

9-1-1996

# Getting out the message: media and message for effective driver recruitment

Kathryn Dobie

*University of Wisconsin - Eau Claire*

James P. Rakowski

*University of Memphis*

R Neil Southern

*University of Memphis*

Follow this and additional works at: <https://digitalcommons.wayne.edu/jotm>



Part of the [Operations and Supply Chain Management Commons](#), and the [Transportation Commons](#)

## Recommended Citation

Dobie, Kathryn, Rakowski, James P. & Southern, R Neil. (1996). Getting out the message: media and message for effective driver recruitment. *Journal of Transportation Management*, 8(1), 24-34. doi: 10.22237/jotm/841536240

This Article is brought to you for free and open access by the Open Access Journals at DigitalCommons@WayneState. It has been accepted for inclusion in *Journal of Transportation Management* by an authorized editor of DigitalCommons@WayneState.

# GETTING OUT THE MESSAGE: MEDIA AND MESSAGE FOR EFFECTIVE DRIVER RECRUITMENT

**Kathryn Dobie**  
**University of Wisconsin - Eau Claire**

**James P. Rakowski**  
**University of Memphis**

**R. Neil Southern**  
**University of Memphis**

**T**he challenges facing the motor carrier industry in the mid-nineties serve notice that there is no such thing as "business as usual." The 1980s were marked by the opportunities and challenges presented by the abrupt introduction of the "marketing era" and "free entry" brought about by the passage of the Motor Carrier Act of 1980. Carrier management was forced to negotiate in an environment of increased competition, over capacity, and shipper demands for higher levels of customer service. At the same time, they were given new tools such as multi-modal ownership, route freedom, and negotiated contract terms to meet the higher service expectations of shippers.

The rapidly changing operating environment of the 1990's has been characterized by the introduction of a new set of uncertainties. Recognition of logistics as the last frontier for cutting costs and creating competitive advantage has led to an emphasis on developing integrated supply chains. An increased use of third parties

and contract logistics, rapid strides in the development and use of technological tools, and development of long term supply chain relationships have come as a direct result. These changes are taking place within the context of a greater global orientation with its characteristic challenges of time and distance, facility and technological availability, and political and regulatory concerns.

Operating within these environmental constraints has placed increased service demands on motor carriers called upon to supply the transportation links between supply chain members. The carrier's ability to meet those service demands in many cases hinges on the performance of the driver.

## OVERVIEW

Studies have documented the importance of the performance of contact personnel for actual service delivery and customer perceptions of service quality.<sup>1</sup>

There is increased pressure on today's workforce to deliver the level of service demanded by customers. For motor carriers, driver performance may be critical to the successful fulfillment of customer expectations.<sup>2</sup>

The importance of contact personnel in the delivery of services highlights the need for motor carriers to develop and maintain a skilled and stable driver pool.<sup>3</sup> Yet, driver turnover rates continue to be in excess of 100% per year for many carriers.<sup>4</sup> This means that carrier management must continuously seek to attract and retain qualified drivers.<sup>5</sup>

Attracting drivers and retaining them represent two separate issues. Retention concerns the efforts made by the carrier to determine the incentives and working conditions needed to retain those drivers who are satisfactorily meeting the requisite performance standards. Recruiting concerns the communication of employment opportunities and conditions in an effort to attract drivers who are qualified, willing, and able to perform the tasks necessary to meet the standards of performance mandated by the carrier and the carrier's customers.

Recruitment advertising studies range from the development of an "Applicant Attraction Strategy"<sup>6</sup> to determining the most appropriate advertising messages.<sup>7</sup> Studies have also focused on the use of the individual communication methods. Magnus noted that while the same basic communication methods are being used, there has been a move to use more innovativeness and creativity to achieve the desired results.<sup>8</sup> Examples of this include the use of direct mail, televised interviews and cooperative programs with training institutions.

## DESCRIPTION OF THE STUDY

Recruiting costs may vary for different companies. However, those costs which are a part of finding and preparing a driver to fulfill his/her role as the provider of transportation services include; advertising costs, recruiter travel, referral bonuses, the recruiter's salary and benefits, and any training and administrative costs

related to preparing the driver to assume his/her role as a qualified service provider. A conservative estimate of these costs ranges from \$3,000 to \$5,000 per driver.<sup>9</sup> Considering the substantial nature of these costs, the need to develop an efficient recruiting program becomes evident.

