitation was that I was the principal data collector and analyzer, which represented a potential for bias. The second limitation stemmed from data retrieval, as data collection was limited to general RFT leaders within the North Texas geographic area. The study population could have represented a unique or different perspective than similar populations in other regions. The third limitation is that the results cannot be generalized to a larger population because the population sample included only five participants at two sites with a focus on retention strategies.

Delimitations

Delimitations may limit the study's scope or define the boundaries to preserve the relevance of the data (Marshall & Rossman, 2016). The first delimitation was the target population, which comprised only of RFT business leaders who had a minimum of 5 years of RFT leadership experience and had used successful strategies to improve OTR truck driver retention. A second delimitation of the research was that the study was limited to the geographic location of North Texas. In addition, a third delimitation was the research sample population selected for the study, which included two RFT businesses, and from those businesses, five RFT leaders proactively involved in management, recruitment, and retention within North Texas trucking companies. Last, this study retained a focus on truck driver retention and therefore, a focus on RFT leadership, excluding other members of the company's team.

Significance of the Study

The findings of this study could create awareness among potential and current RFT leaders of effective strategies for increasing driver retention. Failure to maintain retention strategies for OTR drivers could hinder suppliers from distributing goods and services. Improving OTR driver retention is critical to the transportation and logistical sectors, which have a vital role in developed economies (Dubey & Gunasekaran, 2015).

Contribution to Business Practice

The truck driver shortage is a phenomenon present throughout the United States and the global market (Large et al., 2014). The results of this study could contribute to business leadership and to the RFT industry by revealing how to retain OTR drivers and reduce experienced truck driver shortages. Kemp, Kopp, and Kemp (2013) asserted that to maintain a sustainable workforce, RFT trucking companies may benefit from incorporating retention strategies into their strategic plan. This study may provide information to support the integration of effective strategies to improve financial and organizational performance.

Implications for Social Change

The goal of this study was to provide strategies to reduce OTR driver turnover. The research findings could influence social change by improving OTR driver retention while enhancing trust in organizations' working family and job sustainability policies. OTR truck drivers connect to suppliers and consumers through a global supply chain environment that contributes to the United States economic well-being (Rader, Lanier, Subhan, Flint, & Brooksbank, 2015). The connection of truck drivers and those they

service implies that an increase in on-time essential product deliveries is needed to maintain basic services to communities. Improving truck driver retention may help reduce unemployment in local communities.

A Review of the Professional and Academic Literature

The human capital of RFT companies consists of three job levels (Braden & Editor, 2015). Cassidy (2015a) suggested that drivers are either hourly employees who are compensated for hours worked, owner-operators who receive a percentage of what the load pays, or contract employees who receive negotiated percentage pay. Research on the relationship between driver retention and organizational achievement has provided support for the need to keep qualified drivers regardless of job level (Levy, 2015). Truck driver retention is a critical issue in the United States and worldwide, in countries such as Brazil, India, Russia, and China, where emerging economies suffer as a result of driver shortages (Sersland & Nataraajan, 2015). Viable organizations need to maintain a competitive edge, and therefore, need to retain drivers with sufficient dedication, motivation, and skills to build capacity among team members (Gallardo-Gallardo & Thunnissen, 2016).

In this study, I explored the strategies used by RFT firm leaders to increase driver retention. Researchers have shown a connection among four components that affect driver retention strategies: job satisfaction, employee work environment, compensation, and organizational surroundings (Deery & Jago, 2015). Researching retention strategies may create a new dynamic for leaders to enhance productivity and team performance, as well as improve team member confidence, position satisfaction, and retention

(Johennesse & Chou, 2017). Employee retention strategies are active measures to influence employees within the organization and to prevent competent employee losses (Anitha & Begum, 2016). Employee turnover, or ITQ, exists when an employee resigns voluntarily, causing a reciprocal action that impacts employee retention (Singh, Burke, & Boekhorst, 2016).

Truck driver turnover has become a principal constraint for U.S. trucking firms (Sersland & Nataraajan, 2015). Truck driver retention impacts operations and delivery performance, the national economy, and the supply chain (Dadsena, Naikan, & Sarmah, 2016; McLean, 2016a; Morte, Pereira, & Fontes, 2016). Large et al. (2014) explored truck driver retention and turnover in the RFT industry, with a focus on working conditions as well as professional and organizational commitment. Other studies examining truck driver retention have involved understanding job satisfaction and job stressors as well as employee motivation and behaviors (Dubey & Gunasekaran, 2015; Huff, 2015; Hyo & Yoon, 2015; Kemp et al., 2013; Lemke, Meissen, & Apostolopoulos, 2016).

I used the following databases to identify peer-reviewed articles published after 2014: Expanded Academic ASAP, ProQuest Dissertations and Theses Global, EBSCOhost (Academic Search Ultimate, Applied Science & Technology Source Ultimate, Business Source Ultimate), ABI/INFORM Complete, ProQuest Central, SAGE Premier, Business Source Complete, Academic Search Complete, and Science Direct. Searches of literature for the study included government organizations, transportation journals, and peer-reviewed publications. The literature review is organized by topic and

includes literature obtained from academic libraries (Walden University, Letourneau University, Purdue University), including websites, databases, and journals. Terms used during the database searches include *driver retention*, *employee retention*, *driver turnover*, *driver shortage organizational culture and commitment*, *management*, *Herzberg's two-factor theory*, and *turnover cost*. This multiple case study included 271 references with a publication date of 2015 or later, which represents 93% of the total references. Appendix A contains the frequency of the sources.

The literature review is comprised of four main sections with the following subsections: truck driver retention strategies, conceptual framework, truck driver motivation, and truck driver turnover. Second, the section concerning truck driver retention strategies includes information on the following three subsections: retention strategies, retention challenges, and the creation and implementation of retention strategies. Third, the conceptual framework section includes subsections of historical literature, Herzberg's two-factor theory, theory support, and theory criticism. Fourth, the truck driver motivation section consists of the following subsections: understanding truck driver needs, group association, truck driver development needs, and leadership expectations. Lastly, the truck driver turnover section consists of the following subsections: reasons for turnover, turnover cost, dedication to the organization, and organizational commitment to RFT firms.

Conceptual Framework

I used Herzberg's (1966) two-factor theory, also known as the motivation-hygiene theory, as the conceptual framework for this research. Earlier in Section 1, I highlighted

the historical development of motivational theory. The discussion of the framework included the theory's application, as well as criticisms of the theory. In the literature review, I explore truck driver turnover and retention in terms of extrinsic and intrinsic motivation and associated effects.

Historical literature. Researchers apply content theories to address personal demands and what inspire people (Anney, 2015). Some content theories include Maslow's (1954) hierarchy of needs theory and McClelland's (1961) needs theory. Researchers use process theories to categorize motivation and how a system operates (Juntunen, 2015). Process theories are multitiered theories that are used to explore the individual's mindset when making decisions about motivations (Bowling & Beehr, 2016). Some well-known process theorists and frameworks include Vroom's (1964) expectancy theory, Locke's (1976) goal-setting theory, and Adams (1965) equity theory.

Herzberg (1966) described the need to explore attitudes and job satisfaction. The researcher's findings suggested that industry leaders battle a dilemma in which they need to gather knowledge of what techniques would help develop an effective individual in the workplace. Specific industry leaders often view Herzberg's study results as having different connotations or meanings. Industry leaders apply the information to improve productivity, reduce turnover, improve absenteeism, and foster better workplace relationships (George, 2015). Herzberg's outcome for the employers means applying high-quality human resources, minimizing emotional losses, and potentially improving industry productivity (Thibodeaux, Labat, Lee, & Labat, 2015). To workers, Herzberg's

findings include greater knowledge to achieve satisfaction, enhance self-improvement, and improve morale (Denton & Maatgi, 2016).

Team member complications can be conducive to motivation and job satisfaction and are present in the modern workplace (Dechawatanapaisal, 2018). Taylor (1967) provided information concerning incentive systems as a motivation mechanism. Locke (1976) derived the goal-setting motivation theory from Taylor's findings and established a link between employee motivation and overall job performance and happiness with the organization. Lewin (1935) analyzed intrinsic and extrinsic employee motivational characteristics and suggested behavior as an environmental by-product, while Herzberg generalized the theory. Likert (1961) focused on active participation in the decision-making process of employees.

Consistent in the literature is the importance of understanding needs and motives in human behavior (Lewin, 1935; Likert, 1961; Locke & Latham, 1976; Taylor, 1967). Maslow's (1954) physiological needs as motivators include safety, love, esteem, and self-actualization. Achievement, affiliation, and power as motivators are also presented by McClelland (1961). Herzberg (1959, 1966) found motivating characteristics to be influential to employee job satisfaction or dissatisfaction. Alderfer (1972) reworked Maslow's needs theory, referring to it as the existence-relatedness-growth theory, which identifies needs specific to the individual and mutually motivational.

Herzberg's two-factor motivational theory is the foundation for many academic debates involving methodological and diverse terminology (Yahaya, & Ebrahim, 2016). Herzberg's theory represents a flexible, fundamental principle that affirms the

motivation-hygiene theory of positive psychology (Herzberg, 1966). Vroom (1964) noted that an association exists between motivation and an individual's belief that earned rewards are relative to performance. As a result of this premise, Porter and Lawler (1968) modified and later developed an intrinsic and extrinsic motivation model that included jobs and rewards.

Herzberg's two-factor theory. The study's conceptual framework encompasses Herzberg's (1966) motivation-hygiene theory, which many theorists have referred to as Herzberg's two-factor theory. Herzberg's two-factor motivation theory set the groundwork for various needs theorists. The results of Herzberg's theory underpin the knowledge base that humans exhibit two sets of needs: hygiene, or extrinsic factors, and motivators, or intrinsic factors. Herzberg's perceptual motivational outlook described Maslow's (1954) motivation definition as a growth factor when knowledge develops or accentuates individual progress. Herzberg presented seven principles contributing to a motivating atmosphere, where employees show improvement in (a) accountability, (b) work details, (c) occupation empowerment, (d) decision-making, (e) direct communications, (f) stimulating work, and (g) knowledgeable tasks that build expertise (Herzberg, 1959, 1966). Moreover, Herzberg posited that the seven principles, in isolation from their primary job role-play positions, are essential in order for organizational leaders to play a broader role than just compensators, contractors, and employers.

Both intrinsic and extrinsic employee motivation factors could be used to influence and create an effective employee retention strategy (Denton & Maatgi, 2016).

The effectiveness lies within a competitive human resource recruitment environment. According to Umamaheswari and Krishnan (2016), managers and human resource leaders must demonstrate due diligence to understand employee motivation and avoid costly turnover. Production is not the only resource lost when employees leave their job (Kundu & Lata, 2017). In essence, the employee's information and knowledge become obsolete and no longer add value (Wong, 2017). A company's knowledge deficit reduces the organization's competitive advantage within its industry (Kennedy, 2018). Moreover, extrinsic and intrinsic factors can be both used by leaders in tandem to improve job satisfaction. Herzberg (1959) presented seven principles contributing to a motivating atmosphere including seven extrinsic and six intrinsic employee motivation factors.

Extrinsic and intrinsic factors. Herzberg's (1959) extrinsic factors include (a) supervision, (b) working conditions, (c) coworkers, (d) salary, (e) policy and procedures, (f) status, and (g) job security. The intrinsic factors include (a) achievement, (b) recognition, (c) the work, (d) responsibility, (e) advancement, and (f) growth (Herzberg, 1966). Herzberg's motivation factors could prove valuable to company leaders during recruitment, hiring, and truck driver retention.

Support for Herzberg's motivation-hygiene theory. Herzberg's two-factor theory provides researchers with a good understanding of certain factors of job satisfaction and the impact of job satisfaction on employee turnover. Derby-Davis (2014) utilized Herzberg's two-factor theory in understanding job satisfaction and intent to stay with the organization. Derby-Davis suggested that motivation and hygiene factors are critical to job satisfaction, which contributes to the reduction in turnover intent in multiple

industries. Kuranchie-Mensah and Amponsah-Tawiah (2016) applied Herzberg's motivation-hygiene theory to demonstrate the levels of satisfaction and motivation of employees towards their work, concluding that the extent to which employees became motivated was dependent on the success of the hygiene factors. A combination of intrinsic and extrinsic factors may lead to a useful employee retention strategy. Kim and Cho (2016) posited that hygiene factors are critical and must maintain a level of focus to capture high levels of motivation and satisfaction to sustain employee performance. Herzberg asserted that these elements did not help as satisfiers, but their absence could be a cause of dissatisfaction.

Using Herzberg's two-factor theory, Ruiz and Davis (2017) posited that individuals who were intrinsic in their decision-making seemed to be more committed and satisfied with their current responsibilities than those who were extrinsic in decision-making. Malik, Wan, Ahmad, Naseem, and Rehman (2015) employed Herzberg's (1959) motivation-hygiene theory to analyze the variables that improve job satisfaction and increase job dissatisfaction for educators in secondary education. Bharathy (2018) revealed job variables that encourage employee satisfaction among educators to include responsibilities, acknowledgment, accomplishments, and progression. Similarly, Denton and Maatgi (2016) revealed the motivators that contribute to increased employee satisfaction are responsibilities and progression. Whereas Sankar (2015) concluded that compensation, policy and procedure, and promotion are factors that affect employee job dissatisfaction, Diana (2015) concluded that relationships with leaders and coworkers and the work environment add positive value to job satisfaction.

Coworkers add a positive factor to job satisfaction as compared to the other hygiene factors (Busari, Mughal, Khan, Rasool, & Kiyani, 2017). The creation of positive motivation is the responsibility of organizational leaders (Gomez, 2017). Organizations are entrusted to create a learning workplace that promotes change (Gunasekara, 2018). Thus, improvement and retention of team members is possible and sustainable with the creation of training programs for employee motivation.

Criticism of Herzberg's motivation-hygiene theory. Even with prevalent backing, Herzberg's theory has some criticisms, including (a) the absence of individual differences, (b) untrustworthy research, (c) variation in categorizing the reasons correlated to job satisfaction and dissatisfaction, (d) defensiveness, and (e) the rate of recurrence in data utilization (Johnston, 2016; Malik et al., 2015). Locke (1976) argued that there are multiple causes of job satisfaction and dissatisfaction other than the highlighted variables in Herzberg's theory. Examining Herzberg's (1974) theoretical assumptions and understanding the arguments surrounding the two-factor theory, Malik et al. (2015) criticized Herzberg for suggesting that motivation and hygiene factors generate job satisfaction. Regardless of these criticisms, the two-factor theory is thorough and makes a substantial contribution to employee motivation. Herzberg's two-factor theory is supported by Maslow's (1954) hierarchy of needs in that the two theories both explain motivation for the employee.

Extrinsic Factors

Supervision. Herzberg (1966) associated the extrinsic factor of supervision with an employee's perception and relationship to the frontline supervisor. Lower job

satisfaction and intent to leave are attributes evident when supervisors receive negative viewpoints (Umamaheswari & Krishnan, 2016). A supervisor's perceptual value produces optimism, one-on-one communication, trust, and success, which improves organizational employee commitment and risk reduction (Mutsuddi, 2016). Herzberg's extrinsic factor of supervision expands the extant literature with understanding how supervision can motivate team members' organizational commitment to remain, leading to improved retention (Rahman, Akhter, & Khan, 2017).

Umamaheswari and Krishnan (2016) revealed findings that support an understanding of the effect of supervision. The authors stated that trust and perceptual support among supervisors have a positive effect on organizational commitment and loyalty. Umamaheswari and Krishnan explored leader support and employee retention. The researchers discerned that organizational commitment influences retention and leadership support to improve retention. Moreover, the researchers discerned that organizational commitment partially influences the relationship between leadership support and retention. Results of the multiple regression analyses confirmed supervisory support and work environment was significant employee retention predictors; on the other hand, the results failed to demonstrate training and development as significant retention predictors (Mutsuddi, 2016). As frontline leaders, supervisors play a critical role to ensure the work environment is supportive, empowering, and successful to achieve organizational commitment from its employees.

