



CHALMERS
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Honk If You Love A Good Work Environment!

A Study On The Work Environment Of European Truck Drivers

Master's Thesis in Quality and Operations Management

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SUMMARY

Driver satisfaction has been subject to research for quite some time, whereas earlier studies focused on the health aspects of drivers, and work-life balance in terms of time away from home, and stress. However, studies concerning drivers and motivational theories such as the self-determination theory have had little to no focus since the theory became accepted widely by psychological professionals in the beginning of the 2000's century. Addressing driver satisfaction and its correlated working environment requires multi-stakeholders collaboration, and trade-offs between rigorous contractual terms and perceived basic psychological needs satisfaction for the drivers. The study reveals that a set of drivers has perceived medium autonomy, low relatedness, and high competence, although the high competence and corresponding skill are reached in approximately seven years, addressing the need for new pathways for life-long learning to gain new skills outside the normal existing pathways. Examining the current system was done by interviews and literature reviews connected to the driver's working environment.

Keywords: job satisfaction, job retention, truck drivers, motivational theories, employee behavioral models, Self-determination theory

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1. Introduction

1.1 Background

Logistics, specifically freight mobility, is a critical component of global supply chains with an impending impact on efficiency, reliability, effectiveness, and has far-reaching effects on the economy by facilitating international trade and increasing access to resources and markets. Furthermore, this industry creates many jobs and services directly and indirectly (Kayikci, 2018). Truck drivers could be seen as the backbone of the road freight industry, as they are responsible for transporting goods worldwide and are essential to keeping supply chains running.

Trucks transport around 75 percent of Europe's total freight volume (IRU, 2022). According to (ibid), there is an increasing gap between acquiring new drivers and retiring drivers, currently set to triple the rate of unfilled positions to over 60 percent by 2026, going from 400 000 unfilled positions in 2021 to 640 000 unfilled positions in 2026. In light of these issues, attracting and retaining drivers for transportation companies to stay operational and competitive is essential. The truck driver shortage is a significant issue in the logistical sector. Many businesses are built upon a complex supply chain network, which moves products or raw materials from the start to the end customer, and when there exists a shortage of truck drivers, the freight industry gets impaired, as the operations of the industrial supply chain and even the functions of the economy can be affected (Cheng et al., 2014).

Regarding the driver and the working environment, there is a high risk of anxiety, depression, and fatigue due to stress and long working hours, resulting in a well-being score way below industry standards (Wijngaards et al., 2019). Not only does this harm the individual but the carrier, in terms of spillover effects connected to lower productivity and possibly reduced personal and public safety. Furthermore, (ibid) states that addressing the driver shortage issue requires a multi-angled approach, where aspects such as pay and benefits, working conditions, professional development, and safety concerns are addressed.

High driver turnover is further fuelled by unfavorable working conditions and limited growth opportunities, leading drivers to jump in between different carriers, exploiting the signup bonuses some companies offer (Phares & Balthrop, 2022). Research shows that this monetary compensation or bonus only works as a short term motivator (Taylor & Cosenza, 1998) and therefore does not solve the more significant issue. Hence, it is imperative to gain knowledge and determine the relationship between the carriers, shippers, and drivers to promote tools and nurture a sustainable working environment.

Few other stakeholders complement the carrier, shipper and the drivers, including technology providers, government agencies, and the public. Technology providers are the companies that offer technological and software solutions to increase and improve existing efficiency and effectiveness, such as freight tracking

and transportation management systems. Government agencies are central organizations that regulate and oversee the freight transport industry by standardizing maximum working hours and compensation levels. The public is responsible for indirectly creating the market through purchase decisions and spreading awareness about global concerns which impact the environment.

Furthermore, to create a foundation for this multi-angled approach to solve the working environment, there are several applicable theories, such as the self-determination theory (Gagne, 2005) and Maslow's levels of hierarchy (Maslow & Lewis, 1987). The SDT theory focuses on understanding human motivation through autonomy, relatedness, and competence and suggests that personal wellbeing is a direct satisfaction of the basic psychological needs (Deci & Ryan, 1991). Maslow's hierarchy explores how basic physiological and biological needs must be met before higher needs, like self-actualization, can be achieved (Maslow & Lewis, 1987). By studying and applying such theories to the transport industry, we can gain better insights into a truck driver's internal motivations and basic needs and further address them.

1.2 Aim

The aim of this study is to investigate the various factors within the job role of a truck driver and their impact on the psychosocial work environment.

1.3 Scope of the study

This study focuses on short and medium-haul drivers specializing in the transportation industry within northern and Western Europe. These regions have been chosen due to ease of access and language advantages with the study participants. The sampling method employed in this research is convenience sampling, allowing for selecting participants based on their accessibility and availability. The approach offered the researchers more practicality and ease in gathering data from the drivers.

1.4 Research questions

1. What are the factors that impact the work environment of truck drivers?
2. How do these factors affect the basic psychological needs of a truck driver?
3. What areas can be identified where improvements in the psychosocial work environment can be made?

2. Theoretical framework

2.1 History and previous research

From the early 1900s, many developments have affected the trucking industry, from the advent of shipping containers and computers to the current focus on electrification and automation (Personal communication, 2023). Today, the occupation of a truck driver has become critical to the global economy and the backbone of the highly interconnected supply chain networks, although this highly crucial role, the occupation of a truck driver has been associated with different challenges, ultimately leading to high turnover rates; as per a publication released by the American Trucking Association (ATA Staff, 2022), over 90% of trucking companies are currently experiencing a shortage of drivers.

Over the past few decades, there has been a budding interest in the health and safety of truck drivers. Studies found that there is a higher risk of injury and illness than in other sectors (Saltzman & Belzer, 2003), while Wijngaards et al. (2019) performed an experience sampling study to identify the factors of happiness of truck drivers, which revealed that factors such as work-life balance, extended working hours, and the social dimension are all critical, as when these factors are not provided or mismanaged, it contributes to dissatisfaction with the job role (ibid). Furthermore, a study by Suzuki (2007) found that turnover rates were highest among drivers who reported dissatisfaction and felt they were not being treated fairly for their work.

Trick et al. (2021) posit that low pay offered to drivers in many countries, lack of benefits, along with lack of respect that comes along with it are also important determinants of this global shortage. The authors also found that drivers were likely to stick with their current employers if they perceived that their importance and safety were prioritized along with access to well-maintained equipment.

Ji-Hyland & Allen (2020) conducted a large-scale study with semi-structured interviews. They found that long hours away from home and social and psychological factors significantly influence drivers' job satisfaction. Furthermore, results from the study indicated that the participants feel lonely, derived from long-lasting and increasing regulations, irregular work schedules, and unfavorable views held by the public towards drivers (ibid). Moreover, (ibid) found that increased recognition of the drivers' efforts by management, including simple gestures, was found to have a significant positive impact on the retention of drivers, which is further supported by Maslow's need for fulfillment.

Previous research on drivers has shed sufficient light on a few factors that impact their satisfaction and well-being, such as work-life balance, low compensation and a lack of respect, and the importance of prioritizing drivers. These studies align with the broader concept of motivation, a significant factor in driving employee engagement in work behavior. Motivation theories have long intrigued researchers and practitioners in organizational behavior and management studies.

2.2 Motivation

In the following section, we will dive into motivational frameworks that will provide a deeper understanding of how it influences employee motivation. Subsequently, we will continue our exploration by examining the diverse factors influencing a truck driver' work environment before building an analytical framework.

Wasserman et al. (2020) states that motivation is when different forces act inside an individual, creating a temperament within to engage in goal-directed behavior. According to Ruth Kanfer (1992), individual motivation results from the environment, heredity, and interactions like learning.

Work-related motivation is pivotal for managers, as an unmotivated workforce is more likely to be less effective, produce lower-quality work, the possibility showing a lack of commitment to the organization, and can exhibit suppressing energy to coworkers (Ganta, 2014). Previous studies suggest that practitioners and researchers in organizational behavior acknowledge that different tactics are needed to motivate employees, adapting to individual differences (ibid). Motivation as a theory has intrigued people for a long time; the first practical models of human behaviors and motivations arose in the mid-1900s, most of which are still used today (e.g., Hull, 1943; Maslow, 1953) (Ryan & Deci, 2000). Since then, there have been many frameworks to think about motivation, most of which can be categorized based on the theory's focus.

Most of the current strategies when it comes to motivation are based on institutional consisting of external incentives (command and control) or carrot and stick; these systems can be used by management to activate and drive desired behavior, yet they fail to respond to greater individual empowerment within modern organizations (Rigby & Ryan, 2018). According to (ibid), the source of error is that one assumes that the organization is the empowered actor that enables the motivation in the individual; it is the opposite. The individual empowers the organization, which requires the management to instead tap into the internal frame of reference of the employee, which explains how him/her interprets experiences in the workplace from their view on what is meaningful and valuable (ibid). External or internal factors can drive motivation, and when it is not aligned with personal needs and interests, disconnected from individual needs and interests, meaning that the employee is not engaged but finds satisfaction in the consequences, it can lead to lower-quality motivation (ibid). On the other hand, when motivation is fueled by employees' needs, values, and interests, it results in uncoerced high-quality motivation, which leads to improved employee engagement, well-being, performance, and organizational citizenship (ibid).

Low motivational quality occurs when the individual is amotivated, which is permeated by little or no value or engagement in work or feeling ineffective or incapable connected to the job to be accomplished and is connected to poor well-being and performance (Rigby & Ryan, 2018). Additional low-quality form of motivation is caused by external pressure (Carrots and sticks) or reward

(positive) and punishments (negative) forms in motivating short-term behavior, which can backfire as pressure builds up, causing the individual to perform poor, often with minimal effort, with a risk of disengaging if rewards and punishments are not pertinent (ibid).

In contrast to low-quality motivation, high-quality motivation is evident when the employee pursues goals and values which are personally intriguing (ibid) and when an activity or task is understood as essential and authentically valued. Furthermore, fulfillment of each of these needs has a direct positive outcome, as intense basic need satisfaction predicts trust in the organization, perceived quality of feedback, the feeling of security, and satisfaction with pay and benefits (Deci et al., 1989; Ryan et al., 2010 as cited in (Rigby & Ryan, 2018)) and a positive passion for work (Rigby & Ryan, 2018).

In a culture of support, employees tend to be more satisfied and have greater trust and loyalty for the organization while showing increased creativity and performance (Guntert, 2015). High levels of support can also prevent physical illness and absenteeism while increasing organizational commitment and customer loyalty (Rigby & Ryan, 2018).

Motivation and payment

Rigby and Ryan (2018) state that, to date, compensation systems remain central motivational tools within organizations, as a transactional nature of the monetary exchange, which does not address basic psychological needs and is characteristic of often low-level motivational external rewards systems. In this type of external reward system, when pay or the amount of compensation one receives is the pertinent factor, the motivation quality tends to be lower, following loyalty, performance, and well-being in the workplace (Kuvaas et al., 2014), as cited in (Rigby & Ryan, 2018).

On the other hand, compensation is only sometimes consistently inadequate, according to SDT theory. It can contribute to motivational quality and has a functional significance that facilitates and supports basic psychological need satisfaction and higher motivational quality (Rigby & Ryan, 2018). According to (ibid), compensation instead brings a functional significance in the shape of a message, which tends to determine the motivating consequences. Furthermore, (ibid) recommends that systems that emphasize pay for performance as the primary driver of motivation should exclusively do so to signal mastery and efficacy when given in recognition of a job well done.

In addition, compensation systems that feel fair and equitable communicate respect for all employees, supporting autonomy and relatedness needs (Rigby & Ryan, 2018). Aligned with previous findings, one successful implementation of this kind of system derives from a Harvard Business Review study, where players' salaries matched their performance rather than the equal pay dispersion. The key findings concluded that it was not the dollar, but rather how the signal is perceived as supportive or frustrative of basic psychological needs (Houliort et al., 2002; Murayama et al., 2010) as cited in (Rigby & Ryan, 2018).

Motivation theories can be broadly divided into two main categories; content theories and process theories. Understanding content and process theories is essential for better understanding how motivation operates within the context of employee engagement and performance.

2.3 Content theory

Content theories focus on identifying the 'whats' or specific factors that motivate individuals or drive behavior in understanding the needs and wants of people (Acquah et al., 2021).

Maslow's Hierarchy of needs is one of the oldest and most well-known content theories in which Maslow (1943) arranges the basic needs of individuals in a pyramidal structure with known facts derived from observation and experiment (see Fig. 1) . The basic needs are depicted at the bottom, and the more complex needs towards the top, with the highest level of needs reserved for self-actualization (ibid). The author states that individuals must fulfill lower needs before moving up the pyramid. (ibid) explains that once a need is attained, it no longer motivates a person; hence, he yearns to achieve the above needs. Wahba & Bridwell (1976) compared the relationship between Maslow's needs and job satisfaction and found that people who met their psychological needs were much more satisfied than those who did not.

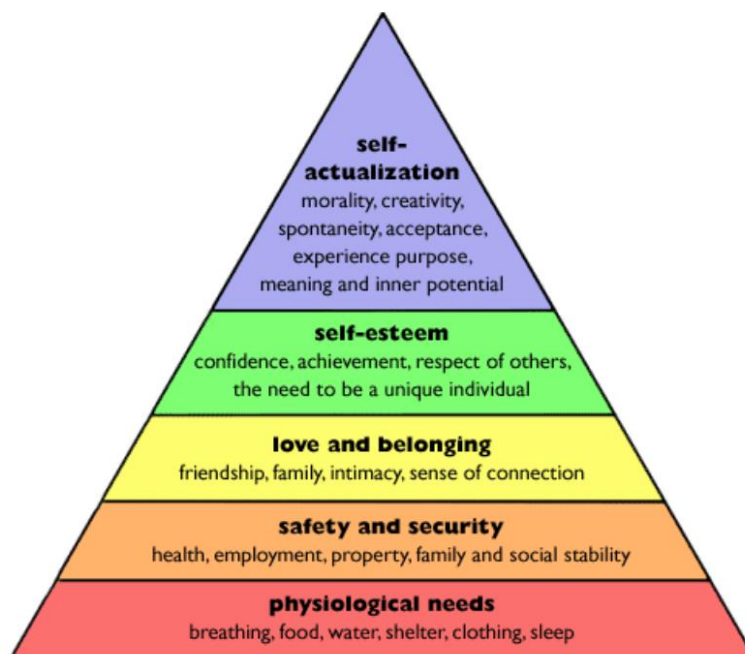


Figure 1- A.H Maslow (1943) originally published in *psychological review*, 50, 370-396

Certain studies conflict with Maslow's views; for instance, Zajonc (1965) argues that situational factors, such as the presence of other people around, will influence individual needs. Maslow's view included that individual needs will be stable and consistent regardless of the external situation (Maslow, 1943). Kenrick et al. (2010) state that the hierarchy order of individual needs is flexible, as the idea that individuals must fulfill lower-level needs to be more accurate as they found that individuals could simultaneously work on multiple levels of needs. Hofstede (1980) identified cultural issues and stated that Maslow's levels are based on a more Western perspective and may not be relevant to people from other cultures. Furthermore, these studies add that this ideology of human motivation may need to account for the social context.

2.4 Process theory

The process theory of motivation offers researchers and practitioners a framework for understanding how different factors motivate behavior in various contexts. According to Locke and Latham (2004), motivation should not be considered a static state of mind but a dynamic process that includes different factors, including feedback, goals, and self-efficacy. Locke (1968) put forth goal setting theory which states the importance of goals in a work environment since they contribute to better performance. (Ibid) states that the goals should be specific to the individual, challenging yet attainable, along with a feedback loop. Furthermore, (ibid) states that setting goals will help motivate the individual.

Locke & Latham (2002) & Ryan & Deci (2000) point out that one of the main limitations of goal-setting theory is that it assumes that every individual has the same level of ability and motivation and operates in social isolation, which is quite contrary to how reality is. Individual differences in personality, competence, and social skills are essential variables that go unnoticed in this theory.

Several studies have investigated different types of goals (Dweck, 1968; Nicholls, 1984; Carver & Scheier, 1998), resulting in different behavioral and perceptual consequences. The Self-determination theory, hereafter referred to as "SDT" in contrast to the previously mentioned studies, seeks to differentiate the content of goals/outcomes and its regulatory processes (through which the events are conducted) according to Deci & Ryan (2000a) by focusing on the needs rather than the goal.

In addition, the latter development of cognitive theories, defined as theories "connected with mental processes of understanding" (Oxford, n.d.), most motivational theorists, according to Deci & Ryan (2000). This approach or perspective provides a basis for the SDT as the goal-directed behavior (to achieve/accomplish, Oxford, (n.d.-a)) including psychosocial development (a process influenced by social and cultural factors throughout the lifespan, (APA Dictionary of Psychology, n.d.) and well-being (general health and happiness, (Oxford, n.d.-b) cannot be reached without addressing the needs that give the goals its psychological strength that influences which regulatory processes direct different individuals' goal pursuit (Deci & Ryan, 2000a).

2.5 Self determination theory (SDT)

The term "SDT," which refers to the self-determination theory, can be traced back to the 1980s when professor Edward L. Deci and Richard M. Ryan, psychology professors at the University of Rochester, started to develop the theory. SDT builds upon the idea that humans can be proactive, engaged, passive, and alienated, formed by the social conditions in which they exist, develop, and function (Deci & Ryan, 2000). This theory views humans as active organisms with innate tendencies towards growth and integration of new experiences into their self-concept. However, they require ongoing social support to operate. The social context either facilitates or thwarts the natural tendency towards achieving personal growth and well-being (ibid).

The essence of the SDT theory is the social conditions that either ease or obstruct our internal motivation process and healthy personal development and self-regulation (Deci & Ryan, 2017), which builds upon three identified psychological needs: competence, relatedness, and autonomy. Furthermore, these three needs are very important for personal growth, facilitating social development, and individual well-being, which, if not met, could diminish an individual's motivation (ibid).

According to SDT, motivation is essential to drive behavior and performance and can ensure the quality of life. Two distinct types of motivation drive human behavior: intrinsic and extrinsic. Intrinsic motivation is the desire that inherently develops because an individual finds it interesting or enjoyable (Olafsen & Deci, 2020). In contrast, extrinsic motivation refers to the desire for engagement caused due to external factors, which include rewards or punishments (Deci, 1971). SDT posits that intrinsic motivation is a critical driver of individuals feeling a sense of their three basic psychological needs.

There have been numerous research studies that show the positive effect of intrinsic motivation when compared with extrinsic motivation. Deci & Ryan (2017) state that extrinsic motivation methods can undermine a person's internal drive. According to Rigby & Ryan (2018), motivational strategies rely on institutional levers, for example, external incentives, which create a controlling environment to achieve the desired behavior. Since the focus shifts to the outcome of the activity, a person can be seduced, coerced or pressurized, or controlled to achieve the results which undermine their autonomy, competence, and relatedness (ibid). A study by Kuvas et al. (2017) complements this through a study on Norwegian employees investigating the relationship between extrinsic and intrinsic motivation and their impact on employee metrics like performance. The results proved a positive correlation between intrinsic and job performance, and extrinsic motivation was negatively related to job turnover. Furthermore, the study also suggests that fulfilling basic psychological needs are essential.