The present study examines the effectiveness of recruiting communications for attracting qualified drivers. This will be accomplished by (1) determining which communication methods and messages are being used by members of the industry, and (2) investigating the effectiveness of these methods and messages for attracting qualified, employable drivers.

## The Sample

A survey was sent to the person most directly responsible for driver recruitment at the 517 motor carriers listed in the *Traffic Management* directory of "Motor Carrier Services". This represents the universe of carriers listed excluding local cartage companies. It was felt that this listing provided a representative sample of carriers actively meeting the challenges of shippers' expectations in a highly competitive environment. Our respondents were asked to respond to a series of questions concerning the communication methods used to attract prospective drivers. These questions were designed to determine the means used to communicate job availability, message content, and the effectiveness of the communication process.

Twelve surveys were returned as undeliverable. Sixty-two of the remaining 505 carriers responded with completed surveys. This represents a 12.2% response rate. While the response rate was somewhat low, the respondent profile reveals a fairly diverse population. (See Table 1.)

## Respondent Profile

Thirty-seven percent of respondents described themselves as regional carriers while 61.3 percent considered themselves to be national in scope. A similar split was observed between TL and LTL with 62.9 percent describing themselves as TL only and 8.1

**TABLE 1**  
**Profile of Survey Respondents**

Coverage		
National		61.3%
Regional		37.1%
Local		1.6%
Service		
TL only		62.9%
TL/LTL		29.0%
LTL only		8.1%
Intermodal		41.9%
Size		
	Range	Median
Drivers	9 - 2700	173
Power Units	1 - 1750	180
Customers	5 - 6000	150
Non-union	90.3%	
Union	8.1%	

percent describing themselves as LTL only. The remainder of the respondents, 29 percent, indicated that they have a mix of TL and LTL traffic. Intermodal operations were part of the service mix of 41.9 percent of the respondents. Company size was indicated through the number of power units being operated, the number of drivers employed, and the number of customers being served. The predominant characteristic of our respondents was that over ninety percent were nonunion.

### RESULTS OF THE STUDY

The first question addressed by this study was: What means of communication are being used to attract drivers? Respondents were given a choice of 15 print, electronic, personal, and agency communication methods from which to choose. They were asked to indicate, using a scale of 1 to 5, how frequently they used each communication method. Communication methods which were not used would be rated as a 1, while those frequently used would be rated as a 5. Respondents were also asked to indicate if they used any methods other than those listed. There were no

indications that other methods were being used. (See Table 2.)

**TABLE 2**  
**Communication Method**

Method	Mean	S.D.
Recruitment by Current Drivers	4.16	.95
Local Newspapers	4.03	1.32
Other Newspapers	3.42	1.41
Trucking Trade Publications	3.07	1.67
Notices at Truck Stops	2.39	1.28
Flyers/Handbills	2.32	1.37
Messages on Company Trailers	2.20	1.61
State Employment Offices	1.90	1.11
Notices at Local Schools	1.76	1.18
Billboards	1.68	1.14
Radio	1.63	1.01
TV - Cable	1.45	1.16
Private Employment Agencies	1.44	.77
General Magazines	1.32	.83
TV - Local	1.25	.73

The most frequently used communication method was word-of-mouth communication from current drivers. The second, third, and fourth most frequently used communication methods were local, other, and trade newspapers.

The next question was, How effective are the various methods of communication for attracting qualified driver candidates? To answer this question, managers were asked to evaluate the effectiveness of the communication methods they used for attracting driver candidates deemed to be qualified and hireable according to their company guidelines. (See Table 3) Respondents were asked to rate each method from (1) for least effective to (5) for most effective. They were asked to respond with a 0 if they did not use this method of communication.

Respondents indicated that the most effective means of communication is the personal interaction between present drivers and prospective drivers. Local newspapers were indicated to be the second most effective communication source. Other newspapers and trade publications were also judged to be effective means for attracting qualified, employable drivers.

