

**An Investigation into the High Turnover of
Drivers in Company X, Identifying what
Methods of Retention Should be adopted.**

By

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Signed Statement

I have read the College's code of practice on plagiarism and I hereby certify that this material, which I now submit for assessment on the programme of an MA in Human Resources is entirely my own work and has not been taken from the work of others, and any work that has been taken from others has been cited and properly referenced in accordance with the Harvard Referencing System as is used by the National College of Ireland.

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9th September 2013

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List of Abbreviations

Human Resource Manager (HRM)

Managing Director (MD)

United Kingdom (UK)

Executive Summary

The purpose of this research dissertation is to analyse why Company X is currently experiencing a high turnover of drivers and why this unfortunately has been a common trend since 2007. Since 2007 Company X lost 311 drivers due to resignation alone. This figure is quiet high considering the recessionary times where there are a lack of alternative jobs available. Examining the causes that consequently result in a high turnover of drivers is a key element to this research dissertation and to also identify what can be done moving forward to reduce the amount of employees exiting Company X.

The data collected to complete this research dissertation was achieved by the execution of a number of interviews and gathering information from the surveys that were completed by drivers in Company X. The outcome of both interviews and surveys revealed that the minority of drivers were motivated and satisfied in the job. Most surveys revealed that driver's received a lack of recognition or encouragement also.

Company X believes that all employees are employed because that person has a contribution to make to the success and growth of the company. Company X wants the employee's experience of working with them to be challenging, enjoyable and rewarding. However the research surveys and interviews established results from drivers that would not mirror what Company X are trying to achieve. What Company X is doing and what they are saying are two different things. Company X's management philosophy is based on responsibility and mutual respect. Although the results from the research demonstrate that drivers feel as if there is a lack of recognition for the work they perform and believe they are not respected by members of management. Company X seeks to attract highly motivated individuals that want to work as a team, although current drivers are not motivated by management and are not satisfied. This may be a cause of high turnover of staff, if this is not already achieved within the current pool of employees it may be hard to attract and retain potential employees.

In this research an analysis of the literature available on retention through motivation and satisfaction will be achieved in the literature review in order to understand the theories and practices that are available to organisations to utilise today. Some theories if implemented successfully by management may aid the retention of highly skilled drivers 'a proactive approach to management can potentially improve implementation and increase the percentage

of successful change initiatives – saving organisations money, sustaining employee engagement and retention’ (Vogelsang et al. 2010). The literature review is a fundamental chapter to this research dissertation as it explains the variety of content and process theories available; however it also analysis’s the limitations that are also apparent with these theories proving that they may not always work.

The research dissertation will conclude with the recommendations that have been established for Company X. These recommendations may be used to developing a retention strategy to decrease the statistics of employee turnover. The strategy could help retain drivers in Company X, attract drivers to Company X and also build back up the relationship between driver and manager, which may have been overlooked in the past.

Chapter One: Introduction

Introduction

Retention of employees is of the utmost importance, Organisations need to plan and create a working environment that promotes retention of its employees to remain competitive, profitable and sustainable. In the current economic climate retention should be at the centrefold of any organisation. A recession has been defined as *'two consecutive quarters in a year when the economy shrinks rather than grow'* (Lester, 2009). Ireland officially announced the country had entered a recession in September 2008; the era of the Celtic tiger was over. Due to the economic climate many organisations in a variety of industries have downsized, closed, or have gone into administration. For the organisations that have been able to avoid closures they have had to make significant changes, pay freezes, pay cuts, hours being cut, layoffs and redundancies. Woodward, Cassill & Herr (1997) explains that even though organisations have to deal with all this they should not forget about their most important assets, their employees. If an organisation is to continue to run efficiently and remain competitive these employees must be retained. With the use of motivation techniques and incentives management may achieve retention thus overcoming the difficulties of the economy (Woodward et al. 1997).

However in this research dissertation, Company X have been very fortunate and have been able to survive what is described as Ireland's most crippling recession. Company X endeavour to find the equilibrium in cutting costs while adhering to innovation and product quality, but on the other hand they are simultaneously replacing drivers on a weekly basis and a revolving door has been the result over the last five years. The recession has consequently opened up the labour market with an abundance of highly skilled and qualified individuals and allows organisations access to an abundance of skills, talents and qualifications but when you are looking for a unique set of skills which Company X need in their drivers this overflowing pool in the labour market is of no real benefit. These drivers are operating in a niche market, with only three car transport companies in Ireland. Drivers in Company X are highly skilled and have been invested in financially with weeks of training and development to insure they are competent car transport drivers. This training period is examined by driver trainers and has a failure rate of 50%. This would further instil that retention of current drivers is of the highest importance as the training costs involved in replacing drivers are vast. Senior management should get involved and negotiate with current drivers on what it is that they are looking for to guarantee they will remain in the company. These valued

employees must be satisfied and motivated in order to retain the human capital pool in Company X.

Company X has been chosen as an organisation to analyse, due to the concurrent retention issues that have been identified. This research will be conducted by delving into Company X and analysing its current situation, taking direct feedback from the HR Manager, the General Manager of Operations and the main stakeholders involved, the Drivers.

The Background of Company X

Company X was founded in 1980 and is a privately owned Irish business. In 1998 it changed ownership and its current owner has enhanced the business to become Ireland's leader in vehicle management. Company X has five locations across Ireland and operates not only in Ireland but in the UK and Continental Europe. Company X has a large contract in the UK and as a result two thirds of the drivers are currently on UK contracts. The primary activity of Company X is the storage, enhancement and the nationwide distribution of motor vehicles. Company X is a logistics provider to the automobile industry, from arrival at the port of entry to distribution to the dealer network.

Company X has 80% of the Irish market in vehicle management, with only two other competitors in this industry. Company X is determined to grow market share, whilst retaining its status as the market leader in its industry sector. The company strives to achieve this by providing a consistently high quality service to its customers, having a highly motivated and skilled delivery team at all stages of the business process. This needs to be the business's main priority however they appear to be under pressure in peak seasons as they cannot retain the number of drivers they need for the amount of work that is available to them. Last year in Company X there was a turnover rate of 41% in drivers alone.

Company X employs highly skilled car transporter drivers. Their job is unlike general haulage drivers as they spend the majority of their time loading and unloading vehicles, driving only takes one third of their daily working hours. Drivers in Company X are put through an in-depth rigorous four week training programme. During training they are

appointed an experienced driver trainer to teach them all the relevant skills they need to perform their job. This is a niche market that Company X operates in, with very few drivers possessing skills in this field. As a consequence it is extremely difficult to find skilled drivers to fill positions that are available. Each new driver trainee needs to complete a full training programme and pass a probation period during training. They are responsible for equipment and vehicles loaded on the transporter which have a value on average of one million, this responsibility puts pressure on managers to insure the training is completed to the highest of standards and that they have a competent driver as a result of this training.

Title of Research

An Investigation into the High Turnover of Drivers in Company X, identifying what Methods of Retention should be adopted?

Research Problem

Identification of key factors within Company X that can impact on the high turnover of driver thus causing retention issues of current drivers.

Overall Research Question

Can an improved working environment and better terms and conditions of employment lead to the retention of drivers? With the aid of monetary and non-monetary rewards can this achieve driver's satisfaction and in turn retain drivers in the Company X?

Overall Research Objectives

Throughout the body of this dissertation the objectives are to identify;

1. Review the theoretical literature on retention of employees in the current economic climate.
2. An analysis of Company X will be conducted by using qualitative and quantitative research. In the research, interviews and surveys will be examined to draw results. Interviewing drivers in Company X may distinguish why these drivers stay in the organization and reasons that have contributed too many of their colleagues leaving

over the years.

3. By contextualising all the information from the literature reviewed along with the methodology received from carrying out the interviews and surveys with the drivers of Company X the research will be achieved.
4. The research objective in using surveys and interviews as a data gathering technique on the driver in Company X is to evaluate what are the key areas that could support retaining drivers. These data gathering techniques will be used to evaluate driver satisfaction and distinguish what factors motivate and satisfy the driver thus explaining what may assist retention rates in Company X.

Recipient of the Research

The recipient of this research is primarily the Managing Director, the Human Resource Manager, the General Manager of Operation and the Transport Manager of Company X. This research dissertation would also be of interest to all Human Resource Managers in a multitude of organisations and industry's that have interest in reviewing research on retention of staff issues. The aim of this research is to try to identify what are the problematic areas that have caused a high turnover of drivers in the past and also to recognize what changes need to be made to guarantee retention of drivers. This research dissertation can be used to help aid human resource practitioners in the challenges that arise when combating high turnover of staff and identifying what retention methods are available to them.

Literature Themes

In this research there is a particular focus on satisfaction theories, articles and journals. The reason for analysing these theories is to identify if satisfaction may have a direct link with improved employee morale. If employee satisfaction theories are analysed in Company X and improved methods of attaining employee satisfaction are introduced it may result in Company X consisting of a satisfied and content workforce with a reduced staff turnover. An analysis into employee motivation may also aid the research to identify if it has a link to retention of staff.

Both Content and Process Theories will be discussed in the literature review. The research of these may help one understand what options are available when trying to motivate the workforce. Many theorists have researched motivational theories in the past but however one

of the oldest is possibly the most well-known. Maslow's Hierarchy of Needs Theory was developed in 1943 and still to this day is relevant in workplaces across all industries. In Company X it could prove beneficial for management to adopt this theory as it can categorise employee's needs. Thus making it easier for the manager, to understand what are the main priorities of their employees and furthermore if possible to use this information to retain their staff. Research on Content Theory is equally as important when analysing the theories available, for a conscientious overview for example Vrooms Expectancy Theory is important in this research as it explains how individuals will identify the reward for the task from the outset and define how much effort they will put into that task depending on how much they want the reward. Both Process and Content Theories need to be analysed in this research as individuals are satisfied and motivated by an array of components.

Chapter Two: Literature Review

Literature Review

The literature review chapter of this research dissertation will be used to explore, appraise and clarify the literature that is accessible on the research areas surrounded by retention of employees. In this chapter the research will be achieved by using the literature available to outline the different thoughts and opinions from numerous theorists who have explored a selection of methods which can aid retention. This chapter will aim to highlight the importance of employee satisfaction and motivation which in turn may lead to retention of employees.

This chapter defines the importance of retaining employees and the different retention methods that are available to employers. It will identify what motivation is and the importance of a satisfied workforce. *'A satisfied employee makes a positive contribution and stays with the organization'* (Grant 1998, p.81). The motivational theories will be discussed in more detail further on in this chapter. An explanation of the Content and Process Theories of motivation will follow. The limitations of the Content and Process Theories along with intrinsic and extrinsic motivation will then be discussed.

'When discussing motivation we often mean 'why do people act in particular ways?' and 'how can we get them to act in certain ways?' Motivation actually refers to a psychological concept concerned with increasing the direction, strength and duration of people's work related behaviours to influence the quality and quantity of people's performance output' (Hannagan, 2008, p.382). The drivers in Company X are customer facing, they are the ones who directly deal with the customer six days of the week. If one expects them to have a respectable behaviour with customers the internal customer service must first be addressed. If drivers are motivated by their manager and encouraged while getting the job done, their manager may be able to direct them in a positive manor. A positive attitude is important to be perceived by customers as customer focus is Company X's number one value. *'The term job satisfaction refers to the attitudes and feelings people have about their work'* (Armstrong, 2007, p.264). Job satisfaction may be achieved through a variety of factors, by using the literature available that would be suitable for Company X it could have a positive impact on increasing the morale of drivers and furthermore reducing turnover. In this research

dissertation the most common motivational factors and satisfaction theories will be discussed in the literature review. This will be achieved as a means of trying to understand the reasons why if they are introduced they may improve the turnover in Company X.

Employee Turnover

Employee turnover has been defined by Armstrong (2009) as the rate in which people leave an organisation. There are numerous disadvantages to a high turnover rate in organisations, such as '*Turnover can be disruptive and costly*' (Armstrong, 2009, p 497). (Mobley, 1982) denotes that there is a universal definition for employee turnover, it has been described as the termination of membership in an organisation by an individual who received monetary compensation from the organisation. One must realise that turnover is inevitable, however it can be reduced. This is why there is a significant importance in identifying what are the causes of a high turnover. '*The fewer reasons employees are given to feel dissatisfied, insecure or uncommitted, the less likelihood there is that they will even consider handing in their notices*' (Taylor, 2002, p 60). Organisations tend to lose the most valued employees when turnover is high, this is completely unacceptable as it has a domino effect throughout the organisation domain. (Armstrong, 2009, p 503) argued that this would damage the organisation if it continued.

There are many downsides to a high turnover of staff in an organisation. The costs involved in recruiting an employee can be extremely expensive. The costs involved in poor retention are made up of direct and indirect costs. These can include the cost of recruitment, advertising, the time taken by the human resources staff, the selection process and the induction/training of the new employee (Torrington, Hall, Taylor & Atkinson, 2011). Organisations must endeavour to avoid these expenses at all times. The negative impact that a high turnover can have on a company's reputation can also be extremely damaging. The stigma that can be so easily attached to an organisation that loses employees as soon as they take them on can be quite difficult to restore. This in turn is reinforcing the importance of employee retention in an organisation. In Company X statistics have shown that in the first quarter of 2013 car sales are down 13.9% this would advocate that the business is not making as much of a profit as seen in previous years. This would suggest that tightening the belt on expenditure would be fundamental in the business's success thus reiterating the fact that the

cost involved in a high turnover must be reduced.