There have been similar studies; Amabile et al. (1990) showed that groups of children who were promised a reward produced drawings of poorer quality and

were less creative than those who were not. The author explains that extrinsic motivators kill creativity and narrow focus. The idea of money as a good motivator for people is often challenged in academia but often ignored by businesses and practitioners worldwide. Gneezy & Rustichini (2000) conducted a study in which different groups were asked to solve different puzzles. These groups were offered different amounts of money prizes, and surprisingly enough, the group offered the highest reward solved the least number of puzzles. They attributed it to the external environment created by the high reward that decreased the intrinsic motivation of the participants (ibid).

2.5.1 SDT across cultures

Researchers such as Markus & Kitayama (1991) as cited in Deci et al. (2017a), have criticized SDT as a sole western theory, which can create specific difficulties when interacting with collectivistic cultures, often found in East Asia Deci et al. (2017a). However, Deci et al. (2017a) state that a study by Chirkov et al. (2003) concluded that people in South Korea, Russia, Turkey, and the US, which were more autonomous in their enacting behaviors connected with the values of other cultures, these individuals were deemed to be psychologically healthier, which Deci et al. (2017a) state is indicating that satisfaction of the autonomy need is necessary for the individual's well-being and work outcomes in non-individualistic cultures. Furthermore, Deci et al. (2001), as cited in Deci et al. (2017a), compared Bulgarian and US companies and found that even in two different economic systems and cultures, autonomy supportiveness was still valid for high need satisfaction, engagement, and well-being at work. According to Deci et al. (2017a), these studies show that across cultures and industries, the need for satisfaction and autonomous motivation of employees has universal importance when it comes to achieving effective performance and high employee well-being.

2.5.2 Basic psychological needs theory

Basic Psychological Needs Theory (BNT) is the fourth sub-theory of self-determination theory. BNT suggests that satisfying autonomy, competence, and relatedness is fundamentally necessary for optimal functioning for a human being. Meeting these needs makes individuals more likely to experience happiness, satisfaction, and engagement. In contrast, an individual lacking these needs could experience anxiety and disengagement. (Ryan & Deci, 2017).

There is a substantial growing interest in understanding the psychological needs of employees in the workplace, according to Deci & Ryan (2000), which originates from employers seeking to understand the importance and recognizing that fulfilling the psychological needs of employees is critical for improving their productivity, creativity, and engagement. In contrast, organizations prioritizing basic needs are more likely to prosper (Van den Broeck et al., 2016). Coxen et al. (2021) conducted a systematic review of diary studies exploring the role of basic psychological needs, which correlates to Deci and Ryan, Huyghebaert et al. (2022) and Kaabomeir et al. (2022), who conducted similar studies that focus on the role of managerial behaviors in predicting an employee's psychological needs and its outcome. Their studies showed that the manager's ability to support autonomy and instill a feedback loop positively predicted worker's need satisfaction, while

micromanagement had adverse outcomes. The authors suggested that managerial training and interventions to improve and promote autonomy-based behaviors will have long-term benefits and improve manager-employee relationships.

1.5.2.1 Autonomy

Autonomy refers to the sense of volition, choice, and self-endorsement in a person's actions and decisions (Angyal, 1965; deCharms, 1968; Deci, 1980; Ryan & Connell, 1989; as cited in Deci & Ryan (2000a)). (Ibid) argues that autonomy is often thought of or related to ideas of independence or individualism. While (Ibid) instead expresses it more as a tool for integration and freedom and, as a result, a vital cog in the healthy functioning of a human (Ryan & Deci, 2017).

As previously mentioned in the 'Motivation & Payment' segment, the research points towards financial rewards deterring intrinsic motivation in the workplace. It was evident that extrinsic rewards prohibited people from performing at the optimum motivational level they would have achieved if they had naturally and spontaneously followed their inner interests (Leppner et al., 1973; Murayama et al., 2010; Rigby & Ryan, 2018). Leppner et al. (1973) interestingly state that whenever external rewards are introduced for doing an intrinsically exciting activity, the focus of the individual shifts to the reward, resulting in a narrower thought process. Moreover, research has proved that autonomy is essential to intrinsic motivation as other methods involving threats (Deci & Cascio, 1972), surveillance (Lepper & Greene, 1975), and deadlines are not as effective.

Individuals who experience external control or pressure become alienated from themselves and their values (Ryan & Deci, 2000). The Basic psychological needs theory posits that autonomy is a fundamental psychological need determining competence and relatedness (ibid). When individuals experience a sense of autonomy, it contributes to their sense of competence and meaningful relationships (ibid). Gagne and Deci (2005) propose that satisfying the psychological need for autonomy is crucial in sustaining self-determined motivation. The authors suggest that supporting autonomy involves providing individuals with the right choices, promoting a sense of personal control, and acknowledging their preferences.

Furthermore, numerous studies have provided empirical support for autonomy in different domains. Vermonte et al. (2022) have demonstrated that autonomy-led teaching styles are very beneficial for students as it leads to higher academic achievement and better well-being. Similarly, Williams et al. (2003) demonstrate that autonomy-led practices in health care have led to better patient outcomes, medical adherence, and personal satisfaction. It has shown a positive correlation with weight loss, smoking cessation, and promoting exercise among patients. Moreover, Amorose et al. (2007) found that athletes who perceive their coaches as autonomy supported reported firmer internal belief and improved performance. Additionally, autonomy has been found to promote job satisfaction, creativity, and employee performance in a workplace setting, according to (Oldham & Cummings, 1996). Such a sense of ownership and control also leads to a commitment to their colleagues and the organization (Bakker et al., 2010).

2.5.2.2 Competence

Deci and Ryan (2000) define competence as a psychological need that drives individuals to interact effectively with their environment by experiencing a sense of 'effecting' in producing results or a sense of mastery. According to (ibid), competence should be thought of as a fundamental psychological need that drives an individual's desire to feel competent to succeed at their work.

Deci (1971) states that positive feedback on a task often increases the individual's intrinsic motivation primarily because it fulfills people's need to be competent. It also served as a way to decrease the use of external methods to improve motivation. It was further validated in a study by Vallerand & Reid (1984) which found that negative feedback decreased people's desired need for competence, which has the opposite effect.

Gagne & Deci (2005) states that perceived competence is a significant predictor of well-being and a great indicator of growth and development. When individuals involve themselves in challenging activities, they develop many new skills, further increasing their sense of purpose in life. Moreover, (ibid) explains that SDT suggests that people who develop competence will likely achieve their full potential. Fisher (1978) and Ryan (1982) have shown us that competence must go hand in hand with autonomy to enhance intrinsic motivation; in other words, the authors explain that to fulfill this sense of accomplishment, it needs to be driven by self-determination.

2.5.2.3 Relatedness

Relatedness refers to the need for social connections and interpersonal relationships with others. SDT posits that relatedness is the last of the three basic psychological needs important for professional and personal motivation (Ryan & Deci, 2000). Ryan & Weinstrom (2009) explain that relatedness is often considered a scale ranging from high to low degree of relatedness, while high refers to a sense of belonging and proper support, and low refers to social exclusion.

Anderson et al. (1976) explain that although relatedness is essential, autonomy and competence are the most critical and influential influences on intrinsic motivation. The exciting results from their study showed that preschool children, when working on an interesting and enjoyable activity, showed low intrinsic motivation when the adults involved showed ignorance. This study further connects back to the idea that external reward systems harmed the student's internal motivation, undermining their genuine interest and enjoyment. Ryan & Deci (2000) seconded the idea put forth by Anderson et al.(1976) by stating that there are still many people who indulge in intrinsically motivating activities or behaviors on their own.

According to a study by Nardi et al. (2002), the best and most effective way to build relationships is through face-to-face. Non-verbal cues like body language and facial expressions are essential indicators for fostering connection and empathy. Feelings of loneliness and social isolation can arise when there is a lack of meaningful connection at the workplace, negatively affecting relatedness

(Zhou,2018). Furthermore, according to Deci and Ryan (2000a), employees are more likely to be content, engaged, and dedicated to their work when they feel linked to their coworkers and have a strong feeling of belonging.

2.5.3 Workplace environment

A workplace environment refers to the physical, social, and cultural atmosphere created by employees at their place of work, and it is critical in shaping employee behavior and productivity (Saks & Grumen, 2014). A positive work environment is vital to satisfaction, engagement, and retention, significantly impacting interpersonal relations and employee motivation (Sageer et al., 2012).

Pfeffer (2018) states that an excellent physical environment with proper equipment, lighting, and cleanliness positively correlates to higher satisfaction and lower absenteeism than poorly designed workplaces. However, according to Arbetsgivarverket (2019), contrary to what some people may think, the physical environment is only a tiny piece of a system. (Ibid) goes on to add that psychosocial factors, which include the social and psychological variables, have an important impact on an employee, which includes job demands, social support, leadership, work-life balance, and mental health, all of which play a significant role in determining the work environment.

Stress-related diseases are on the rise due to escalating globalization and fierce competition (Sauter et al., 1990). The authors argue that it has increased pressure on employees to perform, directly impacting their working hours, sense of security, and stress levels. The American Institute of Stress published a report stating that 62% of people have high-stress levels at their workplace, with extreme fatigue and loss of control (American Institute of Stress, 2023). Similarly, Arbetsmiljöverket (n.d) published their 2021 working environment report, and the findings indicate that 60% of employees feel stressed. Further studies by EU-OSHA (2022) state that 46% of the respondents are exposed to severe time pressure or are subject to a high workload, originating from poor communication or lack of control over work-pace or processes.

Different factors contribute to stress in the workplace, where previous research, such as Maslach et al., (2001), established that burnout and excessive job stress are prolonged responses to employees' chronic emotional and interpersonal stressors, such as high job-related demands and poor control over tasks. Schein EH (2010) explains the importance of organizational culture and its influence on employee motivation and performance, where shared beliefs, practices, and values shape the mindset of the employees within an organization. Furthermore, as proposed by Seltzer & Bass (1990), leadership and management practices are other important factors that determine stress and employee motivation. Studies also show the significance of work relationships and social support in creating a positive work environment (House et al., 1988).

1.5.4 Interpersonal climate

Previous literature investigating interpersonal climate at work often involve managerial influences that either support or obstruct basic psychological needs which promote different kinds of motivation (Deci, Ryan & Olafsen, 2017). In this

essence, need's support is referred to as the understanding and the acknowledgement of additional perspectives which provides information, offering opportunities for choice, and hopefully, encouraging self-initiation (ibid). In contrast to a supportive environment, an obstructed setting describes managerial influences which pose external constraints on behavior in order to strongly guide the outcome to a specific outcome by emanating demanding, rigid, pressuring and inflexible influences according to (ibid). Furthermore, previous studies (Baard et al., 2004; Olafsen et al., 2015; Olafsen et al., 2018, as cited in Deci, Ryan & Olafsen, 2017) show high support for the importance of needs support and its connection to employers' basic psychological needs. While studies by Kanat-Maymon, Mor, Gottlieb, & Shoshani, 2017; Williams et al., 2014, as cited in Deci, Ryan & Olafsen, 2017) shows that managerial needs support interference with an employee's work behavior, attitude and well-being.

2.5.5 Leadership

Deci, Ryan & Olafsen (2017) describes that need support has the possibility of promoting high-quality processes at work, and some of the distinct leadership styles are strongly connected to the need-supportive managerial style found in SDT. The authors state that transformational leadership has coherent similarities with the need-supportive aspect of SDT, which promotes need satisfaction and autonomous motivation (ibid). Furthermore, according to Deci et al. (2017a) studies have shown that this type of leadership style is beneficial for supporting the basic needs for competence, autonomy and relatedness.

Transformational leadership is symbolized by leaders, managers or supervisors who tend to inspire, encourage and provide their employees with decision making authority and keep encouraging them to contribute with ideas and perspectives, uplifting the competence angle of the basic psychological needs of employees, resulting in increased levels of motivation, improved job engagement, higher levels of job satisfaction and commitment towards the organization (Barber & Warn, 2005; Bass & Reggio., 2006).

Furthermore, Bass & Seltzer (1990) propose that transformational leadership can improve the psychosocial environment within the organization. Moreover, by creating a work environment that values employee autonomy, transformational leaders enhance motivation and job satisfaction (Deci and Ryan, 2017a). Barber & Warn 2005) discuss that stimulating followers to think in new ways and assisting in cognitive development is a key component of such a kind of leadership (ibid). Moreover, Deci & Ryan (2017a) mentions that such focus of growth and mastery enhances a person's self efficacy and confidence, leading to higher competence and deriving better performance.

Transformational leadership also fosters the need for relatedness by building strong relationships within the organization and creates a sense of community and belonging within the organization (Bass and Steidlmeier (1999) as mentioned in the paper by Holmberg & Tyrstrup, 2010). Whereas inherent quality with such leadership styles is that they demonstrate care, provide support to the followers and promote a collaborative team environment according to (ibid). This positive social climate encourages everyone to contribute, collaborate and support thus

building a sense of community (Deci et al. 2017a). Additionally, according to Holberg and Tystrup (2010) transformational leaders inspire creativity, innovation and an internal drive to go the extra mile in achieving professional goals. Furthermore, supportive managers facilitate basic needs satisfaction (autonomy, relatedness, and competence), inducing higher quality motivation and performance within their employees (Rigby & Ryan, 2018). Moreover, needs supportive approaches are an investment from the organization, but it enables better talent retention and enhanced organizational citizenship (ibid).

Contradictory, the leadership styles of transactional leadership (“A leadership style based on the setting of clear goals and objectives for followers and the use of rewards and punishments to encourage compliance” (Law, J. (2009)) has been linked to lower levels of satisfaction and fulfillment of needs, similarly, laissez-faire (“Leader who effectively abdicates from the leadership role by allowing members of the group freedom of action and providing little guidance or structure”, Law, J. (2009a), and tyrannical leadership styles shows the same result, leading to controlled work motivation and affecting the basic psychological needs in a negative way as found in Trépanier, Boudrias, and Peterson (2019).

Transactional leadership on the other hand when employees require a high need for structure and clear guidance (Deci et al, 2017). It operates on a transactional model where employees are rewarded or incentivised for their work and often provides a framework within which employees understand their responsibilities and its consequences. (Ibid) states that such a type of leadership may not be effective in promoting intrinsic motivation, job satisfaction and bettering well-being. Further acknowledged by Deci & Ryan (2000) which states that since the focus is on external motivators like rewards and punishments, it does not foster a sense of autonomy, competence or relatedness.

In a culture of support, employees tend to be more satisfied and have greater trust and loyalty for the organization while showing increased creativity and performance (Guntert, 2015). Additionally, high levels of support can also prevent physical illness and absenteeism while increasing organizational commitment and customer loyalty (Rigby & Ryan, 2018).

2.5.6 Employee aspirations

According to Deci et al. (2017a) there are seven aspirations that people may be pursuing during their lifetime, and those are: financial wealth, recognition or fame, attractive image, personal development, meaningful relationships, community contributions, and physical fitness. Whereas the first three goals are connected to extrinsic motivation and the last four, intrinsic motivation. According to (ibid), individuals who place relatively strong importance on extrinsic aspirations, and when attaining said aspirations, show signs of psychological ill-being and less satisfaction with their jobs and lives, compared to those who pursue the intrinsic aspirations, which tend to be more happy and live more fulfilling lives.

In studies conducted by Vanteenkiste et al. (2007) as cited in Deci et al. (2017a) found that individuals which had stronger extrinsic goals relative to their intrinsic

goals were less satisfied with their jobs and their lives, while showing higher turnover intentions, and additional work-family conflicts compared to those with higher intrinsic intentions. Furthermore, in studies by Van den Broeck et al. (2011) as cited in Deci et al. (2017a) found that individuals with higher intrinsic work goals showed supplementary flexibility in their work and were less emotionally exhausted compared to those with higher extrinsic work goals. Studies by Schreurs et al. (2014) as cited in Deci et al. (2017a) concludes that employees who found their workplace to support their intrinsic work values experienced more basic physiological need satisfaction and showed more engagement in their work.

2.5.7 SDT in a workplace setting

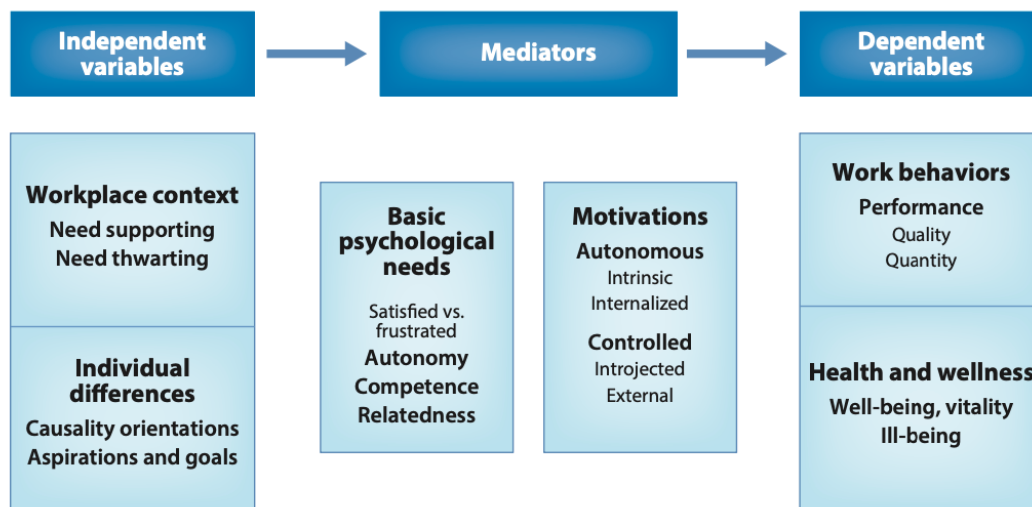


Figure 1

The basic self-determination theory model in the workplace.

Figure 2 - SDT in a workspace setting, adapted from Deci et al. (2017)

The basic SDT model in the workplace consists of two main categories of work outcomes, namely work behaviors and attitudes, and health and wellness. A large part of current literature on SDT in work organizations pertains to social-contextual variables, which promote need satisfaction, and optimal motivation at work (Deci et al. 2017a).

The current literature on SDT in a workplace setting primarily focuses on social-contextual variables that contribute to the satisfaction an employee' basic psychological needs and foster optimal motivation at work (Deci et al. 2017a). These variables can include aspects such as autonomy support, communication channels and ability to build positive relationships with work colleagues (ibid).

To identify the independent variables within the SDT in a workplace setting framework, the researchers need to examine factors that influence the satisfaction of the three basic psychological needs. It is important to understand the existing literature on truck drivers to get a better understanding of what those factors could be.