Team members consider relationships with frontline leaders to be obligatory, to be trust-building, to have long-term orientation, and to serve as socio-emotional resources

(Bibi, Ahmad, & Majid, 2018). These working relationships are essential for supervisory support to consistently result in positive workplace relationships, gaining team member commitment and retention (Carnahan, Kryscynski, & Olson, 2017). When team members experience a fulfilling and supportive exchange with supervisors, the outcome is relational, where joint teams become vested in the job, and most likely, retention increases (Covella, McCarthy, Kaifi, & Cocoran, 2017). According to Poissonnier (2017), managerial integrity and leadership quality affect team member motivation and are relevant factors to overall job satisfaction. As managerial leaders display openness, team members are more engaged and involved, choosing to remain loyal to the organization (Denton & Maatgi, 2016). The contributors to the managerial component perceive that supervisors play a significant part in organizational achievement when applying engagement, motivation, and retention principles (Rathi & Lee, 2017). Ultimately, supervision affects employee job satisfaction by being engaged, approachable, and supportive when leading team members. This concept results in the achievement of organizational goals and strategies.

Work conditions. Work conditions include the workplace atmosphere, similar to space, lighting, and equipment (Herzberg, 1959, 1966). A crucial aspect of job satisfaction is working conditions, as the extrinsic factor pertains to personal malleability, environment, social adaptability, and fewer distractions (Linzer et al., 2017).

Commitment to developing an adequate work environment exists when supervisors understand each employee's need. Kundu and Lata (2017) posited that a positive work environment results in team member retention, develops discretionary behavior actions,

and creates a pursuit toward desirable behaviors. Empowering team members to become more engaged with daily workplace operational activities can create company ownership (Ruiz & Davis, 2017). Dechawatanapaisal (2018) purported that team members who have an enthusiastic attitude about the workplace are more active, more committed, and remain employed with the organization.

Zohar, Huang, Lee, and Robertson (2015) found that work conditions help promote a positive emotional state, where workers are satisfied with the work environment, resulting in higher levels of workplace unity. Schulz (2017) contended that positive work environment variables, such as safety and team member engagement, contribute to an increase in job satisfaction and driver retention. Zohar et al. (2015) did not mention compensation or time away from home as factors for driver job satisfaction. However, the authors argued that RFT leaders could increase OTR driver retention primarily by offering a safe and engaging work environment.

Coworkers. How well colleagues coexist affects the overall relationship and positive impact associated with job satisfaction, including coaching, help with job tasks, and general instructions (Silic & Back, 2016). Coworker support is relative to developing team members' formal or informal network (Na-nan, Chaiprasit, & Pukkeeree, 2017). A strong relationship with coworkers reduces the stress associated with work, and as a result, improves employee motivation and reduces employee turnover (Paynter & Rivers, 2015). Similarly, an increase in interaction and collaboration among coworkers creates a greater attachment to the workplace and leads to better team member retention (Bastons, Mas, & Rey, 2017). Coworker camaraderie also improves knowledge sharing and fosters

social interactions that motivate team members to remain with the organization (Naim & Lenkla, 2016). Belzer (2018) contended that positive co-worker interaction and relationship building generates a sense of belonging, supporting improved retention.

Researchers have contended that a supportive coworker system plays a vital role in predicting employee retention (Bastons et al., 2017; Belzer, 2018; Naim & Lenkla, 2016; Na-nan et al., 2017; Paynter & Rivers, 2015; Silic & Back, 2016). Locke and Schattke (2018) suggested that organizational engagement partially dictates the relationship between supportive coworkers and employee retention. The emotional support received from coworkers supports quality connections to the workplace (Naim & Lenkla, 2016). These empowered team members become rooted in their jobs as a response to these supports (Luz, de Paula, & de Oliveira, 2018). The extrinsic coworker factor aids in understanding how interaction with peers affects how truck drivers decide to remain with their current employers (Potgieter, Coetzee, & Ferreira, 2018). The decision to stay with a trucking company seems consistent with understanding the strategies used to improve truck driver retention.

Compensation. Poor compensation drives employee dissatisfaction, causing employees to leave the organization (Boyce, 2016). As an extrinsic factor, compensation is a work product that supports positive employee performance (Prockl, & Sternberg, 2015). Rewards, incentives, and discipline are extrinsic factors that affect employee behavior (Watson, 2015). Herzberg (1959, 1974) concluded that compensation is a hygiene factor that directly affects employee job satisfaction. Higher compensation among competing companies represents the primary reason for team member attrition

(Werner, Kuate, Noland, & Francia, 2016). In addition, Haynie, Svyantek, Mazzei, and Varma (2016) argued that unfair treatment, such as low compensation, causes dissatisfaction in the workplace. Compensation practices are critical components for any retention strategy, and organizations that offer more competitive salaries generate significantly greater team member commitment (Gauche, de Beer, & Brink, 2017).

Prockl, Teller, Kotzab, and Angell (2017) revealed a statistical significance between financial gain and the effect towards satisfaction with truck drivers, which supports retention proneness. Prockl et al. emphasized the importance of hours worked, total compensation, years of service, and education level. In addition, the results offered by Prockl et al. suggested that compensation alone cannot buy job satisfaction; a good non-financial compensation package also may help employers remain attractive to employees or truck drivers. Prockl et al. concluded that the relationship between non-financial job properties and retention proneness is statistically significant at the 0.10 level. The limitations of the study include (a) Germany's compensation structure is different from other countries' geographic area compensation, in particular, the United States; (b) compensation is considered a job satisfaction driver; and (c) the study did not include an exhaustive truck driver work environment history (Prockl et al., 2017).

Umamaheswari and Jayasree (2016) also posited that compensation is a critical employee motivation factor. Arora (2015) suggested that organizations offer higher compensation as an incentive, hoping to retain team members contemplating leaving the organization. Massingham and Tam (2015) posited that team members have two key desires, which include (a) equitable pay distribution (i.e., distributive justice), and (b)

understanding of compensation procedure scale structure (i.e., procedural justice). As a result, compensation, as an extrinsic factor, is a contributor to team member engagement and overall job satisfaction (Sattar, Ahmad, & Hassan, 2015). Additionally, compensation as a retention strategy is a contributing component to employee organizational commitment.

Policy. Shukla (2016) recommended employee-friendly policies, along with employee retention well-being resources. Herzberg (1974) revealed a connection between organizational policy and employees' overall behaviors and feelings about the organization. Valid policies and procedures help leaders develop well-being and employee interest to support organizational commitment, which serves as a catalyst to organizational gains (Mwita & Nzira, 2016).

Williams, Thomas, and Liao-Troth (2017) discerned policies that address truck driver psychological stressors contribute to current driver satisfaction with their firm. The researchers revealed four major variables for which company policy addresses truck driver apprehensions. The four concerns identified by the authors included stress factors related to (a) loneliness, (b) health-related illnesses, (c) respect, and (d) government regulations. The authors' company policy observation suggested limiting drivers to a five-day workweek minimum, which allows them to be home more frequently. Secondly, the policy promotes wellness check-ups and the Department of Transportation (DOT) physical monitoring. Other research findings have also supported the benefits of policies granting drivers monetary and non-monetary incentives for passing DOT inspections and

on-time deliveries or good performances (Black, Voie, Maurer, Palakeel, & Chacon, 2017).

Black et al. (2017) posited that there is a concern for truck driver success. In addition, the researchers revealed that it is difficult to manage intangible training stress factors. For example, family life losses, an intangible stress factor, seem easier to manage as opposed to the physical stressor of technological training. In the same light, company leaders' emphasis on driver and management cohesion links working together and policy creation to improved truck driver retention. Conflicting results from Williams et al. (2017) revealed retention policy as non-generalizable to small carriers or trucking firms with very few truck drivers. In this regard, policies, processes, and practices that sustain a real concern in employee welfare support organizational commitment.

In the RFT industry, professional satisfaction, organizational commitment, and effective policies seem essential to reducing driver turnover rates. Structural policies are central to achieving a positive work routine, and such practices increase job satisfaction while improving team member retention (Bellou & Andronikidis, 2017). Policy strategies, such as monthly driver incentives, health insurance, housing, meals, and family educational motives, are sample research-based OTR driver retention improvement plans (McLean, 2016b). Moreover, an effective retention strategy includes policies that are essential to improving OTR truck driver's overall quality of life.

Job security. Herzberg (1966) suggested that job security is a defined condition that affects job satisfaction or tenure. Truck driver motivation factors have become a retention and growth environment tool to empower truck drivers (Sersland & Nataraajan,

2015). Besides, overall responsibility and career advancement apply to job security. Inconsistency and internal fluctuation within the organization tend to produce adverse outcomes putting job security at risk.

Romero et al. (2018) examined the relationship between truck driver job security and driver job satisfaction. Romero et al. proffered that long wait times, regulatory changes, and availability of consistent freight are significant factors influencing drivers to resign, which reduces truck driver retention. The researchers revealed positive and negative factors between company reputation and winning new contracts. Romero et al. identified positive factors as (a) a balanced organization that considers business goals and human outcomes, (b) a strategy that identifies the positive and negative characteristics of work system designs, and (c) a minimization of the negative outcomes of disturbances, such as personnel and environmental constraints. Negative factors relative to company reputation and losing customers uphold psychosocial discomforts. The negative factors identified include customer service obstructions and interruptions (26.2%), bad planning (2.7%), and uncertainty (6.7%; Romero et al., 2018). The researchers did not disclose what percentage of the OTR truck drivers were company drivers or contract drivers.

Berman (2017) discerned that organizations valued truck drivers by investing in their overall development as professionals. In OTR trucking, job security does not mean a workload that was too heavy or too light; instead, there is a work-life balance present (Kong, Eisele, Zhang, & Cline, 2018). Daniels (2017) asserted that a work-life balance is necessary, supporting a general psychological structure, which revealed that retention relating to self-exclusion is temporary, rather than life long. In the research, Daniels

offered four emerging findings, in the form of constituents, which include (a) envisioned dream job, (b) settling for open and practical educational programs, (c) pressure from critical life problems, and (d) managing life. OTR drivers may change careers or choose an alternate truck driving employer and not drop out of the profession. Pedosa, Blazevic, and Jasmand (2015) contributed to the retention concern by offering knowledge as a basis for how job security plays a major role in truck drivers' decisions to leave or to remain on the job.

Hege, Lemke, Apostolopoulos, and Sönmez (2018) posited that leaders strive to accomplish professional development as a key variable to efficiently market job security. Pedosa et al. (2015) ascertained that OTR drivers felt secure about their jobs when the customer knowledge base was more tangible. Appendix B provides an empirical look at extrinsic factors that influence workplace retention and OTR truck drivers.

Intrinsic Factors

Herzberg (1966) identified intrinsic factors as (a) achievement, (b) recognition, (c) the work, (d) responsibility, (e) advancement, and (f) growth. The theorist did not consider the previous factors as contributors to dissatisfied behaviors, but when applied, they are a motivating force that influences employee engagement. Herzberg felt that a workplace that fosters career advancement, rewards, and added responsibilities supports job satisfaction, which is critical to improving performance and retention.

Achievement. Herzberg (1966) combined for this intrinsic factor the idea of completing a task or successfully solving a problem. Employees who exhibit achievement work longer than normal hours, take on challenging tasks, and are prepared to realize

positive outcomes. Locke and Schattke (2018) suggested that intrinsic motivation is when employees view achievement as an encounter that promotes enthusiasm, directs the employee towards accomplishment and knowledge, and improves task retention.

Cloutier, Felusiak, Hill, and Pemberton-Jones (2015) identified training as a motivational, team-building approach to employee growth and improvement of skills through continuous, focused, trade-specific training. The researchers explored available literature that suggested procedures to improve employee retention and clarify the employee selection process. From their research, Cloutier et al. suggested that retention strategies should be a part of every aspect of the organization's core value and operation. The researchers also provided strategies for employee retention, such as regular communication, employee diversity, and employee training and development. The researchers suggested that employees aim to grow in leadership and improve their skills through on-going specific training, resulting in promotion and higher pay. Training as a retention tool is another way organizations look to attract skilled professionals while also maintaining the talent already employed (Barrett, 2015). The success of a business is rooted in its ability to develop its team members to increase competitive advantage (Rader et al., 2015). Companies improve the retention of team members and grow organizational commitment by training their associates (Livitchi, Hacina, & Baran, 2015). Knowledge and talent of the company's workers are proven to enhance performance competitiveness (Schweitzer, 2016). Training human capital creates valuable assets for any firm because the individuals who work there represent the key strategic resource of the company (Massingham & Tam, 2015). Developing team

members can help the organization achieve a competitive advantage in competing markets (Dechawatanapaisal, 2018). Furthermore, employees who exhibit a lack of achievement are unhappy which reduce the level of organizational commitment and performance because they lack motivation.

Recognition. Recognition is a tool leaders use for motivation, and a way management can provide positive and negative feedback towards achievement (Herzberg, 1959, 1966). Recognition, when utilized, is an effective tool for management to improve motivation and to indicate to employees the value of their contribution (Bharathy, 2018). Frontline leaders do not take advantage of the concept of recognition (Ali & Ahmad, 2017). When given by non-monetary avenues, recognition also allows higher levels of motivation and encourages individual growth and development (Anitha & Begum, 2016).

Doucet, Shao, Wang, and Oldham (2016) suggested employee recognition assists team members in making decisions and problem-solving in many situations. The study results showed that emotional recognition ability affects the team member's service performance beyond the personality dimension of agreeableness and cognitive ability. Doucet et al. suggested that a relationship exists between emotion recognition ability and service performance, such that emotional recognition influences the agreeableness and cognitive ability of service employees. Moreover, the study showed a positive relationship between the value of emotional recognition and work performance. Doucet et al. also presented a focus on uncovering the psychological and behavioral mechanisms of emotional recognition about employee performance and intent to remain with the organization.

As suggested by Ko and Jun (2015), achieving lower levels of team member turnover starts with a workplace environment that promotes employee recognition, appreciation, and respect. Safety is a significant factor when hiring and keeping talented OTR drivers (O'Connor, 2018). Ko and Jun added that recognition of the team members who go above and beyond to stay safe while performing their duties as a good strategy to retain quality drivers. Arora (2015) found that recognition of employee performance increases the dedication of the employee, which in turn, enhances a team member's attitude to align with the organization's visions and values, resulting in more prosperity for the company. Ali and Ahmad (2017) stated that a successful recognition system could be critical to improving the motivation level of team members and providing boosted job satisfaction, which will ultimately develop into greater productivity. Nonmonetary recognition also leads to increased levels of motivation, and satisfactory backing reassures personal growth and enhancement.

The work. The foundation of Herzberg's (1959) theory includes the employee's perception of the work environment and assigned tasks that contribute to the employee's motivation on the job. Job development directly affects how motivated the workers become. Herzberg (1966) considered a high-quality effect of being compared to an advisory board appointment incentive presented to a driver, which influences real change. Minjie, Masli, Meshchke, and Guthrie (2017) posited that modern theories support the idea of considering a team member as a vital organizational asset. In terms of team members' enjoyment of work, the ability to interact with and retain employees has a direct impact on the organization's bottom line (Jena, 2016).

Anjum, Ming, Siddiqi, and Rasool (2018) examined the effects of a toxic workplace environment, which can impact job productivity. The authors showed that ostracism, workplace incivility, workplace harassment, and workplace bullying have a direct and negative impact on job productivity. In addition, the authors found job burnout to be a significant mediator among the dimensions of a toxic work environment and job productivity. Anjum et al., using multiple statistical tools, went further, concluding that companies need to eliminate influences of toxic work environments and foster positive work experiences. The researchers suggested that organizations provide experiences of collaborative, high spirited workplace activities with a community-centered foundation with wellness as a top priority, and in which the team member and leaders share an empathetic relationship. Appendix C represents the spectrum of the extant literature surrounding intrinsic factors that tend to influence retention as it relates to the workplace.