Retention of Employees

Human resource development has been defined as *'concerned with the provision of learning, development and training opportunities in order to improve individual, team and organisational performance'* (Armstrong 2006, p.533). Human resource development is imperative in retaining employees; they are organisations intangible assets which must be maintained. Employers can use training and development to aid employee's growth in the organisation, keeping them satisfied thus retaining content employees. Employees need to be motivated and satisfied in their position in order for them to develop in their role and progress in the future. Ulrich explains that *'Retention - binding existing talent to your firm - matters at all levels'* (Ulrich and Brockbank, 2005, P106). He further argues that most importantly, if this is to be possible one needs to *'Find out why talented people leave'*. Managers need to introduce exit interviews in order to understand, what are the main factors involved that result in an individual leaving their job. This would appear, according to Armstrong, *'The turnover of key employees can have a disproportionate impact on the business, and the people organizations wish to retain are probably the ones most likely to leave'* (Armstrong 2006, P397). This is a worrying finding for managers as losing key employees may be dangerous for business success. Clearly then this needs to be addressed and further understood. A key question in this research therefore will be *'why do people exit company X?'*

Ulrich proposes that there are a number of methods for *'binding top talent to your firm'* (Ulrich et al, 2005, PI07). Which are as follows;

1. *'Find out why top talent leave'*
2. *'Offer financial inducements to stay'*
3. *'Offer intrinsic rewards to stay'*
4. *'Offer other non-financial inducements to stay'*

Mooney (1999) identified five main categories in relation to the retention of employees; he argues that these need to be addressed within organisations to improve the probability of retention. Which are as follows;

1. Sourcing and Hiring - Managers need to focus on choosing a candidate that fits the criteria of the position and the business. They must '*avoid filling gaps quickly and cheaply*' Mooney (1999). An improved selection process may aid filling the position with the best candidate for the vacancy.
2. Training/development/career – Mooney denotes that if a manager fosters personal growth it can result in higher retention rates. If a manager plans an individual's career progression, with vast opportunities to develop it can be advantageous in retention of that individual.
3. Compensation and reward – An individual will thrive when compensated and rewarded for their achievements, businesses should endeavour to stay up to date with what the industry standards are in relation to compensating and rewarding their staff.
4. Involvement and Employee voice – Employee engagement is fundamental to retaining that individual. Retention can be increased if employees are involved in decision making, if managers communicate with them and take suggestions on board.
5. A people friendly organisation – This is based on the environment in the workplace, management need to insure that they have created a harmonious environment for their colleagues.

It is importance to find out why top talent leave, when an individual leaves a business, managers must do an analyses into why it is that they leave. When this is identified why one is leaving, then incentives can be used to encourage an individual to stay. The '*cause and effect*' analogy would be quite pertinent here where by the incentive offered to the individual depends upon their reasons for wanting to leave.

The Importance of Employee Retention

Retention of employees is extremely important. Taylor (2002) explains reasons of the importance of staff;

1. '*Most jobs today are based on knowledge thus meaning it is harder to find a competent replacement to fill the job*'. In Company X a driver goes through a gruelling four week training process before they are perceived to be a competent driver, the failure rate during training is 50%.
2. '*More and more people are retiring as the workforce is aging; organisations who are losing employees to retirement find it difficult to replace these employees*'. As most of

the drivers are UK based in Company X, the UK birth rate is shrinking, thus meaning in the future there may be less replacements available for those who retire.

3. *'New and up to date models of work create retention barriers; today employees are not as loyal to organisations as in previous years'*. 70% of Drivers in Company X are currently on part time contracts which may cause a lack of commitment to the employer, if drivers had a secure contract this may increase trust in the employer and discourage them in looking elsewhere for other employment.
4. *'Skilled employees are in shortage which highlights the importance to keep these employees in the organisation as it is difficult to replace these skilled individuals'*. This point made by Taylor (2002) has an immense effect on Company X, due to the fact that there is a lack of drivers trained in car transporting, training a new recruit to become a competent drivers takes up to four weeks and includes financial cost's to the company of €12,400 for the training period.

If an employer can find a candidate with experience this is advantageous however they still need to be given training on Company X's protocols. Retention should not be comprised and the employer should promote retention to avoid the struggle with high turnover and the adverse attitude that goes along with it.

There are common contributing factors behind employees leaving an organisation. Some of these factors are;

- Lack of training
- No goal setting
- No future promotion
- Poor working conditions Taylor (2002)

Each of these factors can contribute to an individual exiting an organisation. They all have negative effects on an individual's growth and confidence in a position. Taylor (2002) denotes, if an individual is given the opportunity to voice their dissatisfaction, whatever it may be it can help resolve the problem. Freeman and Medoff (1984) further reiterated what was discussed by Taylor stating *'an employment relationship of 'voice' as opposed to one of 'exit' it required providing a structure as well as a culture which encourages the resolution of disaffection internally, before it equates unwelcome resignations'*. It is fundamental to use these common contributing factors to minimise employees leaving an organisation.

Motivational Theories

Motivational theories are divided into two categories, these are need based perspectives otherwise known as Content Theories and processed based prospective or Process Theories. These categories are further explained in this research dissertation. These motivational theories link into the research objectives as drivers in Company X are experiencing a lack of motivation and feel dissatisfied in their job. The theories discussed highlight the importance of addressing employee's needs in order to achieve organisation success. When the causes to a high turnover in organisations are identified, these theories can be introduced which may resolve the retention issues that are evident.

Content Theories

Content Theories focus on what motivates people. Content Theories assume links between job satisfaction, motivation and performance (CIPD, 2010). There are four different motivational theories that come under Content Theory, they are;

- Maslow's Hierarchy of Needs Theory
- Alderfer's ERG Theory
- Herzberg's Two Factor Theory
- McClelland's Learned Needs Theory.

Abraham Maslow was the first theorist to produce one of the main motivational theories to date. Maslow identified that there are a number of stages involved in a person meeting certain needs throughout their life. Fredrick Herzberg introduced his theory of motivation in the 1960's. Here Herzberg proposed that people's needs are divided into two categories, motivators and hygiene factors. In 1972 Clay Alderfer enhanced Maslow's ideology of motivation and condensed his five stages into three. David McClelland was another major contributor to the development of motivational theory. His theory also examined people's needs and the propensities of individuals.

For the purpose of this research the above mentioned Content Theories will be further discussed and critically evaluated below. Throughout the research process it became clear that the fundamentals of these theories could form the bases of staff retention initiative in Company X.

Maslow's Hierarchy of Needs (1943)



Abraham Maslow developed the Hierarchy of Needs Theory of motivation in the 1940's. This theory demonstrates that people go through five different stages of needs during their lifetime. These stages are:

- Physiological needs – these include food, water, sleep, air, shelter. They represent individual's basic needs in order to survive and they are seen as expected or are taken for granted by people.
- Safety needs – these involve feeling secure both physically and emotionally. In a work environment, safety needs are met by obtaining a number of security's, such as, job security, health insurance and performance benefits.
- Belonging needs – the types of needs involved in this tier include interaction, love and affection both in an individual's personal life and in their work environment. Employees need to have relationships in the workplace and need to feel accepted in order to increase their productivity. Being part of a team can enhance this sense of belonging.
- Esteem needs – these include internal feelings, such as self-respect and autonomy. Esteem needs also include external factors like job recognition and attention.
- Self-actualisation needs – this is the final tier of the hierarchy and thus the hardest to satisfy. It requires the need for self-fulfilment and knowing one's full potential and growth.

Organisations can use numerous mechanisms to retain their employees; they can do this on a monetary and non-monetary scale. Both scales can be used as some employees will value

money and others self-satisfaction in their working environment. To insure a low turnover of staff, motivation techniques must be put in place by the HR department. *'An individual's motivation is the result of the interaction of needs, incentives and perceptions'* (Kakabadse, Bank & Vinnicombe 2004, p.56). Staff motivation is a key tool when trying to increase productivity and improve industrial relations within an organisation. Employees tend to work harder to maximise their input when HR management introduce motivational incentives. A motivational theory which is considered by many managers is Abraham Maslow's 1943 Hierarchy of Needs. According to Maslow's theory one will begin on the lowest level of the pyramid and work their way up from there. There are five levels on this and in order to reach the highest; self-actualisation, the previous four steps must be met. Not all employees have the ability or the drive to achieve the highest level of this model. Some employees are content with just financial payment and security where as others will need to achieve self-actualisation in the work place in order to be satisfied. Once an individual's basic need is met there are always others to take their place. *'As one desire becomes satisfied another takes its place, and as this desire becomes satisfied still another replaces it, this sequence of emerging needs formed the basis of Maslow's Hierarchy of Needs'* (Wilkinson, Orth & Benfari 1986, p.27).

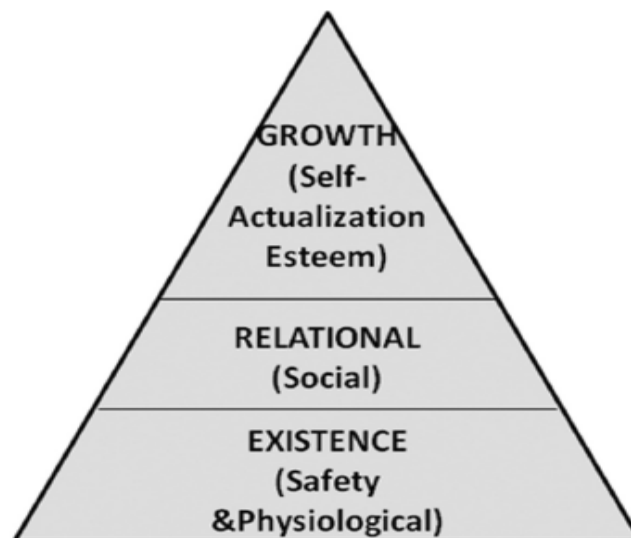
In the beginning most employees are purely financially motivated. This is meeting the first stage which is their most basic need. Money is the most important motivator (Physiological). Once an employee is financially stable they will seek greater security in their job, an example of this would be permanency or renewing of contracts. Also the employee would become more motivated and reassured by promotions and bonus incentives. In this area of incentives the employee can be motivated by not only monetary rewards, non-monetary rewards such as company car or extra holidays can also be a great incentive for employees (Safety). Some individuals have a need for fulfilment in their lives and not only their job will do this, therefore the organisation should give the opportunities to employees to pursue their personal aims (Self actualisation).

This would lead one to the realisation that Maslow's theory is extremely relevant within organisations today as employees are not always satisfied by money and alternative incentives must be introduced to assure they remain motivated and in turn this may lead to a happier workplace for all involved. *'A motivated workforce is a productive workforce'* (Laird W Mealiea 1978).

Maslow's (1943) Hierarchy of Needs Theory has been scrutinised by Huczynski & Buchanan (2007) even though his work is commonly used in organisations worldwide today. Huczynski & Buchanan (2007) believe that there is a substantial deficiency of empirical evidence to support Maslow's Hierarchy of Needs Theory. They consider that there are two major condemnations with Maslow's theory. The main criticism that Huczynski & Buchanan (2007) have established is that the Hierarchy of Needs Theory is quite unclear and does not have evidence to suggest future behaviour of employees in an organisation. Furthermore they contemplate that the social philosophy imitates white American middleclass values. Thus they believe that the theory proposed by Maslow need to be probed as to whether or not the hierarchy can be used in other cultures and social classes. Another difficulty proposed by Huczynski & Buchanan (2007) with Maslow's theory is that there is a problem for management in recognising how to measure employee's progression as humans do not always fulfil their needs and especially their needs on the higher tier of Maslow's hierarchy exclusively within the workplace.

Numerous different factors play a large role in people becoming satisfied, work life balance can be a massive contributor to people's satisfaction in an organisation. All these different sources of satisfaction need to be taken into account when aiming to create a satisfied organisation. Managers need to accommodate employees needs by become more understanding towards their employees personal lives and not only focus on their work life. However this is extremely difficult for managers in larger organisations as the number of employees in the organisation is so great that the employer would be unable to have an insight into each employee's needs. DeJoseph (2003) also argues that when using Maslow's Hierarchy of Needs Theory one must take into account the time period one is in. For example at the moment in Ireland there is a recession which has caused a down turn on business activity, which can have an effect on individuals and can have a bearing on how individuals are motivated.

Alderfers ERG Theory



In 1972 Clay Alderfer enhanced Maslow's ideology of motivation and condensed his five stages into three. They are;

- Existence needs – these are the need for basic material and physiological requirements such as food, water, shelter and in a workplace, working conditions and sufficient pay.
- Relatedness needs – this need relates to the relationships individuals need to have with their family, friends and work colleagues.
- Growth needs - this tier involves the need to develop ones abilities and capabilities that are most important to them (Alderfer, 1972).

Alderfer's theory in comparison to Maslow's theory suggests that an individual can meet more than one need at a time. Therefore all needs can be satisfied at once. Whereas Maslow's theory explains that an individual must satisfy one need in order to progress onto meeting the subsequent needs. Also Alderfer's model advocates that even though a need has been satisfied, one can return to satisfying that need again in contrast to Maslow's argument that once a need is satisfied you move to the next need and do not return. Robins and Judge (2009, p.211) support this statement by stating, '*Unlike Maslow, Alderfer did not assume that these needs existed in a rigid hierarchy. An individual could be focusing on all three need categories simultaneously*'.