2.6 Driver Turnover

2.6.1 Perceived occupational status

The treatment of truck drivers in terms of respect and dignity has often been a talking point in academic literature. For a long time, truck drivers were viewed as 'cowboys of the highway' and were seen as rugged, independent individuals. However, with growing supply chains, the emphasis on the efficiency and effectiveness of the job has been high (Snyder, 2012). Snyder suggests that these changes have led to a loss of dignity and respect for truck drivers, now seen as interchangeable in the more extensive logistics system. The author argues that the loss of dignity is highly related to the professionalization of the job role. He explains that the changes have led to the dehumanization of truck drivers. There are different ways through which truck drivers have attempted to resist these changes, including the formation of unions and the creation of trucker subcultures (ibid).

2.6.2 Underutilization

Underutilization of truck drivers refers to the inefficiencies of the system in which drivers operate. Many drivers are not being fully utilized, leading to many problems, including low productivity from the drivers, increased costs for the employers, and longer delivery times for the customer (Mera et al., 2022). and loss of revenue for the employer. The author explains that unfavourable working conditions, lower retention, and high detention time for the driver often cause driver underutilization. Detention time refers to the wasted time drivers spend waiting at the customer's facility to load or unload their trucks. It is considered significant as it takes away valuable time that could otherwise be used for driving. The authors revealed that drivers could only utilize up to 60% of their allowed time per day and suggested that addressing detention times can help retain drivers and reduce driver turnover in the long run (ibid).

2.6.3 Work-life balance

Truck driving is a profession that often requires drivers to spend a long time on the road, making it a less attractive job proposition for the younger generations, as younger people are perceived to prioritize a balance between work and family, making it less likely for them to pursue truck driving (Personal communication, 2023).

In a survey conducted by O'Boyle, C.; Atack, J.; Monahan, K. (2017), millennials and Gen Zs worldwide were asked about their preferences. The survey revealed that most people identify work-life balance as an essential cog in their well-being. Interestingly, younger respondents prioritized work-life balance more than their senior counterparts, which signifies a changing attitude towards work as a culture.

Mcnall et al. (2010) researched how job satisfaction is affected by flexible work arrangements. Their research revealed a positive correlation between flexibility in the workplace and job satisfaction. Their research also emphasized the catalyzing factor of work to family enrichment. Additionally, Ford et al. (2007)

suggest that individuals who struggle to balance work and personal life enjoy lesser satisfaction at work as work-family conflict negatively correlates to job satisfaction. Kossek and Lautsch (2008) state that those in upper-level jobs reported a balance between work and family than those in middle and lower-level jobs.

2.6.4 Drivers and automation

Different factors influence the perceptions of truck drivers, and the importance of automation must be considered. A study by Ivanov et al. (2020) revealed that drivers felt more comfortable when they felt they had control of their surroundings, which included lesser automation. In addition to automation, other factors like experience and training on the job have been found to influence the occupation (Haworth, 1991). Smidt (2021) states that it is of utmost importance to provide training and support to boost their confidence levels, especially when new to the job.

2.6.5 Organizational and occupational commitment

Organizational commitment refers to an employee's emotional attachment and loyalty toward their organization. It includes an employee's desire to remain within the organization, identifying and relating to organizational values and goals, and putting forward the necessary effort (Meyer & Allen, 1991). On the other hand, occupational commitment refers to an individual's attachment to their job type. It includes a sense of loyalty and dedication to their occupation, trust in the value, and a desire to continue working (Marrow, 1983).

According to Large et al. (2014), the occupational and organizational commitment of truck drivers is a significant factor in turnover rates in the industry. The study found that the turnover rates were lower among drivers who felt connected with their organization and the job they were entrusted with. Interestingly, organizational commitment as a variable was more impactful towards turnover intentions than occupational commitment. Supporting this view, Shore and Wayne (1993) compared affective and continuance commitment with perceived organizational support. Affective commitment refers to an employee's emotional attachment to the company, while continuous commitment refers to the employee's awareness of the costs of leaving the organization. The study found that affective commitment had a stronger correlation with employee behavior than continuance commitment, showing that employees with higher emotional attachment and a strong sense of loyalty were likelier to express positive behaviors and participate in activities that benefit the organization. In contrast, employees who perceived the cost of leaving to be high exhibited a lower level of commitment or engagement, suggesting that organizations focus on improving drivers' emotional attachment to the organization rather than just their awareness of the costs of leaving.

Internal marketing promotes an organization's values, goals, and culture to its employees (Henryawan Sigit et al., 2022). The study found that internal marketing can influence employees' attitudes toward their organization, leading to increased commitment. The authors found that internal marketing positively correlated with employees' psychological capital. Phares et al. (2022) add that competing

wage opportunities significantly predict truck driver occupational choice. They found that drivers were more likely to choose occupations with higher wages, leading to turnover in a seasonal manner.

2.6.6 Job crafting

Researchers have recently explored the concept of job crafting as a potential strategy to enhance job satisfaction and reduce turnover among truck drivers. Job crafting is a process of work design that is driven individually, involving self-initiated and proactive strategies to modify different aspects of their job such that it aligns with their goals and provides an intrinsic boost (Bakker et al., 2012).

Demerouti et al. (2021) conducted a study in which a job crafting intervention was implemented in a blue-collar work environment undergoing organizational change. Results proved that job crafting intervention increased job resources such as autonomy and social support with improved engagement rates. According to Deci and Ryan (2019), creating a work environment supporting autonomy and social relationships tends to boost internal motivations and create a good psychosocial work environment. These findings from Demerouti et al. (2021) suggest that job crafting interventions could be an effective strategy for enhancing the well-being and performance of truck drivers.

2.6.7 Physical and mental health

Health is an essential aspect of truck driving as the nature of the job can present different kinds of health risks and challenges unique to truck drivers. Moreover, drivers face a higher disease prevalence than the general population (Staats et al., 2017). According to (ibid), many truck drivers have reported deterioration in their health through musculoskeletal disorders, respiratory issues, cardiovascular disorders, and other metabolic issues. Common health problems include obesity, sleeping disturbances, fatigue, and many unhealthy behaviors, including excessive smoking, poor dietary habits, and physical inactivity (Sieber et al., 2014; Moreno et al., 2006).

A study conducted by Sieber and Robinson (2014) found that as much as 80% of drivers classify as obese or overweight. Bschaden et al. (2019) found that drivers often rely on fast food and unhealthy options for meals that can be high in calories and low in nutritional value, paving the way is the unavailability of healthy food options, significantly contributing to obesity (ibid).

Due to irregular schedules, sleep disorders are prevalent among truck drivers as studies by Huhta et al. (2021) posited that between 28 to 78% of drivers experience sleep apnea symptoms, which is highly concerning as it can lead to daytime sleepiness and tiredness and increase the chances of crashing (ibid). Similarly, Wheaton et al. (2014) state that there is overwhelming evidence regarding the effects of drowsiness and motor vehicle accidents and recommend that different operators should screen for sleep operators. Studies have found that time spent away from family and friends contributes to depression and anxiety rates (Shattell et al., 2010) and turnover intentions (Hege et al., 2019) among truck drivers.

Furthermore, Vancamfort et al. (2018) found that people with mental disorders are at an increased risk of developing different physical effects like diabetes and obesity. Lal and Adair (2014) revealed that truck drivers have high depression and anxiety rates. Similar findings by (Shattell et al., 2010) and (Hege et al., 2019) show that time spent away from family and friends contributes to depression and anxiety, increasing turnover intentions and higher anxiety rates. Yang et al. (2022) make a similar point and further acknowledge that the stress level of drivers is higher than the average taken from the general population.

Thus far, several studies have indicated better interventions for promoting the health of truck drivers. Guo et al. (2017) suggest that physical activities reduce fatigue and improve sleep quality. Apostolopoulos (2016) emphasized improved flexibility to reduce the adverse effects of time spent away from home and the provision of social services and support. Staats et al. (2017) highlight the importance of working conditions which include reducing long hours and provision of good equipment along with healthy food options. Additionally, employers must focus on training regimens to enhance skills and reduce stress levels which positively correlate with good mental health. Islam et al. (2021) have a considerable scope for the future remaining in identifying effective interventions to address the mental state of a truck driver.

Burnout rates and stress are as important as external factors. Ji Hylaand et al. (2022) found that drivers who reported high burnout rates were likely to leave their roles. Furthermore, stressful work environments and psychological strains on the job have been highly correlated with turnover rates in the industry (ibid). De Cooner et al. (2004) studied the relationship between stressful work environments, job strains, and turnover rates among truck drivers in the Netherlands. (Ibid) found that the extreme stress and control involved in the occupation were directly correlated with psychological strain and high turnover rates. Moreover, (ibid) presume that providing recovery after work and fatigue decreases stress and burnout. Additionally, Taklikar (2016) study concluded that experience is a significant factor in managing and anticipating stress; it is crucial to address job stress and associated health aftereffects on the driver's well-being, with a focus on workload management.

Thomas et al. (2020) examined the three dimensions of Maslach's job burnout model: Emotional exhaustion, Depersonalization (cynicism). The study found that different job stressors affect the dimensions differently. The burnout process starts with exhaustion and ends with reduced personal fulfillment, closely related to the intention to leave the job (ibid).

3. Developing the analytical model

From the abovementioned theory on motivation and driver turnover, the researchers have identified the following independent variables integral to a truck driver's work environment. It is crucial to highlight that while these variables collectively constitute the workplace context, they possess distinct characteristics and, when combined, form a cohesive entity.

Independent variable name	Description & Origin
Collegiality	Collegiality or Colleague commitment is the level of dedication and loyalty drivers show towards their workmates. Deci et al., (2017a) as well as the theory from relatedness supports positive relationships with colleagues are important.
Compensation	Refers to the financial package provided by the employer in exchange for the driver's work and services. Taken from the idea that financial stability is a basic need that needs to be completed before attaining higher-level needs like self-actualization (Maslow, 1943)
Communication & Feedback	Deci et al., (2017a) mentions that communication and feedback are important social contextual variables that contribute to the driver's psychological needs.
Customer Interaction and Synergy	Customer warehouses are an integral part of a driver's work environment and from the respect and dignity theory it is important to consider it as an important factor.
Decision Making Authority	Deci et al., (2017a) mentions the importance of autonomy support as an important factor that provides drivers with opportunities for choices and decision making in their work.
Equipment and technology	Just as someone who works at an office needs a laptop to be able to work, drivers need their trucks to deliver the goods, as well as a support system to make the connection and communication possible with both the customer, and the leaders who support the drivers in their day-to-day work.
Leadership	Derived from theory, the leaders greatly impact the work context of drivers, and either support or thwart the needs, as part of the interpersonal climate.
Organizational culture and support	Derived from Large et al. (2014), the occupational and organizational commitment of truck drivers is a significant factor in turnover rates in the industry, however this organizational commitment must be associated via two-way-communication, which the authors call organizational culture & support.

Task Variety	Hyland & Allen (2020) discuss skill variety as one of five core features contributing to fulfilling and meaningful work. While SDT does not directly discuss task variety, the researchers have added it as an independent variable. It refers to the diverse tasks, challenges, and experiences within the job role, which can enhance an employee's sense of basic psychological needs.
Training and development	Training and development is important for upskilling and remaining competent in their roles, associated with competence.
Scheduling	Different generational views on work-life balance affect how much one wants to work, so scheduling was introduced as an independent variable.
Workload	From the theory, it can be noted that certain drivers have stressful work conditions, hence the researchers thought it was important to include workload as an independent factor when trying to understand the work environment of truck drivers.

Table 1 - Overview of independent variables breakdown

For the ease of understanding, the variables involved in the workplace context are categorized into two segments, Technical systems and Social systems.

System name	Consists of the following independent variables
Technical system (Designed beforehand)	Equipment, Workload, Task Variety, Scheduling, Compensation, Decision making authority, Training and development (Educations, career paths)
Social system (What's happening now, interpersonal relations)	Colleague commitment, Organizational support / culture, leadership style, customer interaction (part of interrelated relations), feedback and recognition)

Table 2 - Technical & Social system

In addition to the workplace context, the researchers have added individual differences, as cited by Deci et al., (2017a), among different drivers based on a knowledge and experience perspective. Additionally, since society plays a huge role in shaping the image of a truck driver, it became imperative to include Social and economic status as an additional element in the model to consider broader societal factors. As for the mediators, which facilitate the interaction between the independent variables, it consists of the basic psychological needs, and motivations are either autonomous or controlled.

The final section of the model is the dependent variables (outcomes) which consist of Work behaviors, health and Wellness, and Outputs, as cited by Deci et al. (2017a). Work behaviors consist of Organizational Citizenship Behavior (OCB), which refers to employees' discretionary actions that go beyond job requirements.

Meanwhile, Health and Wellness encompasses Stress and Job burnout, which impacts the well-being of drivers in the workplace. Outputs are job satisfaction and good health. Additionally, the researchers have added Customer Satisfaction as an outcome, recognizing that satisfied drivers contribute to positive customer relationships. Based on all the comprehensive information provided above, the authors have constructed the following model (see Fig. 3) to analyze the workplace context of truck drivers and its various components. The model serves as a framework for understanding the interplay between different variables or factors in a truck driver work environment and its impact on basic psychological needs.

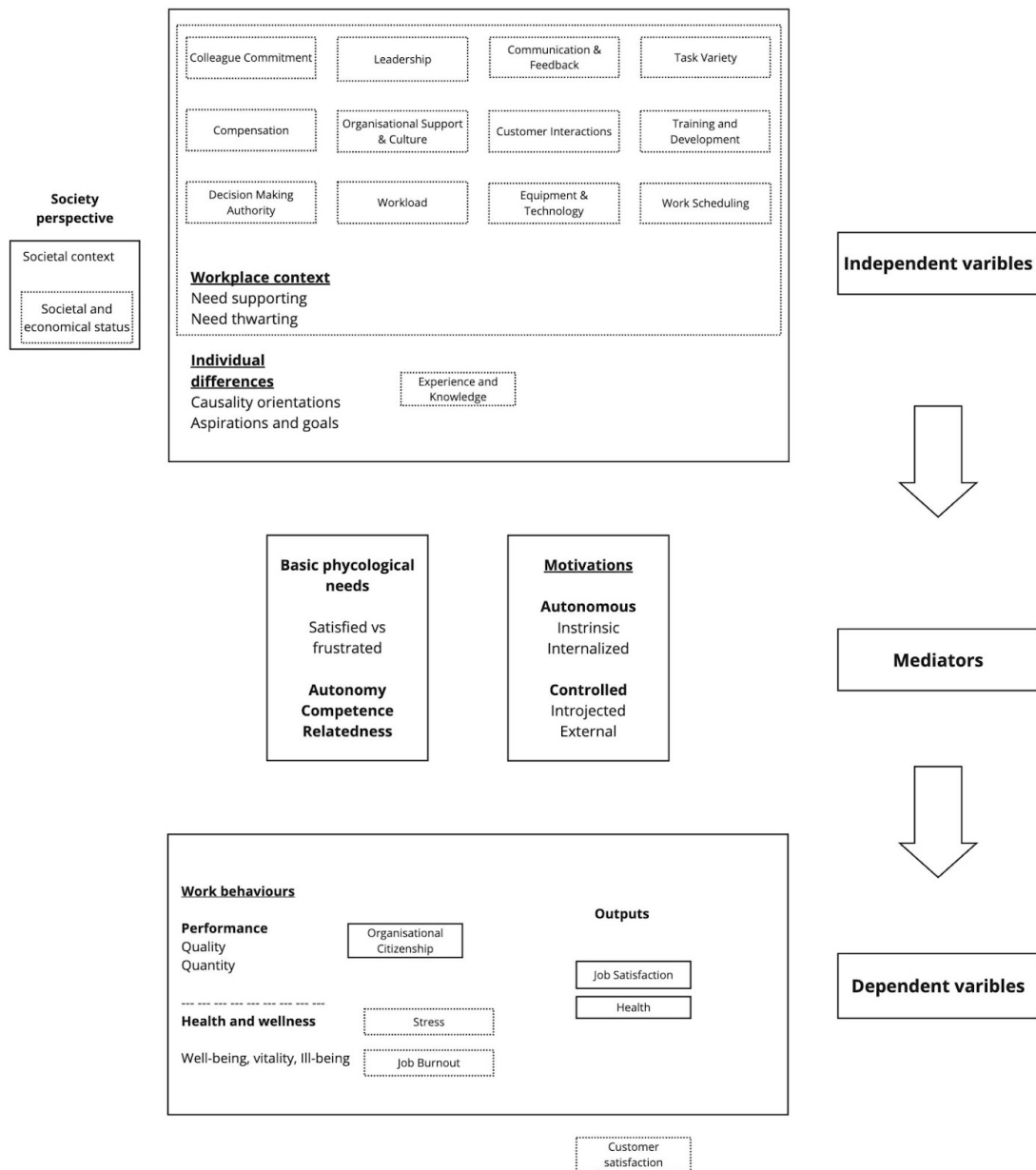


Figure 3. Analysis model, adapted from Deci et al. (2017)

4. Methodology

This section will explain the project's methodology and tools used to fulfill the research questions under 1.4.

4.1 Research Strategy

A qualitative approach and an abductive reasoning approach were chosen to conduct this thesis. A qualitative method was chosen as it emphasizes the context and the wording, which can be used to understand underlying reasons and motivations for people's behaviour and actions (Bryman & Bell, 2019). Contrary to quantitative research methods that focus on measurements and numbers, qualitative research allowed the researchers for a deeper exploration of the subject matter. Furthermore, the choice to adopt a qualitative approach is because the thesis intended to investigate the perceptions of a truck driver's work environment.

Furthermore, abductive reasoning was selected as it forms logic suitable for logical inferences and building theories around them, using back-and-forth engagement between empirical and theoretical sources (Bryman & Bell, 2019). Additionally, the researcher selected the 'best' explanation from competing explanations or interpretations of the same data (Mantere & Ketokivi, 2013). For our thesis, we used this reasoning to understand the methodology behind the literature study, interviews, and observations.

4.2 Empirical data collection

4.2.1 Literature research

The literature research consisted of relevant papers, reports, and news articles regarding truck driver retention, attraction, and motivation within the transport industry in the EU. To gather the relevant content, Chalmers Library was utilized, due to its vast access to large scientific databases, such as EBSCO, Science Direct, and Scopus. Initially, keywords such as 'job satisfaction,' 'job retention,' 'truck drivers,' 'motivational theories,' 'employee behavioural models,' and 'Self-determination theory' were used to find highly relevant articles. Additionally, selfdeterminationtheory.org provided a valuable collection of high-quality articles. ConnectedPapers was used to find relevant articles, where relevant articles in the initial search acted as origin papers to ensure maintained relevancy and established good content on the subject. The process was iterated until thematic traces were identified in the knowledge area.

To ensure that articles mapped out by ConnectedPapers are relevant, the following questions were discussed before adding the papers to a "prospects" list.

- Is the title referring to relevant knowledge areas and themes?

- Does the abstract and introduction align with our research areas and questions?

If the article/paper passed the initial review, it was placed inside the to-read list, where the methodology, the findings, and discussions were examined on their potential to contribute to understanding the topic.

4.2.1.1 Reference Handling and Documentation of Literature

To keep track of the collected papers and maintain relevancy, Mendeley, a reference application, was used. Important information such as the title, year, journal, papers type, source, abstract and exciting findings from each article were collected.