Responsibility. Responsibility refers to control over one's work or that of employees (Herzberg, 1966; Herzberg et al., 1959). To accomplish the given responsibility, empowering employees play a significant role (Herzberg et al., 1959). Empowered employees demonstrate innovation in many ways, such as improving the customer service quality and the business process. Sortino (2018) suggested that some employees instinctively take responsibility in the workplace. Schultz (2017) posited Mentoring and development opportunities are factors in retaining qualified and experienced truck drivers. Taking responsibility is not a behavior you can force employees to adopt; however, you will begin empowering the organization to be an atmosphere where the most straightforward task is completed with excellence (Sortino,

2018). As truck drivers gain confidence in their abilities, they understand the importance of their decisions, helping to shift the company forward (Apostolopoulos, Lemke, Sönmez, & Hege, 2016).

Diana (2015) concluded that giving employees more responsibility gave them a sense of involvement, creating a collaborative environment versus the typical hierarchical way of completing organizational tasks. Responsibility in the workplace added to job satisfaction by fostering results that were respect driven, inclusive, and collaborative (Cheung et al., 2017). Herzberg (1966) suggested that providing employees with opportunities to take on more responsibility is a motivating factor resulting in job enrichment. As a result, empowered employees exhibit innovation in many ways, such as increasing the quality of customer service and the business process.

Advancement. Advancement was described by Herzberg (1966) as an employee's perception of a certain position or status. Opportunity for the employee to advance and to improve in their profession can be an important component of employee retention (Schlechter, Thompson, & Bussin, 2015). Herzberg (1966) believed that even in professions where there is little frontline leadership, professional goals are important for leaders to discuss. Advancement, as a retention strategy, improves the team member's emotional pledge to the firm, thereby reducing the chance of the team member leaving the company (Dhanpat, Modau, Lugisani, MaboJane, & Phiri, 2018). When organizations promote team member advancement, they can encourage team members to be more involved in a team setting by taking on more responsibility (McGrath, 2016). Organizations that emphasize individual professional growth tend to establish an

atmosphere of advancement (Nolan, 2015). Potgieter et al. (2018) found that the more perks, such as advancement, that the team member will lose by leaving the firm, the more difficult the decision to depart the organization.

Dhanpat et al. (2018) examined the relationship between advancement and employee retention. The authors' findings suggested that a relationship between the retention factors and an intention to leave exists, whereby compensation, along with advancement, represent the highest contributing factors to intention to stay or leave. Furthermore, the authors indicated that when a lack of advancement exists, there is a negative influence on an individual's attitude towards the organization. As a result, Dhanpat et al. recommended that organizations need to implement career management plans while implementing strategies to utilize within established retention programs. Moreover, advancement fosters greater job performance because employees are positioned to demonstrate just how well they can perform their jobs.

Growth. Growth is equivalent to having the opportunity to progress within the organization (Herzberg, 1959, 1966). When team members can grow within the organization, the company benefits by having a highly skilled workforce, which gives the company a competitive advantage (Ferguson & Morton-Huddleston, 2016). Hacker (2016) found that personal growth is in short supply, and yet, it is a requirement for a smarter and more relational workplace. The creative and most desirable organizations strive not only to address external interaction, but also to balance internal collaboration to promote the individual growth of all team members (Lee, 2016).

Personal growth of team members' inner being is a core component of workplace satisfaction (Ghadi, 2017). Growth among team members results in a more flexible and easily reconfigured workplace that can efficiently manage the creation of more desirable work experience (Harris, 2015). Growth can occur by acquiring improved skills, position advancement, and upward movement (Jena, 2016). Harris (2015) cited that team members who are encouraged to grow within the organization will be able to perform tasks beyond their current job responsibilities. In other words, growth is a variable factor that leaders can use to encourage team members to stay with the company.

De Jager-van Straaten, Jorgensen, Hill, and Nel (2016) suggested that a team member's growth mindset must occur early in the beginning stages of the individual's tenure. The authors measured the personal growth of industrial students in higher education as well as explored the differences in personal growth. From the results, De Jager-van Straaten et al. suggested that personal growth is a valid and reliable measure of internal motivation, is prevalent amongst individuals, and differs between specific demographic groups. The authors also stressed the importance of this intrinsic factor in supporting employee initiative, and as a tool within the organization to assist employees in the growth and development processes.

Truck Driver Retention Strategies

Retention of team members refers to understanding the employee's emotional factors and behaviors that connect the employee to the organization and facilitate person-workplace communication (Potgieter et al., 2018). Truck driver retention is critical to a firm's existence, steadiness, revenue, and progress toward supporting the competitiveness

of the company (Apostolopoulos, Lemke, Sönmez, & Hege, 2016). Truck driver retention must be embraced and is favorable to any business that implements a solid strategy (Hamilton, 2018). In addition, truck driver retention can provide a strategic opportunity for many firms to sustain a competitive workforce (Levy, 2015).

The challenge of managing available human resources is retaining the drivers that are attainable (Costello & Suarez, 2015). Mittal, Udayakumar, Raghuram, and Bajaj (2018) reported that RFT firms need to employ nearly 100,000 truck drivers a year over the next 10 years. RFT firms must successfully embrace retention within their corporate strategy to withstand industry pressures (Dubey & Gunasekaran, 2015). Not having a truck driver retention plan can cost the organization close to four to five times more than the annual salary of a regular employee (Prockl et al., 2017). Truck driver turnover has cost organizations in the United States more than 2.7 billion dollars to replace vacant positions (Sersland & Natarajan, 2015). Maloni, Campbell, Gligor, Scherrer, and Boyd (2017) found that employee turnover can deteriorate productivity at any organization, resulting in a loss of business and loss of focus on the firm's objectives.) suggested that Truck driver turnover can be detrimental to the growth of the organization and could have a significant negative impact on the overall performance of the organization (Mello, Hunt, & Mello, 2018). Sow, Anthony, and Berete (2016) added that truck driver turnover creates a disruption in the organization's operations, including team dynamics and performance, while increasing cost for the organization.

Many variables contribute to retention, including job satisfaction, intention to voluntarily resign from the organization, salary, and commitment to the organization

(Braddock & Dillard, 2016). Campione (2015) investigated the effects of positive coworker interactions and job satisfaction that affect retention and discovered a relationship between employee and supervisor interaction. Hacker (2016) found that job satisfaction and the intent to stay with the organization affects the organizations' efforts to retain team members. Visible retention challenges for RFT leaders include loss of knowledgeable truck drivers and costs, which lessens available capacity (Hutchins, 2016). Harris (2015) identified important traits that impact an effective retention strategy, such as onboarding and orientation, compensation, work-life balance, communication, and feedback, and dealing with change. In addition, Sersland and Nataraajan (2015) found traits such as attractive work schedule, ensuring drivers know they have control over their careers, and experienced leadership are essential to creating an effective retention strategy.

RFT truck driver retention strategies must address the attractiveness of the industry to younger drivers as well as those considering exiting the profession (Staats, Lohaus, Christmann, & Woitschek, 2017). Younger qualified workers do not view long periods on the road, time away from family, and little social life as an attractive career choice (Gregson, 2018). The lack of retention of truck drivers not only affects the transportation firm, but also manufacturers of tractor trucks, shipping ports, and manufacturing companies with high inventories, seeking other modes of transportation for shipping (Hutchins, 2016).

Braden and Editor (2015) argued that an OTR driver shortage created by a lack of driver retention strategies is not specific to the trucking industry, but is the result of personnel

problems such as poor supervision interactions, training and recruiting practices, creating unacceptable work conditions, and job dissatisfaction. Schulz (2015) found that opportunities to improve retention include an early awareness and education about career opportunities, recognizing that technology is a crucial part of the industry, and an attempt to do a better job addressing the quality of life for truck drivers. The bottom line is that RFT firms must use tools available to create and improve driver retention strategies (Schulz, 2015). Road freight firms who build a supportive environment that inspires truck drivers to commit and perform by developing a vigorous retention strategy tend to reduce turnover (Staats et al., 2017). Moreover, truck drivers who are engaged with the job and the firm are more likely to remain with organization longer.

Driver Retention Challenges

Organizational leaders take the lead to (a) make sure that team members feel encouraged and empowered, (b) retain employees, and (c) maintain a position of sustainability during change (Butina, Campbell, & Miller, 2015). An inability to retain qualified team members creates a higher than average turnover rate (Johnson et al., 2017). Developing and implementing a solid retention plan as an organizational strategy is imperative for organizations (Maloni et al., 2017). Exploring the root cause of an employee's intent to leave or remain is crucial, as necessary retention policies could reduce employee turnover (Memon, Salleh, & Baharom, 2015). Methods associated with employee retention involve encouraging employees to seek long-term employment until retirement or completion of the project.

Organizational leaders' efforts are continually performed in volatile economic environments (Mittal et al., 2018). Retention strategies are critical in the RFT sector, as drivers can transfer their talents to competitive organizations. Romero et al. (2018) suggested a joint effort between managers and team members when attempting to achieve efficient organizational success in order to create sustainable retention. When there is a constraint for the team member attempting to improve, the team member engages in development choice, resulting in confrontation or in exiting the organization (Callea, Urbini, Ingusci, & Chirumbolo, 2016). Elshamly, El-Hakim, and Afify (2017) posited a truck driver's positive interactions with dispatchers and other leaders could help with retention. Tasks that allow for skills to be evaluated and lead to a salary increase, rewards, and or promotions are effective strategies for retaining team members (Diana, 2015).

Truck driver retention correlates to a team member tenure in an organization (Maloni et al., 2017). Leaders incorporate diverse and robust organizational strategies to reduce employee turnover and to retain talented team members (Rathi & Lee, 2017). A lack of adequate opportunities to grow within the organization creates obstacles for retaining employees, which leads to a reduction of employee skills, knowledge, and experience, which are critical to success in a competitive market (Fapohunda, 2018). Discontentment at the workplace creates conflicts in team member work-life balance and how management handles the balance (Gilley, Waddell, Hall, Jackson, & Gilley, 2015). Organizational leaders can create a more meaningful workplace for team members

through active management behavior, equality and freedom, cooperation, and connectedness (Cheung, Wong, & Yuan, 2017).

Implementing efficient strategies to retain team members with various experiences involves needing to be aware of the context that creates a work team with different generations and cultures (Levy, 2016). Coordinating team members with various backgrounds and experiences could increase their motivation and assist in achieving short and long-term goals within the organization (Cloutier et al., 2015). A common constraint with human capital management faced by organizations is retaining employees (Jutras & Mathieu, 2016). Organizational leaders should focus on employee retention and the challenges of reducing high turnover (Low, Bordia, & Bordia, 2016). The lack of retention and an increase in employee turnover represents high costs to the organization (El-Sakka, 2016). Retaining high-end professional personnel is imperative to managers, as it assists leaders in reducing recruitment cost and retaining the level of knowledge to develop a culture of excellence (Mello et al., 2018).

Most RFT firms see a reduction in the retention of their employees during the first 5 years (Van Elteren, 2017). As posited by Prockl et al. (2017), 30-50% of entry-level team members, 150% of mid-level team members, and nearly 400% of the upper level and highly skilled team members contribute to the cost of employee turnover. Moonaghi, Ranjbar, Heydari, and Scurlock-Evans (2015) suggested that companies can improve truck drivers' organizational commitment and retention by providing strong organizational support.

Following policy to stabilize the financial ramifications of truck driver turnover, organizational leaders are encouraged to create positive team member associations to manage retention (Braden & Editor, 2015). Mete, Sökmen, and Biyik (2016) suggested that employee retention is a vital lifeline for the organization. However, Özçelik (2015) contended that managers elect not to retain some team members to hinder conflicts and concerns. Careless retention strategies can foster the preservation of unproductive truck drivers who add no value to the organization (Swartz et al., 2017).

Influencing the right team members to stay with the organization can be done with efficient managerial strategies, including inspiration and encouragement (Swider, Zimmerman, & Barrick, 2015). Factors affecting employee intent to leave are critical contributors to turnover (Watson, 2015). A point of emphasis for senior management in efforts to address turnover is the parallel between managers' style and team members' intent to leave (Cheung et al., 2017). When senior management promotes a positive workplace atmosphere, the leaders actively see sustainable employee retention (Cloutier et al., 2015). Singh et al. (2016) posited organizational leadership that establishes clear goals and objectives promotes effective communication and supports recognition and well-being as a part of their corporate strategy could improve retention and the intent to stay within an organization.

The manner in which potential candidates perceive organizational successes and sustainability begins with retaining highly skilled team members (Lee & Yang, 2017). Organizations with committed, knowledgeable team members reap positive results in terms of improved sales, a happy workforce, and a competitive advantage (Brandão,

Diógenes, & de Abreu, 2017). Constraints, including skilled staff shortage, an increase in economic growth, and employee turnover, create challenges for organizational leaders (Sankar, 2015). When managers can recruit qualified team members, they are motivated to increase employee retention and ensure employees do not leave the organization (Lee & Yang, 2017).

Team members remain with the organization when employers are open, and team members are confident in the organization (Watson, 2015). Team members remain with the organization and tend not to leave when made to feel as if they are recognized, empowered, and assured that they are the right fit for the organization (Mesdaghinia, Rawat, & Nadavulakere, 2018). Well-implemented and manageable retention strategies tend to improve team members' intent to stay with the organization, resulting in a decrease in turnover intention (Dubey & Gunasekaran, 2015). Koirala, Kizha, and De Urioste-Stone (2017) suggested that managers who develop an environment that encourages team members to stay with the organization and create a foundation of employee retention strategies can reduce turnover. Furthermore, an RFT organization's strategic priorities, financial position, and sustainable engagement goals play a critical role in facing OTR driver retention scenarios.

Effective Recruiting

Recruiting for the qualified and highly skilled talent needed for the organization is a costly and tedious process (Astakhova, 2016). Staats et al. (2017) revealed that the cost of hiring for trucking firms is equivalent to 30% of a current worker's salary. Swartz et al. (2017) conducted research on truck drivers' attitudes, experiences, and recruitment

desires, which resulted in the design of adequate measures to support effective recruiting efforts. Within the recruiting process, truck drivers are inquisitive about the supportive measures available, the types of work environments, the compensation and benefits packages, and the amount of road time versus the home time required (Swartz et al., 2017). Staats et al. (2017) suggested managers alter their requirements for recruiting firms to categorize the specific needs of the drivers so that the organizations position the development of tailor-made and feasible recruiting programs. Staats et al. concluded that managing employee recruiting costs is a critical financial factor in the overall recruitment strategy.

Effective recruitment strategies allow organizational leaders to develop a results-driven environment and to support the recruitment of adequate personnel for the right positions (Kao & Chen, 2016). Finding the qualified candidates who possess the right fit with company culture, mission, and organizational goals are critical to employee commitment and retention (Van Hoye, Weijters, Lievens, & Stockman, 2016). Recruiters can develop recruitment areas by creating talent strategies and career development paths, as well as by developing a recognition and rewards program (Bauer, 2016). Khalid and Tariq (2015) posited that lowering turnover and improving retention should be an adopted culture. The failure to prioritize recruitment increases costs and turnover (Tims, Derks, & Bakker, 2016). Therefore, the goal should be to improve retention by creating appropriate hiring practices.

Dispatcher and Manager Skill Development

The focus of RFT leaders is to develop successful strategies, support strong customer relationships, and acquire good talent (Zolfagharinia & Haughton, 2017). Acquiring adequate talent requires a talent management program that includes team members and managers with skillful development procedures (van Zyl, Mathafena, & Ras, 2017). An ineffective leader or a bad relationship between team members and leadership can contribute to higher than average employee turnover (Haar, de Fluiter, & Brougham, 2016). The organization must allocate resources to promote the development of management skills to help their followers set personal goals that are in line with the organizational goals in order to enact productivity (Wong, 2017).