Frederick Herzberg Two Factor Theory

In the early 1960's, Frederick Herzberg established his theory subsequently to Maslow's Hierarchy of a Needs Theory. It would appear to be corresponding to Maslow's theory in the respect that Herzberg's states that individuals strive to attain higher psychological needs. Employees thrive on recognition for their input into the organisation, an increase in their job responsibility and fundamentally prosper when given more difficult tasks rather than take on an easy more relaxed job that does not challenge them significantly. It is apparent that there are variances between Maslow's theory and Herzberg's theory, for instance Herzberg explains that both the motivator and the hygiene need not be present for an employee to become satisfied in their workplace (Garner, 1977). It is also apparent that there are variances between Maslow's theory and Herzberg theory.

Mullins (1999) explains that Herzberg's theory is split into two categories. Firstly Herzberg identifies aspects that lead to job satisfaction and these are known as the motivators. The second category is called the hygiene factors, which are the factors which could prevent the dissatisfaction in a person. These hygiene factors that cause a lack of motivation in organisations are company policy, supervisors, work conditions, salary, relationship with boss, and relationship with co-workers.

The dynamics that cause dissatisfaction in an organisation are all peripheral factors and do not relate directly to the job itself. Substantial achievement, increased responsibility, growth, recognition and career progression are all motivating influences that bring about satisfaction in employees. These are all considered to be internal motivating factors which are instilled in individuals. This two factor theory formulated by Herzberg's shows some resemblance to intrinsic and extrinsic motivation. Intrinsic motivation would resemble motivator factors that cause a person to be satisfied in their job and extrinsic motivation mirrors hygiene factors that cause a person to work (Moorhead & Griffin, 2012). (Cummings 1975, p.35) explains the limitations to Herzberg's Hygiene factors; they are that the costs involved are quite expensive for a business. Especially in the current Irish climate it may not always be possible to invest in hygiene factors as the finances may not be available due to financial restraints. '*Herzberg's two factor model argued that motivational factors do not function in isolation from hygiene factors, and that these hygiene factors could be considered as the road down which motivation drives*' (Fredrick 2001, p.35). In an ideal world both of these components should be managed and

maintained at regular intervals. They must be viewed in conjunction with each other.

In each category there are five needs that need to be met for an employee to be motivated, these are:

Motivators	Hygiene Factors
Recognition	Supervision
Growth	Benefits
Nature of Work	Relations with Co-workers
Responsibility	Working Conditions
Achievement	Compensation

Although it is very appealing to managers, as it is easy to understand and to implement, scholars argue that it might be too simplistic. Vroom claims that the two- factor theory was only one of the many outcomes that could have been drawn from the research that was conducted by Herzberg (Mullins, 1999).

However, Porter and Lawler (1968) supported aspects of the theory and they believed that the higher paid employees are more likely to be content with their rewards than lower paid ones but that satisfaction from an increase in pay would be short lived. This would suggest that an individual appreciation for small reward frequently would surpass large / costly incentives that are only a once off or on occasion.

Porter and Lawler's views that satisfaction gained from sharp increases in pay are not long term, and that a continuous process of smaller rewards would be of greater benefit to the employee, this may be worth bearing in mind when analysing the finding in relation to the research into Company X.

McClelland's Learned Needs Theory



David McClelland was another major contributor to the development of motivational theory. He proposed this theory in 1961. The acquired needs theory of motivation examined people's needs and the propensities of individuals. McClelland believed that the motivational theories proposed by his predecessors did not identify the difference in people's needs. He believed that an individual requires a change in needs at different periods of their life due to outside effects. McClelland theory included three types of needs:

- Need for power – is the need to make others behave in a way that you want them to or in a way they otherwise would not have
- Need for achievement – is the need to excel or strive to exceed expectations
- Need for affiliation – is the need for interpersonal relationships or a need to feel wanted (Robbins et. al 2009, p.214)

The researcher recognises that there are main strengths to McClelland's Learned Needs Theory. It possesses advantageous tools for management to categorise employees. When employees are categorised it makes it easier for management to put individuals into a position that is most suited to them. Although there are positives to this theory there are also negatives. *'Measuring the needs of employees is time consuming and expensive, few organisations have been willing to invest time and resources in measuring McClelland's theory'* (Robbins et al 2009, p.215).

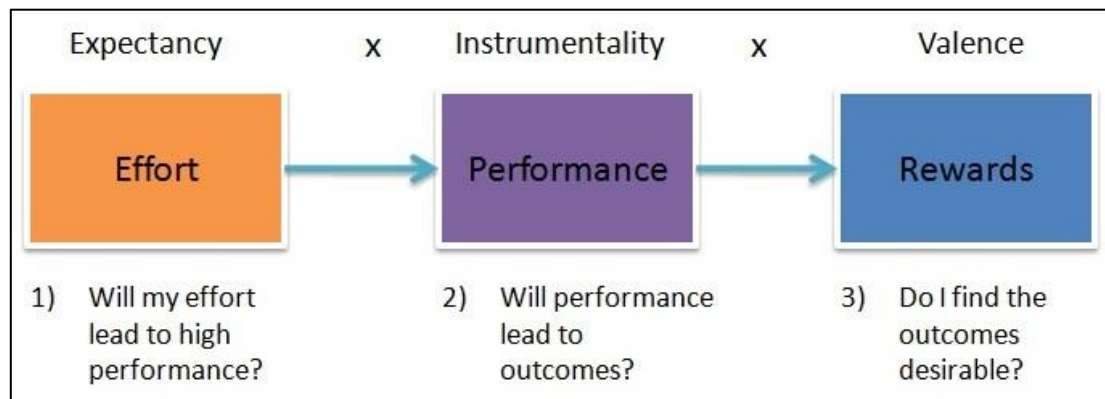
Process Theories

The Process Theory of motivation is comprised of four main theories similar to the Content Theory. Process Theories concentrate on how people are motivated. They do not automatically assume a link between job satisfaction and performance, but do assume links between motivation and job satisfaction and motivation and performance (CIPD, 2010). The theories include;

- Vroom's Expectancy Theory
- Social Cognitive Theory
- Goal Setting Theory
- Adams Equity Theory

Vrooms Expectancy Theory advocates that the levels of motivation are driven by the amount of achievement expected. Social Cognitive Theory is said to be linked to the Expectancy Theory. Social Cognitive Theory of motivation was developed by Albert Bandura and is said to be linked to the Expectancy Theory. This theory explains how an individual will get a task done due to the 'self-efficacy' or self-belief that they can fulfil the task. Goal Setting Theory was established by Ed Locke in 1968. This theory explains how motivation is a direct result of setting certain goals and targets. The final theory is Stacey Adams Equity Theory which was developed around the idea that an individual will have gratitude for the results he/she achieves following the input of effort and skills that they executed. For the purpose of this research both Vrooms' Expectancy Theory and the Social Cognitive Theory will be further discussed as they have links to one another and may be the most appropriate of the theories to be enforced in Company X.

Vroom's Expectancy Theory



Vrooms (1964) Expectancy Theory focus on the relationship between the effort put in to the idea of particular activities by the individual and the expectations concerning the actual reward that will accrue as a result of expending the effort (Gunnigle, Heraty & Morley, 2006). From the diagram above we can see that Vroom's bases his theory around the formula $Motivation = Expectancy \times Instrumentality \times Valence$. An individual's traits, for example ones personality, skills and abilities, influence ones behaviour and thus influences the standard of work carried out by that individual. There are three distinct factors that impact on this particular theory of work motivation, these are as follows:

- Valence – this is the appeal of, or the preference for a particular outcome to the individual. Valence is anticipated satisfaction from an outcome.
- Instrumentality – this is concerned with the individual's perceived likelihood that exemplary performance will lead to valued rewards. Instrumentality can be measured on a scale from zero (no chance) to one (certainty).
- Expectance - it is concerned with the individual's perceived likelihood that effort will result in good performance, like instrumentality expectancy can be measured on a scale from zero (no chance) to one (certainty) (Mullins, 1999).

'The model suggests that the individual's level of efforts is not simply a function of rewards. The individual must feel that they have the ability to perform the task, that this performance will impact on the reward and that this reward is actually valued' (Gunnigle et al. 2006).

The Social Cognitive Theory

Bandura's Social Cognitive Theory of motivation bears a connection to Vroom's Expectancy Theory. The main component of this theory is self-efficacy. Self-efficacy is defined as *'the extent to which a person believes he or she can accomplish a given task in a specific situation'* (Hitt et. al, 2009, p.309).

The theory was established around the perception that when an individual possesses high self-efficacy levels then they have more confidence to fulfil the requirements of their job to a higher degree. Bandura (1993, p.128) states that *'most human motivation is cognitively generated. People motivate themselves and guide their actions anticipatorily by the exercise of forethought.... Forethought is translated into incentives and appropriate action through self-regulatory mechanisms'*. Bandura maintains that self-efficacy can be improved in four particular methods, which are as follows:

1. Enactive mastery – gaining relevant experience at the task/job.
2. Vicarious modelling – becoming more confident when you observe someone else doing the task/job.
3. Verbal persuasion – becoming more confident when someone tells you that you have the required skills to do the task/job.
4. Arousal – this will drive you to do the task/drive (Bandura, 1997).

Limitations of Content and Process Theories

Management use Content and Process Theories to motivate their employees. Both theories concern themselves with different aspects of satisfaction, the Process Theory concerns itself with job satisfaction whereas the Content Theory deals with an individual's direct needs in order to become satisfied. Even though both schools of thought are highly regarded in organisations today they do not come without limitations. Maslow's Hierarchy of Needs Theory has undergone critical evaluation for being too rigid, *'Maslow himself expressed doubts about the validity of a strictly ordered hierarchy'* (Armstrong, 2007, p.258). Alderfer's theory along with Maslow's theory has been scrutinised by a number of writer's in the area of motivational research due to the lack of suitability to a work place setting.

Process theory has limitations also, due to the complexity of their nature. It can be most difficult to comprehend Process and Content Theories. Salancik and Pfeffer (1977) denote Content and Process Theories of motivation can be extremely useful in understanding how a

person is motivated, although it is cautioned that limitations apply to the degree that these theories can be applied.

Employee Retention through Performance Related Pay

According to Allen (2001) and Stredwick (2002) reward management has become especially important in helping to attract and retain key employees and also influencing performance and behaviour at work. By introducing a change model such as performance related pay this could help organisations emerge from their underlying problems. *'Performance related pay is a generic term used to describe a variety of variable payment systems which reward employees on the basis of performance'* (Milkovich and Newman 1987, p227). If the employees are being rewarded financially for their input of skills and knowledge the organisation as a whole has more of an opportunity of gaining a competitive advantage due to the high morale which will be evident in the workforce and therefore high productivity also. Rewarding staff financially, indicates to the employee that their skills, experience and knowledge are recognised and appreciated by the management team. This can increase staff morale within the organisation, as workers want to contribute to achieving the strategic goals of the company if they get rewarded. Thus the business has the opportunity to gain competitive advantage as their internal stakeholders are utilised to the maximum. Gabris and Simo (1995) explain that employees who are at the bottom level of the hierarchy are mostly influenced by the desire for extrinsic opportunities, for example monetary incentives, security within their job and strong fringe benefits, they claim that these are the driving force in motivating employees. This correlates with some of the earlier discussed literature in relation to Maslow's Theory.

According to Armstrong (2006) there are a number of advantages to performance related pay. They are as follows. It motivates people therefore improving individual performance and also leads to an improvement in the organisation. Performance related pay acts as a lever for change thus helping to change people's attitudes towards work if necessary. It links reward to achieving specific results which support overall organisational goals. It has positive effects on recruiting and retaining staff as it offers them financial rewards and also helps in making pay more competitive. Armstrong (2006) discusses how performance related pay meets the basic human need and that is to be rewarded for achievement. This is aligned with the fact that humans like to be praised and rewarded thus can be extremely useful for organisations as it can aid retention of valued employees.

Retention due to Employer Branding

Employer branding has been defined as *'primarily concerned with improving an organisation's ability to compete for new staff, but it is also believed to improve retention rates and contribute more generally to employee commitment and motivation'* (Taylor 2008, pp.66). The idealisation behind this concept of employee branding is one in which is easily understood. Take product branding as an example, a product which is globally recognised has strong branding, customers are likely to become loyal to this product, diminishing competitors chances within that market segmentation. Customers will pay more for a product that has a good reputation and consistent in quality, in turn the organisation offering this valued product will have lower advertising costs due to their already stellar reputation within the marketplace. This is similar to employer branding, once an organisation is deemed successful, has a good public image and offers employee satisfaction and the chances to excel in their career this will open up the labour market and become more desirable to the future potential employees. Organisations need to focus on employer branding as it can help to,

- Gain buy-in from other members of staff.
- Develop cross-functional working relationships focused on ensuring these concepts mutually support one another throughout the business.
- Navigate your way during economic recovery by offering examples of ways in which remaining true to your employer branding and reward strategy can help to position your company positively for the upturn (CIPD, 2011).

Organisations that realise the importance of intellectual capital have the ability to differentiate and grow a business. When an organisation comes to the realisation that it is their employees who can aid them gaining a competitive advantage they can then give them the facilities to grow and prosper and do what is needed to attract the right people for the job. Organisations could incorporate this theory of employer branding to attract and retain key staff which will help if there are any turnover issues apparent. Taylor (2008) has identified two stages that need to be addressed in relation to branding an organisation for employment market purposes. The first stage proposes that it is necessary to figure out what aspects of the employee experience differentiate you as an employer from your competitors. This is essentially a realisation of what the employer has to offer its potential employees. The second stage utilises the concept of the image the employer brand portrays to the public audience. The employer must communicate this effectively to potential employees to attract suitable candidates. There are four core types of employer branding, employers can use these four

propositions when altering their brand.

Prestige: this is where an organisation markets themselves with their good reputation for career development.

Cause: this is where the organisation deems themselves as socially responsible and imbeds this into their employees that they too will be working towards helping humanity.