4.2.2 Interviews

Data Collection through interviews was chosen to gain a deeper understanding of the topic. A semi-structured interview process was selected to allow flexibility, adaptability and explore topics of interest that came up during the interviews (Bryman & Bell, 2019). (Ibid) explains that new insights can be gathered when the interviewee can speak broadly about topics. The Interviews involved a diverse group of professionals associated with the thesis organization, each bringing different perspectives and agendas. There was a total of 21 interviews which consisted of 15 truck drivers specializing in short and medium haul routes, 2 carriers, 1 shipper, 3 industry experts and 1 outbound logistician. The majority of truck drivers operated electric trucks (>95%), with a few diesel truck drivers included to enhance generalizability.

To find the different interviewees, a snowball approach was used, where initially, a small group of relevant people was initially contacted, and additional people were identified through their recommendations (Bryman & Bell, 2019). To facilitate the creation of the thesis, two interview guides were created. The first guide addresses the drivers, focusing on the working environment, motivators, and pain points of drivers, and the second guide, being more general to capture broad spectrums and gain knowledge about the industry, the carriers and the shipper's perspective, contained more general questions which could be tweaked depending on the interviewee experience or expertise. For the full list of participants, please see appendix *n*, due to confidential agreements, the name of the interviewees will not be revealed, either will any more precision in regards to geographical region, tenure or corporate affiliation.

4.2.3 Observations

Observations were conducted with truck drivers in and around Gothenburg, which occurred during two instances. The observations aimed to identify appropriate behaviors and actions in the day-in-a-life of a truck driver, hear about their experiences on and off the job, and see how they interact with the shippers and carriers. The observations were conducted using a participatory approach, in which the researcher participates in the activities and observes the interactions and the process, or ways of working in this case. During the observations, the

authors took notes regarding statements, or general observation, which were discussed after the occasion.

4.4 Ethics

When conducting the interviews and observations which create the foundation for the thesis, some risks arise, which need to be addressed and considered.

When conducting the interviews and observations which create the foundation for this thesis, some risks arise, which need to be addressed and considered.

To ensure data accuracy and quality, precautions were taken to avoid personal issues and biases. Anonymity was maintained throughout by not disclosing any personal information that could harm the respondent's privacy. Informed consent was obtained and information about the study was provided so that they could make informed decisions about their involvement allowing the participant to make decisions as per recommendations from Homan, 1991:73 (referred in Bell et al., 2019). Participants had the option to withdraw from the study at any point, and collected information was deleted accordingly. Potential ethical issues regarding confidentiality of organizational information were also identified and addressed.

4.5 Quality of data

4.5.1 Objectivity

To maintain objectivity, efforts were made to avoid personnel issues and biases that may arise during our study, as these factors can lead to inaccurate results and hinder our ultimate aim. Accurate sampling of relevant stakeholders were prioritized to ensure reliability and validity, which otherwise can lead to incorrect conclusions and questionable data validity, which could limit the scope for further analysis and interpretations.

4.5.2 Reliability

Reliability in qualitative research refers to the stability of responses when the research can be repeated under similar conditions (Bell et al., 2019). We aim to achieve Reliability in our study by maintaining homogeneous consistency across the pool of respondents during data collection through reliable sources such as interviews and observations.

Utilizing software like ConnectedPapers allows us to cover a large pool of literature, thus increasing the overall Reliability. ConnectedPapers analyzes ~50,000 papers related to the origin paper(s) and selects a few dozen with the most substantial connection to the original paper based on the concept of Co-citation and Bibliographic Coupling. Additionally, two papers with highly

overlapping citations and references are presumed to have a higher chance of treating a related subject matter. (Connected Papers, n.d.).

4.5.3 Validity

When it comes to qualitative research, there is always a considerable risk of missing essential aspects and facts during interactions (Bell et al., 2019). This primarily occurs when the study relies on the individuality of perceptions, experiences, and knowledge of the respondents. Boddy (2016) states that the sample size should be adequate since it could be used to generate a representative generalized understanding. Therefore, we used the triangulation method to gain consistency and clarity. This method involves using multiple sources of data to cross-check the validity. We intend to discuss the same subject matter with multiple respondents during interviews and surveys and use literature.

Furthermore, as the large majority of the drivers interviewed were electric truck drivers (>95%) there's potential that the working environment differs slightly, and thus can lower the validity of the sample. However, the authors of this thesis, are aware of the differences, which are lower noise and no vibrations in an electric truck, but variables such as stress can be more effected due to "charge anxiety". These changes were taken into consideration and have not been subject to any prominent discussion during the interviews, and therefore the impact on validity should be limited.

4.6 Data analysis

To process the data collected in forms of semi-structured interviews, observations and literature review, the data was applied to the model (see Figure 3). The core of the model consists of Deci et al. (2017a) model based on Self-determination theory in the workplace, with added clarification concerning workplace context, individual differences derived from theory, yet they are mutually exclusive and collectively exhaustive. The empirical findings were thereafter collected and analyzed under each corresponding area established in the model.

5. The core of the transport ecosystem

The transportation industry is a complex ecosystem involving diverse stakeholders, including drivers, which this thesis is about. However, it also includes actors such as carriers, shippers, and specific roles, such as transport coordinators and other miscellaneous actors who play a crucial role in ensuring the system works. However, the interaction between these actors closest to the driver is complex, which is why this chapter will briefly overview the context in which the drivers operate.

Truck drivers

The person responsible for transporting the goods operating a truck or a large commercial vehicle designed to transport goods or material from A to B. Truck drivers is responsible for safely and efficiently operating these commercial vehicles on public roads and highways, all while ensuring that the goods/material is secured and delivered on time according to schedules or in other agreements. A truck driver's task involves keeping the goods/material secure and planning routes when needed, navigating through different types of traffic, and communicating with transport coordinators, the consignee and the consignor, and other individuals. Furthermore, truck drivers might have to operate specialized equipment, such as forklifts, docks, and entry systems. (Personal communication, 2023)

The profession demands physical stamina, mental alertness, and exceptional driving skills. The hours can often be long, including challenges such as weather changes or unaware trafficators impacting the operational aspects. Lastly, as most professional truck drivers in our study handle weights way above 3,5 metric tonnes, it is imperative that the driver adheres to strict safety standards and has total control of the environment to operate the vehicle safely. (Personal communication, 2023)

Carriers

These companies are responsible for providing transportation services for the shippers and those who hire truck drivers to move the cargo over the road. Carriers aim to receive the highest possible monetary rate from the shipper while minimizing costs, including labour wages, equipment, and fuel costs. They are also responsible for ensuring their vehicles and drivers comply with safety regulations. They mitigate risks through safety training programs and regular vehicle maintenance. Staying up to date with various regulations and compliances is of immense importance. (Personal communication, 2023)

Carriers often specialize in different types of cargo ranging from dry goods, hazardous materials, temperature-controlled goods, to name a few. The types of services they offer differ greatly, such as full truckload (FTL), less than truckload (LTL). FTL shipping involves transporting a full truckload of goods for a single customer, while LTL involves shipments from multiple customers in a single truckload. (Personal communication, 2023)

Different methods are explored when carrying out hiring. A popular method is Outsourced hiring or 'hiring by proxy,' wherein an intermediary, such as recruitment agencies and carrier companies, employ the driver, on the behalf of a third party in need of drivers. The alternative option is that the third party carries out the recruitment process themselves and takes control of all the different aspects of the recruitment. (Personal communication, 2023)

Shippers

Shippers are the different businesses that provide the demand for transportation services by needing goods of different kinds to be transported from one place to another. They often engage with carrier services or use freight brokerages. Shippers look for a variety of factors when choosing their transportation service, like cost, reliability, capacity, visibility, and sustainability. (Personal communication, 2023)

Shippers are responsible for packaging and labelling their cargo to comply with all the regulations. In certain situations/countries, they are also responsible for loading and unloading the goods from the truck. They often use different technology services, such as transport management software, which provides the shipper tracking and visibility of their cargo. (Personal communication, 2023)

Few other stakeholders complement them, including technology providers, government agencies, and the public. Technology providers are the companies that offer technological and software solutions to increase and improve existing efficiency and effectiveness, such as freight tracking and transportation management systems. Government agencies are central organizations that regulate and oversee the freight transport industry by standardizing maximum working hours and compensation levels. The public is responsible for indirectly creating the market through purchase decisions and spreading awareness about global concerns which impact the environment. (Personal communication, 2023)

Transport coordinator(s)

A transport coordinator or a transport manager works closely with the driver and coordinates the movement of goods and materials between different locations. Furthermore, the coordinator may work closely with the driver to ensure that deliveries are made within set time frames and support the driver in situations that may arise due to external factors, such as traffic jams. Other tasks may include monitoring driver performance, driver support, and customer communication. (Personal communication, 2023)

6. Results & Analysis

In this section of the analysis, the independent variables will be covered. These independent variables form two main categories: the technical and social systems. It is worth noting that these variables make up the workplace context but are generally differentiated from each other and form a unity when combined, derived from the model in analysis (fig. 3).

6.1 The Independent Variables

6.1.1 Social Factors

Collegiality

Colleague commitment is the dedication and loyalty employees show toward their workmates. As supported by the literature mentioned earlier, relationships created in the workplace have a significant positive impact on individuals and organizations (Deci & Ryan, 2000a). Positive commitment from colleagues and supervisors can increase job satisfaction, and create a sense of community and support, especially in the trucking industry, where the drivers spend most of their time on the road. Several respondents have emphasized the importance of staying connected with other colleagues.

Truck drivers often rely on their colleagues to resolve various issues that may arise while on a shift: *"If I forget some cargo, I can call my colleague to pick it up in the next round. Today I might need help, and tomorrow my college. Treat others like you like to be treated."*

To address such challenges, drivers need to understand the importance of open communication lines and not hesitate to reach out to others for support. This approach fosters a culture of cooperation among drivers, ensuring that all issues can be tackled efficiently. Collaboration and support among drivers is an essential aspect of trucking, and its importance is a recurring theme in our interviews.

Building relationships with other drivers is especially important for foreign drivers who may feel unfamiliar and disconnected in a new country. As one driver stated: *"There is a unity among close-knit foreign drivers,"* emphasizing the importance of establishing relationships with colleagues to feel integrated and comfortable in the workplace.

Face-to-face communication is superior to other forms of communication, even though phone conversations are highly rated. Our Interviews show that older drivers prefer face-to-face interaction with colleagues while on the job, especially with more experienced ones. Our interviews imply a significant difference in the effectiveness of face-to-face communication, in accordance with the study conducted by Nardi et al. (2002). It is important to consider age factors and

suggests that while face-to-face is the most effective way for older drivers, younger drivers may be more accustomed to other modes of communication.

Colleague commitment and the Basic Psychological Needs

When drivers are given more autonomy in their work, they are more likely to take up ownership which can ultimately lead to better engagement; as previously mentioned, research by Bakker et al. (2010) has shown that autonomy can be positively correlated with occupation enjoyment and commitment towards peers and organization.

However, if drivers are given more autonomy in their work, it could set a precedent for other employees to request more autonomy in their roles. This could lead to a culture of greater autonomy and empowerment throughout the organization, positively impacting employee engagement and overall organizational performance. On the other hand, if drivers are given more autonomy without proper guidelines or communication, it could create confusion and lead to inconsistent practices. This could result in a negative impact on colleagues who need help navigating the new level of autonomy.

Overall, organizations need to consider the potential impact on all employees when implementing changes that affect one group of employees, such as giving drivers more autonomy. Clear communication, guidelines, and support ensure the change is positive for all employees and the organization.

Regarding the relatedness aspect, the interviews revealed that many respondents highlighted the importance of interpersonal relationships and social interactions among fellow drivers in the workplace. When asked about their relationship with colleagues, some of the critical comments were as follows:

"Yeah, it is good; you do not see your colleagues often because everyone is out working."

"There is a need for face-to-face interaction to develop peer relationships."

"One thing that I miss it's meeting my colleagues over coffee now and then; it would be nice."

All of these comments suggest that relatedness plays a crucial role in their work environment, and the current working system harms relatedness. Ryan and Weinstrom's (2009) way of thinking about relatedness suggests that individuals can experience social exclusivity when their need for social connections is unmet. This finding resonates with the analysis presented here, as it reinforces the notion that the current working environment has a negative impact on the collegiality of truck drivers. Furthermore, the academic literature strongly supports the significance of social connections and relationships in the workplace, and the employees have a heightened sense of belonging; they are more likely to be satisfied, engaged, and committed to the work (Deci & Ryan, 2000a).

Though the management does not outright support high relatedness, we observe that some drivers try to keep a close-knit relationship with other drivers to cover for each other in times of need. Along these lines, one driver reported a strong positive feeling of camaraderie and support among fellow drivers, noting that they are willing to cover for each other in needy times:

"We are a group, so, of course, we help each other if someone is sick or is in a hurry and wants someone to start earlier to cover for a colleague."

Communication and Feedback

This segment will focus on the communication between a driver and other actors in the work environment, including but not limited to other drivers, transport coordinators/dispatchers, and shippers/customers.

Clear and timely communication between the driver and the dispatcher is important so that the driver stays updated on the information regarding the shipments, delivery times, handling special instructions, and information about any potential problems along the route. From interviews, it was evident that this mode of communication, if done effectively, allows the driver to be flexible so that they can create effective plans and remain on schedule. Though the value is quite evident, several respondents revealed that this relationship needs to be clearer and that much miscommunication occurs. They attributed it to a lack of trust created due to unfortunate experiences in the past, a mismatch in power dynamics, and a lack of transparency.

One significant finding from the interviews and observations was the language barriers within the road freight industry. Increasingly the trucking industry is becoming more globalized, with drivers from diverse cultural and linguistic backgrounds. When drivers, dispatchers, and customers speak different languages, it leads to misunderstandings, delays, and frustrations. One of the respondents noted that addressing the language barriers requires proactive measures such as providing linguistic training, using technology to aid in communication through platforms like google translate, or hiring multilingual staff.

One of the interviewees, a carrier, noted, *"Checking in with the driver in the morning is important for setting up their mood and building relationships."* According to the respondent, this ensured the driver was in the right frame of mind for the day's work and could positively impact their behaviour and overall safety. A driver who feels supported by their leadership will likely be more motivated and productive and experience a high sense of autonomy, relatedness, and competence (Deci et al., 2017). Another interviewee said: *"A happy driver is a good driver"* Additionally, starting the day with a positive interaction can set the tone for the rest of the day, improving the driver's well-being and reducing stress levels (Bono & Ilies, 2006).

During the interviews, many drivers mentioned the importance of staying connected with their colleagues and sometimes with their managers while on the

job. They utilize different communication groups, such as community and chat groups, to achieve this. Social media platforms like WhatsApp and Messenger typically facilitate them. Such platforms and apps have made it easier for drivers to stay connected and coordinate while on the road. They also mentioned that if they performed night shifts, they preferred staying on extended calls with other drivers through group calls.

A driver's personality can significantly impact how they communicate with outbound managers and customers. For instance, one of the respondents noted that: *"drivers who were more extroverted and approachable found it simpler to establish a rapport with customers and managers. On the other hand, more introverted drivers may prefer more structured and concise communication."*

"Additionally, drivers who are more understanding of their surroundings will be more inclined to listen and accommodate others' needs, especially towards the customers. Understanding and adapting to one's personality is key to better effective communication and relationship building."

"Frustration and anger in truck drivers can often stem from a series of small issues that accumulate over time. Proper channels of communication and understanding can help manage and address these concerns before they escalate."

A few respondents reported that the feedback from the management at the carriers and shippers is insufficient. Several interviews indicated that more feedback opportunities for solving larger problems must be provided. As one of the respondents commented:

"There is very little feedback opportunities for improvements and workplace context than solving daily issues."

The previously mentioned research conducted by Huyghebaert et al. (2022) and Kaabomeir et al. (2022) highlights the importance of managers/supervisors being able to instil a feedback loop and provide workplace improvement opportunities. According to the authors, such feedback opportunities positively impact an employee's need satisfaction. The finding above resonates as it reinforces the notion that such opportunities are currently scarce, thus negatively influencing intrinsic motivation.

Communication and the Basic Psychological Needs

In terms of autonomy, transparent and effective communication allows the drivers to better understand their responsibilities and goals, which, in turn, allows them to feel more in control of their work environment (Gagne & Deci (2005)). According to the authors, such open communication can help employees feel more in control of their work and decision-making process, improving their sense of autonomy (ibid). Interestingly, a carrier noted that regular routines in a driver's work schedule create distance between the driver and the carrier, allowing the driver to *"handle themselves."* This can be seen as a positive aspect of autonomy, as the driver can make decisions and take responsibility for their actions.

However, if the driver is left entirely alone with a lack of communication or support from the carrier, it could lead to a lack of relatedness, one of the basic psychological needs. Drivers may feel disconnected from the carrier, colleagues, and the organization. As previously noted in the literature review segment, the research conducted by Baumeister et al. (1995) explains that when individuals are encouraged to communicate and collaborate, it promotes a sense of belonging and social connection, which boosts the relatedness aspect. This finding resonates with the findings from the interviews as it reinforces the significance of creating a collaborative work environment but currently not practiced. However, carriers need to balance allowing drivers to handle themselves by creating routines while still providing support and communication.

Communication plays an important role in supporting competence. Some respondents stated that they get proper feedback from their management. When drivers receive constructive feedback, it allows them to learn about their skills and knowledge. As previously emphasized by Deci (1971) which states that positive feedback on a task often increases the individual's intrinsic motivation because it fulfills people's need to be competent.

Customer Interaction/ Synergy

In the trucking industry, customer interaction/ Synergy plays an important role in the work environment of a truck driver and goes a long way in performing their duties effectively. By understanding the importance of customer interaction, transport companies can implement effective strategies to optimally and effectively employ truck drivers.

"Miscommunication with shippers often leads to frustration."

Effective communication between drivers and customers is crucial in establishing a sustainable work environment. When drivers and shippers are not on the same page about the specifics of a shipment, it can lead to frustration and delays. One participant stated that *"Miscommunications with shippers can be very frustrating."* It can further be aggravated by the possibility of language barriers between warehouse workers and drivers, addressed in the previous segment. Additionally, arrangements in the contracts often focus on legal and financial obligations. However, they may not always reflect real-world needs and expectations, as one of the quotations from the observations showed:

"It is not always that I should follow the contract; in this essence, the contract says that x amount of units is to be delivered to the customer, but they might only need y, which is less. I, therefore, talk with the customers and keep tabs on how many units they need the following week, independent of the contracted amount, if it is less."

Effective customer interactions are critical to bridging this gap and ensuring the expectations are aligned with actual services provided by the drivers, a view most of the participants attributed to. Another recurring factor many respondents mentioned is frustration from the lack of information available at the customer's warehouse. For instance, when a driver arrives at a warehouse and is not given

proper information about where to park or missing visual safety information within the customer's compound or pick-up location or what paperwork is required, it can add to the confusion and delays.