**TABLE 3**  
**Communication Effectiveness**

Method	Mean	S.D.
Recruitment by Current Drivers	3.42	1.64
Local Newspapers	3.35	1.74
Other Newspapers	2.90	1.71
Trucking Trade Publications	2.23	1.87
Flyers/Handbills	1.59	1.67
Notices at Truck Stops	1.56	1.49
Notices at Local Schools	1.06	1.39
Messages on Company Trailers	1.05	1.39
Radio	.84	1.27
State Employment Offices	.80	.95
Billboards	.70	1.13
Private Employment Agencies	.59	.90
General Magazines	.57	1.28
TV - Local	.43	1.02
TV - Cable	.33	.85

The final question posed was, What message is being used to communicate the desirability of being employed by a particular carrier? The assumption could be made that in order to attract qualified drivers, carrier management should address issues in their advertising that were of interest to this segment of the truck-driving population. Respondents were asked to rate 15 factors from (1), not important, to (5), extremely important. (See Table 4)

**TABLE 4**  
**Message Elements**

Element	Mean	S.D.
Wages	4.34	.79
Company Reputation	4.30	.85
Equipment Condition	4.11	1.03
Time <b>NOT</b> on the Road (Time Home)	4.10	1.04
Health Benefits	3.97	1.12
Equipment Type	3.79	1.14
Access to Upper Management	3.56	1.15
Pension Benefits	3.28	1.12
Freedom from Direct Supervision	2.92	1.16
Vacation Time	2.70	1.04
On-the-Road Expenses	2.60	1.09
Advancement Opportunities	2.35	1.12
Extra Training on Job	2.31	1.07
Sick Leave	2.08	.87
Sign-up Bonus	1.98	1.21

The factors which carrier management identified as being of greatest concern to drivers included pay and benefits, working conditions, and company integrity. The two highest ranking pay/benefits factors are actual pay and home time. These were closely followed by health benefits.

Working conditions can also have a powerful impact on job satisfaction. Many carriers have made considerable investments in equipment over the last few years. Recruitment messages reflect the importance that management attributes to operating equipment that meets shipper needs and DOT regulations as well as being attractive to drivers. Both equipment type and condition are considered to be factors which would attract driver applicants. Considering the nature of the job, equipment has a considerable influence on general working conditions and impacts the driver's ability to complete the assigned task.

The final consideration which managers feel is important to drivers is company integrity. Company integrity includes both the carrier's reputation and the approachability of management. Reputation conveys a dual message of stability and reliability, indicating that promises made will be honored. Management approachability signals the driver as to his/her relative importance to the carrier.

## DISCUSSION

The results of this study show that changes are occurring in the use of communication methods to recruit qualified, employable drivers. Information gathered in a previous study employing the same sample was compared to the present results to determine the changes that have occurred between 1989 and 1996.<sup>10</sup> (See Table 5)

### Media Usage

The upward trend in newspaper usage indicates that classified advertising in the employment opportunities section of the newspaper has been and remains the predominant media used for communicating to pro-

**TABLE 5**  
**Communication Use: 1996 and 1989**

Newspaper		Trade Pub		Truck Stop		Current Drivers	
1996	1989	1996	1989	1996	1989	1996	1989
83.8%	79.1%	32.2%	10.1%	6.6%	18.2%	96.7%	96.0%

spective employees. However, there has been a marked rise in the use of trade publication advertising and a decided decline in the use of employment messages posted at truck stops. This may be an indication that because carriers require drivers that are:

1. reliable,
2. capable of using sophisticated communication and tracking equipment, and
3. able to meet stringent federal qualification standards,

drivers are becoming regarded more as professionals and less as commodity workers. If this is true, it is not unreasonable to expect that as professionals they might be expected to read professional publications, e.g. trade publications. These trends indicate that formal print advertising methods continue to be the most productive media for conveying information regarding employment opportunities. This undoubtedly stems from a combination of factors including the ability to more accurately target the market, the high pass-a-long rate, and the relatively low price per exposure.