High risk/big potential: this gives the employee the opportunity to receive long term reward if they remain loyal to the organisation and grow alongside them.

Work life balance: this is where the employer gives the employees the opportunities and the time to do things they enjoy to allow them not only grow in the business but also on a personal level to.

Taylor (2011) gave an example from McDonalds they are the market leader but also experienced high labour turnover rates. To deal with this McDonalds highlighted four features of working with the organisation, through the employee value proposition;

1. Improvement opportunities.
2. Flexibility.
3. Energising environment.
4. Continuous learning.

Fundamentally, this was a great success for McDonalds as it led them to a reduced staff turnover rate of 50%. This same approach could be utilised by organisations today to aid them retain staff through a desirable image in the labour market. If Company X focuses on the employer branding it may have an impact on current drivers and potential recruits. Employees could be drawn to Company X if they are seen to be a good employer, who offer their employees improved conditions of employment. This may have the ability to change the current high turnover of drivers.

Chapter Three: Research Methodology

Introduction

Research is defined as ‘the systematic collection and interpretation of information with a clear purpose, to find things out, (Saunders, Lewis and Thornhill 2007, p.610). A median of research methods were used in this research dissertation in order to conduct the necessary research to adequately answer the research questions. A research method is *‘simply a technique for collecting data, it can involve a specific instrument, such a questionnaires, or interviews’* (Bryman 2008, p. 266).

Throughout this section of the dissertation the proposed research methodology chosen to answer the research question, aims and objectives discussed earlier in the dissertation will be address. The following sections will involve exploring the research question, the methodology chosen, the population and the data gathering methods. It will also be identified what may be seen as ethical considerations and study limitations.

The aim of this study is to analyse the causes of the high turnover of drivers in Company X and to identify what retention methods could be introduced with current drivers to avoid this continuing any longer. It is important to highlight that getting this matter under control has the utmost importance in order for the organisation to survive in the current economic climate. The objective is too positively increase senior managements knowledge on employee satisfaction and to catering for driver’s needs.

The research methodology broadly refers to the technique used in this research dissertation to answer the research question (Cormack, 2000). The research question posed here contains measurable variables that can be quantified using closed questions, to best answer it, which is the ultimate factor to be taken into consideration when choosing methodology.

Research Philosophy

‘Research philosophy relates to the development of knowledge and the nature of that knowledge’ (Saunders et al 2007, p101). This is broken down into three research sections which examine the ways in which a researcher thinks: epistemology, ontology and axiology. Each offers philosophy approaches which are different allowing the researcher to choose one that best suits them and their area of research. Research philosophy’s *‘enhance your*

understanding of the way in which we approach the study of our particular field of activity' (Saunders et al 2007, p102).

Epistemology

'Epistemology concerns what constitutes acceptable knowledge in a field of study' (Saunders et al. 2007, p.102). Epistemology asks questions to the researcher such as what is knowledge, how does the researcher aim to obtain this knowledge. The researcher believes that *'the data collected are far less open to bias and therefore more 'objective'* (Saunders et al. 2007, p.103). It tries to distinguish between what is true and false knowledge. *'Epistemology concerns the question of what is (or should be) regarded as acceptable knowledge in a discipline'* (Bryman & Bell. 2007, p.16). Epistemology is then broken into three segments, positivism, realism and interpretivism.

1. Positivism

When a researcher opts to a positivism stance in their research philosophy the researcher will generally adopt the philosophical attitude of the natural scientist. *'working with an observable social reality and that the end product of such research can be law-like generalisations similar to those produced by physical and natural scientists'* (Remenyi et al., 1998:32).

2. Realism

'Realism is the epistemological position that objects exist independently of our knowledge of their existence' (Saunders et al. 2007, p.609). It is associated with scientific enquiry. Realism is broken into two areas, *'direct realism is the epistemological position than what you see is what you get: what we experience through our senses portray the world accurately.'* (Saunders et al. 2007, p.596) And *'critical realism is the epistemological position that what we experience are sensations, the images of the things in the real world, not the things directly'* (Saunders et al. 2007, p.596). Bhaskar (1998) explains how a researcher can only identify what is happening in the world, if a social structure is assumed by a researcher this can give growth to what is referred to as the phenomena *'what one is trying to understand'*.

3. Interpretivism

'Interpretivism is the epistemological position that advocates the necessity to understand differences between humans in their role as social actors' (Saunders et al. 2007, p.600). This highlights the variance between conducting research on a human and an object. Interpretivism is deemed highly appropriate in the case of business and management research.

Ontology

'Ontology is a theory concerning the nature of social phenomena as entities that are to be admitted to a knowledge system' (Saunders et al. 2007, p.605). Bryman and Bell denote *'the central point of orientation here is the question of whether social entities can and should be considered objective entities that have a reality external to social actors or whether they can and should be considered social constructions built up from the perceptions and actions of social actors'* (Bryman & Bell. 2007, p. 22). It is associated with the nature of reality and is split into two intrinsic perspectives, objectivism and subjectivism.

1. Objectivism

'Objectivism is an ontological position that asserts that social entities exist in a reality external to, and independent of, social actors concerned with their existence' (Saunders et al. 2007, p.604). This explains that humans as social actors are unable to change the phenomena thus it is external to our presence. Bryman & Bell articulates that *'objectivism implies that when social phenomena confront us as external facts: which are beyond our reach or influence'* (Bryman & Bell, 2007, p. 22).

2. Subjectivism

'Subjectivism is an ontological opposition that asserts that entities are created from the perception and consequent actions of those social actors responsible for their creation' (Saunders et al. 2007, p.612). Humans by nature observe altered situations in a variance of ways and as a consequence, this gives them a certain view of the world, which they take to the position. Remenyi et al. (1998, p.35) explains that researchers are required to become aware of *'the necessity to study the details of the situation to understand the reality or perhaps a reality working behind them'*.

The research will be subjective by nature due to the fact that the understanding of these facts would prove that as there are a large number of respondents in this research (over 100), they will have mixed view and perspectives on this topic. It may impact on individuals in different ways as everyone will have their own experiences in Company X that could be positive, negative or both.

Axiology

Saunders et al. (2007, p.110) defines axiology as a *'branch of research philosophy that studies judgements about value'*. An individual's personal range of beliefs and values that they have acquired over their life time can play a role in the credibility of the research as it can distort their perception on certain ideas that they do not agree with. Heron (1996) debates individuals values are the controlling motive to all their actions. Heron (1996) also includes that perhaps in the researcher's dissertation that the inclusion of their own set of personal values could be included in relation to the research area.

Logic of Research

The logic of the research is to identify if it is inductive or deductive research.

Research Approach

This is a general term for inductive and deductive approaches.

Inductive approach: Saunders et al. (2007, p.599) explains that this approach to research is a *'research approach involving the development of a theory as a result of the observation of empirical data'*. It is an approach which aids a researcher gain an understanding of the meanings humans attach to events and is less concerned with the need to generalise. Saunders et al (2008) denotes when using this method, there is a focus on one particular occurrence of the phenomenon available. Furthermore as a result of the research a theory is established, this can then be applied commonly to a phenomenon taking place somewhere else.

Deductive approach: Is a highly structured approach, defined as a *'research approach involving the testing of a theoretical proposition by the employment of a research strategy specifically designed for the purpose of its testing'* (Saunders et al. 2007, p.596). Bryman et al (2007) describe how the deductive theory signifies there are common views between

theory and research of the nature.

Robson (2002) gives a five step list of the progression in deductive research:

1. Deducing a hypothesis from the theory.
2. Expressing the hypothesis in operational terms, which propose a relationship between two specific concepts or variables.
3. Testing this operational hypothesis.
4. Examining the specific outcome of the inquiry.
5. If necessary modifying the theory in the light of the findings.

Qualitative Research Method

'Qualitative data refers to all non-numerical data or data that have been quantified and can be a product of all research strategies' (Saunders et al 2009, p.480). The use of the qualitative research method allows one to analyse meanings that have been expressed through words, this in turn can be carried out through the use of conceptualization. Maykut et al (1994, p.121) denotes *'The process of qualitative analysis takes many forms, but it is fundamentally a non-mathematical analytical procedure that involves examining the meaning of people's words and actions, qualitative research findings are inductively derived from this data'*. Domegan and Fleming (2007) denote that quite frequently research creates qualitative data, this in turn if more often than not inductive. A qualitative approach gives the researcher more freedom when asking questions in an interview format, also this approach to the interview with the sample population can be less structured and allows the interviewee to feel more comfortable. The inductive approach which the researcher has chosen to take is more of an exploratory form of research as opposed to the deductive approach. Saunders et al. (2009, p.593) defines an inductive approach as a *'research approach involving the development of a theory as a result of the observation of empirical data'*.

Primary Research

Individual interviews were conducted on the population of directly employed drivers in Company X. This approach to research coincided with the qualitative research method. This allowed the opportunity to gain knowledge on interviewee's views and theories regarding the high turnover, retention and satisfaction. This approach is considered interpretive research in

a philosophical perspective. (Saunders et al 2009, p.593) defines interpretive research as *'the epistemological position that advocates the necessity to understand differences between humans in their roles as social actors'*.

Population

The word population can be defined as *'every possible person that could be used in research'* (Sutton 2004, p. 3475). For the survey the author's population was all permanent and part time drivers directly employed by Company X. The population of drivers who carried out the survey answered questions regarding job satisfaction and its link to the retention of staff. However since Company X operate in Ireland, Great Britain and Continental Europe it was not possible to receive survey from all drivers. As a result 100 were returned from a potential of 129 surveys. Interviewees were conducted with a senior driver trainer, a permanent driver working in Ireland and a part time driver working in the UK. They were interviewed in relation to current retention approaches available in Company X and to also explain their opinions on how retention may have significant importance to reduce this high turnover that Company X want to get rid of. The surveys will include both male and female employees to assure gender equality in this research dissertation.

Data Collection, Editing and Coding

There are five data collection methods available when carrying out research; interviews, focus groups, surveys/questionnaires, observations and unobtrusive measures, however not every method will suit the research therefore one must identify which method of data gathering they should use to aid there research which will fundamentally allow them to access information in their research field.

An influential five step process to data collection was developed and can be a valued asset to any research study thus if implemented correctly can be incredibly successful.

- 1. Determine approach to be used:** An analysis into all the advantages and disadvantages to each method of data gathering should be carried out to consequently determine the data need and the reasoning behind this.
- 2. Announce project:** This is vital that there is good communication between the researcher and the organisation members. They should be aware of the data being

gathered and what methods they are using to do this. Also who is gathering the data and why?

3. Prepare for data collection: This should be organised effectively so that surveys or interview leaflets will be complete and ready to go. The location and time must be scheduled for the interviews.

4. Collect data: Code of behaviour is vital at this step, the researcher must insure that the correct etiquette are used, depending on which means of data gathering has been selected.

5. Do data analysis: The researcher may decide to use more than one diagnostic tool available to analysis the data which has been obtained when coming to a conclusion and when giving feedback (Noolan, 2006).

Interviews and surveys were chosen as data collection tools in this research dissertation. These methods were chosen due to the dissertation being in the nature of explorative research. This allows more freedom in investigate research topic. Saunders et al (2009) denotes three principals of explorative research which the researcher should accomplish

- An in-depth Literature review
- Discussing this with experts in the same field
- Carrying out interviews

Following the data collection the finding were then edited and coded, using a template analyses approach. *'A template is essentially a list of the codes or categories that represent the themes revealed from the data that have been collected'* (Saunders et al 2009, p.505). Conducting qualitative research in an inductive manor was chosen as this approach is the most suited analyses approach for this research dissertation.

Interviewing

Initiated contact with the interviewee's was by phone call or in person as they are colleagues of the researcher as she is a current employee of Company X. At this point they were informed of the nature of the research and the purpose of the interview. All interviewees agreed to the interview and were pleased to be included. A pilot interview was performed with the Human Resource Manager in Company X to begin with in order to estimate the length of the interview, possible problems with phrasing of questions and to gain confidence in interviewing. It highlighted the need for a quiet space with minimal distractions, the need

to guide the topic with encouraging phrases and agreements, and above all to phrase the question in a simple open way without including any tone of bias, thus increasing validity. This was taken on board, assuring that when conducting the actual interviews that questions were rephrased and sub questions established, and then arranged a suitable time to meet the interviewees.

Prior to the interviews, the recommendations given by (Cohen et al 2007, pp.366-367) for conducting a good quality interview were considered. Some advice included:

- Avoid saying ‘I want to know....’ the interviewee is doing you a favour not being interrogated.
- To keep people on track and how to keep the interview moving forward.
- Give people time to think-don’t interrupt if there is silence.
- Avoid interrupting the respondent.
- Think of prompts and probes.
- Make sure you summarise and crystallise every so often.
- Be very prepared so you don’t need to look at your schedule

During the interviews the interviewees gave freely of their opinions and were open with disclosing information that aided the research, they ran efficiently and were very informative, the results of which are presented later in the dissertation.

One-to-one interviews were carried out as opposed to using a focus group interview to understand the research methodology. This is due to the realisation of the numerous advantages of one-to-one interviews following the reading of Denscombe (2007). Arranging the meeting for interviews on a one to one basis, reduces the difficulty in arranging a meeting for all interviewees at the same time. This method of data gathering was done as it achieves a clearer result due to the fact that the interviewer only had to deal with one interviewee at once thus one voice, one conversation, which allowed the interviewer to guide the interview smoothly and also the ability to stay in control of the conversation. A number of one-to-one interviews were conducted. This will benefit the research study as it will consist of a number of views and opinions allowing for a variety of thoughts. This in turn will aid the research with solid findings and suggestions. The interviewees came from different backgrounds, they were of different nationalities and had a variety of cultures and beliefs this made the interviews very interesting.