Building strong relationships and positive word-of-mouth referrals can benefit the driver and the transport company. A positive interaction between driver and customer can go a long way in building trust and loyalty, leading to repeat business. On the other hand, negative experiences hamper relationships. This fact is seconded by a respondent going as far as to note that "*customers are around with which everything revolves, quite essentially the fulcrum of all planning and operations*", and another respondent stated that "*Drivers are essential for upholding customer relations. Happy drivers ease carriers' jobs*".

With the shift towards customer-centricity, Many of the industry experts that we interviewed highlighted the fact that the role of a truck driver will change in the coming future, and with the advent of automation, the role of the driver is shifting from simply a transporter of goods to more of a customer success agent. As a result drivers are increasingly expected to serve as the primary point of contact between the transport company and the customer. Furthermore, from a customer's perspective, a respondent said that Shippers must understand the importance of social sustainability and start thinking of balancing profitability with sustainability.

Customer interaction and the Basic Psychological Needs

One connection to the basic psychological needs concerns the drivers' relatedness and relevance to society. One of the respondents commented: "*Some of them think, like, you are a driver, you need to do everything I want. They do not pay any respect to you*". Based on the response, it is evident that some of the respondents are faced with a negative image and lack of respect; moreover, in other responses, one respondent uses the word "inhumane" when describing the communication between drivers and warehouse/terminal staff.

Some drivers' responses state a positive connection to customers based on continuous interactions. Therefore, continuous and recurring interaction may foster positive relationships.

Moreover, the underutilization mentioned in the theory chapter is still a critical issue within the transport industry. Though most respondents denied being underutilized, from a systems perspective, considerable research, for instance, Mera et al. (2022), have shown that it is still a prevalent issue. From the observations, there were delays inherent through delays at the loading bay to detention times, all of which are contributors. From a basic psychological needs perspective, detention times and inefficiency in the work environment can undermine a driver's sense of autonomy as they cannot make independent decisions. Moreover, frustration and stress can erode a driver's sense of relatedness, and they may feel disconnected and undervalued.

Leadership style

Driver perspective

The aspect of what a good leader is depends heavily on one's personal view. However, when the respondents on the driver side were asked about what makes a good manager/coordinator, the answers were *unanimous*: A good manager is someone who listens, asks for feedback, and shows interest, which is pretty much a textbook definition of a transformational leader. As one of the respondents said, regarding preferred qualities: *"Effective communicator, asking for feedback, values and respects me, and listens to everyone."*

Although these characteristics are preferred, the interview findings present a somewhat different picture. One respondent felt neglected and missed the sense of community feeling, adding, *"The company does not value us enough."* Additional responses were, *"I find satisfaction in challenging situations, but my employer does not give due credit or recognition."* Furthermore, most respondents stated that they call their manager when issues related to customer visits or misconceptions need to be solved, which is also preferred by the management.

A few respondents indicated that there is a tendency amongst corporations to prioritize senior drivers in terms of planning and scheduling. At the same time, some less experienced employees feel like they get the more challenging route, or as one respondent said: *"It feels like we get the "shittier" route when starting,"* which additional respondents confirmed: *"I feel like young drivers often get taken advantage of and given the worse and heavier workloads."* Moreover, from the interviews, we see a tendency that night shifts have a higher turnover, which a few respondents commented on: *"It could be that the new hire does not exactly know what it means to drive night, and gets surprised" and "It is not for everyone, it takes a toll on your mind and body."*

Opinions differed on whether respondents from the driver segment felt connected to their employer, which according to *ibid*, can be connected to the fact that many hours are spent driving. Although, as many respondents stated, they are self-managing themselves when working outside the office walls, and thus, it can be difficult for the manager to fulfill the need for recognition and relatedness. Furthermore, the fact that managers are physically separated from the driver for a long time might create difficulties for the managers to support fulfilling the needs as supported by a transformational leader (Deci et al., 2017) when not present. As one respondent stated: *"It has been eight years since I had my last performance meeting"* Although this is not normally the case found in interviews, where the rate of 1-1 talks occurs at least once per year, it is worth highlighting.

Employees' perspective and the Basic Psychological Needs

From the result above, the respondents agree that a good manager is characterized by qualities connected to active listening, seeking and providing feedback, and showing genuine interest in the person. However, inferred from the respondents and their answers, there are expressions of neglect and a lack of communion, suggesting that companies fail to appreciate their employees, further sustained by signals of dissatisfaction with the lack of acknowledgment or credit

for the successful handling of demanding situations, a contrast to how an ideal workplace should be like according to Huyghebaert et al. (2022) and Kaabomeir et al. (2022).

Although, most respondents mention that they contact their managers to resolve issues related to customer visits or misinterpretations, which also appears to align with the management's preferences. Moreover, the findings reveal that some respondents suggest that there is a tendency amongst carriers to prioritize the senior drivers related to planning and scheduling. Consequently, new hires or less experienced employees feel they are assigned more challenging routes and heavier loads. Furthermore, this predisposition could result from carriers aiming to satisfy increased demands from experienced senior drivers, whereas new hires are possibly seen as more dispensable.

The responses suggest a higher turnover rate for night shifts, which some respondents attribute to challenges connected to health and sleep. As one of the respondents stated, new hires may not fully comprehend the demands of nighttime driving, which can take a toll on their mental and physical well-being, suggesting that job postings could embellish the conditions required for such a job.

Concerning relatedness, the results imply that self-management prevails among the respondents as they work substantially more outside the office, making it challenging for managers to meet their needs for recognition and a sense of belonging. According to one respondent, there has been a long time since the last performance review, suggesting that the physical separation between managers and drivers and different schedules create a challenging environment to stay connected and related. Furthermore, the general answers imply that drivers feel their managers are absent.

As we understand from the leadership segment under theory, transportation industry supervisors exhibit more transactional leadership than transformational leadership. Hence, as the interviews show, it leads to a lack of recognition and appreciation for drivers' contributions. Truck drivers may start to feel that their work is more transactional, driven by extrinsic motivators rather than feeling valued or recognized. According to Deci, Ryan & Olafsen (2017), this leads to lower levels of job satisfaction and decreased motivation. .

Managerial perspective

Opinions differ as to whether the perfect driver is. One respondent stated: *"Somebody who can represent my company. Who always smiles, who always says yes. Never questions a customer, never goes into one fight, and always leaves the customer with a smile. And says thank you."*

Alternatively, as one other respondent explained, they wish the driver to be involved in improving the business. The first statement illustrates that the driver, in many cases, is not included in improving the business, which is contradictory,

as increasing the motivation requires activation of both the mind and hands, according to one of the industry experts.

Moreover, a standard view among employers of drivers was that understanding the employees on a personal level is very important for utilization and making them comfortable. Most respondents believe this is important for retaining drivers and impacts planning and scheduling. As one of the respondents stated:

"From a driver satisfaction point of view, if you can plan around their life, then they will stay, but if you cannot make any accommodations for them to pick up their children at the kindergarten, etc., they will leave unless they have a situation at home which makes it work."

Further acknowledged by another respondent: *"Driver flexibility is key; the thing I look for most in a new potential hire is flexibility." Other responses connected to hiring are "What is your family situation? How old are your children? Can they go to school alone? Or do you have to pick them up?"*

According to the respondent, this is one of their most important questions. As further explained: *"For example, one separated dad, whom every other week must leave or pick up the children. It is a problem for us to put him on a rotating schedule".* This implies that the situation around family and flexibility is the most crucial factor when hiring new drivers.

A common view amongst respondents was that a driver has extremely limited power in making any decisions other than managing the vehicle's driving, loading, and unloading. One respondent commentated that:

"Because he (the driver) does a job for someone else. He just fulfills the obligations, and he has nothing to say about how to do it or how he wants to have it. It is the customer who has all the power." Further elaborated: "Someone has said that the goods should be at x by time y, and if they fail, the company gets a fine."

Moreover, one respondent commented that shifting the power toward the driver could lead to less control: *"Because, then, we are going to have a lot of lazy drivers. The driver might do nothing because he (the driver) has all the power."*

Furthermore, changing ways of working or from efficient current ways could negatively impact profit, both for the customer and the company conducting the transportation. One respondent commented: "Because every change from the most efficient way to do something is more costly for the customer. So you always try to plan as efficiently as possible with as low costs as possible". When asked about the opportunity to fundamentally change the system's function, the same respondent commented: *"You cannot really turn the market upside-down; I don't see any opportunity; it's the customer who decides."*

Drivers create their social network and its context. From the interviews, we found out that many employers solely handle channels connected to business-related reporting and not the social aspect of connecting drivers. However, as mentioned

in the communication segment, most driver respondents either called their friends or had created alternative groups for social chatting.

Given the characteristics of the relationship between a driver and a carrier, drivers rarely get contacted by management as long as they do their job and generally behave professionally. This can potentially impact the communication and the frequency of positive feedback. As one respondent said, *"We are quick to tell you if you did something wrong, but slow to tell you if it is right."*

Managerial perspective and the Basic Psychological Needs

Leadership from the managerial perspective is somewhat fragmented; as we can infer from the interviews and our respondents, there are instances in which the transformational leadership style is used, while part of the transactional and laissez-faire are present. This finding highlights that the setting in which drivers' managers are present has its challenges, primarily related to physical separation.

Furthermore, the answers from the respondents suggest that there is limited contact from management unless issues arise. Moreover, positive feedback may be infrequent, while criticism or corrections is more readily given. This implies that the dynamics and the relatedness between the driver and its managers could be affected negatively in the long run. Furthermore, as implied by the respondents, it is equally essential that the manager/management shows compassion and respect for the drivers to create a sense of relatedness, caring, and belonging, supported by Shore and Wayne (1993) concerning increasing organizational commitment.

As suggested by an industry expert, the notion that activating both the mind and hands of drivers is in line with one of the respondents, wanting the drivers to be a part of improving the business. Although, this would imply, depending on the type of improvement work to be made, the driver and their managers may have to free up time from driving.

Moreover, the interviews point toward hiring managers wishing to understand drivers personally. Implied is that employers want to know about family situations or other aspects that could impact scheduling, which could be essential to understand for retention purposes. Furthermore, flexibility occurs as one of the essential qualities sought in drivers.

The customer is perceived as having the most power in determining the job's specifics, including delivery deadlines and penalties for non-compliance. Consequently, the drivers have limited decision-making authority, as previously argued, and this notion of limitation is embedded in how planning works; as implied in the responses, there is no way to change how the system works. This implies that the current system inhibits additional autonomy from both a carrier's and a driver's perspective.

Organizational Support/Culture and Recognition

Organizational support can take many forms, such as providing adequate breaks, flexibility in scheduling, and ensuring maintenance support. Such support can help drivers optimize their work time and reduce stress. Many respondents concurred on the importance of flexibility offered by their employer. One respondent stated: "*People with younger kids prefer to have short haul shifts,*" while another said: "*should have time to go to the gym and work on passion projects.*" While there were a few respondents who were unhappy with the current way of working and reported dissatisfaction with their working hours as it affected their productivity and family time.

The research conducted by Wingaards et al. (2019) highlights the importance of work-life balance, extended working hours, and social dimension in determining the happiness of truck drivers. This finding resonates with the above analysis as it reinforces the significance of flexibility in work arrangements and supporting the driver's time and interests. The statements from the respondents further validate the preference for flexibility and the need for time to engage in personal interests. The findings of Ji-Hyland and Allen (2020) and O'Boyle, C.; Atack, J.; Monahan, K. (2017) further affirm the perspective as it strongly emphasizes the importance of work-life balance and flexibility, especially among the younger generations. Moreover, McNeill et al. (2010) found a positive correlation between job satisfaction and workplace flexibility, while Ford et al. (2007) discovered a negative correlation between family conflict and satisfaction. Furthermore, Shore and Wayne (1993) found that affective commitment, fostered through work-life balance and support, is a stronger predictor of employee behavior than continuance commitment. Therefore, organizations that promote work-life balance among truck drivers and provide support are more likely to foster a sense of emotional attachment in their drivers, leading to improved satisfaction.

Several respondents stated that welfare/development meetings are not too common in their field, as many hours are spent on the road, leading to less time to meet up and discuss their personal development in person. As one of the respondents said: "*Welfare meetings do not happen unless the driver requires it.*"

Driver welfare meetings provide a platform for open communication and collaboration between the management and the truck drivers. The lack of welfare/development meetings reported by the respondent suggests that there may be a gap in how the organization communicates and promotes its values. However, from a different perspective, such driver welfare meetings allow employers to convey the company's goals effectively. Internal marketing, according to Weinstein and Mcfarlane (2016), can help with organizational culture by communicating the company's mission and values towards the drivers, which increases employee buy-in and commitment toward company goals. By leveraging internal marketing strategies during welfare meetings, carriers can bridge the communication gap, enhance employee engagement and cultivate a stronger culture.

As previously noted, Sokro Evans (2012) study highlighted the indirect impact of organizational culture on performance. Cameron and Quinn (2022) argue that positive culture can provide a competitive advantage, especially in an industry

with high turnover rates. All respondents agreed unequivocally about the importance of a good organizational culture. One of the respondents stated the importance of fostering a culture focused on 'service mindedness' and cultivating strong relationships with dispatchers and management. It helps to mitigate unwarranted changes and helps in smoother planning. One of the respondents commented: *"If I want to work shorter next day, I just tell them."*

Saldanha et al. (2013) highlight the importance of driver management practices in improving carrier performance, as this can be related to the impact of organizational culture on driver motivation, including how they are treated by external stakeholders like shippers and customers. As previously mentioned by Sokro Evans (2012), organizational culture greatly impacts drivers' motivation and behaviors, including how they treat or get treated by external stakeholders, in this case, shippers/warehouse staff.

A positive and supportive culture can promote respect, clear communication, fair treatment, and access to necessary resources. In contrast, a few respondents noted mistreatment at the customer's warehouse, which manifested as a burst of frustration and anger, which could be detrimental to the business relationship and the driver's self-esteem. Suzuki (2007) further adds that turnover rates are highest among drivers who reported they were unfairly treated at work.

A carrier mentioned that a quality they look for in a 'perfect' driver is that *"Driver should always agree with the customer and smile."* When drivers are expected to comply and accommodate customer demands without question, it negatively impacts their sense of autonomy. It means limited decision-making and a lack of flexibility which, according to Gagne & Deci (2005), hinders autonomy. Organizations need to strike a balance between meeting customer expectations and empowering drivers with a certain level of autonomy.

Organisational Support & Culture and the Basic Psychological Needs

One of the important discussions during the interviews was the lack of recognition by management, which led to frustration for the drivers. Two drivers mentioned: *"I do not feel like I get enough recognition for my work."* Recognition is an essential factor in fulfilling relatedness and competence. When drivers feel unrecognized, it leads to isolation and detachment from the organization. A perceived divide between the senior management and the truck drivers can create a lack of recognition. Furthermore, when drivers feel their work is not acknowledged, it can fill them with an undermined sense of competence and accomplishment. Drivers can start to question and doubt their abilities, all of which lead to a decrease in job satisfaction.

An organization needs to foster a culture that supports drivers through open communication. When asked about how supportive their employer is, one respondent said, *"They ask me, or if I see something that does not work, I can call/email/knock on the door. They are open for suggestions."* Open communication allows drivers to express their thoughts, concerns, and suggestions freely. The drivers feel empowered to voice their opinion and provide feedback on their work.

Secondly, it facilitates connections and relationships between the employer and the driver. When employees feel they can approach and discuss openly, it bolsters their sense of relatedness. However, as we previously noted above, many respondents noted that the frequency of driver meetings could have been higher. The infrequent occurrence of driver meetings can impact basic psychological needs and result from an organization's culture, support, and recognition. Bringing drivers together through such meetings fosters a sense of community, which promotes a sense of relatedness. Further, the carrier company misses opportunities to learn and address driver concerns and provide necessary resources by not having regular driver meetings. These gatherings also provide the platform to publicly acknowledge and recognize drivers' contributions, celebrate milestones, and reward performance.

Furthermore, Drivers argued that when management actively listens to them, is supportive in decision-making, and accommodates their needs, it creates a collaborative culture that fosters their sense of relatedness. However, the earlier comments revealed that many driver respondents indicated room for improvement. These insights underscore the critical role of a supportive and relationship-oriented organizational culture in the trucking industry, where drivers' feelings of being seen, heard, and understood are vital for fostering relatedness and enhancing overall satisfaction.

6.1.2 Technical system

Compensation

Based on Taylor & Cosenza's (1998) research, it has been shown that monetary compensation or bonuses are only effective in the short term as a motivator. The stimulation of money can have both positive as well as negative effects. On the one hand, as Leppner et al. (1973) mentioned, it results in narrower thinking whenever external rewards are introduced. Anderson et al.'s (1976) study also shows that external reward systems undermine genuine interest and enjoyment. According to Deci et al. (1999), it negatively affects the basic psychological needs of autonomy, competence, and relatedness. On the other hand, when money is thought of as an emblem of achievement or competence, it may favor an individual's basic psychological needs. Additionally, financial stability contributes to a sense of autonomy or control over their surroundings as it provides individuals with the resources and freedom to choose according to their goals.

During the interviews, one respondent instead took a larger picture and stated that compensation is complex due to *"unfair competition with foreign drivers, connected to price dumping of deliveries."*

Additional views on non-fair compensation are linked to cabotage. As Trick et al. (2021) mentioned, the industry's low pay, lack of benefits, and general lack of respect force many drivers to migrate and are part of the global shortage. In the analysis, it was revealed by many foreign drivers that they prefer working in Sweden and other Scandinavian countries for the fair pay and good working conditions. In line with this, one respondent said:

"Foreign drivers are coming to Sweden and taking up jobs of Swedish (domestic) drivers for a lower compensation, but compared to the pay they received at their home countries, it was still a better decision, as the environment is better."

Compensation and the basic psychological needs

As previously mentioned, Rigby and Ryan (2018) argue that compensation systems remain an essential organizational tool for motivation, yet it lowers the motivational quality when considered the main factor. According to the interview quotes above, when a foreign driver settles for lesser compensation, it can negatively impact their basic psychological needs. In one instance, an interviewee highlighted their difficulty with their initial employer when they migrated to Sweden. If truck drivers are forced to accept lower pay, they feel they have no power or control over their work and affect any changes. When drivers cannot earn sufficiently because of the lower wages forced onto them through globalization in the workplace, they would find it challenging to meet their fundamental necessities, such as access to good food and proper shelter. Building upon the work of Maslow (1943) and his hierarchy of needs, which suggests that the basic physiological needs must be met before one can attain higher-level needs such as self-actualization, it becomes evident that addressing the fundamental needs of truck drivers is crucial. This finding further strengthens that addressing drivers' basic needs; in this case, fair compensation is essential for their improved satisfaction.

Furthermore, since a rift exists between local and international drivers, they might not be able to form close relationships and, as a result, feel isolated and disconnected, impacting their need for relatedness.