### **Current Drivers As Recruiters**

The study results indicate that the use of current drivers to recruit new drivers is gaining in popularity. Over ninety-six percent of our respondents indicated that they made use of this method of communication on a regular basis. This response rate was also reported in the 1989 study. However, 78.7% of carriers used it frequently or most frequently in 1996, an increase over the 66.9% reported in 1989. The upward trend in the use of current drivers to recruit

new drivers is undoubtedly due to past positive results. Fifty-six percent of the respondents that used current drivers as recruiters in 1996 ranked this method as being effective/most effective for recruiting qualified driver applicants. These results are not unexpected considering the personal nature of the exchange between drivers. This method of communication allows for a dyadic exchange between equals where specific questions and concerns can be discussed prior to the prospect contacting the personnel/hiring office of the carrier. In addition there is ample opportunity for this exchange to take place at rest areas, truck stops, and using the CB radio.

As an indication of how much emphasis is placed on personal recruiting, seventy-nine percent of our respondents have in place a reward or bonus system for those drivers recruiting a hireable new candidate. The rewards range in size from \$50 to over \$1,000 with a median reward of \$250. This provides a positive incentive for present drivers to seek out others who will make a positive contribution to the company. In addition, this affords current drivers the chance to select other drivers with whom they would like to work.

### **Message Appeal**

The message, especially in non-personal communications, should appeal to the target audience and generate the desired response. This is accomplished by appealing to potential applicants on the basis of their most urgent concerns. The results of the survey indicated that eight factors were judged by carrier management to be important to drivers. These factors were then emphasized in recruitment communications. In the 1989 study, managers were

asked what factors they used most frequently. The assumption was that the message deemed to be the most important would be the one that was most frequently used. (See Table 6.)

**TABLE 6**  
**Message Elements:**  
**1996 and 1989**

Components	Very/ Extremely Important 1996	Frequently Used 1989
<b>Pay/Benefits</b>		
Wages	87.1%	79.1%
At-home-time	80.6%	43.9%
Health Benefits	72.6%	66.9%
Pension	37.1%	N/A*
<b>Equipment</b>		
Condition	78.4%	78.4%
Type	62.9%	N/A*
<b>Company Reputation</b>		
Reputation	82.3%	76.4%
Access to Mgmt.	54.9%	N/A*

\* Not asked in the 1989 study.

Richard, Lemay and Taylor<sup>11</sup> surveyed 1500 irregular route truck drivers to determine the factors which were instrumental in their decisions to leave their present employer. The three most significant factors identified by drivers were the attitude and actions of the dispatcher toward the driver, top management and human resources managements' competence and fairness regarding driver interviews, evaluations, and pay, and drivers' perceptions that they were being treated more or less fairly than drivers at other carriers.

Pay/benefits package. The initial concern of most employees is the pay and benefits package that is offered. Wages were considered to be the most important factor comprising the driver's pay/benefits package with 87.1 percent of managers rating it as very important or extremely important to mention

wages as part of the recruiting message. Seventy-nine percent of managers in the 1989 study indicated that they frequently mentioned wages in their recruiting message.

Driver at-home-time was closely ranked with pay in importance. By 1996, 81% of managers recognized the importance of getting drivers home on a regular basis as compared to only 43.9 percent of managers in 1989. Carrier management is finding that in order to attract a stable workforce, time-at-home must be considered as part of the total compensation package. This represents a change from the 80's when not being home was considered to be part of the job with very little effort made to schedule regular runs for drivers.

The third component of the pay/benefits package considered to be important by managers was the availability of health benefits. This benefit was rated as very/extremely important by 73 percent of our respondents. In 1989, 66.9 percent of managers felt that this was important to drivers. As health care costs continue to rise, this component of the benefits package could be expected to increase in importance.

Pension benefits are considered to be very/extremely important by only 37.1 percent of managers. Pension availability was not included in the 1989 study. The availability of pension benefits could be expected to gain in importance as carriers develop a more stable, professionally-oriented driver force as these benefits would be more attractive to those drivers who are interested in long-term employment.

Equipment. The second element stressed in recruiting communications concerned the equipment which drivers will utilize. Drivers are as concerned with the quality of the tools with which they must work as they are with their pay and benefits. The carrier's equipment sends many messages. For the driver, the equipment, tractor and trailer, which he must use becomes a reflection of him/herself and the pride which is attached to a job well done. At the carrier level, the condition of the equipment projects the

company image. For shippers and their customers, the equipment used becomes a signal of the service quality which they can expect to receive. Managers' ratings of the importance of equipment reflected these concerns. The condition of the equipment to be used was ranked of more importance, 77.4 percent very/extremely important, than the type of equipment, 62.9 percent very/extremely important. In the 1989 study, equipment condition was considered to be an important consideration by 78.4 percent of managers. This reflects the reality that if the equipment does not perform, the job is not completed, and the driver does not get paid. In this no-win situation, both the driver and the shipper are angry, and the carrier could lose both.