LeMay, Johnson, Williams, and Garver (2013) studied factors influencing driver turnover. The researchers reported that company reputation, recruiting, safety, and time home are significant factors influencing driver intent to quit. The study explored driver attitudes toward top management and dispatcher, which are not significantly related to driver intent to quit. Apostolopoulos et al. (2016) posited that software systems for route planning and scheduling buffers drivers to some extent from the decisions of top management and dispatchers. However, with a research focus on single large truckload carriers, the research results reported by LeMay et al. (2013) pertaining to driver intent to quit may not be generalizable to other carriers, especially smaller carriers with less technological sophistication for scheduling and route planning.

The development of skills that allow the managers to be successful motivators includes coaching, teamwork, providing proper feedback, performance recognition, and career

path development (Covella et al., 2017). Vandana (2017) suggested that managers emphasize the need to honor the expectations of team members, while at the same time, meet the commitment needs of the organization. Managers influence with drivers contributes to a positive interaction, which includes how well they perform and their intent to stay with the organization (Douglas & Swartz, 2017). Therefore, OTR truck drivers' morale, dedication to their jobs, development at work, and intent to stay with the trucking firm are a result of their managers' role and performance.

Developing Retention Strategies

Creating an effective retention strategy is an important organizational objective, especially considering retention impacts profits and, consequently, organizational goals (Johennesse & Chou, 2017). Organizational leaders who have established solid retention strategies can dedicate time, drive, and means resourcefully (Gomez, 2017).

Dechawatanapaisal (2018) posited that a clear employee retention strategy is representative of the organizational leader's goal to improve employee retention outcomes. The retention strategy method is not as accurate as of the executed plan (Covella et al., 2017). Questioning the who, what, when, and how represents the foundation of an organizational leader's implementation plan when trying to develop retention strategies (Cloutier et al., 2015). Employee retention strategies created by corporate leaders and managers are done in such a manner as to reduce employee turnover (Carnahan et al., 2017).

Rathi and Lee (2017) claimed the determination of the methods needed to create an effective retention strategy is vital. Understanding why an employee leaves the

organization is not as imperative as is trying to master the skills that organizational leaders use to retain employees (Ruiz & Davis, 2017). Rodriguez Garcia, Dominguez Caamano, Comesana Benavides, and Prado-Prado (2018) suggested that having an understanding of the reasons truck drivers leave is linked to the extent of the company's activities to overcome the shortage and turnover fluctuations of the current shortage within the organization.

When quality commodities and services are present, the workplace is more collaborative (Sankar, 2015). Corporate leaders, given full autonomy, thrive in a dynamic environment (Sattar et al., 2015). How well the company leader focuses on the needs of the employee could have an impact on the team member's decision to stay with the organization (Schlechter et al., 2015). Truck driving is no longer a popular profession when compared to past perceptions due to added pressures of schedules, regulations, and heavy traffic, making retention strategies a priority for organizational leaders (Sersland & Natarajan, 2015). Furthermore, rewarding accomplishments, extending desirable remuneration packages, and training, could improve retention.

Driver Turnover

RFT firms face negative results due to increased truck driver turnover (Prockl et al., 2017). Truck driver turnover contributes to additional costs for the recruitment and training of replacements (Burks & Monaco, 2019). When a truck driver leaves a firm, there is a reduction in efficiency due to the loss of knowledge needed with understanding the requirements of the job and the organization (Sersland & Natarajan, 2015). The RFT

firm suffers from a void in the necessary knowledge base until new driver services increase (Reiman, Forsman, Malqvist, Parmasund, & Norberg, 2018).

Kemp et al. (2013) examined how emotional exhaustion and unwarranted stress can affect driver turnover and driver intent to resign. The authors added that truck drivers are more inclined to remain with the firm if recognized by senior leaders and supervisors and if they receive gratitude for the services they provide. Unresolved concerns lead to turnover intentions that lead truck drivers to quit (Hege et al., 2017). Lackluster management, non-competitive wages, hostile workplace environments, and the absence of communication with drivers could be the most common causes of truck driver turnover (Suzuki, & Kabir, 2015).

Schulz (2015) explored whether losing skilled drivers may incur substantial costs related to preparation, publicity, hiring, and training new drivers. The recruiting and hiring process is expensive and time-consuming, creating delays for scheduling deadlines and service failures within the customer environment (Koc, Jabali, & Laporte, 2018). The influence and support of leadership are crucial factors in truck driver turnover (Mello et al., 2018).

The role of organizational leaders in managing truck driver turnover is significant (LeMay et al., 2013). Inexperienced managers affect the business, truck driver confidence, and client commitment (Williams et al., 2017). Truck driver managers must improve their leadership skills (Huang et al., 2018). A sympathetic and kind manager, who is knowledgeable, has a positive influence on truck drivers in terms of staying with the firm (Douglas & Swartz, 2017). Additionally, incapable managers alter the business,

OTR truck driver confidence, and customer commitment. It is important that managers enhance their leadership competences. Having a compassionate manager who is proficient is a significant factor in staying on the job.

Cost of turnover. Truck driver turnover is the central concern for RFT managers due to the negative impact resulting from turnover (Cassidy, 2015b). Turnover damages are significant factors for companies because skilled truck driver mobility results in severe organizational financial hardships (Dubey & Gunasekaran, 2015). Truck driver turnover is costly for organizational leaders due to the financial burdens of recruitment, training of new drivers, and development of retention strategies (Cassidy, 2015a). Sersland and Natarajan (2015) asserted that driver turnover accounts for a financial burden of more than \$10,000 per driver when they leave.

Cost is not the only factor to consider relative to turnover (Cassidy, 2015a). High truck driver turnover has a negative impact on employee morale and productivity (Stavrinos et al., 2016). The cost to replace truck drivers as employees goes beyond the hiring strategy (Hamilton, 2018). Truck driver replacement costs are rising, and the reality for managers is that truck driver substitutions involve high firm costs that can affect customer service and business performance (Verhofstadt & Lannoo, 2016). Williams et al. (2017) suggested truck driver turnover could influence business growth, including customer relationships, financial stability, recruitment, hiring, and work environment. Managers can foresee the variables associated with improving truck driver retention (Sendall et al., 2017)

RFT managers have a goal of reducing cost and retaining qualified truck drivers, specifically within competitive job markets (Schulz, 2017). Berman (2017), who provided a unique view on driver turnover costs concerning tangible and intangible damages to the firms, suggested the intangible variables are more damaging to the RFT firm. Truck driver turnover can disrupt the business processes, as the quality of service, and overall success depends on these qualified drivers (Braden & Editor, 2015). Increased truck driver turnover results in higher operating costs (Sersland & Natarajan, 2015); therefore, successful organizational leaders pay attention to truck driver well-being and work-life to improve driver retention and reduce turnover rates (Sousa & Ramos, 2018). The retention process encourages the ability to retain and encourage truck drivers, which is considered less expensive than recruiting, hiring, and training new drivers (Kennedy, 2018). Moreover, A higher OTR truck driver turnover rate causes higher costs. Intelligent RFT leaders manage OTR truck driver well-being and workload to decrease turnover rates. Retaining and motivating current OTR truck drivers is cheaper than onboarding and training new drivers.

Organizational Culture and Commitment

Organizational commitment stems from the point when an employee's relationship with a company improves, and positive results are realized from the employee's input (Sattar et al., 2015). Nolan (2015) posited that organizational commitment has different meanings. Singh and Gupta (2015) defined organizational commitment as the profound pledge of a person's attachment to an organization, including reliable connections and obligation.

Cohen-Kalmanovich, Pearsall, and Christian (2018) found that once an employee buys into the plan of the organization, their commitment grows. Zolfagharinia and Haughton (2016) suggested that increased truck driver commitment supports lower turnover and improved overall organizational performance and growth. Organizational commitment results in a strong relationship between employees and organizations (Lau, McLean, Hsu, & Lien, 2017). Cassidy (2015b) suggested that RFT firms should identify and increase truck driver employees as human capital, rather than create more owner-operators or contractors. Organizational commitment definitions are foundational to illustrating the connection between employees and the organization (Yahaya & Ebrahim, 2016).

Considering the state of the global economy and the competitive nature in freight transportation market trends, truck driver retention is a challenge for RFT firms (Dubey & Gunasekaran, 2015). Fluctuating industries and trends in the labor market create many career options for individuals around the world, and the results make recruiting and retention difficult for hiring managers (Sousa & Ramos, 2018). In the RFT sector, managing retention and talent management best practices is a vital concern for corporate leaders (Douglas & Swartz, 2017). Continued controversy surrounds whether truck drivers are considered company employees or contractors; therefore, researchers are analyzing the variables that contribute to organizational commitment and truck driver retention (Reiman et al., 2018).

The workplace environment, including organizational culture, climate, and the influence on truck driver turnover, has become a highly investigated aspect of RFT

management (Sersland & Natarajan, 2015). Corporate leaders face a critical need to retain highly skilled drivers who add significant value to sustainable transportation (Dubey & Gunasekaran, 2015). Commitment solidifies truck driver engagement with the firm and their willingness to remain with the trucking firm for extended employment periods (Levy, 2015).

Many factors influence truck drivers' organizational commitment (Sousa & Ramos, 2018). The connection between the intent to quit and a commitment to a company leads to personal engagement and dedication to the organization (Qambar, Elkanzi, & Suliman, 2018). Verhofstadt and Lannoo (2016) compared the factors that influence drivers to leave their current firms with the factors that influence drivers to leave the industry. The researchers revealed that vital factors, such as negative work-life balance, lack of social support, and weak contracts, contribute to a lack of commitment to the organization. Factors that remain questionable in terms of the effect on organizational commitment are job stressors and emotional fatigue (Kemp et al., 2013).

Various factors, such as compensation, home time, and demanding schedule commitments, may contribute to truck driver organizational commitment (Li & Itoh, 2014). Aminian et al. (2015) also studied the results of various trucking industry factors on organizational commitment and found that job security, health, work environment, and professional development have substantial effects on organizational commitment. Boeijinga, Hoeken, and Sanders (2017) posited that supervisor style is also a promoter of organizational commitment.

Organizational Commitment in RFT Firms

RFT truck driver performance correlates to the professional application of developing skills, engagement, opportunities, and work-life balance, which are the properties of freight transport performance (Othman & Voon, 2018). Organizational commitment in the RFT industry is a characteristic of value, considering committed drivers contribute reliable and consistent customer service to their customers for business (Romero et al., 2018). Team members remain with the organization due to the organizational commitment of RFT drivers. This type of commitment is critical to customer relationship development, customer service, and loyalty (Sersland & Natarajan, 2015). Research in the RFT industry focuses on the organizational commitment of leadership (Douglas & Swartz, 2017). Sendall et al. (2017) posited that it is critical to explore and interpret the organizational commitment of drivers in the RFT industry, and opportunities to minimize the adverse outcomes are connected to truck driver turnover.

Organizational incentives include monetary and nonmonetary benefits (Maheshri & Winston, 2016). Truck drivers seek intrinsic rewards such as acknowledgment, autonomy, and inclusion in organizational advisory boards, as well as extrinsic rewards including better salary, advancement, and benefits (Fernández Vázquez-Noguerol, González-Boubeta, Domínguez-Caamaño, & Prado-Prado, 2018). Driver efforts, contribution, and commitment are the characteristics that warrant organizational rewards (Dubey & Gunasekaran, 2015). Truck driver support motivates drivers to stay with the firm and improve their productivity (Pal & Kant, 2017).

RFT truck drivers gain respect, acknowledge fellow driver's accomplishments, and create a committed approach to their leadership (Murphy, Huang, Robertson, Jeffries, & Dainoff, 2018). Truck drivers in the road freight industry want leader support, as working for the success of the organization and achieving organizational and group goals serve to increase the atmosphere of commitment among drivers (Islam, 2017). Williams et al. (2017) revealed that providing active listening, support, and sincere gratitude from management is the most effective approach to increase RFT truck driver retention.

Prior research has explored the importance of training and development to improve driver knowledge (Swartz et al., 2017). Training and development improve the services provided and, in turn, improve wages, working conditions, and employee welfare, which are considered three of the top concerns for drivers. (Muratori, et al., 2017). Developing an aggressive and effective mechanism for improving driver's work-life may help increase driver retention for extended periods (Wise, Heaton, & Patrician, 2018). Eicker and Cilliers (2017) suggested work-life balance improvements, such as paid time off, better work schedule, and home time policies could lead to improved driver retention and higher driver commitment. RFT organization's support for better workplace policies for the betterment of truck drivers creates motivation and retention for longer periods, creating the success of long-term plans (Romero et al., 2018).

Transition

Road freight transportation requires effective leaders. Turnover is associated with declines in RFT business (Jayakumar, 2017), while appropriately implemented strategies can help to improve operations (Barrett, 2015). The current research study is intended to

support greater understand of turnover among OTR truck drivers in the RFT industry, which has been rising (Sersland & Natarajan, 2015). The research was designed with a qualitative research approach and the development of appropriate interview questions. This study was necessary, as it may inform retention strategies that could improve outcomes for OTR drivers and overall business operations. Section 2 reviews the project, including the role of the researcher, the methodology employed by this research, the ethical considerations, and the various techniques and instruments implemented.

Section 2: The Project

In this multiple case study, I explored strategies to increase OTR driver retention, as described by RFT company leaders. The participants were five senior leaders from two RFT companies in North Texas. I collected data using semi structured interviews with the five research participants. This section includes the purpose statement, the role of the researcher, an overview of the participants and the research method and design, including the population and sampling, and discussions of ethical research procedures and the reliability and validity of the study.

Purpose Statement

The purpose of this multiple case study was to explore the strategies that RFT company leaders use to increase OTR driver retention. The target population was comprised of senior leaders from two separate RFT companies located in the North Texas geographic area who have successfully reduced driver turnover within their organizations. Improved retention among OTR drivers supports competitive advantage, improved efficiency, a more robust supply chain, and better customer relations (Snyder, 2015). The implications for social change therefore include the potential to increase necessary on-time consumer goods and product deliveries within a robust and sustainable local economy.

Role of the Researcher

According to Allen (2017), qualitative researchers provide procedural accounts about the participants to fully describe their lived experience. The goal of the research presented herein was to understand participant perceptions and to reveal the truth about

their experiences using their statements, expressions, and gestures. Researchers should conduct data collection in an unbiased and honest manner (Chu & Ke, 2017; DeWind, 2015). As the researcher, I am well acquainted with the research topic due to working in a direct relationship with RFT company leaders and serving in the same capacity. I have knowledge regarding the transportation industry and special expertise in hiring and recruiting qualified OTR drivers. To eliminate bias, I conducted this doctoral research study in the North Texas area, where I was not employed. By choosing this geographical area, I was able to avoid having any personal or professional relationships with the research participants.

In this study, I played the lead role in collecting data. Mitigating bias was a key focus of mine. A researcher develops a quality study through the ability to exhibit flexibility and communication while recognizing personal biases (Yin, 2017). The capacity to recognize bias reduces risk and increases transparency by making the reader aware that such partiality cannot be eliminated readily (Wadams & Park, 2018). I used semi structured interviews to explore strategies that RFT leaders attribute to their success. The use of semi structured interviews supported an unbiased approach to understanding truck driver retention (see Chatha, Butt, & Tariq, 2015). The research featured a clear and concise interview process; the participants received interview procedures with specific instructions concerning the interview. The questions were guiding questions that set the foundation for follow-up questions when necessary to eliminate yes and no questioning. As I discuss later in Section 2, I applied the *Belmont Report's* principles to ensure appropriate ethical standards for research participants (see Bromley, Mikesell, Jones, &

Khodyakov, 2015). I used a strict data collection protocol to maintain the integrity of data throughout the collection process.