Decision Making Authority

Most respondents state that they can control variables connected to road-based operations but not in making plans regarding times and stops. When asked about decision-making authority, the driver participants were unanimous in the view that there is room to make decisions as long as the delivery times corresponding to each stop are adhered to. One of the respondents stated that:

"... if they give you two hours to go somewhere and it's possible to reach the destination in one and half hours. You have 30 minutes if you want to eat, if you want to, if you want to relax or whatever. Nobody cares what you do on the way. They care that you are on time and obey the rules; they don't say anything like: Did you stop on the way or did you eat, or did you take a break or something? That's why I say I'm on my own boss when I hit the road. Because I decided what I should do. Of course, I have some schedule, but I am somewhat flexible."

Some participants commented that it is challenging to allow for additional room for flexibility, as one of the respondents explained:

"When you give them (the drivers) a bit of free rein, they sometimes don't make the correct decisions. So, I think in that respect, there should be escalating and taking guidance from the office. So, you could make your own decisions. If there was a road closure, you take a diversion, and things like that, you could make your own decision to decide where you'd stop for your break or where you'd stop for dinner. But I think in regards to the planning and how you do your job and then the reporting of any accidents or things, I think decisions need to remain legal and compliant as well."

This view was echoed by a few other respondents who argued that there had been a shift in what could be the driver's perceived sense of decision-making. Several respondents mentioned that technological advancements and regulations had introduced a narrower path to decision-making. According to one respondent, this has had a substantial impact on the management side of the driver's operations side:

"The difference between now and years gone by is there's a lot of sort of tracking going on. So I think the operation team can see a lot more. So, the drivers are now pushed to work a hundred percent at the time. Well, I think drivers could get away with a lot more when vehicles were untracked, which means they're not working to their full potential. So I think that's where the management control and everything comes in and benefits the company as a whole."

Continuing, from a driver's perspective, the increased amount of control from the carrier is not always their choice but rather an effect of regulations. As the same respondent commented:

"I don't see anything for the drive is just something that the industry has progressed and grown towards, and I think it's a natural progression. And for me, it's a lot more cost-effective and efficient than it probably was due to the technology in place."

This view was echoed by another respondent who alluded to the notion of increased control, referring to truckers historically being painted as *"the rebels that avoid management"* which has been rhetoric surrounding the profession for quite some time. However, it is an obvious oversimplification, according to the respondent. When asked about the topic, the respondent commented:

"I think that we're seeing a phenomenon now that sort of certainly makes that picture less simple. Because what also stems from this lack of control is exposure. If nobody knows where they are, then nobody can help either, so it's a double-edged sword. By surrendering a bit of your informational independence, you could acquire a bit more social safety or security or whatever and make your work life a bit more transparent in a good way, maybe, for truck drivers. So I think that it goes both ways. There's the other side, how much power does a lone truck driver actually have versus the environment? But the issue is a lot more complicated than this."

Decisions-making authority and the basic psychological needs

According to Ryan & Deci (2017), autonomy is a tool for integration and freedom, which is a vital cog in the healthy functioning of a human. Based on the text above,

one can infer that the drivers' sense of autonomy is negatively and positively impacted, depending on which lens one uses. As noted earlier, Rigby & Ryan (2018) argue that motivational strategies often rely on external incentives, creating a controlling environment for drivers. However, this shift in focus towards 'outcomes' can lead people to feel deduced, coerced, or pressured, ultimately undermining their sense of psychological needs.

From the text, it can be derived that drivers generally feel able to manage variables connected to the road-based operations, such as unexpected road incidents, stops, or other events causing the original route/plan to deviate, which creates the need to re-route to meet set times. Although, the drivers expressed minor involvement in broader planning decisions regarding schedules and delivery times, which are linked to contracts and solutions designed for specific routes, which according to one respondent, is in the interest of management to handle solely, as allowing the driver to make changes themselves can result in contractual breaks, if the driver was to abuse a high level of flexibility, resulting in the need for management intervention.

Interestingly, the drivers' sense of decision-making authority largely depends on their ability to adhere to punctuality. As long as they adhere to delivery times corresponding to each stop, the drivers express a feeling of some leeway to make decisions about breaks, driving technique, pallet distributions within the cargo hold and facilities, and other aspects of their workday, with the mindset of being your own boss, according to the findings.

This suggests that while drivers have some autonomy, their decisions are ultimately limited by planning and events occurring within the daily driving operations. Furthermore, technological advancements and regulations have introduced a more delimited path for drivers regarding decision-making, which directly relates to the driver's perceived autonomy; as inferred from earlier text, the drivers acknowledge the current system and its construct.

Although derived from the respondents, it seems that increased carrier control is not always the drivers' preference but rather an effect of regulations. This is in line with the study previously mentioned by Ivanov et al. (2020), which revealed that drivers felt more comfortable when they felt they had control of their surroundings, which included lesser automation. While drivers may have less autonomy than they would like, some participants expressed frustration with the increased monitoring, limitation, and control of driving hours and breaks that come with advanced tracking and regulations. Contrary, from a managerial perspective, one respondent views these developments as a natural advancement of the industry and an instrument for improving efficiency and cost-effectiveness.

Additionally, increased informational transparency offered by these technologies and legislations can, on the other hand, have a potential benefit for the drivers, as stated in the text above, aid the carrier company in increasing both the physical and social safety as the whereabouts of the trucks is known. To conclude the topic of decision-making authority, the context suggests that the issue of driver autonomy associated with decision-making authority is complicated and that

there are pros and cons in favor of maintaining additional or less control for the driver and the managerial company.

Equipment & Technology

The truck driver's equipment is a critical factor in their work environment. The equipment a driver uses impacts their physical and mental well-being. The condition and reliability of the equipment can greatly affect their ability to perform up to their potential effectively and safely. If, for instance, it could cause distress to a driver either through mechanical issues or poor maintenance resulting in delays, breakdowns, and in worst-case scenarios, causing accidents.

Many drivers spend much time on the road, and having equipment driven by good ergonomics and comfort reduces frustrations and other health-related issues. The type of equipment can also affect their job satisfaction, as poor, outdated, or cheaply maintained equipment can also lead to frustration, as some participants commented:

"If I drive with a less correct steering wheel due to its design, I can potentially get back pains and other issues."

"I have to jump in and out all the time, just to open and close the doors when arriving and departing from xxx."

"There should be space for a passenger and a place to keep personal storage in the truck."

From these comments, we can infer that the participant, who is an experienced driver, is aware of the importance of using proper equipment and tools to avoid injury or discomfort while performing their job. The participants show they are inconvenienced but must spend extra effort and time to perform a simple task: entering or exiting a vehicle. It also suggests that the vehicle's design and functionality could be more optimal to the driver's standards or route specifics. Such statements indicate that drivers value comfort and convenience, and having space for a passenger and/or storage would enhance their experience.

With the implementation of telematics and electronic logging devices, carriers can track trucks in real-time, monitor driver behaviors and get data analytics into their performances. These advancements in truck technology have impacted drivers, as stated by one of the respondents, who mentioned that the introduction of more sophisticated technology is inevitable:

"Technology usage should be a two-way highway between the driver and the carriers rather than how it happens today, just carrier to the driver!"

The respondent reveals that the current implementation in the industry may need to be more beneficial for drivers and hints at a more collaborative approach when adopting technologies. Another respondent said that the importance should be on

the reliability of trucks and that technologies should be able to complement but should be something other than the core focus.

The impact of newer technologies on the autonomy of blue-collar workers has been well-researched. Detaile et al. (2020) suggest that introducing technology could harm the well-being of blue collared workers by reducing their autonomy. The participants we interviewed echoed the idea that there must be an ideal mix for autonomy in a technical landscape if it needs to be accepted. One of the notable comments was:

"There must be some means for the lay room, not only actions via predefined tasks. That would be the ideal picture."

The respondent suggests that the current approach to truck driving may need to be more flexible, with drivers being expected to follow through without much room for decision-making and the power in the hands of the carrier. Whenever there is a newer technology, it will mostly be met with some resistance (Bauer, 1995). Our interviews suggest that drivers are more likely to embrace new technology if they see tangible benefits rather than just being instructed.

Equipment & technology and the basic psychological needs

Access to proper equipment and technology can be essential in promoting a sense of autonomy for a truck driver. By providing drivers with modern technology, carriers allow them to control their work and make decisions that improve their efficiency while on the road. By doing so, drivers become more skilled in understanding and utilizing the tools, which gives them a better sense of competence.

One of the drivers attributed their high sense of competence to the significant amount of experience and knowledge accumulated over seven years on the job. The driver likely has excellent familiarity and proficiency with different vehicles and technologies, which implies that they have a better understanding of operating, maintaining, and troubleshooting than most new drivers. As mentioned earlier by Smidt (2021), it is crucial to provide adequate training and support as it leads to increased confidence in handling the equipment and technology while at the same time affecting their autonomy as they feel more confident and in control of their work due to familiarity in the field.

According to an industry expert, implementing connected trucks will increase carriers' control over their operations. However, they can also lead to a loss of independence for the truck drivers. Research has shown that providing autonomy to employees can heighten their motivations and job satisfaction (Gagne & Desi, 2005). When restricted or taken away, it negatively affects employee well-being and performance (Van Den Broech, 2012). However, when we asked the drivers regarding connected trucks and improved transparency, they did not report feeling a loss of autonomy. Nonetheless, carriers must strike a balance between increasing control through technology and preserving drivers' autonomy.

Furthermore, Truck driving is an industry in which most drivers are older. As we have seen from the above comment, older drivers may be particularly affected by the loss of independence and control as they may have developed their routines and methods over many years of driving experience. It could lead to frustration and resentment towards Technology; Further strengthened by a young driver mentioning that they look forward to new technologies and are excited about it. They said: *"I look for new possibilities and technology; it keeps me going in the work-life."* However, Kooij et al. (2014) suggest that older people have a greater need for autonomy than younger workers and may experience more distress when they perceive their autonomy is threatened.

One interviewee said drivers should have more to say about the environment and the equipment.

"Instead of just assuming X and Y are what we want, I feel like they should consult us about the different factors in which we are experts. I.e., how long a truck should be when driving in a city or the countryside, which lift to buy."

By consulting with drivers and seeking their feedback and input on equipment factors, carriers can empower drivers, give them a sense of control over their work, and increase their autonomy. It makes drivers feel more invested in their work and improves job satisfaction. Additionally, involving drivers in decision-making supports their basic need for competence since drivers feel more confident when consulted, and their expertise is valued.

The shift towards electric trucks can also affect the basic psychological needs of the drivers. The transition requires drivers to acquire new skills and knowledge related to the new technologies, which can be challenging and met with some resistance. The learning process may be challenging and come with some resistance, but as drivers gain mastery over the new equipment, it enhances their sense of competence and contributes to their well-being.

Task Variety

While driving is the primary function, a lack of variety within tasks can lead to boredom and disengagement. Introducing greater variety into the workday can help to keep drivers engaged and motivated (Horrey et al., 2017). Studies have shown that tasks that vary within personal interests can positively impact driving performance (ibid). However, involving oneself in secondary activities while driving can be dangerous as it can increase the risk of accidents (Gershon et al. (2017).

Based on our research findings, it is interesting that the essential skills required for the truck driving profession extend beyond just driving. In all of the cases researched, the driver was responsible for loading and unloading the cargo, which required great skill and strategy. One of our respondents said: *"It is pretty similar to a game of Tetris ', in the sense that the pallets must be arranged in the most optimal way to utilize the available space inside a truck"*.

During our ride-along for a shuttle run, we observed that driving only accounted for 15% of the job, whereas the remaining 85% involved loading and unloading using a forklift. Therefore, a truck driver needs to learn the operations of a forklift. The drivers also informed us that it was challenging to optimally utilize the space when they started working, and it takes time and experience to master. This also signifies that when you are new to the job, the learning curve is much more complex and a significant reason why people do not stick around.

A common theme that emerged during our research was the perceived differences in task variety between coordinators and drivers. While drivers have a more physically challenging job, it is through a more defined set of tasks within a set timeframe. In contrast, transport coordinators may experience a higher level of task variety with a constant stream of new responsibilities and problems that keep popping up. One interviewed coordinator noted that *"work never stops, and there is always more to do."* However, they added, drivers gain a sense of satisfaction in completing their route and feel personally connected to the cargo they transport.

We found that drivers take pride in managing and performing various tasks. Many drivers resonated with seeing themselves as "problem solvers" who can handle unexpected situations such as delays, breakdowns, and weather conditions. One of the drivers mentioned that the respondent finds challenging situations exciting, such as working during heavy snow, and it fills them up with a sense of satisfaction. Additionally, another driver mentioned that they take responsibility for the safety of the cargo they load and unload, feeling a sense of personal connection to it and a sense of ownership over its delivery. This sense of ownership and pride contributes to overall job satisfaction. However, some of the respondents noted that some jobs can be challenging.

Task Variety and Basic Psychological Needs

One of the drivers commented that *"freedom is important"* in their line of work: *"You know what to do, and choose how to do it, nothing new to add surprise."*

When employees clearly understand what is required of them and their responsibilities, as well as the freedom of choice, it promotes the feeling of control and empowerment. While this statement suggests there may not be any new surprises or unexpected elements in their work, it could be seen as a positive aspect for specific individuals as it provides stability and predictability. However, a lack of new surprises or challenges often leads to monotony and, as a result, kills employee motivation and engagement. As previously mentioned, Gagne and Deci (2005) also highlighted the negative impact of monotony and lack of challenge as significant factors affecting employee motivation and engagement. Balancing the need for freedom (autonomy), new experiences, and task diversity is important to foster good well-being for truck drivers.

While increased task variety provides drivers with opportunities to exercise autonomy, too much can result in a lack of control and a feeling of uncertainty. For instance, forklift driving can affect a driver's sense of competence without proper training. Lack of specialization in specific tasks can also decrease confidence and

negatively affect job performance. From the statement mentioned earlier, drivers may prefer focusing on a narrower range of tasks where they feel their impact is the highest.

Training and development

Training and development are very important for an individual in any field; as Smidt (2021) stated earlier that effective training programs could boost confidence levels, especially for a new driver. From the 'task variety' segment, we can understand how training can help drivers widen their tasks and, in return, boost their motivation and engagement (Hoorey et al., 2017).

Whilst its importance is well understood, there exists a considerable difference in the quality of training for newer drivers in the industry, as explained by one interviewee, who was a driver back in the day but now working in a management role, was quick to point out. According to this individual, newly graduated drivers lack the basic skills to maintain a truck and solve fundamental issues around it, despite completing mandatory training and certification, as said by the respondent: *"fresh drivers do not know how to change a tire or solve basic issues."*

A comment from an experienced CPC trainer in Western Europe backed up this comment and highlighted the glaring issue in driver training happening today. Drivers require CPC training to comply with EU regulations. The respondent commented that drivers today are not taking up the training seriously and that the content for such training is often never updated. Furthermore, according to comments from industry experts, it was highlighted that when it came to recruiting drivers, it is based on their hand skills rather than their brain (mental abilities). While driving skills are essential, it is important to recognize the driver's mental agility, critical thinking, and problem-solving abilities. By prioritizing these abilities, employers can help boost a driver's confidence and overall job satisfaction, showing that they value the driver's holistic abilities and not just their skill to drive a vehicle.

According to the interviews, carrier companies have identified the importance of training and development. Some employers sponsor educational programs such as ADR (Dangerous good license) or Forklift training. However, respondents noted that although employers provide such provisions for upskilling, there are limited prospects for personal growth. Furthermore, most of the training and certifications required to become a truck driver are compulsory, so companies are not necessarily going above and beyond to develop drivers beyond the minimum requirements.

While discussing future aspirations with the drivers, we received mixed responses. Some existing drivers were hesitant to envision themselves in the future, stating the most probable that they would continue as drivers as they are now.

'I will probably be a driver (in 5 years), but who is to say what happens in the future'.

In contrast, more experienced drivers wanted to pursue management roles in the road freight industry. Still, many respondents saw trucking more as a temporary solution and were looking for opportunities more aligned with their passion and interests. Highlighting that many existing drivers do not find the job attractive or sustainable enough to encourage a long-term career path.

Training & Development and Basic Psychological Needs

Training and development programs provide opportunities for drivers to develop their skills and knowledge, an important factor influencing the occupation (Haworth, 1991). By acquiring new competencies and improving existing ones, drivers feel more confident in their roles (Smidt, 2021). As noted earlier, while discussing the necessity of further training, one of the interviewees mentioned:

"When YKB was introduced, I asked why I should take it because I had been driving for ten years already; what is that I do so badly? Why do I require further education if I've been doing it for ten years? They said .. don't you want to be like a pilot? To have the same reputation? "Of course, I do. Could I have the same salary? They say no, but we struggle for it; it is the target. We want to raise the quality of truck drivers in Europe."

Regarding competence as a basic psychological need, this scenario highlights a potential tension between the driver and their management. On the one hand, the driver feels competent based on their years of experience and questions the requirement for further training, while on the other hand, the management emphasizes the potential benefits of additional education in terms of reputation. While another driver, with seven years of experience, was quoted saying: *"I have pretty much seen all of it and drive different vehicles."* Competence is associated with self-assurance and confidence in one's abilities. Fisher (1978) and Ryan (1982) emphasized earlier that competence must go hand in hand with autonomy; only then can one fulfil their sense of accomplishment. In contrast, another young driver identified the importance of training and development to excel further.

Many of our interviewees stated the need for development paths provided in the job, while interestingly, one respondent expressed that there is no need, scope, or room for further development in the job of a driver. Some drivers felt that their skills and expertise are not fully recognized, leading to a desire for more control and autonomy. Moreover, many industry experts noted that one of the top reasons for the high turnover in the industry can be attributed to the lack of professional development paths. This observation aligns with the basic principles of SDT, which posits that perceived competence is a significant predictor of well-being and growth. When individuals lack developmental opportunities, it negatively affects their sense of competence. Thus, the comments highlighting the absence of perceived developmental paths reinforce the importance of perceived competence and underline how lack of opportunities negatively affects the overall sense of competence.

"Desires to have more control by becoming a supervisor"

"The only thing I can do to get more responsibility is to move up as transport leader."

Becoming a supervisor or taking up leadership roles is potentially seen as the only way existing drivers can exert more control and develop themselves further if they want to remain in the industry. They believe they can exert more control and make decisions through this development. This desire for more control aligns with the basic psychological need for autonomy. At the same time, the perception of limited growth opportunities can affect young people wanting to take up truck driving and contribute to dissatisfaction and frustration among existing truck drivers.

Scheduling/Planning

A truck driver's work-life balance and personal life situation are important while designing their work schedules. Family obligations, such as caring for young children or elderly parents, can be demanding and hard on a driver as they need time off, and failure to attend to these needs can lead to dissatisfaction and turnover. All of the carriers that we interviewed emphasized the importance of taking into account a driver's personal life situation while designing schedules and hiring new drivers. According to the Carrier respondents, the main reason for turnover was the time spent away from family and the resulting impact on their (driver's) personnel time. Building upon the work of Mcnall et al.(2010), whose research on the impact of flexible work arrangement on job satisfaction has helped reason with our analysis. The research revealed a positive correlation between workplace flexibility and satisfaction, emphasizing the impact of work-life balance. This finding strengthens the analysis, highlighting the significance of accounting for a driver's personal life while designing schedules and recruiting.