Carrier reputation. The final message component stressed by management concerns carrier reputation. Company reputation includes how a carrier is viewed by its external customers and competitors, and by its internal customers, the employees. Eighty-two percent of respondents indicated that company reputation was very/extremely important to drivers when considering the relative merits of a potential employer. This is higher than the 76.4 percent of managers who felt that it was an important consideration in the 1989 study.

Reputation is built on past performance, therefore a driver might use reputation to gain insight into how he/she is likely to be treated. Reputation also serves as an indicator of the carrier's prospects for continued economic viability. In today's highly competitive operating environment, those carriers who do not have a reputation for high reliability are the most likely to go out of business. In this circumstance, the driver would find him/herself looking for another position.

A second measure of carrier reputation in its relations with drivers, is management accessibility. Accessibility was considered to be very/extremely important by 54.9 percent of our respondents. Management's attitude toward the driver affects the efforts made by schedulers, dispatchers, and other personnel which have close contact with the driver. It

can also affect the treatment that the driver receives at the shipper's dock. Driver's access to management in many cases is an indicator of the respect afforded the driver.

## MANAGERIAL IMPLICATIONS

Driver turnover continues to be a problem that plagues carrier efforts to provide the progressively higher levels of service expected by shippers. In their effort solve the turnover problem, managers must answer three important questions. The first is; Does the character of your driver work force need to change? If the answer to this is yes, then the second question to be answered is; What characteristics define the successful driver in today's working environment? The final question is; What factors does this driver consider to be important in the selection of employer? Only after these questions are answered can a recruitment program to attract qualified drivers be designed.

Motor carriers have become specialty service providers who are concerned with much more than the simple delivery of goods. In this environment, the driver is the crucial link in the provision of those services. In order to efficiently and effectively perform the required duties, the driver must have

1. the technical expertise to operate communication, tracking, and other high tech equipment,
2. the human relations skills to maintain the one-on-one personal interchange that is the backbone of high touch service, and
3. the integrity to represent the carrier in the best manner possible.

In a recent study, drivers expressed feelings of pride concerning their role in providing customer satisfaction.<sup>12</sup> In other words, the driver needs to be a highly trained member of the team working to provide for the shipper's and the shipper's customers' service needs.



Providing consistent, high levels of specialized service requires a stable, well trained driver force. After preferred driver characteristics have been identified, managers must determine the factors drivers consider to be most important when choosing a future employer. In addition, those factors which motivate a driver to stay or conversely to leave an employer must be identified. This may be accomplished through such mechanisms as personal interviews of long-term drivers, exit interviews of those who leave, and focus groups of current drivers. It will probably be necessary to employ an outside agency to perform this research so that drivers are assured of anonymity. An additional benefit of the process may be the conveyance of management's concern for the driver and recognition of the driver's contribution to carrier success.

After identifying driver characteristics and the factors which determine their choice of employer, consideration must be given to the changes which might be required in the message and communication methods used to reach potential new hires. The message must be reviewed to see that those factors which drivers find important are included. The readership of available print media should be determined. It may be necessary to use untraditional print media, e.g. trade journals, to reach those drivers with the identified skill set.

Experienced drivers possessing the necessary technical skills and meeting the required driver safety standards consider themselves to be professionals. Recruiting efforts by current drivers promotes a professional to professional exchange of information. It has been shown that extrinsic job factors such as relationships with management and co-workers contribute to driver satisfaction.<sup>13</sup> Because current drivers may work with the newly recruited drivers, they are unlikely to encourage drivers who are unable to maintain the expected service standards.

The emphasis of this research has been on identifying industry practices vis a vis the use of media and

message for the express purpose of recruiting drivers in the motor carrier industry. An important point to remember is that as managers develop recruiting strategies it may be necessary to look beyond current practices and include more innovative methods to achieve the desired results. These methods might include the use of recruiting agencies, job fairs, booths at festivals and fairs, training programs, etc. The relative success or failure of these and other innovative methods depends on the success in targeting the desired audience.