Objectives of the Interview

The purpose of the interview was to:

- Assess the interviewee's on what retention methods are more appealing to them, what satisfies them in the organisation and their experience of Company X.
- Gather data in order to make informed conclusions and suggestions for improvements to the retention process.
- To sample respondents' opinions and get a range of views.

The unstructured interview described by Cohan, Manion and Morrison (2007) was chosen. The researcher outlined questions which she deemed necessary to be answered in order to benefit the research. However, the researcher allowed the interviewees to talk freely in a conversational manner and if their responses began to drift from the subject matter, the researcher tried to re-engage them and steer them towards to the necessary topics in an informal manner. As you will see in Appendix 1 questions were already prepared, which the researcher had hoped would be answered in order to aid the comprehensiveness of the data, and these were kept in mind while speaking with the interviewees. Each question was kept open-ended and impartial, in order to allow the respondent to answer truthfully. This made the data reliable and dependable. When required questions were expanded, at the time of interviewing. Interviews were recorded for review purposes and interviewees were encouraged to freely express their honest opinions. Consent for the participation in the surveys was given by the participants and was voluntary as shown in Appendix 5. The confidentiality of the survey was underlined also as the participants did not have to give their names.

Questionnaires

A questionnaire is a relatively direct method of obtaining information (McColl, 1993). Burns and Grove (1993) explain that questionnaires are used to acquire factual information, attitudes, beliefs, opinions, intentions and to evaluate a level of knowledge. A questionnaire is an extremely structured data collection method whereby all respondent are asked identical questions (McColl, 1993). The questionnaire can have a selection of open and closed ended questions or a combination of both (Burns et al, 1993).

Case Study

A case study has been defined as *'a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence'* (Robson 2002, p.178). It was decided to conduct this research study on a single case study approach on Company X. By using this approach it observes how Company X deals with retention issues that are evident. The case study approach on Company X should be sufficient in achieving research aims and objectives. The case study approach for this research dissertation allowed one to focus on particular areas in Company X and probe deeper during data gathering techniques in order to answer the research question. Baharein and Noor (2008) explain that case studies are created to aid a researcher perform research on a narrower area rather than a broad area in an organisation, thus may be ideal in this research dissertation to conduct the appropriate research. There are many advantages of case studies; Jankowicz (1991) explains that case studies can provide an in-depth knowledge and greater understanding of information for the researcher and that they are a comprehensive study. However there are also limitations to case study approaches in research, they may be specific to the particular company or industry. Myers (2013) denotes that there are disadvantages to the case study approach to research, of which are it is extremely time consuming. *'It takes time to gain access, it takes time to do the empirical research and it takes even more time to do the write up'* (Myers, 2013). When choosing a case study one must be aware of the draw backs that may be a result.

Secondary Data

Secondary data is defined as *'data used for a research project that were originally collected for some other purpose'* (Saunders et al 2009, p.600). The literature review consisted of copious amounts of secondary data from different sources such as books, journals, articles and online resources. The literature review is essentially the backbone to this research dissertation as it added information to formulate a better understanding of the subject area, thus emphasising the significance of secondary data in this research dissertation.

Ethical Considerations

'Ethics refers to the appropriateness of your behaviour in relation to the rights of those who become the subject of your work, or are affected by it' (Saunders et al 2009, pp.181). In this dissertation the researcher assures equality for all participants. All employees whom the researcher interviewed were treated equally and their privacy was respected. The results will be published in such a way as to protect participants' privacy. The researcher assures all participants in the population sample are over eighteen as a written consent form was dispatched and signed prior to the interview itself. Thus all legal responsibility will be on the individual and therefore leaves the researcher protected. According to Domegan and Fleming (2007), no respondent will be forced to take part, only encouraged; the researcher took this into account and did not put any pressure on drivers in Company X to participate. Throughout the interview and questionnaire process the author was always professional and constantly aware of her role.

Justification

The researcher has come to the realisation that there is a need for research in the area of retention of staff. This is due to the fact that with the aid of research, management can adopt the best strategies available to them to assure retention method is introduced and of a high standard. If Company X can retain drivers it can reduce the costs of opening the channels of recruitment, the expensive cost involved in training a new driver to fill a vacant position positions and also avoid the stigma attached to a company that experiences frequent high staff turnover.

The relevancy of this dissertation is to extend on current academic research and literature in the area of retention. Also this research paper will be of great benefit to the human resource manager in Company X to bring light to an area that for too long had been ignored. This dissertation should highlight retention issues in Company X but in addition should make senior management aware of driver satisfaction and its importance on both a micro and macro level to the business. The researchers aim is to use this dissertation as an opportunity to evaluate why this is the case and finally give some constructive feedback and recommendations on overcoming the current problems in which they are facing in Company X today.

Bias

In this research there may be a possibility of bias due to position the researcher has in Company X as an internal member. The researcher has her own views on the turnover and retention issues and this can have an effect on the research as it may not be as impartial as it would be if it were an outsider researching Company X.

Limitations of the Research

It was established that there were some limitations in this research dissertation. As research was conducting during the summer a large number of employees were on their holidays causing it difficult to arrange meetings. It was also difficult to arrange a meeting with a member from senior management due to the HR Managers busy schedules. During the summer months Company X actively recruit drivers for its busy season peak in September which is a very hectic time for them, with addition to the turnover of drivers being so high proving it to be difficult for the interviewees to allocate time to the interviewer. During interviews there was a shortage of time with the interviewees due to their busy schedules. It was decided that a number of drivers would be chosen to be interviewed, however unfortunately some of the drivers who had agreed to the interview initially did not participate in the end. It would have been of a great benefit to the research results if more interviews had been completed as it would have given a deeper insight into individual's perceptions.

Chapter Four: Presentation of Findings

Introduction

The purpose of this chapter is to analyse the results that were attained from the primary research completed. A series of questions were specifically chosen to ask in the interviews and surveys as a result of the literature that was reviewed in relation to retention of employees. Firstly the findings from the survey will be demonstrated by displaying the results of each question in a chart format and also further explained. Then the interviews with three drivers will be discussed and analysed.

The research was carried out by collected primary data using the following two methods of data collection:

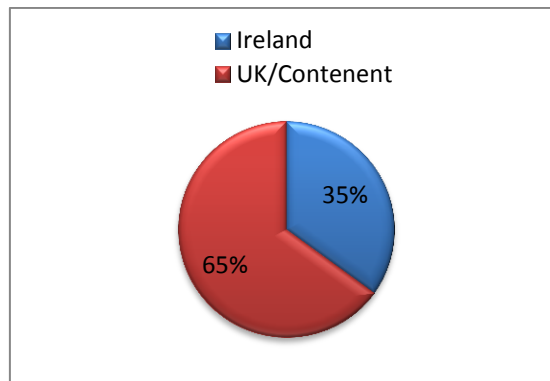
1. Surveys were distributed to all drivers directly employed by Company X. There was a mix of nationality, age, gender, contract type to avoid a bias result. However as this career is vastly male dominated and there are only two female drivers in Company X it is not known if they completed the survey. As the numbers of female drivers in Company X are so few, it was not really possible to draw any distinction or differences between them.
2. Interviews were conducted with three drivers in Company X. A driver trainer, the longest serving driver in Company X and a driver on a specific purpose contract. By using a variety of drivers this may give the research more credibility. Two of the drivers chosen have a vast amount of experience in this industry and also a long relationship with Company X. The finding will be discussed below.

Analysis of primary data

129 surveys were distributed to drivers in Company X and 100 were returned. The other 29 drivers were either away on holidays or working on the continent and could not return them in time or perhaps they did not want to input into the research on employee engagement. This is a response rate of 78%. This could be considered to be one of limitations to the survey findings, however if this research was conducted in the future one would avoid the summer season as a number of drivers were on holidays. The survey results are illustrated below.

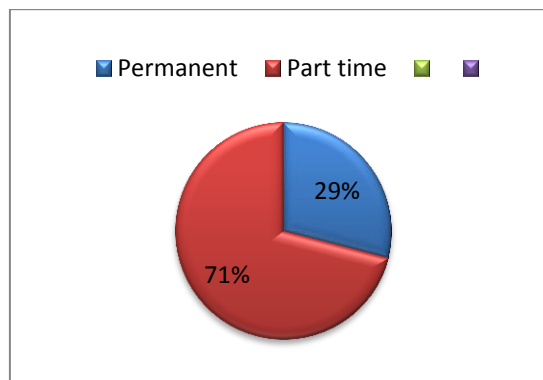
Presentation of Survey Results

➤ What location do you mostly work in?



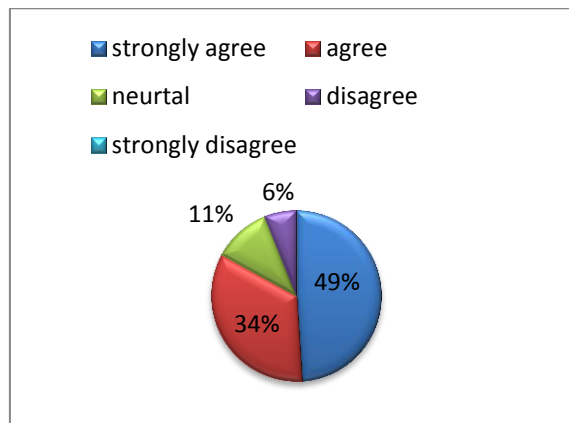
This result shows that more than two thirds of Company X drivers work outside Ireland. A driver working outside Ireland will be away from home for up to eleven consecutive nights. This may be difficult due to personal demands which vary from person to person. A driver who is family orientated may find these prolonged periods away from home tough and this could lead to complications in retention.

➤ What type of contract of employment do you have?



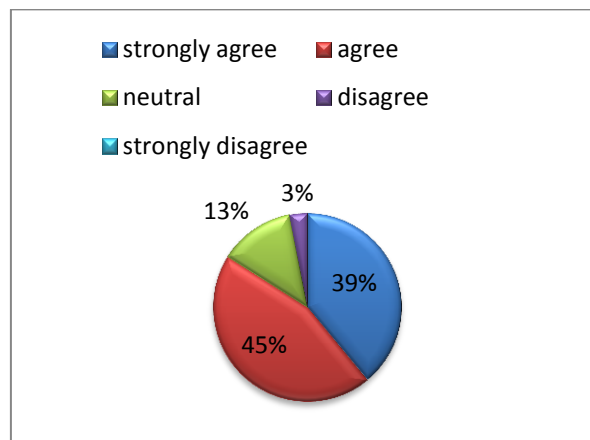
This chart illustrates that less than a third of the driver workforce are on permanent contracts. Drivers on temporary contracts may be looking in the labour market for alternative permanent positions. It may not be possible to offer permanent contracts to all drivers as a method of retention however if this number was increased or a possibility of a permanent contract depending on drivers performance this might encourage drivers as it offers job security and reduce the high turnover as a result.

1. I know what is expected of me at work



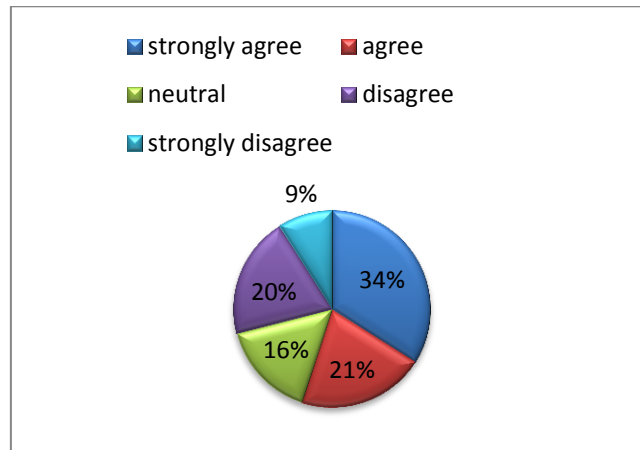
This pie chart would demonstrate that the majority of drivers know what is expected from them in work, with only 6% disagreeing to this statement and 0% strongly disagreeing. A key component in being able to get your job done is by being aware of what is expected of you in the workplace. This is a positive result that 0% strongly disagrees with the statement above.

2. I have the materials and equipment I need to do my work right



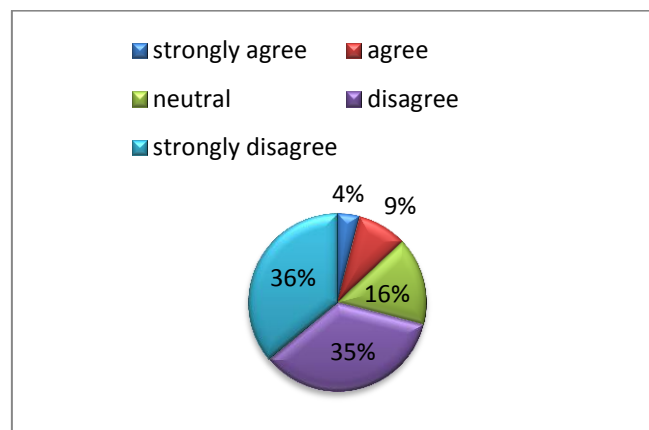
The results for question 2 portray that the drivers are given the equipment that they need to perform their job. A small number of drivers (3%) disagree. If a driver did not have the correct equipment to fulfil his position this may have an impact on the productivity and also reduce their bonus as they are paid per unit delivered. This could lead to a lack of job satisfaction if drivers do not have enough equipment to secure cars on the transporter.