To address this, carriers highlighted the importance of involving drivers, to some degree, in the planning process and notifying them of their schedules ahead of time. Working with such set schedules built after consulting a driver helps with responsibility and mitigates many issues. One respondent said:

"If something happens on the road, I can call and report it. Otherwise, it is the schedule's responsibility."

Carriers also consider a driver's family situation and flexibility with work times, often one resulting from the former, when hiring. As one of the carrier respondents said about what they look for while hiring a new driver:

"Ability to work nights, the language barrier within office language zones, family situation and lastly "gut" feel."

However, as previously noted from other segments, drivers often have limited time to pursue their interests. The interviews showed us that some drivers prefer opting for longer work hours over fewer days to free up an additional day for family time or personal reasons. One of the drivers said:

"If I work five days a week, I would still be tired afterward; at least four days allow me to have family time."

Work scheduling or planning is affected by seniority among drivers. One senior interviewee said that senior drivers have more power towards the carrier, *"If I want to work shorter next day, I just tell them."* This implies that senior drivers can negotiate their work schedules and are provided more flexibility than junior drivers. The respondents also said that seniority is used to determine work schedules and that senior drivers get first preference to pick their routes and schedules. However, it can create conflict among drivers, and some drivers mentioned that they were not being treated fairly at the workplace. Additionally, one respondent said, *"We do not speak about working time in groups,"* meaning that carriers need to be accommodating individual preferences.

Furthermore, Carriers plan routes so that the last stop has some lay room. *"exceeding allowed driving hours each day depending on the last run due to road conditions and traffic."* Carriers said it allowed drivers to take necessary breaks, mediate stress, and account for poor traffic and road conditions.

Scheduling plays an essential role in the health of a truck driver. While many noted it, one respondent said: *"Early start in the morning is bad for control and tiring. miss small important things because of it"*. Irregular schedules and odd working hours can cause sleep disturbances and fatigue; as previously noted, a study by Huhta et al. (2021) has shown that 78% of drivers experience sleep apnea symptoms, which causes daytime sleepiness and tiredness, increasing the likelihood of accidents. Drivers could also be oblivious to minor health-related issues, which could lead to significant problems later on.

Additionally, as stated by (Deci et al., 2017), a non-supportive environment can lead to external constraints on behavior, which strongly guide the outcome using demanding, rigid, pressuring, and inflexible influences. Derived from a few respondents, strict schedules infer as an obstructing work setting, which according to (ibid) thwarts basic psychological needs.

Work Scheduling and the Basic Psychological Needs

Scheduling plays an essential role in influencing a driver's sense of autonomy by giving them control over their work. As mentioned in the workload segment, when drivers have input and involvement in their schedules to a certain degree, it enhances their sense of autonomy. While rigid and inflexible schedules restrict a driver's autonomy. One of the drivers mentioned that drivers prefer a more predictable schedule, and the job has to offer flexibility. Another driver mentioned that they have the freedom to decide how to organize and manage their activities efficiently and that this sense of physical control provides them with a good sense of autonomy. However, the autonomy aspect is quite limited when amending the overall schedule. The interviewee mentioned that changes in the plan are often determined by factors outside of the driver's control.

While coming to competence when drivers are provided with clear goals, routes, and time for breaks through the schedules, they are more likely to feel competent in performing the tasks. As noted earlier, different and newer technologies are

constantly being introduced into the industry, forcing drivers to learn more so that they can prepare themselves better.

Efficient scheduling can facilitate better communication and coordination between the driver, dispatcher, and customers, strengthening the basic psychological need for relatedness. When proper updates, instructions, and support are provided, it can foster a sense of teamwork between the actors. During the interviews, an interesting perspective emerged regarding relationship building through routine tasks. Contrary to the earlier discussion about task variety, the respondent said:

"Doing the same routine helps build relationships."

While routine tasks may not directly relate to fostering relationships, they can create a sense of familiarity and connection with certain aspects of the job. By consistently engaging in these routines, drivers have the opportunity to establish rapport, trust, and understanding with customers, dispatchers, and other colleagues, regularly further strengthening their sense of relatedness while, on the other hand, variety within tasks provides the driver with additional opportunities to expand their social network.

Another aspect that was brought up during the interviews was the ability of senior drivers to have their say in their working hours and preferred runs more than newer ones. When drivers are free to express their preferences duly expressed by their carriers, it fosters a sense of mutual respect and understanding within the relationship. A senior respondent was quoted saying: *"I have no trouble telling my dispatcher(s)/coordinator(s) what route I want to drive. They respect it."*

It can also positively affect the younger drivers as they observe that their senior counterparts are respected and positively influence and set the standards in the work environment. There have been certain instances that the respondents noted were *"unfair"* and that newer drivers were made to do the *"heavy lifting."*

Workload

Several respondents have expressed concerns about the high workload for drivers. One respondent said, *"Workload is too high compared to rest times."* As previously mentioned, research by Ji Hylaand et al. (2022) and De Cooner et al. (2004) posit that high burnout rates and job strain from heavy workloads are significant contributors to the high turnover rates happening in the industry. Carriers that we interviewed have implemented strategies to support new drivers by easing them into the job such that the risks of job burnout are reduced, yet there are concerns about the workload being too high. As one respondent explained:

"For us (carriers), it is important to ease the driver into the system, for instance, not full load on the first day."

The importance of experience in the trucking field has been highlighted in earlier segments. Much of the data goes back to the importance of experience in the trucking industry, as it is a recipe for building confidence and handling different challenges on the job, such as stressful workloads. One of our participants, who had many years of experience under their belt, was noted saying that: "*Nowadays I do not feel stress, mostly due to experience, and I always can call the office, and they help me.*" Experience can help drivers anticipate and manage common stressors that arise on the job, such as tight deadlines or adverse weather conditions. In his work, Taklikar (2016) explains that while experience is a big factor in managing and anticipating stress, it is crucial to address job stress and associated health aftereffects on the well-being of the driver, with a focus on workload management. It is crucial to recognize that stress can negatively affect health and that addressing this issue is crucial for good health and maintaining drivers in such a turbulent industry. It is essential to focus on effective workload management strategies to reduce stress and potential consequences for drivers.

A recurring challenge mentioned in the interviews was the difficulties that carriers have while workload planning, something drivers need more control over. "*One of the biggest challenges we face is timing & work hours creeping into a driver's time.*" It suggests that work demands often interfere with their personal lives, potentially leading to poor work-life balance. Similar mentions have been made by many drivers who mentioned having limited time for exercise during weekdays. This can be attributed to the long working hours and demanding nature of the job assigned by their supervisor. One respondent said: "*Limited time for exercise during workdays, an opportunity to workout during workdays would be appreciated.*"

Another challenge for truck drivers is that their workload is assigned to them by their carriers, with heavy influence from customers. Often carriers are contracted by customers with strict deadlines, meaning they have to adhere to a tight schedule and often beyond their control. During the ride-along, an interesting observation was that, in that particular case, the harshness of the strict deadlines was largely minimized since the drivers had a window to transport their shipments instead of daily deadlines.

Workload and the basic psychological needs

The workload is a very important factor that can impact the basic psychological needs of a driver; for example, long hours of solitude and demanding schedules can affect autonomy, as many drivers have limited control over their work hours and routes. Additionally, the physical and mental demands of the long hours can take a toll on the body and impact one's competence levels as one needs to maintain focus and be agile. These extended hours bring in isolation, reducing the feeling of relatedness for the driver. Though most drivers mentioned that their workload was tolerable, they feel like they have less control over their environment as work may creep beyond working hours due to uncontrollable events, thus negatively impacting their well-being.

Experienced truck drivers become more familiar with the challenges and equip themselves to face them most effectively. This increased competence allows them to make informed decisions and adapt better to changing circumstances; one respondent stated that they felt calm even when the workload was high. Thus, one can infer that experienced drivers are more familiar with the job and better understand the dynamics within the industry and the customer requirements, allowing them more autonomy than younger drivers.

6.1.3 Individual differences

Individual differences play an important role in defining the work experience of a truck driver. They are the unique personal characteristics that drivers bring to the workplace. Drivers with varying personalities and attitudes may have varying stress tolerance levels and coping mechanisms, which can affect work-related challenges and pressures. Independent variables, such as task variety, scheduling, and leadership, to name a few, analyzed above help shape the work experiences of drivers but do not consider personal traits.

Expertise and knowledge are significant factors in individual differences within truck driving since expertise and familiarity with the job and equipment play a significant role in performance. According to a carrier respondent, competent and social drivers are crucial for their business: *"Having the right driver helps save costs in the long run. Being service minded is important."* According to them, it ensures smooth and efficient operations but also positively impacts their reputation and customer satisfaction.

Learning new skills is crucial for drivers, especially when you are new to the job and need to integrate quickly, as a fast-learning rate can determine the smoothness of adaptability. During one of the interviews, one respondent said that drivers often try to learn, listen and observe experienced drivers. This method of copying from peers was found to be effective by many of our interviewees.

Truck driving is demanding and requires a range of skills to excel at the job. Our respondents highlighted the importance of many such skills, starting with the ability to handle large forklifts in tight spaces and organizing the pallets in the most optimum way, all of which demand excellent spatial awareness and organizational skills. They noted that excellence can only be achieved through experience and that it takes much work for a new driver to meet expectations. Additionally, attention to detail and practical communication skills are highly rated and valued by truck drivers as they play an important role in ensuring satisfaction. Furthermore, being attentive and speaking up is very important, as one of the respondents said: *"It is important that we see if the pallet is broken or damaged, and can tell people this."* It can help avoid potential problems that may arise along the way. Furthermore, the respondents identified confidence and problem-solving skills as essential for navigating unexpected situations, which are common in this industry. The skills and traits mentioned are all related to individual differences in knowledge and experience, and each driver may possess these skills to varying extents, ultimately affecting his job perception and satisfaction.

6.1.4 Societal Perspective

A recurrent theme in the interviews was a sense amongst the respondents that truck drivers in today's society are often overlooked, despite their critical role in moving goods around and keeping the economy running smoothly. However, various aspects of truck

drivers influence how they are viewed and treated. A few respondents commented that trucking today is seen as a "nonsexy job," to quote one of the respondents, further commented on by another respondent: *"I think we (drivers) all know how important our work is for the society, but I am afraid that the common man does not know how big impact our occupation has."*

Despite these prerequisites, some respondents felt that trucking as an occupation might be given a higher status once the development of autonomous vehicles assisted by human drivers is put into practice; one of the respondents elaborated on the question, explaining that:

"We could bring more dignity back to truck driving. With autonomous technology, the drivers are seen as someone operating a gigantic state-of-the-art robot every day under intense conditions. You know, the same could be true of the conventional trucks, but for whatever reason, people don't see that anymore. I think deploying autonomous technology will bring dignity to drivers."

6.2 Dependent Variables

Work Behavior

Organizational citizenship behavior (OCB) is a significant factor in an organization's success. Pratiwi et al. (2021) refer to organizational citizenship as the voluntary behaviors exhibited by employees that go beyond the formal job requirements. It includes behaviors like a colleague-helping mentality, volunteering for additional tasks, demonstrating a proactive and positive attitude, and supporting the organization's goals (ibid).

Organizational citizenship is considered a significant output in work behavior, resulting from the complex interplay between different independent variables in the workplace and society and the individual differences mediated through the basic psychological needs of autonomy, competence, and relatedness. According to the model (fig. 3), these factors collectively contribute to the manifestation of OCB among truck drivers. By understanding and addressing these influential factors, organizations can cultivate OCB, ultimately leading to improved organizational performance and employee satisfaction.

The satisfaction of basic psychological needs of autonomy, competence, and relatedness significantly impacts the nature of engagement in Organizational citizenship. When drivers feel a sense of autonomy in their work, such as decision-making freedom, and exercise their expertise, they are more likely to display OCB (Li et al., 2021). For competence, when drivers perceive themselves as competent in their roles and feel that they are recognized and appreciated, they are then more likely to engage in activities that go beyond formal requirements (Shapira-Lishchinsky & Tsemach, 2016). Finally, a supportive and collaborative environment fostering a sense of relatedness among drivers encourages them to contribute further towards their organization through OCB as they feel more connected to their colleagues and the organization. When employees' fundamental psychological needs are met, they are more likely to experience and exhibit positive work behavior. Therefore, an organization must strive to create a work environment that supports the needs as it enhances OCB (Rana et al., 2014).

Health and Wellness

A truck driver's health is an important outcome when discussing the workplace context of a truck driver. As mentioned, the job takes a toll on a driver's health since it involves much stress, time away from home, and other health-related issues. The interaction of independent factors and individual differences like experience and knowledge, mediated by the basic psychological needs, play a significant role in determining the health of drivers, both physically and mentally.

Stress & Job Burnout

Stress and job burnout are significant outputs experienced by truck drivers in their work environment, as noted by interviewees and supported extensively by academic literature. The nature of work exposes drivers to various stressors, including extended hours on the road, tight deadlines, heavy traffic, and isolation from friends and family. These stressors, combined with the inherent challenges and the different types of personalities, can lead to chronic stress, which affects drivers' physical and mental well-being.

Addressing and mitigating stress and job burnout among truck drivers requires attention to their psychological needs, as proposed by Self Determination Theory (SDT) (Ryan & Deci, 2000). Granting drivers, a certain level of autonomy, for instance, by having their say while scheduling or making individual decisions, can alleviate stress. Furthermore, fostering strong social connections and support systems within the work environment is essential for coping with stress and burnout prevention (Ryan & Deci, 2017). Moreover, truck drivers with supportive colleagues and supervisors experience reduced stress levels and are less prone to job burnout; hence building a supportive work environment that promotes positive relationships and enhances the sense of relatedness is crucial (Ryan & Deci, 2017). Lastly, enhancing a driver's sense of competence in their abilities is vital in reducing stress and preventing job burnout. When drivers feel capable of their abilities, it improves their confidence and resilience to stressors (Ryan & Deci, 2017).

Outputs

Job Satisfaction

Job satisfaction refers to an individual's contentment and fulfillment with their work. Derived from the model, it is a significant output because satisfied employees are more engaged, committed, and motivated to perform better at their jobs. Furthermore, it is a metric that drives up productivity metrics and retention metrics and also contributes to employee well-being and overall quality of life. At the same time, as previously stated, fostering a positive work environment, improves employee morale, and enhances organizational culture. Psychological needs play a crucial role in influencing job satisfaction. According to Ryan & Deci (2000), when an individual's basic psychological needs are met in the workplace, they experience greater job satisfaction.

Health

An individual's health and well-being are crucial outcomes that directly affect the overall quality of life. In a work setting, an employee's health is a massive determinant of productivity, performance, engagement, and job satisfaction. According to SDT, when employees have an environment that enhances their basic psychological needs, they are more likely to have good mental and physical health (Rigby & Ryan, 2018).

Customer Satisfaction

Customer satisfaction is a critical output that measures how customers are pleased with the service or their experience with the company. As previously noted in the customer synergy segment, most carriers that were interviewed plan around the customer, with the ultimate goal of customer satisfaction, which may result in driver needs being considered secondary or, in some cases, wholly neglected. By using the workplace context as the foundation and the mediators to reach basic psychological needs support, carriers can focus on driver satisfaction through a positive work environment, as the drivers are an essential link between employee satisfaction and customer experience, as derived from the analysis before. Furthermore, carriers need to recognize that drivers are integral to the overall customer experience and that when they prioritize driver satisfaction, they are more likely to get satisfied and motivated drivers who consistently want to deliver exceptional service, which in turn leads to improved customer satisfaction (Chen, 2018) (Shah et al., 2019).

7. Discussion

In this chapter, both the theoretical and empirical findings will be discussed. The structure of this chapter is as follows; Technical systems, Social systems, Managerial implications and Society Implications.

7.1 Social system

In terms of collegiality, based on the interviews, it is difficult to determine the existing motivations. However, it is possible that both types of motivation may be present. On the one hand, the driver's desire to maintain close relationships with colleagues and support at times of need may stem from intrinsic motivation, driven by their desire for social connection and satisfaction of helping others (Ryan & Deci, 2000a). On the other hand, it can be driven by controlled motivation, such as a sense of duty or obligation to their colleagues or a desire to avoid negative consequences such as resentment or conflict (Deci & Ryan, 2013).

With the heavy influence of globalization in the trucking industry, people are migrating to different countries in search of better opportunities. With such an advent, integration can be a significant challenge for those foreign drivers who find themselves in a new country with unfamiliar surroundings and cultural norms; hence building connections and fostering relationships becomes crucial for their sense of belonging and integration within the workplace. Carrier companies that hire drivers play an essential role in facilitating the integration process for foreign drivers by acknowledging the importance of relationships and promoting opportunities for social interaction. Furthermore, as previously highlighted in the analysis section, drivers may find it difficult to adjust to their job. Implementing social adaptation initiatives can help foreign drivers adjust as they are offered guidance and support from their colleagues. Creating multicultural events and celebrating different cultures and festivals can foster better bonds and a sense of openness from the organizations toward accepting foreign drivers.

The insights gained from the interviews, especially regarding driver welfare meetings, highlight a significant pitfall in carrier companies' driver management practices, making it essential for organizations to understand the value of enhancing the sense of relatedness among the drivers. They can look into team-building activities, regular meetings, or groups that prioritize colleague commitment and positive relationships, as well as foster open communication channels with senior management. Furthermore, given the vast majority of foreign drivers in the system, carriers should consider providing language and cultural training to their drivers to ease their transition.

Establishing a feedback mechanism allows a carrier to address underlying issues, avoid mistreatment and be more vigilant to driver's problems. Combining it with a supportive culture that values and supports the drivers creates a work environment that respects, values, and empowers drivers. Allowing drivers to be

more vocal, feel heard, and supported makes them more likely to exhibit positive organizational citizenship behavior, transcending into providing exceptional customer service. This commitment to customer satisfaction enhances the carrier's reputation and contributes to its overall success. Additionally, implementing feedback loops and opportunities, as highlighted in the research above, can further enhance a driver's intrinsic motivation and overall job satisfaction, which leads to a dedicated workforce.

Personality traits play a significant role in shaping how drivers communicate with other actors in the industry. The interviews revealed that drivers with extroverted and approachable personalities found it easier to build rapport with supervisors and warehouse staff. While on the other hand, more introverted drivers preferred concise and structured communication, allowing them to excel at delivering information efficiently while remaining professional. Additionally, drivers who demonstrate empathy and understanding of the surroundings are more likely to listen and accommodate sudden changes put forth by unforeseen circumstances. During such instances, a driver's adaptability and personality play critical roles in effectively addressing and communicating their difficulties. Failure in this regard can result in

a build-up of frustration and anger, which eventually manifests into negative outbursts. The ability of the driver to be adaptable is essential for upholding relationships with stakeholders, both inside and outside the company. Hence carriers need to understand and acknowledge the unique personalities of drivers so that they can mitigate the build-up of frustrations and create an environment of effective communication and positive relationships.