Participants

The identified sample population for the study included five RFT leaders from two separate road freight companies in North Texas. A researcher may perform a qualitative study employing multiple contributors with the same setting (Yin, 2017). The participants have each successfully managed truck drivers for a minimum of 5 years. I opted to use these participants due to their successful use of strategies and procedures to increase driver retention in the RFT industry.

Yin (2017) posited that a solid relationship among the participants and the researcher is critical to satisfying the case study protocol. To gain access to participants, I used professional industry networks: Alignable, LinkedIn, and the Google search engine. According to Yin, it is important to maintain an environment in which participants feel engaged and comfortable. This was accomplished by adhering to ethical guidelines to ensure the participants understood the research principles and responsibilities.

Research Method and Design

As part of a qualitative methodology, I employed a qualitative case study research design to generate data. In this subsection, I address the research methods used as a part of the study.

Research Method

Qualitative researchers aim to understand the participant's perceptual and situational-based dynamics while communicating their first-person experiences

surrounding the phenomenon (Bengtsson, 2016). Researchers using qualitative methodology strive to present unbiased viewpoints from the first-person accounts collected (Sarma, 2015a). According to Sarma (2015b), theorization is a legitimate strategic practice that offers deliberate meaning, which is comparable to the results sought through qualitative methodology. Similarly, the researcher inquires about answers to open-ended questions to produce a successful qualitative research study (House, 2018). A qualitative methodology was appropriate for this research study because, through the use of open-ended questioning, I expected to receive rich, detailed, descriptive information, rather than numeric values, as with quantitative research data (Arora, 2017). The mixed-method approach involves the combination of both quantitative and qualitative methods (Venkatesh et al., 2016). The combination of both methods would have provided more perspective on the study phenomenon but would not have added value to the research study. Utilizing a mixed method methodology would not be suitable for this study because I did not dispense a survey nor used numerical statistics. Furthermore, a qualitative case study approach offered flexibility in conducting the study (see Gobo, 2015).

Flexibility in qualitative research provides understanding, inspiration, and drive, along with obtaining understanding through interaction and examination of behaviors (Arora, 2017). Sarma (2015b) posited that a strong foundation in qualitative research begins with human insight and understanding. O'Neil and Koekemoer (2016) suggested that the qualitative research method can be used to survey how a research participant rationalizes the world. I conducted this research study using a qualitative approach

because it provided a means to achieving a better understanding of the study topic than a quantitative or mixed-method approach. In addition, use of a qualitative research method created an open-ended platform for participants to willingly express their RFT experiences.

Research Design

In this study, I employed an exploratory, multiple case study design to capture and comprehend how business leaders increase RFT truck driver retention. Using the case study design allowed me, as the researcher, to study a real-life phenomenon within a specific boundary (Yin, 2017). The multiple case study design allows the researcher to gather the data necessary to realize multivariate experiences in a real-life setting (Yin, 2017). Case studies are designed to connect data to a research question through the participants' lived experiences (Gammelgaard, 2017).

Ethnography, narrative, and phenomenological studies are qualitative by nature and essential means of examining a phenomenon and experiences of participants (Simmons & Smith, 2017). When researchers apply ethnography, they consider cultural factors (Butina et al., 2015). The ethnographic design allows the researcher to explore the commonality of conduct, sentiments, and language presented in a cultural group and captures participant observation for a prolonged period (Molloy, Walker, & Lakeman, 2017). However, such cultural or ethnographic factors were not the intent of the study. Failing to address the primary intent of the study, the narrative design is an approach used when the individual and event of the research needs to tell a story (Kourti, 2016).

Moreover, this study design is used to explore a phenomenon, such as strategies business leaders execute, over a prolonged evaluation process and implementation period.

The last design, phenomenology, is used to explore lived experiences related to a particular phenomenon (Daniels, 2017; Sortino, 2018). Yin (2017) suggested that a large sample size provides phenomenologists with a profound understanding of a given situation. Therefore, phenomenology was not an appropriate fit for this study.

Although ethnography, narrative, and phenomenological studies were not appropriate or chosen methodologies for this study, the case study design provided the sense and resolution of the research question. While conducting research, the qualitative researcher's goal is to collect answers to problems concerning the research topic (Yin, 2017). The researcher captures information to build a strong foundation through historical data, interviews, and observations (Ridder, 2017). Yin (2017) posited that case studies can be exploratory, descriptive, or explanatory, and in some research, a mixture of two or more. Qualitative researchers interpret collected data throughout the study, which is different from quantitative researchers (O'Neil & Koekemoer, 2016).

This study used an exploratory multiple case design in which data collection consisted of interviews, recording careful notes, and repeating this process until reaching data saturation, a point at which no new themes or ideas were revealed from the data. The sample of the study included five leaders from two separate RFT companies. To ensure adequate data analysis, the researcher interviewed company leaders to understand truck driver retention until reaching data saturation. Wadams and Park (2018) suggested that when transcripts are complete, and the absorption of information has reached a point of

repetition, saturation occurs, coding and analysis of the data in the study can be completed, which, for this study included field notes, interviews and company documents regarding truck driver retention strategies.

Population and Sampling

The population for the study consisted of RFT leaders from two separate RFT companies in the North Texas geographical area. The purposive sample included five leaders from their respective companies. As suggested by Lysaght, Kranenburg, Armstrong, and Krupa (2016), a purposive sample provides researchers the foundation to focus on research themes connected to participants developing an improved phenomenon. Boddy (2016) suggested that researchers need to gain a purposeful sample with a strong understanding of the research problem.

RFT leaders include positions of terminal manager, driver manager, dispatch manager, vice president, and human resource manager. The participants met five eligibility criteria, which included having the following characteristics:

1. Presently a full-time employee
2. Employed in the RFT industry in North Texas
3. Currently in a managerial role with the RFT company
4. Experience with employee recruitment, retention policy, and procedures
5. Five or more years of frontline leadership experience.

The researcher of the study presented herein selected five research participants who met the eligibility criteria and were familiar with retention practices, turnover management, and industry-leading practices. The researcher shared invitations through

email with a letter of invitation to participate in the study, which included the eligibility criteria, as well as a request to participate. The researcher also included the consent for providing information for voluntary participation.

According to Hancock, Amankwaa, Revell, and Mueller (2016), data saturation is critical to the qualitative research quality, which represents the standard for excellence in research. Yin (2017) conferred that sample size should supply sufficient data to achieve an excess of replies, or saturation. The researcher continued to interview participants until no new relevant information was collected. As shared by Fusch and Ness (2015), there is a need to include 5 to 50 participants for data saturation. Nascimento et al. (2018) found that when sampling responses become repetitive, and the gathered responses lack new themes, the research has realized data saturation.

Ethical Research

In this study, the data collection began after gaining Walden University Institutional Review Board (IRB) approval. Once the IRB process was complete and an approval to move forward was given, there was a firm selection, choice of qualified participants, and a request to the firm for permission to conduct the study. This research followed the Walden University criteria for ethical standards to ensure the quality of the study and standards. This research also included the Belmont Report containing the code of conduct and ethical guidelines (Bromley et al., 2015; Cugini, 2015). The Belmont Report outlines ethical principles and guidelines that researchers should use to protect human subjects (Lolis & Goldberg, 2015). According to Behjati (2017), there are disparities in qualitative inquiry and research ethics. In qualitative research, the

researcher must exercise caution and not overstep the boundaries of the participants' rights, being mindful of the ethical reflections relating to the protection of human research participants (Asiamah, Mensah, & Oteng-Abayie, 2017).

I included a consent form detailing the study's purpose, including information on voluntary participation and voluntary resignation from the study. Upon the request of the participants, the collected data were deleted. There were no monetary benefits to participants, nor did I offer any incentives for participation in the study. This research used available coding systems to safeguard anonymity and protect participants' identities and utilized pseudonyms to ensure complete confidentiality of participants' names. Greenwood (2016) expressed the importance of participants understanding the voluntary nature of their participation and their right to withdraw from the study. The information will be stored and backed up for five years on a password-protected computer and a secure flash drive. Walden University IRB approval number for this study: 02-19-20-0634776.

Data Collection Instruments

In qualitative research, the researcher utilizes interviews and observations to collect data (Sarma, 2015b). Thus, for this study, the researcher was the primary data collection instrument, data collector, administrator, and interviewer. Data collected for the study were derived from two data supporting sources: semi structured interviews and organizational documentation (Lalanda Nico, 2016). In the study presented herein, the researcher gathered data from five business leaders concerning their perceived experiences on retention strategies to retain their truck drivers. The questions the

researcher asked the participants during the interview were open-ended to support detailed discussion. The researcher anticipated that data saturation would occur when the evidence of new information could not be collected, and similar themes occurred. Performing member checking and organizing the research data assisted with validity and reliability (Imran & Yusoff, 2015). Member checking is a tool that helps guarantee that interpretation is accurate and assists the researcher with data collection accounts or experience to add value in terms of credibility, reliability, and validity (Iivari, 2018).

Data Collection Technique

Prior to the data collection for the study, the researcher of this study waited for IRB approval. Upon approval, an invitation was sent by email to potential participants, which included a short description of the study purpose. The data collection consisted of semi structured, face-to-face interviews to gather the participants' perceptions, real-world data, and observation. The manner of how RFT leaders responded to questions, their gestures, and overall demeanor was documented on audio recordings and the researcher's notes. The researcher used audio recording software to capture the interviews. The interviews took place in an agreed-upon destination that was convenient for the participants to provide information on strategies to increase truck driver retention. In qualitative research, the data entails the participants' comments, using the standard methods of interviews to collect related information (Lalanda Nico, 2016). The use of interviews help structure the study's results due to a need for exploring experiences, beliefs, values, and methods (Ranabahu, 2017).

Van den Berg and Struwig (2017) reviewed the use of interviews to explore participants' individual perceptions and lived experiences. The face-to-face interview protocol is an effective means to verbally communicate and gather information for the study (Lalanda Nico, 2016). The researcher also explored strategies to increase driver retention from the perspective of the participants. Moreover, the researcher also explored and gathered data by probing important responses and perceptions to collect full participant accounts related to the topic (Farooq & De Villiers, 2017). This study included an open-ended semi structured interview approach. Semi structured interviews allow the researcher to gather solid data concerning how subjects examine, study information, and implement corrective actions (Elsawah, Guillaume, Filatova, Rook, & Jakeman, 2015). Appendices D and E contain the interview protocol and interview questions, respectively.

To support the identification of themes, the researcher of this study reviewed the unbiased and unedited transcripts and notes taken during the interview process. After examining the information, the researcher submitted the clarified data to the participants for member checking. Iivari (2018) suggested that member checking is a process to ensure the credibility of the study. Using member checking to verify the information gathered for the study can decrease the chances of providing false data (Hadi & José Closs, 2016). This study's data consisted of responses to interview questions and researcher field notes, stored on a flash drive, and safely secured on a password-protected computer.

In qualitative research studies, member checking is a tool used by the researcher to increase credibility and validity (Birt, Scott, Cavers, Campbell, & Walter, 2016). Within the member checking process, the investigator receives feedback from participants concerning the validity of the data collected and the researcher's explanation (Lub, 2015). In the study, member checking was applied to verify the accurate interpretation of the participants' versions of their own lived experience, reduce the influence of personal biases, and add to the research findings' reliability and validity. To solidify the study's reliability and validity, the researcher prepared an interview summary for member checking with each interviewee. The use of member checking aids in organizing the research, and in supporting data validity and reliability (Imran & Yusoff, 2015). This type of validity and reliability was used to confirm and guarantee the interpretation was accurate, supporting a valid account of the data collected from the participants' real experiences that add value to the credibility, reliability, and validity of the study.

Data Organization Technique

Yin (2017) posited that positioning the data into themes assists in gaining a thorough understanding of the gathered information and patterns. The researcher used the guidelines established by Walden University to ensure the data organization technique's honesty and accuracy of the. Olivier (2017) suggested that ensuring data are structured into clusters of information permits the facts to be placed in an audit trail for the researcher. According to Rosenthal (2018), journals are an effective way to retrieve valuable qualitative data and used by researchers to collect data. The researcher used

NVivo software, notepads, and spreadsheets to keep and sort the data. These data collection and organizational methods are important to manage large transcripts in a cohesive manner (Rosenthal, 2018). Validity and reliability are recognized during the organization of the data (Elsawah et al., 2015; Lalanda Nico, 2016; Olivier, 2017). The researcher transferred the interview results for each participant in the database. The database is necessary to ensure that there is enough time to collect, complete, and organize the interview data (Fusch & Ness, 2015).

Using a thematic analysis allows the emerging themes in data interpretation to be exposed (Yin, 2017). The researcher performed the data analysis process by coding the data using P1 through P5 pseudonyms, representing the five leaders, to maintain confidentiality. Once the 5-year storage period ends, the data will be deleted to ensure confidentiality.

Data Analysis

The purpose of this multiple case study was to examine what strategies RFT company leaders use to increase truck driver retention. Researchers use data analysis programs for thoroughness within the qualitative research process (Rosenthal, 2018). For this study, the data analysis process was performed using a thematic analysis.

In the process of thematic analysis, the researcher codes the transcribed data line by line, identifying keywords and concepts through an iterative process that allows the themes to be revealed from the data (Boyatzis, 1998; Howitt & Cramer, 2007). These codes should capture the detailed description of the phenomenon allowed from the qualitative data collection (Boyatzis, 1998). The codes form the foundation of the themes

that emerge. The themes are identified from patterns evident in the coded data (Howitt & Cramer, 2007). These patterns may be evident in the form of the frequency of occurrence and the occurrence within certain conditions or timeframe (Howitt & Cramer, 2007). The researcher then compares identified codes and themes, looking for redundancy or lack of clarity, refining, and finalizing the themes (Boyatzis, 1998; Howitt & Cramer, 2007).

In addition, to support the research's validity, methodological triangulation was used as part of the data analysis process. As suggested by Shukla (2016), the method of triangulation can include using multiple resources such as interviews, journaling, explanations, and notes. Burau and Anderson (2014) added that using methodological triangulation allows for data analysis utilizing interview questions, including secondary material such as company brochures, pamphlets, and web pages. Yin (2017) posited that the researcher utilizes the information and filters the codes, collapsing, or removing codes when necessary within the analysis phase. Woods, Paulus, Atkins, and Macklin (2015) suggested that developing and filtering codes should be an exhaustive process until no new codes stand out within the study.

In the study, the researcher proceeded with creating and refining codes until there was no new evidence of identified themes. If there were any new codes during this data saturation process, the researcher would have explored any discrepancies until the research process achieved data saturation. According to Yin (2017), coding allows the researcher to discover any themes in the transcripts, using saturation as a tool to ensure reliability, validity, and credibility. The research used alphanumeric identifiers to separately identify each of the five participating leaders using a letter and a number (i.e.,

P1-P5). The study presented herein employed NVivo 12 software to manage interview transcriptions and identify and analyze the themes revealed from the data. Microsoft Office software was used as a transcribing tool.

I wanted to ensure a clean and fast process with coding; therefore, NVivo qualitative software was used, which helped sort, categorize, and store the collected data within the analysis stage (Chowdhury, 2015). Based on the NVivo coding manual, the researcher could collect, create, and analyze all transcripts utilizing NVivo qualitative data analysis software. The advantage of utilizing software such as NVivo was to ensure that coding was accurate during the data analysis process (Van De Berg & Struwig, 2017). NVivo software allows the researcher to tabulate the frequency of wording and thoughts expressed, relationships in the data, and classification of data by matching categories with evidence (Yin, 2017). Following the guidance and description of previous research, NVivo software was appropriate for coding, referencing, tracking, counting, sorting, and presenting the data collected from the study participants (Bureau & Anderson, 2014; Chowdhury, 2015).