3. At work, I have the opportunity to do what I do best every day.



A large proportion of drivers in Company X are given the opportunity to do what they do best every day, however it is concerning that 20% disagree and 9% strongly disagree. This is almost 30% of the population that are not working to their potential and this would also suggest if one is not doing what they do best they may suffer a lack of motivation or satisfaction from the job as a result.

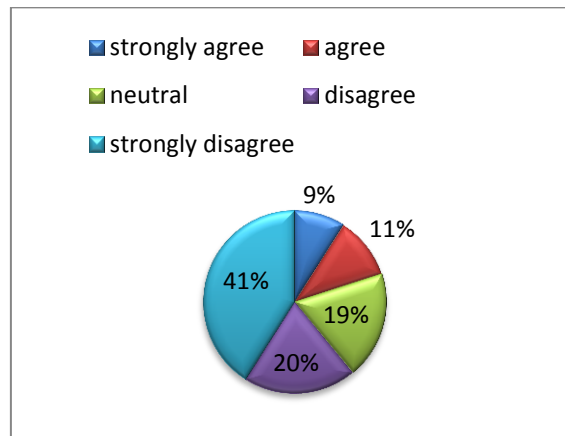
4. In the last 7 days, I have received recognition or praise for doing good work?



This pie chart illustrates a result that is undesirable in any business. 36% of the drivers strongly disagree and a further 35% disagree with the statement above. A vast majority of drivers have not received recognition or praise for good work and a further 16% which are neutral may also be disappointed with the feedback from managers following good work on their behalf. This would seem to be unacceptable as drivers are on the phone to managers and supervisors in Company X on a daily basis to be given their loads and responsibility's for the day ahead. If there are any problems that have arisen during the day they also need to discuss

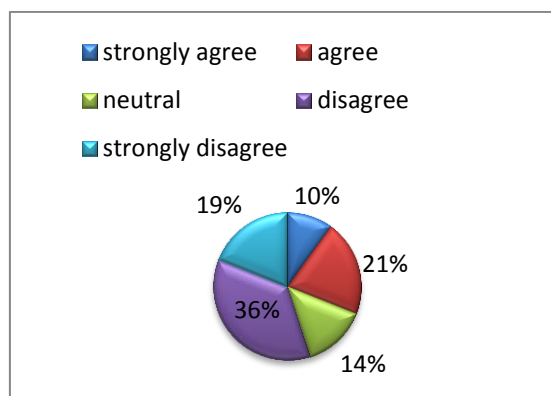
them with their manager over the phone. This gives the transport manager and the assistant transport manager numerous opportunities to encourage drivers on a daily basis with recognition or praise. This may have a significant impact on drivers becoming less and less content and subsequently leaving Company X.

5. There is someone at work who encourages my development



The result shown in this chart are distressing, in order for an individual to progress they may need encouragement. 41% of Company X drivers strongly disagree that have received encouragement from someone at work. A further 20% disagree that they been encouraged to develop. This is 61% of the driver workforce who have received a lack of development. Development is an area that Company X prides its business on, however if they are not encouraging it how are they achieving it?

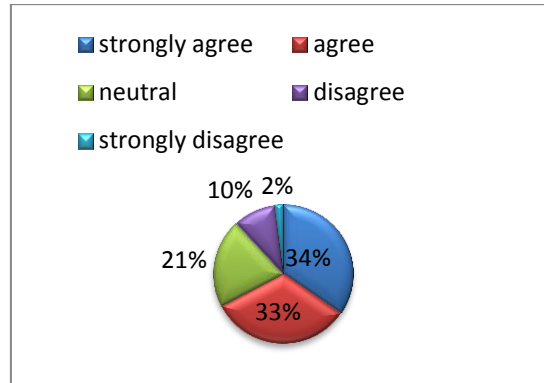
6. At work, my opinions seem to count.



This pie chart illustrates how drivers believe their opinions are recognised. A staggering 36% strongly disagree with this statement and believe their opinion does not count in Company X, this may be disheartening for drivers as they could feel as if their opinions are lesser than that

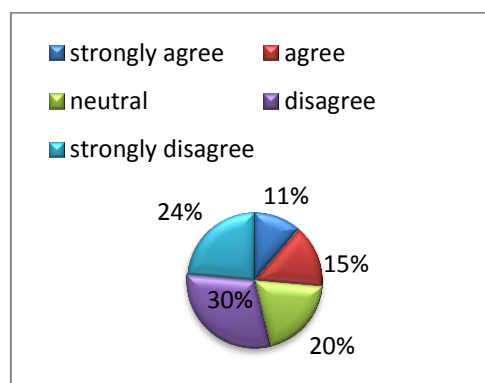
of a manager. If a driver is giving their opinions freely, without acknowledgement this can lead to a driver experiencing disinterest in their job and ultimately withholding their opinions in the future as it may be viewed by managers as unwarranted.

7. The mission or purpose of my company makes me feel my job is important.



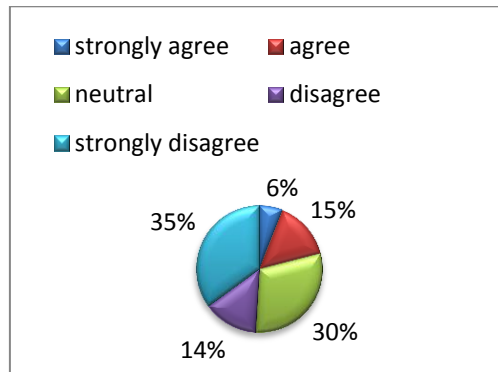
The pie chart demonstrates that drivers believe that the missions and purpose present in Company X make them feel their job is important. 67% of drivers have given a positive result for this statement. This is fundamental in an individual's progression as it encourages them to work alongside the company's values and standards. If an individual believes their job is important they may have a sense of pride in their position which could have a positive impact on their quality of work and the input they put into their job.

8. In the last 6 months, someone at work has talked to me about my progress



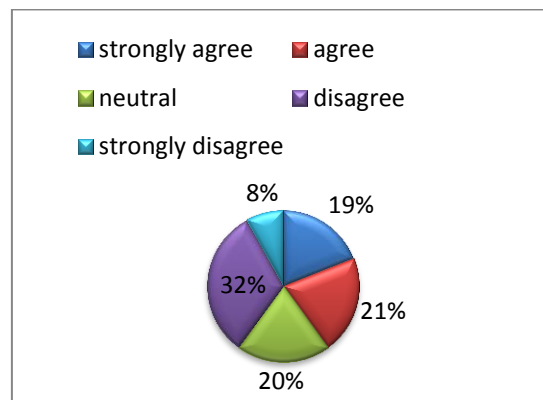
The results illustrated above demonstrate that 24% strongly disagree with the statement and a further 30% disagree with it also. This is almost half of the drivers that have not been spoken to about their progression in the last six months. These results indicate that there is a lack of downward communication from the transport manager and the drivers. It is imperative that communication between both these parties are synchronised to ensure progression.

9. This past year, I have had opportunities at work to learn and grow



35% strongly disagree and an additional 14% disagree with this statement. If drivers are not given any opportunities to advance in their position or further develop on new and innovative equipment this can lead to drivers becoming stagnant in their positions and losing motivation and job satisfaction. This may contribute to Company X's high turnover statistics. The 6% who strongly agree and the 15% that agree to have had opportunities at work to learn and grow may be new recruits to Company X in the last year. Evidence would suggest that new recruits had the opportunity to learn and cross train on a variety of equipment to become multi-functional on any transporter type. However it is important to note that once drivers finished their initial training the opportunity to further develop with a driver trainer ceases.

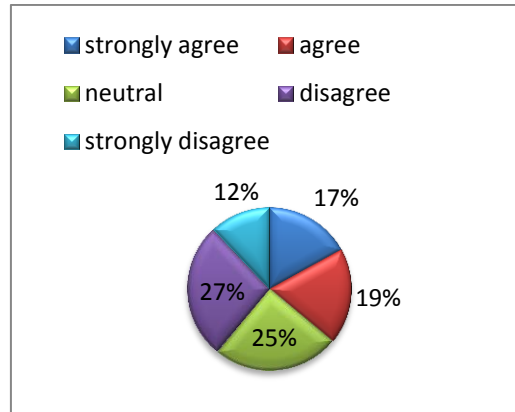
10. My knowledge and skills are fully utilised



As demonstrated in the above pie chart 32% disagree with this statement. A key component to business success is that the employees are stimulated and encouraged however if an individual's skills are not utilised this can lead to a lack of motivation. An individual is selected based on their skill set and also trained by Company X to capitalise on their skills from the outset. However if drivers skills are not being utilised by the company this may

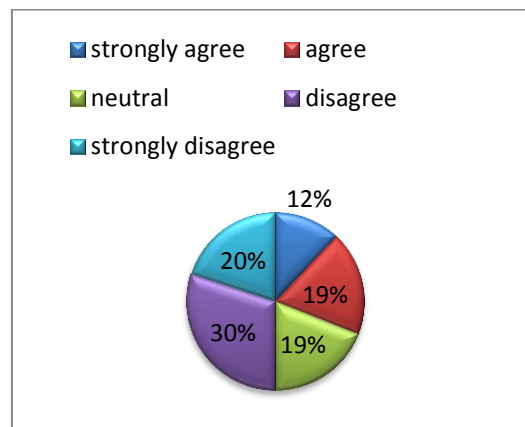
undermine the initial training process and as a result neither the employee, or the company are satisfied.

11. I am proud to tell people I work for Company X



The pie chart would suggest that there is a mixed result of opinions of company X as an employer. The percentages that agree and disagree to this statement are close in proximity which leads one to the assumption that drivers would have positive and negative emotions attached to Company X. Employer branding could be compromised by the 39% who disagree and strongly disagree with this statement. This negativity that affects the internal stakeholders can have an adverse effect on the external stakeholders.

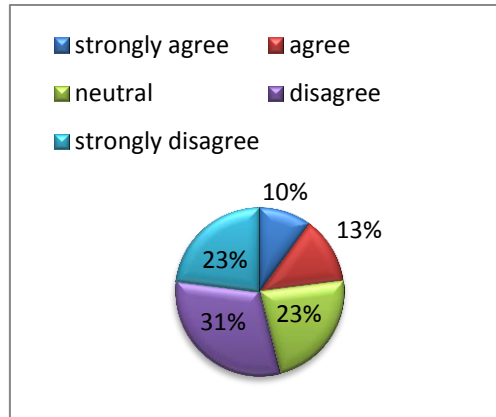
12. Overall, I am extremely satisfied with Company X as a place to work



The results illustrated in the pie chart above are extremely worrying. Half of the drivers have indicated that they disagree or strongly disagree with this statement. It is evident that employee satisfaction is minimal even though it is a key area is retention of employees. These drivers may only be in this employment out of necessitate but one can assume they will only

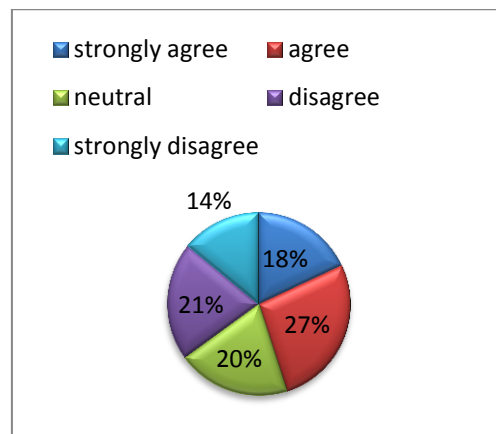
remain in the interim unless efforts are made towards retention and employee satisfaction otherwise they may vacate their position and take up employment with their competitor.

13. I rarely think about looking for a new job with another company



This pie chart clarifies that the majority of drivers are either considering or are actively looking for alternative employment. For Company X's retention rates this is a concern that 54% disagree with this statement. Only 23% of the driver workforce may not be considering exiting the company, Company X needs these drivers to survive as their primary activity is the transport of vehicles, without the drivers this is not possible.

14. I believe I am rewarded appropriately for the work I carry out in Company X



The results demonstrated above are varied, this would suggest that a proportion of drivers believe they are rewarded appropriately for their contribution but on the other hand there is a large percentage that would disagree. Assuming that this survey has been received by both long serving drivers in company X and short serving drivers this may explain this result.

Those that are new to the business and the system of payment may be the ones who are content with the reward however the longer serving employees may not feel as if their time equals increased reward as payment does not increase over time in Company X. (Amabile, 1993, pg 191) explains '*Two people working in the same work environment might experience very different levels of job satisfaction*' humans are all different and complex, what is seen as a satisfactory remuneration for one individual may not be adequate for another.

Presentation of Interview Results

Interview Questions and Response's

1. How often does recruitment take place in Company X?

- Recruitment is on-going in my opinion, as the amount of drivers starting only barely covers those that are leaving.
- Two new drivers start every Monday morning without fail. Occasionally they won't last until Friday.
- All the time, there is always an advert for driving jobs on the internet or on the paper.

Recruitment in Company X is on-going and apparently not because the business is growing and needs new drivers to meet the demand of the business. Recruitment is constant due to the fact that '*the amount of drivers starting only barely covers those that are leaving*'. This process must be extremely costly to the business and time consuming for all involved. HR, Trainers, Administration are only a few of those who are affected by this turnover. The drivers interviewed in Company X seem to have a negative attitude to the recruitment and almost are under the impression that the new recruit will not last.