No individual method is likely to be sufficient to meet recruiting needs. However, a recruiting strategy which includes a well thought out mix of traditional and innovative methods for getting out the message has the most chance for success.

## REFERENCES

1. Surprenant, Carol F. and Michael R. Solomon (1987). Predictability and Personalization in the Service Encounter. *Journal of Marketing*, Vol. 51, No. 2, pp. 86-96. Folkes, Valerie, Susan Koletsky and John Graham (1987). A Field Study of Causal Inferences and Consumer Reaction: The View From the Airport. *Journal of Consumer Research*, Vol. 13, (March), pp. 534-539. Richens, Marsha L. (1983). An Analysis of Consumer Interaction Styles in the Marketplace. *Journal of Consumer Research*, Vol. 10, June, pp. 72-83. Chow, Garland and Richard. F. Poist (1984). The Measurement of Quality of Service and the Transportation Delivery Process. *Logistics and Transportation Review*, Vol. 20, No. 1, pp. 25-43. Lambert, Douglas M., M. Christine Lewis and James R. Stock (1993). How Shippers Select And Evaluate General Commodities LTL Motor Carriers. *Journal of Business Logistics*, Vol. 14, No. 1, pp. 131-143.
2. LeMay, Stephen and Henry Nash (1992). Shipper Evaluation of Carrier Sales Representatives. *Transportation Practitioners Journal*, Fall, pp. 23-30. Dobie, Kathryn, Stephen

- A. Lemay and G. Stephen Taylor (1993). Shipper Perceptions of Service Quality: Effects of Driver Stability. *Marketing And Education: Partners In Progress*, Proceedings of the Atlantic Marketing Association, ed. Donald Thompson, pp. 425-429.
3. Lemay, Stephen A. and G. Stephen Taylor (1988). Truck Driver Recruitment: Some Workable Strategies. *Transportation Journal*, Vol. 28, No 1 (Fall), pp. 15-22.
  4. Lemay, Stephen A. and G. Stephen Taylor (1990). The Truck Driver Shortage: An Overview and Some Recommendations. *Journal of Transportation Management*, Vol. 1, No. 1, pp. 47-55. Cunningham, William A., Lynn R. Godwin and K. Dobie (1990). Driver Recruitment and Retention Efforts In An Era of Scarcity: Proactive vs Reactive. *Journal of Transportation Management: 1990 Annual Conference Proceedings*, ed. David J. Bloomberg and James W. Adams, pp. 24-33.
  5. Southern, Neil R., James P. Rakowski and Lynn R. Godwin (1989). Motor Carrier Driver Recruitment in a Time of Shortages. *Transportation Journal*, Vol. 28, No. 4, pp. 42-48.
  6. Martin, James H. and Elizabeth B. Franz (1994). Attracting Applicants From A Changing Labor Market: A Strategic Marketing Framework. *Journal of Managerial Issues*, Vol. 6, No. 1, pp. 33-53.
  7. Gaynor, Diane (1990). What Do You Want in Your Want Ads? *Real Estate Today*, Jan-Feb, pp. 62-64. Mathews, Brian P. and Tom Redman (1994). Professionalizing Marketing: The Public Face Portrayed in Recruitment Advertisements. *Marketing Intelligence and Planning*, Vol. 12, No. 9, pp. 30-36. Mathews, Marianne (1990). If Your Ads Aren't Pulling Top Talent... *Sales and Marketing Management*, February, pp. 75-79.
  8. Magnus, Margaret (1987). Is Your Recruitment All It Can Be? *Personnel Journal*, February, pp. 54-63. Lemay, Stephen A. and G. Stephen Taylor (1988). Truck Driver Recruitment: Some Workable Strategies. *Transportation Journal*, Vol. 28, No 1 (Fall), pp. 15-22. Rakowski, James P., William A. Cunningham and Kathryn Dobie (1994). Motor Carrier Driver Recruitment: Media Choice Decisions.
  9. Stephenson, Frederick J. and Richard J. Fox (1996). Driver Retention Solutions: Strategies for For-Hire Truckload (TL) Employee Drivers. *Transportation Journal*, Vol. 35, No. 4, 1996, pp. 12-25.
  10. Southern, Neil R., James P. Rakowski and Lynn R. Godwin (1989). Motor Carrier Driver Recruitment in a Time of Shortages. *Transportation Journal*, Vol. 28, No. 4, pp. 42-48.
  11. Richard, Michael D., Stephen A. LeMay and G. Stephen Taylor (1995). A Factor-Analytic Logit Approach To Truck Driver Turnover. *Journal of Business Logistics*, Vol. 16, No. 1, pp. 281-298.
  12. Rodriguez, Julene A. And Gene C. Griffin (1990). The Determinants of Job Satisfaction of Professional Drivers. *Journal of the Transportation Research Forum*, Vol. 30, No. 2, pp. 453-464.
  13. Lemay, Stephen A. and G. Stephen Taylor (1990). The Truck Driver Shortage: An Overview and Some Recommendations. *Journal of Transportation Management*, Vol. 1, No. 1, pp. 47-55.