The research focused on the key themes that emerged from the information gathered from the interview transcripts for accuracy and consistency. An estimated conclusion of the key themes would address the research question to accomplish the study's main purpose (Yin, 2017). The goals were to identify and report theme information gathered from the interviews and compare the findings with prior research and any new studies published after writing the proposal, and the conceptual framework.

Analyses of the data enabled me to link the results within this study to the literature and conceptual framework between critical and repetitive exploration and developing themes.

Reliability and Validity

For this qualitative study, I needed to develop consistency throughout the research. Included in this consistency was a quality standard of research that included reliability and validity (Birt et al., 2016). I took the necessary steps to ensure integrity and authenticity was present. Integrity and authenticity were vital for illustrating the reliability, validity, and relevance of the research discoveries, decisions, and recommendations (Sarma, 2015a).

Reliability

Gaus (2017) defined reliability and validity as a pair of familiar terms connected to the accuracy and precision of research. Imran and Yusoff (2015) suggested that reliability within qualitative research involves having a parallel result in previous studies. Vourvachis and Woodward (2015) found differentiation between reliability and validity within qualitative research, while relying on semi structured interview procedures to establish cohesion, validity, consistency, and reliability. To ensure validity among participants' recorded responses, the researcher opted for open-ended and succinct interview questions and incorporated procedures of member checking. The researcher frequently compared the audio recordings to the transcripts from the interview notes to guarantee the consistency of the data. Using this process, the researcher ensured the reliability of the findings of the research.

Establishing reliability allows for repeatability of the results (Vourvachis & Woodward, 2015). The process developed for the entire interview contributed to establishing the reliability of the study. When there is no new finding of relevant information, data saturation is achieved (Fusch & Ness, 2015). The frequency of participant response types to interview questions ensures data saturation. Sarma (2015a) posited that the researcher should possess an accurate and complete record of the procedures applied in the study. To create the process of reproducibility, the researcher documented the steps of the study. To guarantee the data were reliable, the researcher recorded the participant interviews and transcribed the audiotape. As the interviewer, the researcher used open-ended questioning during the process to assist in ensuring reliability. Utilizing member checking and triangulation as part of the data analysis processes assisted with assuring reliability and credibility within the study.

Validity

Bennett and McWhorter (2016) revealed that validity was a direct reflection of truthfulness. Gaus (2017) suggested that validity consists of the occurrence of data supporting the claims and findings of the research. Multiple criteria are employed in the evaluation process to ensure precise qualitative information, which includes dependability, credibility, confirmability, and transferability (Bennett & McWhorter, 2016). Transferability addresses the results that correlate with results found in different settings (Gustafsson & Tsvetkova, 2017).

Credibility measures the data to identify whether there is a link between the primary source data and the analysis of the researcher (Parker & Northcott, 2016). As the

researcher, I served as the data collection instrument in this qualitative study; therefore, the credibility of this study relied on the researcher's processes, procedures, and personal accountability, which are considered a direct reflection. The data within the study included participant interview data and an evaluation of company documents. To increase the credibility of the study, I used these combined data sources collectively with methodological triangulation. I reviewed the interview transcript and researcher notes, which were followed by the completion of the member checking procedure. As posited by Yin (2017), multiple methods of information gathering assist in the methodological triangulation of the data. Yin also argued that phenomenon with the same information should be gathered through several resources to triangulate data in a case study. I conducted semi structured interviews and reviewed company documents related to truck driver retention strategies. In this research study, I found it necessary to verify interview responses and evaluate company documents regarding truck driver retention strategies.

Transferability denotes the ability to transfer the results to a comparable activity or setting while maintaining the same meaning (Hazavehei, Moonaghi, Moeini, Moghimbeigi, & Emadzadeh, 2015). I utilized case study procedures, which included participant interviews, member checking, and case study designs. In addition to the following case study procedures, this research study maintained the scope of the study, interviewing five RFT leaders from two North Texas organizations to share strategies used to increase truck driver retention. Confirmability denotes the objectivity and precision of the data (Gauche et al., 2017). I used confirmability to analyze the findings of related studies, which included providing an evaluation of measured resemblances and

variances between themes and groupings, and to address all four standards. I followed the case study protocol by employing member checking of data explanation and triangulation. I checked with the respondents to validate through informant feedback their responses to assist and help improve transferability, validity, accuracy, and credibility of the study.

Transition and Summary

Section 2 shared the study's purpose, the role of the researcher, and the criteria for participant selection. In addition, this section provided information regarding the research method, design, data gathering procedure, data grouping technique, data analysis, and research and case study design. RFT leaders were chosen for use in a cases study, with data collected via interviews and observations. All participants were provided with information regarding their role in the study and their rights per ethical obligations under the IRB. Data gathered were analyzed using thematic analysis to identify commonalities in the interview data. Section 3 consists of a summarization of the research findings, an examination of the analyzed data results, the relation to the research question, and a review discussing the impact of the study. Recommendations for any actions and future study endorsement with regard to business practices or positive social change will follow.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies some leaders of RFT companies used to increase truck driver retention. I conducted semi structured interviews with five leaders from two RFT firms in the North Texas area. The analysis of data furthered my understanding of the strategies used to retain OTR truck drivers in the RFT sector. I also reviewed current documents, such as company policy and procedures, recruiting procedures, and job descriptions.

The research findings elucidate strategies implemented by the participating RFT leaders to retain experienced and skilled OTR truck drivers within the participants' organizations. In the following sections, I restate the overarching research question. I describe the participants and present the themes prevalent throughout the data. Next, I reevaluate the literature findings, and I discuss the relevance of the study to professional practice. The latter portion of Section 3 features a discussion of the study's applicability to professional practice and implications for social change, recommendations for future research and action, reflections, and a conclusion.

Presentation of the Findings

The research question for this qualitative study was, what strategies do RFT company business leaders use to increase OTR driver retention? I completed semi structured, individual, face-to-face interviews with five RFT leaders from two RFT companies. I identified the leaders as P1, P2, P3, P4, and P5, with C1 and C2

representing the organizations that they lead. The label P2:C1 indicates that the second participant was from the first trucking firm.

The five RFT leaders participated in semi structured interview conferences and provided answers to eight open-ended questions that supported the research question. I opted to conduct semi structured interviews after concluding that they were the best choice for data collection for the research presented. Semi structured interviews have a demonstrated effectiveness as a data collection source because they allow participants to fully describe how and why an activity is performed (Elsawah et al., 2015). Following the face-to-face interviews, I transcribed each interview and presented a synopsis of the research participants' responses. I completed member checking by presenting each research participant a summary of my interview transcription to validate the precision of my understanding. I used the Hyper-Research application found in IoS systems to structure the responses of each RFT research participant's response to each theme.

After completing coding and exhausting all themes of the study, I carried out data triangulation by comparing the interview responses to the other data sources. I was able to note differences and similarities in the RFT research participants' responses, the available public information (e.g., recruiting information), company policy and procedures (e.g., the employee handbook), and job descriptions. During the interviews with the RFT research participants, I obtained insight on upcoming retention efforts, previously successful strategies, and benchmarked ideas on how to administer strategy changes concerning knowledgeable and competent OTR truck drivers. I used the information in the company policy to gain insight into how well the research participants

follow the procedures the organization has developed. Using the job descriptions helped me to evaluate the minimum requirements of becoming a driver in each firm and see how similar or different the job descriptions were with the two firms. The job descriptions also gave me an idea of what may attract potential candidates and what about the organization made it a place the driver would want to continue his or her career.

The four main themes revealed from the analysis were recognizing and rewarding drivers, creating room for suggestions, fostering job security, and monitoring retention strategy outcomes. The five research participants emphasized that they had no final say on the implementation of retention strategies for OTR drivers. The research participants only make recommendations but do not have the final decision on the retention strategies. Each RFT research participant highlighted that executives at corporate headquarters measure the effectiveness of retention goals and strategies and involve frontline leaders after the information is analyzed.

Theme 1: Recognizing Drivers

When leaders execute the motivation theory by (Herzberg, 1959) within the business strategy, the management approach required the structure of a work culture that promotes recognition of good performance. The first theme that emerged was recognizing drivers. The participants' responses addressed Interview Questions 1, 3, and 6, which focus on the best practice strategies that RFT leaders could use to retain their skilled and knowledgeable OTR truck drivers. RFT leaders have the responsibility of embracing all strategies that will retain drivers, including recognition (Winkler & Moser, 2016). Recognition is a tool a leader uses for motivation (Williams et al., 2017). Concerning the

findings presented in the literature review, it is worth noting that recognizing and rewarding drivers is one way management can achieve retention goals (Watson, 2015). Recognition is an effective tool for management to improve motivation and to indicate to employees the value of their contribution (Bharathy, 2018). All five research participants indicated that recognizing truck drivers was a strategy they used to increase OTR truck driver retention. The effect this has on RFT leaders' relationships with their OTR truck drivers was an essential key to retention. According to the research participants, OTR truck drivers valued the recognition received by all company representatives regardless of their title. Participants recognized drivers through praise and positive feedback, either in a one-to-one or team forum. Research participants also recognized drivers by offering a formal incentive and compensation packages. In many RFT firms, OTR drivers must adhere to a chain of command when providing feedback to management concerning lack of appreciation (Hamilton, 2018). However, within the two study RFT firms, OTR truck drivers can communicate with all levels of management without a negative response or confusion. According to participants, recognizing drivers contributed to retention by cultivating drivers' sense that they are valued, giving drivers a sense of achievement, and increasing drivers' motivation to continue making contributions to the company.

From the remarks made by P2:C1, it was inherent that recognition plays a critical role in driver retention. P2:C1 expressed the importance of recognizing and rewarding drivers as a retention strategy by suggesting it was a necessary supplement to formal compensation packages: "We know that motivation does not only come from external factors such as a pay raise. It's about a sense of achievement. One way to motivate

drivers is by recognizing and appreciating their accomplishments.” Similar to P2:C1, P5:C2 characterized the importance of recognition as retention strategies in saying, “Drivers contribute a huge percentage of their daily lives to enhancing a company’s bottom line, so it’s essential that they feel respected and valued.” Also, P3:C2 stated “Recognition systems are a strategy used to develop retention. Every person wants to feel appreciated for the work they do.”

After recognizing OTR drivers for good performance, providing informal or token rewards is an effective, low-cost means of improving retention, P3:C2 indicated: “Some companies set up formal rewards systems that incentivize great ideas and innovation, but you can institute recognition programs even on a small team with a small budget.” Similarly, P2:C1 suggested that managers should “uncover strategies to recognize drivers when you cannot afford to do it with money. A simple ‘thank you,’ or a ‘well done’ note can do wonders. Be generous with praise and recognition.” According to the study participants P3:C2 and P2:C1, recognition of job performance has a significant impact on their retention strategies of OTR drivers.

Developing a system to recognize OTR drivers for their accomplishments within the organization is also imperative to their retention. This form of recognition drives the organizational behavior and fosters a culture of success. P2:C1 specifically recommended that managers recognize individual drivers’ accomplishments by bringing them to the attention of the team: “Find out ways that your high-performing drivers have worked to create efficiencies. Celebrate their accomplishments and share their behaviors with all drivers.” P3:C2 stated that informal praise and positive feedback were effective

forms of recognition: “Make it a habit to thank your direct reports when they go the extra mile, whether it's with a sincere email, a gift card, or an extra day off.” P3:C2 added that praise should be specific and outcome-focused: “When you show your appreciation, explain how their hard work helps the organization.” P4:C2 offered a similar perspective on the importance of focusing praise on the appreciation of tangible outcomes, stating that managers should, “Cultivate a sense of ownership in drivers by showing them how their role directly affects others in the company and client success.” P5:C2 added that to retain drivers effectively, “Make sure that management consistently acknowledges the drivers for jobs well done and for the effort they put into their work.” By utilizing the methods obtained by the study participants, OTR drivers will experience satisfaction in the service they provide and will be empowered, motivated, and fulfilled in their chosen career.

It is also important to note that the study participants stated that formal monetary performance incentives were also effective in promoting retention. P5:C2 referred to informal and token recognition as valuable, but added that more tangible incentives were even more effective: “While a simple ‘thank you’ is a good first step, you can provide greater rewards in the form of bonuses, raises, promotions, paid time off, and gifts that provide actual value to drivers’ lives.” After acknowledging that different incentives appealed to different drivers, P5:C2 recommended: “If you’re not sure what rewards would most appeal to your drivers, go ahead and ask.” P2:C1 stated that an effective retention strategy was to, “Celebrate performance, meaning don’t be afraid to set metrics or milestones for drivers and offer meaningful incentives.” P2:C1 elaborated on that

recommendation in saying, “Tying performance to data-driven, objective measures such as consecutive collision-free days, coaching effectiveness scores, or safe miles are driven can motivate and incentivize drivers.” P1:C1 stated proper “recognition saves time on delivery of services providing minimal lag time in our delivery of goods and services because we focus on getting giving the truck drivers the recognition they need to continue servicing the community.” P1:C1 stressed the importance of time in the RFT sector and using all ample time toward providing timely delivery and services in areas that need it. The purpose of the RFT firm is to provide a public benefit to businesses and the community. OTR truck drivers cannot provide a benefit to those they are servicing if they think the work they are performing is not appreciated. P1:C1 stated for every occurrence of an unmotivated truck driver, there is a service failure of the delivery of goods and services. P1:C1 ended by noting that lack of recognition of skilled and dedicated OTR truck drivers and the knowledge they bring is one reason truck drivers leave the RFT firm. Doucet et al., (2016) suggested that employee recognition assists team members in making decisions and problem-solving in many situations.

Alignment with the literature. The findings from the data presented regarding retention strategies for RFT OTR driver retention are strongly backed by existing literature. One of the study themes that aligned with the existing literature was recognizing and rewarding drivers as a strategy used to retain specialized employees. Recognition, when utilized, is an effective tool for management to improve motivation and to indicate to employees the value of their contribution, as observed by Bharathy (2018).

The retention of OTR drivers is strongly linked with the theme of recognition and reward. This finding from the study presented herein extends existing research, in which driver efforts, contribution, and commitment are the characteristics that warrant organizational rewards (Dubey & Gunasekaran, 2015). Williams et al. (2017) summarized retention methods that reveal providing active listening, support, and sincere gratitude from management is the most effective approach to increase RFT truck driver retention. These methods influence OTR driver retention by impacting OTR driver satisfaction, growth opportunity, commitment, leadership style, working conditions, flexibility, and security (Aminian et al., 2015). It is evident that the discoveries from the study presented herein suitably relate to the existing literature since this study found that management engagement strategies, including making the OTR drivers feel respected and appreciated, with active communication are important factors and effective strategies in OTR driver retention.

Alignment with the conceptual framework. The recognition and reward theme from the research presented parallels with motivation-hygiene theory as communicated by research participants who evaluate a driver's fit and connection with an RFT firm based on the driver's personal values and career goals (Denton & Maatgi, 2016). Relationships with leaders, co-workers, and the work environment add positive value to job satisfaction (Diana, 2015). A driver's mindset about the firm and the extent to which it is embedded can determine if the employee stays or leaves a company (Ruiz & Davis, 2017). As posited by Bharathy (2018), management engagement strategies offer leaders and drivers the chance to develop trust and improve driver retention. Trust and perceptual

support among supervisors, deem a positive effect on organizational commitment and loyalty (Umamaheswari & Krishnan, 2016). Drivers who are thinking of resigning from their jobs can be influenced to stay if they are rewarded and recognized (Bibi et al., 2018). Recognition and reward are the relationships that connect and fit the drivers and the company, resulting in improved employee retention (Carnahan et al., 2017).