2. Are there ever any problems in recruiting drivers?

- Yes, drivers who start here think it's going to be like general haulage. I don't think they realise how physical the work is. We spend more time loading and unloading vehicles than we actually do driving. We have to work in any weather condition, rain snow, ice and the occasional sunny days. I have seen lads come into training during the harsh winters and it's not easy, very few will stick with it.
- Some drivers fear the responsibility as the loads are expensive. I transported ten Mercedes last week, over 1 million not including the price of the car transporter.
- As you are expected to go to the UK and Europe and only come home every second

weekend, not many would be interested in this job.

Suitability to the job appears to be a problem, *'drivers who start here think it's going to be like general haulage'*. However during screening the applicant is given a driving test and a loading /unloading test. For an individual to believe their job will be like general haulage is not acceptable as they have been shown from the outset what the job entails, before any contract is signed. Drivers also know that their load could consist of ten high profile cars or ten less expensive cars, they should be aware of the responsibility from the beginning. For a driver who is very family orientated and likes their home comforts this job can cause some problems, sleeping in a cab for up to eleven consecutive nights, away from family and friends, it can prove to be difficult. Some drivers may believe they are actually up for the job but only when they truly come on board and work in this environment it could dawn on them that they do not fit the profile of a car transporter driver.

3. What in your opinion are the causes of a high turnover of drivers?

- A lot of them are not happy here as there is someone breathing down their neck about damage caused, high fuel consumption and no one ever bothers to call to say thanks when we do overtime or stay on the continent for two weeks away from our families. They forget that very fast when there's a scratch on a brand new 132.
- I'm only on a part time contract even though I have served three years here, and there's plenty more like me. Transport Manager doesn't even know me to see me. What does that say about Company X.
- Drivers get sick of the long stints away, we do up to eleven consecutive nights away from home. Sometimes when the UK market slows down we work four days on and four days off, this obviously it's not good for my pocket but it's a nice break with extra nights at home.

This question highlighted the key causes that have resulted in a high turnover of drivers. The drivers believe that they are not given recognition for their work and only scrutinised for mistakes that are made. From the Companies perspective they need drivers to perform to a high standard, accomplish delivery of damage free units, and become fuel efficient. Drivers who are recognised for their efforts could be more understanding when there are times when the managers need to go harder on them when problems arise. Drivers who are on part time contracts believe that they have served a number of years in the business and are worthy of a

permanent contract, the need for job security is a fundamental reason that drivers may leave. They could possibly be leaving Company X for a permanent position in another business. Finally the issue of stints away from home are causing problems for Company X, drivers also know this from day one as they are contracted to go to the UK or on the continent. It seems that there are some issues that drivers are aware of and the company cannot always be held responsible for. These drivers know that the job is demanding and they still choose this as their career.

4. Would you stay in Company X for the benefit of the organisation? Why?

- No, if I got another job that paid this good I would leave in the morning.
- I train new recruits since January 2013 so I'm home every night and have weekend off work so I enjoy the job and am happy. I get annoyed sometimes though as a bit of encouragement or praise from management would be good. At least then I would know they are satisfied with my work.
- Company X is decent to work for, I get my holiday pay, sick leave, my wages are in my account every Thursday but I wouldn't stay here to benefit the company I only stay for the benefit to my family. The money is good and it pays my mortgage, however if I found something closer to home that paid this well I would take it.

Drivers are staying in company X for their own benefit, due to the economy not many companies are employing people and they would not have as much opportunities as there would be if the economy was stronger. They accept that there are positives to Company X as an employer they pay drivers appropriately but it may be other factors that are a down fall for Company X. The work life balance is proving to be a key cause in dissatisfaction in drivers. The work life balance is out of sync and may need to be reevaluated as a means to achieving driver satisfaction in Company X.

5. Do you feel you bring a considerable contribution to the organisation? If answered yes, how? If answered no, why?

- Yes, I work sixty hour weeks. I drive the length and breadth of the country. I load cars in any weather condition. I sleep in the cab at least five nights a week. I deal with dealers who consider themselves 'above me' with their attitudes. Then get the same attitude when I tell the boss. If the drivers didn't deliver the cars the company would be getting paid, simple as.
- Well to be fair half the time I could probably work a bit faster, now I still get the

required amount of cars delivered each day , but what incentive have I, I wouldn't get any thanks for it and would end up having to work harder every week.

- Yes, I make a good contribution to the company. I always do whatever is required of me. I go to the UK, I work on the continent. I take my holidays when it is quiet to facilitate the company.

Most drivers believe they put in a decent days work for Company X. They go where the work is and work all hours that are available to them. They contribute to the organisations success as they are the ones who are out delivering cars come rain, snow or shine. However one interviewee commented '*I could probably work a bit faster*' but this driver is not willing to increase his efforts as there is no encouragement or incentive to do so.

6. Are you aware of any retention efforts in Company X? If answered yes, what are they?

- It is a condition of a new driver's employment that during their probationary period €50 a week is withheld from their weekly wages. It's banked each week and paid as a lump sum after 4 months. The money is paid if the driver stays four months and if they don't they get nothing; the condition is used as a method of retaining new drivers.
- No. I don't know of any.
- They often talk about permanent contracts on offer but they said that a year ago and no one has been made permanent since. So I don't know if there are permanent positions at all.

Drivers are aware of certain efforts made by Company X to keep drivers however they would not really be considered as motivation tool, satisfaction methods or means of reward management in order to retain drivers. Company X give a €500 bonus to a driver who finds a new recruit for the business if this individual is successful after six months, however none of them mentioned this which would raise the question, do all drivers know about these opportunities that exist to increase their earning? These incentives could help retaining drivers as they give a driver the ability to maximise their earnings while getting involved with HR on recruitment.

7. What factors would contribute to you leaving Company X?

- If another job came up that could guarantee that I would be home every weekend.
- More money elsewhere and a permanent contract. Job security and job satisfaction is really important. If Company X gave me both of those I'd be happy enough to stay put.
- If I was offered a decent redundancy.

The key areas that are addressed here are money, work-life balance and job security. These answer the question probed earlier, '*what makes an employee leave Company X?*'. All of these factors have been discussed in the literature review and the majority would be seen by Maslow as one of individual's basic needs. None of the drivers interviewed seem to be loyal to Company X as they all have a price tag.

8. Do you think staff retention is important for Company X to survive?

- Yes as I am sure with all businesses this is important. Training expenses, people's time involved in recruiting, job advertising, these are all costly. How long can this continue without it financially affecting the business?
- Yes, if Company X has a high turnover of driver's I'm sure a bad reputation will go hand and hand with that. That could really affect the number of drivers applying for positions. This may make it harder to find a good recruit. If there are not enough drivers to meet the demand I am sure dealers and manufacturers will go elsewhere.
- If lots of drivers are leaving this could affect the staff that are still present especially those who are in the company a long time. We work together six days a week and see each other more than we do our families.

The answer to this question is comparable, all drivers believe that company X need to resolve their current turnover issues in order to survive. All drivers made valid statement in relation to the results of high turnover to Company X. The impact it can have on potential recruits, current employees and customers if it prevails could be harmful to the business.

9. Do you believe motivation can aid retention of drivers?

- It is certainly worth a try.
- I think if I was motivated more in Company X I would want to stay for the good of the business. I think most people need a motivating force, whether it's financially or

praise. It would make a big difference to have the transport manager motivating drivers rather than just being seen as the one you deal with when you are being disciplined.

- Yes, everyone likes to be encouraged and motivated in their position. If you are in a career that you are getting continuous motivation from your manager it would make it a nicer place to work and could help encourage drivers to stay put.

Motivation could have a positive effect on drivers in Company X, all of them are willing to do what is required of them however they are disappointed that they receive no encouragement while working. If drivers are motivated by their manager instead of only addressing their manager in disciplinary meetings they could have a more positive attitude towards him, working with him in the future as opposed to against him.

10. Are there any incentives either monetary or non-monetary offered to drivers in Company X?

- Damage free bonus, you get €50 for delivering per load damage free. So this encourages us to get the job done right first time.
- Once a year there is an award for the best overall driver, who meets all of their targets, they get €200. That's a good incentive to be more efficient, productive act. Also twice a year there is an award for the driver who has progressed the most in the past six months they assess damage, fuel, flexibility and your general attitude with your colleagues. it is presented at the Christmas at the staff party and also added to the paper.
- Sometimes in the past when the economy was better we had more frequent company parties that were paid for by the MD. A night out at the dogs at the end of Q1 a barbeque in the summer and a Christmas dinner dance. All that is left now is the Christmas event.

These types of incentives are extremely beneficial as drivers are rewarded for their hard work over the year. As these rewards are not frequent it gives a certain personal touch. It is a pleasant surprise for the individual that receives the reward and it is presented at Christmas at the staff party for all to see, also it is mentioned in the internal Company X newsletter. The social aspects that Company X had were probably during the good times and for drivers who have served more than six or seven years in Company X may miss these events. If it were

possible to introduce these incentives again they could increase employee satisfaction and retention. Individuals like to work for a company who are seen to be decent to their staff.

11. Are there any development and training programmes available for drivers?

- Only if you are chosen as a driver trainer, they get special training on leadership skills and time management skills. The only training the rest of us get is when we start.
- Eco driving training is given to drivers if their fuel consumption is high on a regular basis. This basically teaches you all the ways of driving that can help reduce the amount of fuel you use.
- When company X buy new trucks some of these have different trailers. If this truck is given to a driver who has never operated this model before they are usually sent out to where the truck is manufactured for two weeks and given training out there.

Drivers believe it is only a select few that get refresher training or unskilled on new equipment. New drivers go through an in-depth training process however after the month is up training does not appear to happen again unless for a particular reason for example they have high fuel consumption or they are one of the lucky drivers who are given a brand new car transporter. By not offering drivers training or up skilling them they become stagnant, it is good for an individual to remain up to date on technology thus reiterating the need for training and development.

12. Do you believe an increase in incentives could encourage you to stay?

- Yeah, if I was getting perks for working with Company X this would make me happier in my position.
- If I could progress in Company X. Ideally to be a trainer or involved in the office, configuring loads, writing up manuals, getting involved in transport optimisation, this would really encourage me to stay knowing that I won't be on the road forever.
- Yes, it doesn't necessarily need to be an increase in my basis wages but maybe every season a bonus for damage free delivery or a bonus for meeting fuel consumption targets. Anything is better than nothing. Even if management rewarded those on contract in the UK with a stint in Ireland to have more time at home. Drivers who are working in the UK have it harder than those in Ireland, we get nothing extra for that

These responses would suggest that it is not always monetary rewards that these drivers are

looking for. (Gee & Burke, 2001, pg 131) denote "Money based incentives do not achieve 100% effort from staff, managers must focus on the human needs in order to achieve this 'golden' 100per cent." Non-monetary incentives are just as effective to satisfy employees and increase productivity from staff. Drivers want more job work-life balance and career progression these types on non-monetary rewards should be utilised as a means of resolving high turnover in Company X.

13. What type of skills, training and education benefits are important as a Retention incentive?

- Communications training would be great when dealing with I Rate customers. Some of the dealers are difficult to deal with if there are any problems with their cars. The driver always seems to be the one who gets the brunt of it. If we knew how to deal with them this could be useful.
- Getting training on the new transporters, I'd love one of the new 131 truck's. These are 11 car transporters which would increase my bonus capability and also offer more comfort in the cab.
- Eco driving training is only done with drivers whose fuel consumption is really bad, for drivers who are on the line some weeks and over other weeks it would be useful to have this training to keep fuel under all the time.

Drivers involved in interviewing are all interested in training and improving on their skills. None of these drivers are against training. Training is important to keep drivers up skilled and engaged. Drivers have been scrutinised for high fuel consumption by the transport manager, if training is not given to all of the drivers this will be a prevailing problem. 1,378,896 litres is the amount of fuel used by Company X's fleet up to the middle of July 2013. Drivers realise the cost involved and want to get involved in becoming more fuel efficient, however if they are on fluctuation on target they are not given support.

The interviews with drivers in Company X gave an enhanced insight into Company X as an employer, identifying what Company X has to offer their drivers in regards to retention methods, satisfaction and reward management. It must be noted that these three interviews gave an understanding into the turnover of drivers in company X however in future research a larger number of interviewees would strengthen the findings. As interviewee tones and body language can be perceived by different interviewers in different ways this could possibly have

an impact on individual's results in different ways depending on what one takes from the interview, this would be identified as one of the main limitations of this research method. Another limitation to this research is that drivers in Company X work with the researcher and this may have caused a withdrawn effect when answering certain questions. If this research was completed in Company X by another researcher it may have received altered findings.

This chapter was included in the research dissertation to gather information from the survey question and the interviews with drivers on areas surrounding retention, satisfaction, motivation and reward. This information will be further discussed and critically analysed in the next chapter in order to draw on final reflections and to offer recommendations.

Chapter Five: Analysis and Discussion of Findings

Introduction

The preceding chapter in this research dissertation presented the findings of the research and briefly addressed all points' outlined. The purpose of this chapter is to further discuss and critically analyse the research findings. The research is both of a qualitative and quantitative nature and will be combined when discussed below. The interview findings are derived from interviews conducted with three drivers in Company X and the survey are from 100 returned surveys with all directly employed drivers in Company X.

It is fundamental to the research that this chapter blends findings with the literature review where possible. The results displayed in the previous chapter should aid this chapter in demonstrating all of the key areas that have significance in regards to high turnover of drivers in Company X.

This chapter will aim to satisfy the aims and objectives discussed from the outset of this research dissertation.

Analysis and Discussion of Findings

The finding will be categorised into subsection in this chapter to make it easier to analyse the findings and critique questions, as a research area as opposed to a particular question.

➤ Retention.