## APPENDIX

### Media Usage Questions

The following questions refer to the use of advertising in your efforts to recruit qualified drivers. Please answer the questions as completely as possible. If you would like to make any additional comments, we would welcome your input.

1. Media Usage : Please rank your usage of the following media used for driver recruitment according to the following five point scale, with a five meaning "used most frequently" and a one meaning "never used." Please circle the appropriate number.

	Never Used				Used Most Frequently
Radio	1	2	3	4	5
TV - Local	1	2	3	4	5
TV - Cable	1	2	3	4	5
Local Newspapers	1	2	3	4	5
Other Newspapers	1	2	3	4	5
Trucking Trade Publications	1	2	3	4	5
General Magazines	1	2	3	4	5
Messages on Company Trailers	1	2	3	4	5
Notices at Truck Stops	1	2	3	4	5
Notices at Local Schools	1	2	3	4	5
Billboards	1	2	3	4	5
Recruitment by Current Drivers	1	2	3	4	5
Flyers/Handbills	1	2	3	4	5
Private Employment Agencies	1	2	3	4	5
State Employment Offices	1	2	3	4	5
Others (please list)					
a) _____	1	2	3	4	5
b) _____	1	2	3	4	5

2. Media Effectiveness: Of the media mentioned in question one above, please rank them according to their usefulness in attracting *QUALIFIED AND HIREABLE* driver candidates.

	Not Used	Least Effective			Most Effective
Radio	0	1	2	3	4
TV - Local	0	1	2	3	4
TV - Cable	0	1	2	3	4
Local Newspapers	0	1	2	3	4
Other Newspapers	0	1	2	3	4
Trucking Trade Publications	0	1	2	3	4
General Magazines	0	1	2	3	4
Messages on Company Trailers	0	1	2	3	4
Notices at Truck Stops	0	1	2	3	4
Notices at Local Schools	0	1	2	3	4
Billboards	0	1	2	3	4
Recruitment by Current Drivers	0	1	2	3	4
Flyers/Handbills	0	1	2	3	4
Private Employment Agencies	0	1	2	3	4
State Employment Offices	0	1	2	3	4
Others (please list)					
a) _____	0	1	2	3	4
b) _____	0	1	2	3	4

Continued . . .

**Continuing APPENDIX  
Media Usage Questions**

3. Message(s) Used: How would you rank the following message items in terms of your usage or emphasis in your driver recruiting efforts. A one means "not important" and a five means "extremely important."

	Not Important				Extremely Important
Wages	1	2	3	4	5
Health Benefits	1	2	3	4	5
Pension Benefits	1	2	3	4	5
On-the-Road Expenses	1	2	3	4	5
Equipment Type	1	2	3	4	5
Equipment Condition	1	2	3	4	5
Company Reputation	1	2	3	4	5
Sick Leave	1	2	3	4	5
Vacation Time	1	2	3	4	5
Sign-up Bonus	1	2	3	4	5
Advancement Opportunities	1	2	3	4	5
Time <b>NOT</b> on the Road (Time Home)	1	2	3	4	5
Access to Upper Management	1	2	3	4	5
Freedom from Direct Supervision	1	2	3	4	5
Extra Training on Job	1	2	3	4	5
Other (please list)					
a) _____	1	2	3	4	5
b) _____	1	2	3	4	5