Theme 2: Creating Room for Driver Engagement

The second theme that emerged from the detailed analysis of the RFT research participants' responses from the face-to-face interviews, company website, and company documents is the retention strategy of an engaged truck driver. The participants' replies emerged from questions 1 and 4, providing the results for the second theme. All five research participants indicated that giving drivers a voice was a strategy they used to increase OTR driver retention. Research participants engaged drivers by fostering a workplace culture of open communication. Specific practices participants implemented to engage drivers included establishing and maintaining rapport between drivers and managers, soliciting drivers' input during strategy development, and soliciting drivers' feedback on working conditions and incentives. Engaging drivers contributed to retention through increased morale and feelings of empowerment among them, conflict prevention, and more accurate assessments of the effects of other retention strategies. As suggested by Van Elteren (2017), human beings have an innate need for validation. Subsequently, P5:C2 stated there have been numerous strategies implemented utilizing validation to retain their truck drivers. Due to the implementation of these strategies, the RFTs have experienced success in the retention of OTR truck drivers.

While retaining OTR truck drivers has been an operating constraint for many RFT firms in the area, we work to master our retention program. We removed the “for the company” mentality out of it and started looking at what drivers need. As transformational leaders, we welcome new suggestions. The research participant further claimed that when the firm started engaging their truck drivers through understanding their needs, truck drivers became more supportive of the firm’s goals, encouraged to transform, and maximized commitment to the firm and quality service.

In comparison, P5:C2 emphasized when the RFT firm took the focus from the company and more on the truck drivers, the firm saw a positive impact on truck driver’s perception when implementing engagement strategies, which led to a positive execution and ended with improved results in retention. P5:C2 also mentioned that the firm has not always been successful at employing retention strategies. The research participant continued to highlight the strategies that were not effective through trial and error to allow the researcher to appreciate the essential factors of understanding the firm culture and the truck drivers’ needs. Therefore, P5:C2 illustrated the outcome of not focusing on truck driver needs and employ strategies that do not endorse the firm culture. P5:C2 described the condition as follows:

Strategies were not focusing to support all truck drivers; it is like a cultural plague. We found some truck drivers were excited to work because the engagement strategies implemented addressed their needs and other truck drivers

were not engaged because they had nothing to encourage them. “Imagine a percentage of your driving force eager to be on the road and the other percentage complaining and seeking any reason to rebel and not do what is right for the firm.”

The five research participants fixated on and asserted that engagement strategies are a key strategy for an RFT firm to retain skilled and dedicated truck drivers. When an organization has put in place means and systems that facilitate engagement, it will obviously enjoy better outcomes (Williams et al., 2017). One specific way to attain validation amongst employees is by creating a conclusive environment that gives room for engagement (Van Elteren, 2017). The theme of room for driver engagement is applicable in the context of RFT leaders’ strategies of driver retention.

In the literature review section, it was quite clear that job satisfaction is a crucial aspect of working conditions, as the extrinsic factor pertains to personal malleability, environment, social adaptability, and fewer distractions (Linzer et al., 2017). Commitment to developing an adequate work environment through engaged team members exists when supervisors understand each person’s needs (Ruiz & Davis, 2017). Sometimes, the needs of employees can only be best met by listening to their feedback or suggestions on efficient methods that management should deploy while administering over them (Mutsuddi, 2016). Responses and opinion can only be facilitated by having methods such as suggestion boxes or carrying out regular surveys to facilitate the collection of employee perceptions as well as suggestions (Bibi et al., 2018). Mutsuddi (2016) suggested that room for engagement facilitates open communication. Kundu and

Lata (2017) posited that a positive work environment results in team member retention develops discretionary behavior actions and creates a pursuit toward desirable behaviors. Empowering team members to become more engaged with daily workplace operational activities can create company ownership (Ruiz & Davis, 2017). Giving the workers a voice with open communication is critical to the retention strategy embraced by RFT leaders (Denton & Maatgi, 2016). The specific methods that facilitate the collection of employee suggestions are employee feedback surveys and suggestion boxes in common rooms or employee meeting halls (Williams et al., 2017).

Since creating room for engagement is the equivalent of open communication amongst truck drivers, it was critical to collect feedback on how RFT leaders can leverage truck driver opinions to increase driver retention.

The way OTR truck drivers view themselves and their role within the company significantly impacts their contribution, fulfillment, and retention. As a result, P5:C2 expressed that the retention strategy of engaging truck drivers improved truck driver morale by making the workplace a participatory setting in which they felt empowered: “Morale improves significantly when drivers feel free to speak their minds, share their ideas, address conflicts and other grievances, and participate in the company’s evolution.” In addition, P2:C1 indicated that maintaining rapport between managers and drivers was beneficial because it allowed an open line of communication for drivers to voice ideas and concerns: “It helps the drivers feel more engaged and invested in the organization. If drivers feel like valued members of the team whose ideas are heard and respected, they will be more likely to go above and beyond.” Furthermore, P4:C2 stated

that engaging drivers contributed to the prevention of workplace conflicts:

“Communication is always the key to prevent conflicts and misunderstandings at work. You don’t have to become best friends but being an active listener will help your truck drivers feel at ease.” As RFT leaders consistently engage OTR truck drivers, they will be empowered, morale will improve, the drivers will evolve along with the company, and communication will be paramount conflict resolution.

One specific strategy for engaging truck drivers was for RFT managers to develop a rapport with drivers, so the latter felt comfortable voicing concerns: “Ensure that your managers are committed to open, transparent, and respectful communication, and encourage this behavior in every member of your team” (P5:C2). Likewise, P3:C2 stated that open communication encouraged truck drivers engagement because, “Your direct reports should feel they can come to you with ideas, questions, and concerns, and they expect you to be honest and open with them about improvements they need to make in their performance.” Moreover, P3:C2 asserted of the practice of maintaining rapport between drivers and managers, “Keeping open lines of communication is a formal way of describing a practice that’s essential for truck driver retention. Make sure you connect with each staff member and truck driver on a regular basis.” Similarly, P1:C1 stated that giving drivers an open channel for voicing concerns was an important retention strategy because:

“If the driver has a problem or suggestion, it needs to be addressed, whatever it is. Some drivers are not happy with the pay. Some drivers are not happy with not being

home. But [to retain them,] figure out a way, find reloads that are closer, and don't send drivers on routes so far out where they can't get back home". (P1:C1)

As P1:C1 suggested in the response just quoted, engaging drivers also involved managers' reaching out to drivers to solicit their input on strategy development, retention incentives, and working conditions. Additionally, P5:C2 sought driver input on strategy development by, "Having open-ended strategic meetings asking each of our members what their thoughts are." P5:C2 also solicited input from drivers in one-to-one conversations: "We had conversations with each of our drivers individually. The conversations are to share the state of the business, customer concerns and potential opportunities. We as leaders want to know what they are experiencing on the road and what practices could improve the overall success of our trucking firm." As a consequence of this active solicitation of driver input, P5:C2 stated: "This went a long way, and it gave us a target to hit," specifically by allowing managers, "to hear the drivers' displeasure with pay, home time, management, and issues that make their jobs hard." Also, due to gathering the managers feedback in this way, P5:C2 further posited, "This kind of information is valuable when seeking ways to improve the organization and retain good drivers."

The culture that is developed and nurtured when engaging all personnel within the company yields overall success for everyone in the workplace. As a result, P3:C2 sought to create an engaged workplace culture in which drivers and other personnel were comfortable voicing their ideas: "When people work together, make sure everyone, not just your drivers, has a chance to contribute ideas and solutions, [they] foster a culture of

collaboration by accommodating people's working styles and giving them the latitude to make smart decisions." In the same way, P2:C1 recommended that managers, "Ask drivers about their career goals," to ensure the company was fostering drivers' desired professional growth. P2:C1 also recommended engaging drivers by soliciting creative input from them: "Ask for—and act on—driver feedback." When you engage drivers as partners in problem-solving, it can make them feel like active contributors to the company. In reference to the literature section, job satisfaction can be attained by making employees feel like they are part and parcel of the organization (Potgieter et al., 2018). This literature alludes to the fact that truck driver engagement, room for suggestion, and open communication improve retention amongst OTR drivers (Staats et al., 2017).

Alignment with the literature. Acknowledging flexibility through work-life balance supports specialized team members to stay with the organization for longer tenures. Williams et al. (2017) attributed a lack of team member commitment in the RFT sector to leaders not listening to drivers' concerns resulting in poor retention strategies. Black et al. (2017) posited that when leaders listen to drivers' concerns such as flexible schedules, positive interactions, and empowerment, it contributes substantially to the enlistment and retention of truck drivers. RFT companies that promote drivers' social duties by implementing suggestions about the RFT firm are in a better position to attract and retain truck drivers (Ruiz & Davis, 2017). Truck drivers that are satisfied with how much influence they have within the firm are likely to be retained (Mello et al., 2018).

Alignment with the conceptual framework. Malik et al., (2015) posited motivation-hygiene theory allows for the enhancement of retention strategies that support team

members to settle in an organization, thus expanding employee retention. Influencing the development of the organization can encourage job motivation and satisfaction via regular contact, emotional happiness, and raises interdependency (Denton & Maatgi, 2016). The job satisfaction though creating room for driver engagement theme aligns with motivation-hygiene theory as proposed by Herzberg (1959), in that team members who have confidence in the firm feel linked to the organizational culture and satisfied in their jobs, and are likely to be retained. Leaders can use the motivation-hygiene theory to improve employee retention by enhancing team members match to the organization, as stated by Bharathy (2018).

Theme 3: Job Security

The underlying conceptual framework of this research was Herzberg's two-factor theory. Herzberg's (1959) theory suggested that job security is a defined condition that affects job satisfaction or tenure. Truck driver motivation factors have become a retention and growth environment tool to empower truck drivers (Sersland & Natarajan, 2015). The third theme that emerged was job security. The research participants' responses emerged from Interview Question 7, providing insight for this theme. The research participants emphasized that providing job security is an essential requirement to OTR truck driver retention strategy.

Romero et al. (2018) examined the relationship between truck driver job security and driver job satisfaction. Romero et al. proffered that long wait times, regulatory changes, and availability of consistent freight are significant factors influencing drivers to resign, which reduces truck driver retention. There are positive and negative factors

between company reputation and winning new contracts. Romero et al. identified positive factors as (a) a balanced organization that considers business goals and human outcomes, (b) a strategy that identifies the positive and negative characteristics of work system designs, and (c) minimization of the negative outcomes of disturbances, such as personnel and environmental constraints.

There are factors that can be associated with job security in the context of the coding and formation of themes. All five research participants indicated that monitoring the efficacy of recruitment strategies their companies implemented allowed them to assess that some traditional strategies were not viable in their organization. For example, P3:C2's company experimented with flexible scheduling as a means of increasing job satisfaction and retention, but the monitored outcomes indicated that the strategy was not effective in their organization:

We have tried a flexible work arrangement program that would allow drivers to submit desired schedules. This created an internal shortage and friction because every driver wanted the same day, and it just could not work out that way.

(P3:C2)

Some research participants assisted drivers with career advancement to promote retention. However, monitoring of outcomes indicated limits to the efficacy of this strategy:

Most drivers are not in this business to be managers or supervisors over other drivers. So, we tend not to spend a lot of time on this strategy. It is available if a

current driver wants to explore being a dispatcher or driver manager, but not a lot of our drivers seek these positions currently. (P2:C1)

Participants assessed the effectiveness of job security as retention strategies in two major ways. First, participants calculated and tracked how well the business was performing to ensure sustainability. For instance, P1:C1's organization kept records of customer accounts in a centralized spreadsheet: "They have a database in our home office [and] they use that as their tool to understand the percentages of what the customer demand is and the reduction in customers to determine the amount of freight needing to be transported and helping frontline leaders determine how many drivers will be needed to support the customers' needs ." Additionally, P5:C2 provided details about metrics tracked in the organization:

Our sales department has certain metrics or measurements that they use to determine how much freight is needing to be moved. It is shared with terminal managers and those in leadership. Some of the information that is shared is customer demand, longevity of the contract, number of open lanes, and of course revenue numbers. (P5:C2)

Similarly, P2:C1 indicated specifically how the number of trucks needed was calculated as a ratio to monitor and facilitate management and improvement of available loads for the drivers:

Calculate your available loads and set goals to improve that number. Determine the number of loads needed to ensure the demand can support the number of truck drivers throughout the organization. (P2:C1)

In addition to tracking the amount of freight needing to be hauled to the average number of drivers available, participants monitored retention strategy outcomes by administering instruments to measure the number of loads each driver was receiving and the average earnings per load for each driver. Particularly, P3:C2 emphasized the importance of assessing drivers' perception of job security and recommended several methods for doing so:

Driver happiness concerning their job security is a key factor in whether drivers choose to stick around or not. How you measure it is up to your own ingenuity. Maybe this is a survey or the results of interviews with drivers. Or it could even be a custom metric encapsulating several different factors. The point is that one way or another, you need to find a way to measure how secure your drivers feel that they have secure employment. (P3:C2)

In a similar response, P2:C1 recommended a questionnaire instrument or interview guide for assessing job security: "Happy drivers work harder and more productively and remain on staff longer. Measure driver satisfaction through surveys and other metrics, such as interviews and reviews while sharing the business state. Share with your drivers how well the business is performing and the plans to sustain the customer demand needed to ensure their jobs are safe. Drivers tend to migrate to companies that they feel have more freight, which means more money, but it also means job stability." This theme clearly shows that retention outcomes prove the fact that truck drivers need assurance in various forms in terms of their job security."

Alignment with the literature. This study's findings relate to existing data about retention research techniques to expand employee retention. Romero et al. (2018) examined truck driver retention and development and suggested that the development of truck drivers with experience may increase truck driver retention rates. Sersland and Natarajan (2015) proposed that truck driver behavior concerning secure employment and driver retention patterns in the RFT industry are linked to the culture and environment of the RFT firm and can be expanded through driver feedback. Examining driver retention data from internally collected information is successful tools for driver retention strategies (Romero et al., 2018).

Alignment with the conceptual framework. According to Herzberg (1959), motivation-hygiene theory, the match between a team-members needs and organizational requirements, can be assessed through understanding the team members desires. Berman (2017) discerns that organizations valued truck drivers by investing in their overall development and security as professionals. Finally, Pedosa et al. (2015) contribute to the retention concern by offering knowledge as a basis for how job security plays a major role in truck drivers' decisions to leave or to remain on the job.

Theme 4: Monitoring Retention Strategy Outcomes

The fourth theme that emerged was monitoring retention strategy outcomes. The research participants' responses emerged from question 5, which contained strategies that RFT leaders could use to retain their skilled and dedicated OTR truck drivers. All five participants indicated that monitoring retention strategy outcomes were a strategy that contributed to improved strategies and, consequently, increased OTR driver retention.

Research participants stated that monitoring of retention strategy outcomes revealed that traditional incentives such as increased pay and advancement opportunities were not always appropriate or effective. The Research participants monitored retention strategy outcomes by collecting and analyzing data about retention rates and driver job satisfaction.

All five research participants indicated that monitoring the efficacy of recruitment strategies their companies implemented allowed them to assess that some traditional strategies were not viable in their organization. Hence, P3:C2's company experimented with on-time load incentive pay as a means of increasing job satisfaction and retention, but the monitored outcomes indicated that the strategy was not effective in their organization:

We have tried an on-time load incentive pay arrangement program that would allow drivers to make more on scheduled loads that make it to the destination before the planned arrival date. This created an internal conflict with managers and created friction because every driver wanted the same load, would bypass loads, or create unsafe behaviors trying to make up time. It just could not work out that way. (P3:C2)

Participants assessed the effectiveness of retention strategies in two major ways. First, participants calculated and tracked retention rates. For example, P1:C1's organization kept records of turnover in a centralized spreadsheet: "They have a spreadsheet in our home office [and] they use that as their tool for percentages of who

stayed and who left for retention purposes.” In addition, P5:C2 provided details about metrics tracked in the organization:

Our recruiting department has certain metrics or measurements that they use to determine how well the [retention] program is going. It is shared with terminal managers and those in leadership. Some of the information that is shared is quality of hire, longevity of the hire, number of vacancies open, and of course turnover numbers. (P5:C2)

Furthermore, P2:C1 indicated specifically how attrition was calculated as a ratio to monitor and facilitate management and improvement of retention programs:

You can't manage what you do not measure, calculate your turnover and set goals to improve that number. Determine your driver turnover rate by dividing the number of drivers who have departed the company by the average number of drivers in your pool. (P2:C1)

In addition to tracking the ratio of attrition over the average number of drivers, participants monitored retention strategy outcomes by administering instruments to measure drivers' job satisfaction. Particularly, P3:C2 emphasized the importance of assessing drivers' job satisfaction and recommended several methods for doing so:

Driver happiness is a key factor in whether drivers choose to stick around or not. How you measure it is up to your own ingenuity. Maybe this is a survey or the results of interviews with drivers. Or it could even be a custom metric encapsulating several different factors. The point is that one way or another, you

need to find a way to measure your drivers' happiness. Your driver retention strategy probably depends on it. (P3:C2)

Likewise, P2:C1 offered a similar response, recommending a questionnaire instrument or interview guide for assessing job satisfaction: "Happy drivers work harder, more productively, and remain on staff longer."