Specific questions were asked in interviews with drivers to probe them for information in regards to retention in Company X, for example '*Are you aware of any retention efforts in Company X? If answered yes, what are they?*' also '*Do you think staff retention is important for Company X to survive?*'. These types of questions allowed the driver to give a yes or no answer but also to develop on their answer. It was identified that drivers were aware of a few retention methods used by Company X to resolve the concurrent high turnover issues. Any of the retention methods discussed where through financial reward management and they were only on occasion for the driver who was successful, very few drivers received an award or bonus every year. Maslow discussed that human's most basic need is money, if Company X are only focusing on rewarding drivers on occasion with a financial bonus this does not allow them to move past this level of need which is unsatisfying to an individual. '*As one desire becomes satisfied another takes its place, and as this desire becomes satisfied still another*

replaces it, this sequence of emerging needs formed the basis of Maslow's Hierarchy of Needs' (Wilkinson, Orth & Benfari 1986, p.27) If Company X's drivers remain on the lower tier of the hierarchy they may become stagnant and furthermore dissatisfied.

Questions surrounding retention were included in the survey to attain answers from a larger proportion of the drivers to identify what their reaction was to certain retention related questions. Drivers would strongly agree, agree, be neutral, disagree or strongly disagree to the statements in the driver engagement survey. The following statement '*I rarely think about looking for a new job with another company*' was included and the result show that 54% of drivers who participated disagreed to this, only 23% of drivers answered that they may not currently be looking for alternative work. These results may correlate with the number of drivers on a permanent contract and those who are on part time contracts, due to the fact that 29% are currently on a full time contract and the remainder are on a part time contract. During the time when the surveys were dispatched to the drivers a number of permanent drivers were away on annual leave which would further increase the speculation that the results may correlate. If a number of permanent contracts were made available to drivers on part time contracts this could discourage them from looking elsewhere for alternative employment.

➤ **Turnover**

Questions were asked in the interview process, such as '*what factors would contribute to you leaving Company X?*' or '*in your opinion what causes a high turnover of drivers in company X?*' to identify if drivers knew what were the causes to their colleagues leaving company X over the past number of years. The response was that '*A lot of them are not happy here...no one ever bother to call to say thanks when we do overtime or stay on the continent*', '*I'm only on a part time contract even though I have served three years here*' and '*Drivers get sick of the long stints away, we do up to eleven consecutive nights away from home*'. There are a number of areas addressed here by current drivers that are causing problems with turnover. If it is identified where the problems are, Company X should be able to react but seem to adopt the attitude ignorance is bliss. The high turnover rates have existed since 2007 and need to be addressed. Rankin (2008) explains how a large proportion of managers do not manage retention in their businesses even though they spend time, money and energy on selecting and recruiting the best person for the job. Occasionally they leave the rest to chance even though that individual may leave with all the training, skills, knowledge that is needed in their

organisation and furthermore bring those traits to the next employer. A driver stated that the following would encourage him to leave Company X, *'More money elsewhere and a permanent contract. Job security and job satisfaction is really important. If Company X gave me both of those I'd be happy enough to stay put'*. These questions have attained fundamental answers in this research that correlate with the literature review. The drivers are not satisfied in the company, thus have a list of reasons that would encourage them to leave which has caused such a high turnover. If Company X can use this information to create clear objectives to resolve these underlying issues it could help them going forward.

➤ **Motivation**

'Motivation is the inner desire to satisfy an unsatisfied need' (Lussier 2009, p.386). The three drivers that were involved in the interview process believed that they experienced a lack of motivation in their workplace. Different factors were identified in the findings that could increase motivation such as, job security, encouragement, career development. When drivers were asked *'Do you believe motivation can aid retention of drivers?'* the general consensus was 'yes'. A driver explained *'Everyone likes to be encouraged and motivated in their position. If you are in a career that you are getting continuous motivation from your manager it would make it a nicer place to work and could help encourage drivers to stay put'*. This is a key encouraging factor in employee retention; employee engagement can be stimulated through job satisfaction.

This chapter was included in the research dissertation to discuss and analyse the information gathered from the survey question and the interviews with drivers. It was established that the main areas of focus were retention, turnover and motivation. They were entered into subsections to be further discussed as a unit. This information assimilated the recommendations and reflections, which will follow.

Chapter Six: Recommendations and Reflection

Reflection of Research

A driver who is not satisfied or motivated in the workplace is more likely to leave when a greater opportunity comes along. *‘Motivated employees are a key ingredient in a company’s success’* (Arbutina 2011, p.16). Company X has the ability to become more successful if they resolve the issues with their drivers. The research demonstrates that motivation and encouragement from managers is a component in retaining drivers.

Recommendations for Company X

The above research has led to a number of recommendations that may bear significant benefits to Company X to overcome the high turn-over of drivers and encourage retention methods to be introduced to avoid this problem prevailing. When the driver’s needs are met they possibly will become more satisfied and motivated in the workforce, resolving this problem for once and for all could have improvements throughout the organisation domain. Increased morale, increased productivity, reducing cost from the recruitment and training involved in replacing drivers exiting Company X is but a few of the direct positive results that can be achieved. These also have the ability to aid Company X retain their highly trained and skilled drivers and to keep their standards high at all times.

1. Intrinsic rewards should be used when trying to motivate employees.
2. More training and development programmes need to be introduced within Company X, this keeps employees up-skilled and is a vital motivating factor for employees. There is a fleet of over 100 trucks and at least twenty variations from truck to truck. It is imperative that management utilised the versatility charts and essential monitor them, filling gaps that are apparent, and continuously training drivers on new equipment to make them more versatile.
3. Rewards for outstanding performance should be introduced monthly or quarterly; this idea could give the incentive to employees to work harder and reinforce trust in the company that their input is not going without notice. Reiteration an earlier point made by Porter and Lawler, the satisfaction gained from sharp increases in pay are short lived, and that a continuous process of smaller rewards would be of greater benefit to the employee as a whole.

4. A lack of recognition can demotivate employees, Company X should introduce this type of motivator, and it would be of no financial cost but can motivate the workforce as employees thrive on recognition. At the end of the first quarter of the year, after the business has been extremely busy and drivers have worked to the maximum of the working time directive, could be a good time for a small gesture. A thank you card signed by the Managing Director could be a positive form of recognition.
5. Management need to interact more with the driver, the personal touch of a manager picking up the phone to encourage a driver could be the difference in 90% productivity and 100%
6. Permanent contracts should be advertised to current part time drivers. This will encourage employee engagement and satisfaction in the drivers. It will give an individual job security which is a factor that may reduce the high turnover in Company X.

Recommendations for Future Research

This research study was a case study analysis approach. Where by research was specific to Company X. A recommendation for further future research would be to research Company X's too competitors in the car transport market. Also the research could be compiled through the UK market to identify if there are variances between the Irish and UK market. This may give a more comprehensive result. This further research would be quite time consuming and thus reiterating the fact that time constraints can be a limitation to the research, time should be allocated for a more thorough research on competitors in the future.

Final Comments

The author of this dissertation believes that she has answered the aims and objectives that she outlined earlier in the dissertation; she has done this by means of a widespread analysis of the retention methods available to management and a satisfaction survey of drivers in the organisation. Using the results the author found a variety of areas that Company X needed to focus on to improve the drivers working environment. When employees are not content with the environment they work in it can be a major factor in them exiting the organisation. In the industry that company X are involved in there is only too other competitor thus sending trained skilled drivers straight into the competitor's workforce.

Appendices and Bibliography

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Appendix 1.

Interview Questions

1. How often does recruitment take place in Company X?
2. Are there ever any problems in recruiting drivers?
3. What in your opinion are the causes of a high turnover of drivers?
4. Would you stay in Company X for the benefit of the organisation? Why?
5. Do you feel you bring a considerable contribution to the organisation? If answered yes, how? If answered no, why?
6. Are you aware of any retention efforts in Company X? If answered yes, what are they?
7. What factors would contribute to you leaving Company X?
8. Do you think staff retention is important for Company X to survive?
9. Do you believe motivation can aid retention of drivers?
10. Are there any incentives either monetary or non-monetary offered to drivers in Company X?
11. Are there any development and training programmes available for drivers?
12. Do you believe an increase in incentives could encourage you to stay?
13. What type of skills, training and education benefits are important as a Retention incentive?

Appendix 2.

Driver Engagement Survey

July 2013

Introduction:

A company relies on drivers to perform to the best of their ability in order for the company to be successful in the world today. In order to perform, you must be motivated to perform.

In order to be motivated, you must be engaged in a way that you want to contribute to the company's success. The objective of this survey is to measure the state of 'Employee Engagement' so that information can be gathered on whatever is necessary to ensure drivers are motivated to perform to the best of their ability and contribute to the company's success.

Instructions:

1. Complete Employee Profile
2. Answer all 14 questions by marking an 'X' in the box that most accurately represents your view, for example:

At work, my opinions seem to count

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
	X			

In the last 6 months, someone at work has talked to me about my progress

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
			X	

EMPLOYEE PROFILE

What location do you mostly work in?

Driver (Ireland)

Driver (UK) (Continent)

What type of contract of employment do you have?

Permanent

Temporary

SURVEY QUESTIONNAIRE

1. I know what is expected of me at work

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

2. I have the materials and equipment I need to do my work right

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

3. At work, I have the opportunity to do what I do best every day

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

4. In the last 7 days, I have received recognition or praise for doing good work

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

5. There is someone at work who encourages my development

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

6. At work, my opinions seem to count

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

7. The mission or purpose of my company makes me feel my job is important

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

8. In the last 6 months, someone at work has talked to me about my progress

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

9. This past year, I have had opportunities at work to learn and grow

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

10. My knowledge and skills are fully utilised

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

11. I am proud to tell people I work for Company X

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

12. Overall, I am extremely satisfied with Company X as a place to work

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

13. I rarely think about looking for a new job with another company

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

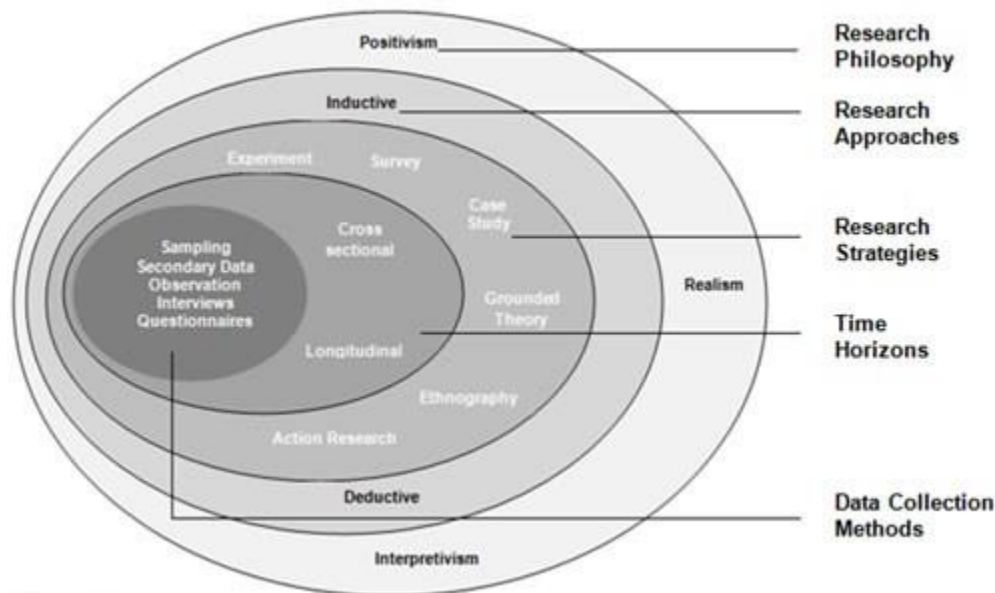
14. I believe I am rewarded appropriately for the work I carry out in Company X

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

Thank you for completing this survey.

Appendix 3.

Saunders et al (2003). The Research Onion.



Researchers Research Design

Philosophy: The researcher has chosen an interpretive approach.

Research approach: The researcher chose an inductive approach for research as it is exploratory research.

Research strategies: The researcher has chosen grounded theory as it allows one to come up with a theory later in the research dissertation.

Time horizons: The researcher prepared her research on a cross sectional horizon due to this being a once off process.

Data collection methods: The researcher conducted one to one interviews and questionnaires as these are qualitative research.

Appendix 4.

Participation Cover Letter

Dear Sir/Madam,

This interview is being carried out to analyse the high turn-over of drivers in Company X and to discuss the retention methods available; this is in conjunction with meeting the academic requirements of the course the researcher is undertaking.

Participants are assured of their confidentiality and anonymity throughout the research and dissemination process. In taking part in this interview the participant understands that informed consent will be signed and this will hold upmost privacy and respect to the individual.

I wish to take this opportunity to thank you for your time in taking part in the interview. It is hoped the findings of this interview will help to highlight employee needs and how retention of staff can be achieved to a high standard. I look forward to our interview. If you have any questions about the research studies please contact me at the phone number included:_____.

Yours Sincerely

Appendix 5.

Consent Form

In signing this form, I am hereby giving my informed consent to my participation in the aforementioned study. I understand that I will be part of a research study that will focus on employee retention.

I understand that I will complete an interview and it is expected to take about twenty minutes to complete.

I have read or (have had read to me) the participant cover letter and have been informed of my rights and the voluntary nature of the interview. I have been assured confidentiality and anonymity. I have been informed of my right to withdraw from the study at any time and without penalty.

DATE:

PARTICIPANT SIGNATURE

RESEARCHERS SIGNATURE : _____