Upon the implementation of the retention strategies, it is only prudent to monitor them and establish how effective they are, and which ones do not make any impact. It is especially important to determine which strategies to discontinue and which combinations work best for job satisfaction. The monitoring and assessment of these strategies was done using a centralized database for P1:C1, whereas P2:C1 indicated how attrition was calculated as a ratio. On the other hand, P3:C2 and P5:C2 emphasized the importance of the retention assessment through continuous tracking and aggressive corrective action towards any issues that are found in the data. While P1:C1, P2:C1, P3:C2, and P5:C2 each employed systems to track retention, they utilized different methods in doing so.

Alignment with the literature. Using the finding of Herzberg (1959), the ideas critical to the motivation-hygiene theory are communication, motivation, job satisfaction, dissatisfaction, and interaction. Romero et al. (2018) found it was important to understand the data concerning drivers such as loneliness, health-related illnesses, respect, and government regulations and be prepared to put the right corrective actions in the retention program. Finally, the data collected should assist in creating structural

policies central to achieving a positive work routine, and such practices increase job satisfaction while improving team member retention (Bellou & Andronikidis, 2017).

Alignment with the conceptual framework. According to Herzberg (1959), motivation-hygiene theory, the association between a team member's needs and organizational requirements, can be measured via data collection means, including worker surveys and retention data. Malik et al. (2015) when employing Herzberg (1959) motivation-hygiene suggested collecting exit interview data to enhance future retention. Finally, Denton and Maatgi (2016) posited organization team member data collection on detailed retention drivers could decrease turnover rates and increase retention.

Summary and Conclusions of Analysis

Several key take-aways can be developed and considered from the four themes revealed in the data analysis within the context of prior literature. Aligning with Herzberg's (1966) theory, recognition and rewards represent motivational factors that were used by the participants in this study (Theme 1) and can be effective tools for retention through supporting the sense of personal value of the driver and their contribution (Bharathy, 2018). In this study, such rewards and recognition were achieved through praise and positive feedback, as well as formal incentives and compensation. These results align with the literature that, as extrinsic factors, compensation, rewards, and incentives affect employee behavior (Watson, 2015) and support employee performance (Prockl & Sternberg, 2015), and retention (Arora, 2015; Boyce, 2016; Prockl et al., 2017; Umamaheswari & Jayasree, 2016). Achieving driver retention starts with a workplace environment that promotes employee recognition, appreciation, and

respect (Ko & Jun, 2015), with safety being a significant factor for OTR drivers (O'Connor, 2018). Recognition increases motivation, job satisfaction, and the dedication of the employee, which enhances a team member's attitude to align with the organization's visions and values (Ali & Ahmad, 2017; Arora, 2015).

Second, related to the work environment (Theme 2), a strategy of OTR truck driver engagement providing a means for open communication among RFT leaders to give the drivers a voice was another essential strategy embraced by the participants. Leaders who commit to engagement to support a positive work environment can support driver retention as well as positive, desirable behaviors, as was seen by Kundu and Lata (2017). The engaged driver supports engagement, organizational commitment through a sense of company ownership (Ruiz & Davis, 2017). This was accomplished through a workplace culture of open communication, development of a rapport between management and drivers, soliciting driver input and feedback regarding strategy development, conditions, and incentives. Driver engagement can support a greater understanding of the needs and motivations of the drivers, the importance of which is consistent with the literature (Lewin, 1935; Likert, 1961; Locke & Latham, 1976; Taylor, 1967).

These results indicating the efficacy of driver engagement as a retention strategy align with prior literature and the theoretical framework, as it supports feelings of empowerment and commitment in drivers. Work conditions that promote a positive mental and emotional state support worker satisfaction and commitment (Zohar et al., 2015) and the research supports that team members who are committed and enthusiastic,

tend to be retained (Dechawatanapaisal, 2018). Variables, as were identified in this study, of engagement in open communication and job satisfaction drive driver retention (Schulz, 2017). Indeed, prior research has supported that RFT leaders could increase OTR driver retention primarily by offering a safe and engaging work environment (Zohar et al., 2015).

As a motivational factor within Herzberg's (1966) theory, job security relates to job satisfaction (Theme 3) and motivation factors such as job security and job satisfaction serve to empower truck drivers, supporting growth and retention in the literature (Sersland & Nataraajan, 2015). In OTR trucking, job security relates to a work-life balance present (Kong et al., 2018), that is necessary to support retention (Daniels, 2017). The results of this study align with the prior research supporting the relationship between job security and job satisfaction, such as was described by Romero et al. (2018), and represented an effective strategy used by participants in this study. To minimize the impact of factors that negatively affect job security and satisfaction, participants described monitoring the efficacy of their recruitment and retention strategies (Theme 4) to support improved outcomes and increased OTR driver retention.

Applications to Professional Practice

The main purpose of the research featured herein was to identify specific strategies in which RFT leaders can embrace to improve driver retention. This qualitative multiple case study explored strategies used by RFT leaders to increase OTR driver retention using a sample of 5 participants. The target population consisted of RFT senior leaders located in North Texas who have successfully reduced OTR driver turnover

within their organizations. In the context of the bigger picture, improved retention among OTR drivers supports competitive advantage, improved efficiency, supply chain, and customer relations.

An interesting factor about the retention strategies featured in the prior sections is that they reflect the strategy that the typical transformational leader will employ. Organizations are currently grappling with an agile millennial workforce, which does not buy into the idea of working for one organization over long periods of time (Van Elteren, 2017). Transformational leaders have, however, shown tremendous success by embracing the above employee retention strategies, reducing turnover, and ultimately reducing the firm's costs of hiring and training new employers.

Implications for Social Change

In the quest to realize positive change after rolling out the provisions of this study, it is imperative that managers across various industries point out specific strategies that work well when it comes to employee retention. In any industry, employee turnover is quite expensive in the long run because it is unsustainable (Olson, Slater, Hult, & Olson, 2018). Therefore, industry leaders, business leaders, human resource managers, and other entities who are entitled to leadership functionalities should realize the need for retention strategies (Papa, Dezi, Gregori, Mueller, & Miglietta, 2018). The research study was focused on OTR drivers. The trucking industry employs thousands of people yearly, and it is imperative the leaders embrace retention strategies that will continue to make it sustainable in the long run (Swartz et al., 2017).

Recommendations for Action

There are several recommendations for action that can be made based off the current findings. First, those operating with OTR drivers can increase retention if they properly recognize and reward the efforts of those drivers. Doing so helps create a sense of pride among OTR drivers that not only improves their sense of achievement but endears them to the organization. Second, OTR drivers need to feel as if they are engaged with the organization. OTR Drivers must have a voice in the development of the workplace and surrounding community, which can improve morale among these drivers and provide them with a sense of empowerment. RFT leaders should work closely with these OTR drivers to determine their perspectives and insights into the community and the operations of the workplace. Meetings that invite the feedback of OTR drivers could be an important step in increasing the overall morale of OTR drivers.

Finally, OTR drivers need to feel as if they are prioritized within the organization. Prioritizing profits over people is a sure way of decreasing morale and making OTR drivers feel unwanted. By paying attention to the needs of OTR drivers and addressing their concerns, RFT leadership can help to improve morale and make it easier to retain these drivers. Programs should be implemented that address concerns ranging from the integration of technology to the renewal of contracts, with the focus on hearing out the concerns of the OTR drivers within that organization. These recommendations are targeted at leaders within organizations employing OTR drivers and specifically those who can implement programs that address driver concerns. As such, literature on these

issues and presentations based on the study's current findings may help to communicate ways of improving retention in the future.

Recommendations for Further Research

There are notable recommendations that can be made for future research. The first recommendation lies in the need for researchers to carry out a multiple case study that involves many RFT organizations. As mentioned in the prior sections of this study, one amongst the most notable limitations of the study presented herein is the fact that it is limited to a small sample space. Therefore, there is a need for researchers to scale up and carry out a larger multiple case study to try and find out whether there is a consistency of outcomes. These RFT leaders can be in other states such as Louisiana or Tennessee. Another significant recommendation is the use of a considerable sample space. The sample space of the research presented herein used a total of five RFT leaders. Future research should use twice the number and code several themes to test for consistency. Another possible recommendation for future research is a change of the research design from qualitative to mixed-method, especially with the intent of finding out why OTR drivers terminate service to RFT firms after working for just under two years.

Reflections

During the research process, my view of doctoral-level exploration expanded immensely. At certain stages of the research process, I was not sure if I could meet the requirements. However, I was determined to remain focused and remain steadfast towards earning my Doctor of Business certification. My experience with Walden's DBA Doctoral Study process had its challenges, but I feel it has changed my perception of my

professional and personal life. The residency helped me to identify a business problem and develop a problem statement. While conducting my interviews with participants, I was enlightened about the importance of retention strategies and was impressed by the participants' dedication to their people and organizations. I minimized errors and bias by eliminating any prejudged ideas about RFT companies. After viewing the analysis and completing the study, my understanding increased as my research developed. I have grown as a professional, and now the findings of this study have increased my collection of strategies. I plan to use these strategies in my current and future profession.

Conclusion

It is a natural phenomenon to see drivers moving from one employer to the next. Most drivers do not maintain at their workplaces for their lifetime. However, this notion seems to be taking a different approach in that most employers are in the dire need to give their drivers better packages that they would use to support loyalty to the firm among the drivers. An OTR driver's loyalty needs to be earned; it is essential to note that the same loyalty cannot be bought all the time. Companies tend to rely on abstract ideas to help in motivating the OTR drivers by offering other benefits to the drivers within the RFT firm. As much as money or payments may be the primary motivational strategies in the workplace, it would be significant to underscore the fact that other factors need to be considered while designing the OTR driver benefits plans in the workplace.

There is the need to employ the idea of learning and development within the organization during the bringing out of the benefits packages to the OTR driver therein. Through the process of up-skilling the OTR drivers in the organization, there is a clear

notion that they are essential to the company and that they possess the room for self-progression in the same industry. One needs to be supported to become better individuals in society and to be motivated at the same time. There is the need for the organization to conduct a skills assessment just before the making of the decision on the avenue and criteria of the training to be undertaken in one way or the other. The OTR drivers will have the advantage of getting better exercise once they are assured of clear motivation standards and skills within the workplace.

The organization must also give a clear progression path in the line of training based on the payment of the benefits to the OTR drivers and in the motivation of the OTR drivers. It is thus essential to help keep the OTR drivers aware of the opportunities available within their path of career. This gesture helps in the realization among the OTR drivers that their current roles in the position they are holding are a clear promotion to allow efficacy in the organization.

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Appendix A: Frequency of the Study Sources

Source	Within 5 years*	Older than 5 years	Total
Peer-reviewed journals	252	19	271
Government websites	1	0	1
Books	12	0	12
Total	252	19	271

*Sources were published within the past 5 years.

Appendix B: Empirical Literature on Key Extrinsic Factors Influential to Workplace and
OTR Truck Drivers

Factor	Date	Title of study	Population studied (<i>n</i>)	Author
Supervision	2016	Retention of employees in ceramic sanitary ware factories in India: Role of work life balance, career development and supervisor support	416	Umamaheswari & Krishnan
Work conditions	2015	Testing extrinsic and intrinsic motivation as explanatory variables for the safety climate–safety performance relationship among long-haul truck drivers	3,400	Zohar, Huang, & Robertson
Coworkers	2017	Effects of supportive work environments on retention: Mediating role of organization engagement	211	Kundu & Lata
Pay	2017	Antecedents of truck drivers' job satisfaction and retention proneness	143 (138 men, 5 women)	Prokl, Teller, Kotzab, & Angell
Policy	2017	The truck driver experience: Identifying psychological stressors from the voice of the driver	25	Williams, Thomas, & Liao-Troth

Appendix C: Empirical Literature on Key Intrinsic Factors Influential to the Workplace

Factor	Date	Title of study	Population studied (<i>n</i>)	Author
Achievement	2015	The importance of developing strategies for employees	N/A (literature review)	Cloutier, Felusiack, Hill, & Pemberton-Jones
Recognition	2015	I know how you feel, but it does not always help: Integrating emotion recognition, agreeableness, and cognitive ability in a compensatory model of service performance	70	Doucet, Shao, Wang, & Oldham
Advancement	2018	Exploring employee's retention and intention to learn within a call center	282	Dhanpat, Modau, Lugisani, MaboJane, & Phiri
Growth	2017	Personal growth institution among industrial psychology students in higher education	568	de Jager-van Straaten, Jorgensen, Hill, & Nel
The work	2018	An empirical study analyzing productivity in a toxic workplace environment	267	Anjum, Ming, Siddiqi, & Rasool

Appendix D: Interview Protocol

The next section describes the Interview Protocol. The Interview Protocol advised study participants of the process that took place during the interview. I was determined to follow the protocol as written, however, unforeseen issues or situations during the interview could have resulted in shifting the protocol in some manner. If the interview questions were not answered, there would have possibly been a second interview to complete the questions being asked or to clarify any of the responses to the questions from the first interview.

The research in preparation of the interview:

- Made available to the participant a copy of the interview protocol, consent form and interview questions and ensured all the documents had been reviewed and understood;
- Scheduled time, location and date with the participant; and answered any questions or concerns of the interviewee.

While conducting the interview, the researcher:

- Collected a signed form of consent, if the form had not been obtained beforehand;
- Ensured the interviewee agreed with being recorded;
- Reviewed with the interviewee that the process was voluntary;
- Reviewed with the interviewee that they could backout at any time;
- Alerted the interviewee that journal notes would be taken during the interview;
- Alerted interviewees that answers were confidential;

- Addressed any apprehensions concerning the consent form and asked the interviewee the questions that were provided in advance.

Following the interview, the researcher

- Thanked the interviewee for taking part in the interview;
- Transcribed the information and evaluated if a second interview was required;
- Forwarded the transcript to the interviewee for review;
- Forwarded a summary of themes identified in analysis and made revisions according to feedback received from interviewee (member checking);
- If necessary, rescheduled a second interview
- Ensured there was an understanding from the interviewee concerning accuracy of the transcription and accuracy of data interpretation;
- Transferred the gathered paperwork into digital formatting;
- Saved data to a removable drive and secured the information in a safe for 5 years; and
- Will eliminate information after 5 years.

Following publication, the researcher will;

Forward the interviewee a summary of the findings and if needed, provide them with a electronic copy of the completed research; and

Alert the interviewee of the publication.

Appendix E: Semi structured Interview Questions

1. What strategies have you implemented to improve OTR driver retention in your organization?
2. How did you develop strategies to increase OTR driver retention?
3. Please describe the strategies that were most effective in improving OTR driver retention.
4. Please describe the strategies that were least effective in improving OTR driver retention.
5. How do you measure the success of the strategies?
6. What other information would you like to add that may be relevant to helping me understand your successful OTR driver retention strategies?