As presented in the results, some respondents experience a lack of respect and are sometimes subject to adverse treatment at the customers' site and by society at large, which most likely can negatively impact their sense of relatedness. Moreover, fostering positive relationships between drivers and stakeholders, such as a warehouse or terminal staff, should be prioritized to form a supportive environment. Such an environment has the potential to bring operational efficiency and effectiveness through improved communication, collaboration, and problem-solving. Therefore, carriers need to invest in their drivers such that it motivates the drivers to provide excellent customer service and uphold the company's reputation.

To establish a supportive and respectful work environment, managers must recognize the significance of fostering positive relationships between drivers and other stakeholders. As found from the interviews, the treatment and behavior that influence truck drivers are most likely inherent circumstances and the culture of employees they meet during their shifts. Management involvement in fostering positive relationships between drivers and other stakeholders is essential. Doing so could also add a sense of belonging and connection among drivers, enhance operational efficiency, and improve communication and collaboration. Furthermore, by leveraging internal marketing activities, such as communicating the mission and vision, working with employee engagement activities, and internal branding and storytelling, there is a high probability of increasing employee buy-in and commitment. Suppose drivers are hired using a proxy for

another company. In that case, creating a sense of belonging and relatedness towards the proxy company is even more challenging, increasing the importance of such activity as internal marketing.

Individual differences play a massive role in shaping the work experience of truck drivers. Personality, attitude, and coping mechanisms vary according to different people, leading to different stress tolerances and approaches to different challenges. An employer needs to understand and account for these differences when they are looking to optimize driver satisfaction and performance. There are different strategies organizations can partake in, such as offering flexible work conditions, supportive leadership, and periodic counseling, all of which account for the differences in the personality of the drivers.

Expertise and knowledge are very important factors that influence individual differences, especially among truck drivers. Being competent and familiar with the challenges of the job significantly contributes to driving performance and overall organizational success. Organizations need to implement a continuous learning environment so new industry drivers can learn. It is also observed that carrier companies offer much flexibility towards experienced drivers and often prioritize hiring experienced and knowledgeable drivers.

7.2 Technical system

Unfair compensation and its impacts on domestic drivers: Unfair competition from foreign drivers willing to work for lower compensation often creates challenges for domestic drivers. Such a situation not only affects their financial well-being but also undermines their basic psychological needs for autonomy, relatedness, and competence. Domestic drivers often find themselves in difficult circumstances where they are forced to compromise and match the lower wages due to a high influx of foreign drivers willing to accept the lower pay. As mentioned in the analysis segment, it affects their sense of autonomy and nullifies their sense of control over their environment. The feeling of being undervalued and under-compromised diminishes their motivation and job satisfaction. As stated in the analysis segment, many domestic drivers find it hard because of the globalization of the workforce, as it not only creates a financial strain but also affects job opportunities and threatens the existing jobs, as they can be forced to accept lower pay. Such an advent disrupts the stability of the domestic workforce in any country while at the same time negatively affecting the overall quality of truck driver jobs, which is currently facing a considerable turnover problem. Carrier companies and stakeholders must ensure a level playing field for all drivers. They should focus on creating an environment that enhances basic psychological needs, wherein all the drivers can thrive.

Striking the right balance between autonomy and control is very crucial. On the one hand, drivers express the need for a certain degree of autonomy to effectively manage road-based operations, like accidents or unforeseen delays. However, their planning in broader scheduling decisions is currently quite limited. This limitation is attributed to the importance of adhering to contractual obligations and punctuality often set by the carriers and shippers. While drivers appreciate

the freedom of 'being their own boss inside the truck,' this autonomy is ultimately bounded by planning that unfolds within daily operations. Striking the right balance between granting autonomy to drivers and ensuring operational efficiency and compliance remains a complex challenge for carrier companies.

Additionally, the trade-off between exerting control through technology and providing adequate support is another dilemma that carrier companies face. The driver's perspective emphasizes that sacrificing some informational independence, such as through increased monitors and tracking, can lead to improved social safety and support for drivers. However, companies need to exert a certain degree of control to ensure operational efficiency while also fostering transparency and support for the drivers. Such trade-offs require careful consideration of practices that prioritize operational and driver needs.

The evolving perception of truck drivers challenges their conventional views as rebels who resist management. With the evolving fast pace of technological advancements and stricter regulatory measures, the industry dynamics have undergone significant changes, impacting the truck driving occupation. The discussion around increased control raises questions about the traditional perception of the role and calls for a deeper understanding of all the necessary factors. It highlights that drivers are not simply resisting management but navigating a highly technological landscape. The implementation of sophisticated technology and regulations can limit the perceived autonomy of drivers. However, it is essential to understand that these changes are not solely imposed by management but are often driven by policymakers and industry advancements. After all, as mentioned by many academic experts in our interviews, the trucking industry has become one of the most regulated industries, necessitating a closer examination of the evolving nature of truck driving. The role is expanding beyond driving trucks; they are increasingly becoming customer support agents responsible for maintaining positive customer relationships. Therefore, it is important to have a clearer perspective that considers the evolving nature of the truck driving profession and prepares for a future where truck drivers play a more multifaceted role.

Managers or managers, via proxy, need to recognize that the condition and the reliability of the equipment impact the driver's performance, well-being, and job satisfaction. Neglecting their needs, failing to maintain, or providing outdated or wrongly chosen equipment can lead to frustrations, delays, and other miscellaneous aspects, fueled by extensive periods on the road. While telematics advancements can provide real-time tracking, monitor driver behaviors, and offer data analytics, managers should consider the impact on drivers. As found in the results, we can further derive that driver participants suggest a more collaborative approach in adopting technologies, where their input and needs are considered. Although, choices are not always complimentary if demanded by regulations.

Furthermore, when adopting new technologies, managers should strive to create tangible effects for the drivers, compared to solely feeling instructed or monitored. Comments from driver participants indicate that the driver values convenience and comfort and hint that specific equipment could cause discomfort,

inconveniences, or restrict their decision-making abilities if not considered. Moreover, equipment should be designed to minimize the risk of injuries and discomfort while driving and when loading/unloading and its related activities, such as easily accessible doors or ample storage space.

The role of task variety in driver satisfaction is crucial in understanding their overall job satisfaction. When drivers are exposed to diverse tasks beyond driving, such as loading and unloading cargo, they feel a sense of ownership and pride in their work, all the while enhancing their job satisfaction and well-being. However, at the same time, as previously mentioned in the analysis segment, drivers prefer monotonous tasks as it reduces surprises and provides stability. Strategies should introduce new experiences and task diversity while maintaining stability and predictability. One possible approach could be implementing a job rotation system, wherein drivers are systematically assigned to different routes, as it would expose them to varying challenges and bring about diversity. Employers should also look to provide opportunities that allow drivers to upskill through training programs, such as different certifications. Intellectually challenging drivers by using different technologies, such as advanced navigation systems or entertainment systems. It is crucial for an employer to actively strike a balance between novel and routine tasks offered, as well as growth opportunities.

Tendencies found in customer interaction show that the role of a truck driver may become increasingly more connected to customer-centric activities. A continuous learning environment is essential for drivers to excel as the industry constantly evolves with new technologies and regulations requiring drivers to stay updated. Continuous learning enables drivers to enhance their skill set and knowledge base while facilitating professional growth and career advancement opportunities, fostering a growth and improvement mindset.

Furthermore, the result implies that the drivers' knowledge is underutilized in business development or improvements; involving the drivers in discussions and decisions could bring extensive value to the business. Furthermore, drivers' developmental paths seem relatively linear today, as one can acquire new certificates and licenses and become increasingly better at handling the various technologies related to driving a truck and loading/unloading. This view on development for drivers causes problems when wishing to achieve a higher competence level and a feeling of satisfaction, as perceived competence plays a significant role in dictating the well-being and growth of the individual.

Additionally, the expressed desire for more control and recognition from one of the respondents could be inferred from the wish for additional opportunities and challenges. When drivers have the autonomy to take on new and challenging tasks, they can showcase their skills and expertise better. By providing drivers with such opportunities for growth and recognizing their contributions, companies can address their need for increased control and appreciation and improve their sense of competence.

Experience plays a vital role in trucking in the trucking industry, enabling drivers to effectively manage and anticipate job-related stressors, especially regarding

workload management. Experienced drivers showcase increased and improved competency and adapt to the different demands thrown at them due to the dynamic nature of the job. The respondents highlighted that they had developed strategies and coping mechanisms over time, allowing them to manage stress better. From an organizational point of view, the emphasis has to be on reducing the stress created through heavy workload management by recognizing the value of experience among drivers by providing necessary support and resources while encouraging them to share and build relationships. Long working hours and unpredictable schedules make it difficult for a driver to indulge in personal activities. As mentioned in the analysis segment, many respondents concurred that the heavy workload crept into their personal time, making it difficult to engage in exercises, pursue hobbies, or spend time with loved ones. Such experience negatively affects the outlook of the job while also affecting their physical and mental health.

The research by Mcnall et al. (2010) and Ford et al.(2007) provides valuable insights into the relationship between flexibility, work arrangements, and job satisfaction. The research indicates that employees with the flexibility to manage their work and personal responsibilities experience higher satisfaction levels, which is very relevant for truck drivers. As mentioned in the analysis section, they often face challenges balancing their demanding schedules with personal time. Carrier companies must recognize the importance of supporting work-life balance for their drivers regardless of their job or experience level. By promoting work-life balance and creating a positive working environment, employers can enhance satisfaction, attract younger drivers and address one of the main concerns affecting the global turnover for truck drivers.

The presence of different actors, such as drivers, dispatchers, shippers, management, and even policymakers, introduces diverse perspectives and priorities. This diversity can lead to conflicting expectations and miscommunications. For example, drivers may prioritize autonomy and task variety, while management focuses on operational efficiency and compliance. Such misalignments can result in misunderstandings and frustrations. Effective communication is crucial in bridging gaps and understanding each other's goals and expectations. When there is a lack of clear, effective communication, it becomes challenging to establish realistic schedules and plan efficiently. To overcome such challenges, effective communication channels and feedback mechanisms should be established between all the actors, ensuring that all the relevant information is shared, concerns are addressed, and scheduling decisions are made collaboratively.

7.3 Managerial implications

There seems to be a generally low level of stimulation regarding the variety of tasks. However, the issue could be implicitly connected to low development opportunities besides increased competence related to different levels of driving license privileges. Moreover, the only way for drivers to develop themselves today is to take said increased driving license privileges; surprisingly, it is possible to

feel competent and have all the different levels in seven years when it comes to the driving part of the job, but the miscellaneous related tasks connected with the driver occupation can take longer to master truly. This context paves the way for new ways to keep developing drivers in their occupation forward without needing to move into office-related jobs or switch sectors. However, keeping senior and experienced drivers within the firms seems to be highly important, as training new drivers to the same skill level requires investments consisting of time and money. Besides, the driver is not guaranteed to stay with their current employee even though these investments are made.

Overall, the analysis suggests that the lack of recognition and relatedness may indicate a potential misalignment between the leadership styles employed and the needs and expectations of the drivers. Transformational leadership, focusing on inspiration, motivation, and building strong relationships, may be particularly effective in addressing these issues; however, transactional leadership, emphasizing clear structures and performance feedback, can also provide recognition.

As previously stated in the analysis, a familiar feeling amongst drivers is their lack of recognition and appreciation for their work and contributions. However, from the managerial perspective, giving feedback and recognition can be a substantial challenge due to the physical separation between the drivers and managers. In this regard, supporting the transformational leadership style may be a significant issue, which is problematic as feedback and in-person appreciation are nonexistent during driving hours. The current system could inhibit this change even if the managers wanted to act more in line with the transformational style. Moreover, the transactional leadership style adds much-needed structure, as solely focusing on transformational leadership can impede compliance issues related to schedules and undertakings.

Extensive research has been conducted in the psychosocial work environment, making it a chief contributor to a healthy workspace. The researchers recognize that the psychosocial environment comprises the interplay between various factors, including organizational culture, leadership styles, decision-making power, and work-life balance, collectively influencing employee well-being and job satisfaction. Studies have consistently proved that a positive psychosocial environment promotes better mental and physical health outcomes for employees. Increasingly, many organizations recognize the psychosocial environment's impact on individuals and organizations. They are increasingly investing in strategies and interventions to create a healthier, more supportive workplace.

The existing research strongly supports that employees who align their work values and goals with intrinsic motivations are likelier to succeed in their roles. The idea is that when individuals have a deep-rooted sense of purpose and fulfillment from the role, they exhibit better Organizational citizenship behavior. From a management perspective, it is crucial to prioritize hiring the right person rather than retaining the wrong person.

Job crafting is employees' proactive behavior in shaping and modifying their job roles and tasks to better align with their skills and knowledge base. The importance of job crafting for truck drivers lies in their ability to exert control and more autonomy over their work. As previously noted in the analysis section, truck drivers often face a set of predetermined tasks and tight schedules that may not fully accommodate their individual preferences or needs. While job crafting has emerged as a valuable concept in numerous fields, its application and importance in a truck driver's work environment have yet to be fully explored. Despite the lack of specific research, it does hold great potential in enhancing a driver's satisfaction and well-being. Job crafting can enable a truck driver to experience a sense of personal fulfillment. By allowing drivers to modify their job tasks, employers can tap into their strengths, interests, and competencies, allowing the drivers to gain mastery over their tasks. Job crafting would allow the drivers to create a more meaningful and purposeful work experience. Furthermore, job crafting fosters a sense of ownership and control over one's work, reducing feelings of helplessness. By actively modifying their work environment, they can address specific stressors which employers usually ignore. Additionally, it allows drivers to seek opportunities to collaborate with colleagues, provide feedback and support one another, creating a stable, supportive social environment.

The current approach of many carrier companies in the trucking system primarily focuses on the physical aspects of their 'hands,' often perceiving them as mere operators responsible for transportation. As we have seen from the analysis segment, it is essential to recognize and tap into the unique capabilities of a driver. As a powerful tool, job crafting can help carriers in this transition. By embracing job crafting principles, employers can empower drivers to shape their work environment actively, allowing them to showcase their abilities. This shift from a narrow task-oriented mindset to recognizing cognitive skills can also tap into the unrealized potential of the organization.

Therefore, carriers need to invest in their drivers such that it motivates the drivers to provide excellent customer service and uphold the company's reputation. .

7.4 Society perspective

Truck drivers play a crucial role in ensuring the economy functions well. However, there is a prevailing sense among many respondents that their contribution is often overlooked by society. It is important to explore different ways to enhance the recognition and appreciation of truck drivers while spreading awareness about the job role and its impact on the overall economy. Initiatives should be undertaken to inform the general public about truck drivers' challenges, responsibilities, and contributions, which could include increased media coverage, campaigns, and educational programs.

The emergence of autonomous trucks has the potential to reshape the public perception of truck drivers. Some respondents hinted that the advent of autonomous technology could bring back the dignity of a truck driver, which they believe was lost for a long time. According to them, drivers could be seen as operators of sophisticated machines and 'robots.' Considering the broader

implication and potential consequences of autonomous technology on the truck driving profession is crucial as it could potentially displace human drivers. Automating driving tasks could eliminate the need for a human driver, leading to job losses and other significant changes in the industry. Additionally, the potential need for human oversight will be essential to consider moving forward.

The industry, policymakers, and stakeholders should collaborate to enhance truck drivers' dignity and professional image. This entails improving the working conditions from a physical and psychosocial perspective. By prioritizing drivers' mental and physical needs, carrier companies and policymakers can foster an environment that promotes the well-being of drivers and ensures a more sustainable and fulfilling profession.

To conclude and connect back with the introduction, it is prevalent that drivers and their occupations are missing the means for life-long learning outside the traditional context, involving certifications and licenses, which is one significant part of driver retention. Furthermore, the findings reveal some insights into drivers' working environment and how it meets their basic psychological needs. In contrast, the main findings indicate that new pathways for development and learning are needed to promote long-term competence development and new career paths to allow for more flexibility and life-long learning. The findings reveal that the occupation of a truck driver today could be seen as a commodity by the larger society. It is the opposite, possibly stemming from the lack of occupational respect and unfair societal views.

8. Conclusion

In terms of the first research questions, it is evident that the work environment of a driver has to factor in several physical and psychosocial aspects, covering everything from social, altering variables, to, technical, designable variables put into the system by all actors close to the driver. Therefore, realizing that driver satisfaction involves more than decent working hours and a good salary, is highly important. Furthermore, this change or transition towards improved working environments, require several stakeholder collaborations.

Referring to the working environment and the basic psychological needs, there's evidence that long-life learning, public perception, and the sense of autonomy has been impacted the most, where the main issues revolve around scheduling, planning and a sense of belonging due to fragmented working hours. This leads us into the third research question, where identified areas of improvement connected to relatedness, public perception of the driver occupation and equal scheduling opportunities, not dependent on juniority or seniority amongst drivers.

8.1 Theoretical contributions

This paper shows how the model by Deci et al. (2017) can be used in a setting characterized by the physical separation between the employees and their managers during a large portion of their working hours. Furthermore, this paper paves the way for SDT to determine the basic psychological needs of truck drivers, which is unprecedented in this setting, involving drivers of electric trucks as the majority of respondents. Moreover, the model aided the process of establishing areas of improvement and challenges connected to motivation and well-being for an occupation that has been around for decades but has seen a decline in respect and public perception in the latter years.

Furthermore, the model has been elaborated with further breakdowns of the workplace context related to the driver's environment.

8.2 Future research

While extensive research has been conducted in the field of psychosocial work settings, it is essential to acknowledge that studies that focus on truck drivers' work environments are limited. Conducting more comprehensive studies on this topic would give carrier companies and policymakers good insights into the factors influencing a truck driver's job satisfaction, engagement, and overall quality of life. Understanding the unique stressors and designing interventions to improve them further can improve how they perceive and perform on the job. Furthermore, utilizing the findings from the psychosocial environment studies can contribute to mitigating the global shortage of truck drivers, as it focuses on increased productivity, improved service quality, and reduced hiring costs associated with such high turnover rates.

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10. Appendixes

Appendix 1 - Interview sample

Table 1 - Compilation of interviewees

Interviewee n.	Sector/Occupation	Tenure	Geographical location
1	Industry expert, Training & Dev	20>	Western EU
2	HR	10-20	Northern EU
3	Industry expert, Researcher MIT	5-10	US
4	Outbound logistics, large Swedish company	<5	Northern EU
5	Driver	20>	Northern EU
6	Shipper, large Swedish corporation	5-10	Northern EU
7	Industry expert, Research institute	20>	Northern EU
8	Driver	20>	Northern EU
9	Carrier, Sweden	20>	Northern EU
10	Driver	5-10	Northern EU
11	Driver	<5	Northern EU
12	Driver	<5	Northern EU
13	Driver	<5	Northern EU
14	Driver	5-10	Northern EU
15	Driver	20>	Northern EU
16	Driver	20>	Northern EU
17	Driver	5-10	Northern EU
18	Driver	20>	Northern EU

19	Driver	5-10	Northern EU
20	Driver	5-10	Western EU
21	Driver	5-10	Western EU

Appendix 2 - Interview Guide for drivers

Introduction

Background & Consent Information

Welcome to our interview! Our names are Bryan Joseph and Joakim Hinder. We are a couple of master's thesis students working in our final year at Chalmers University. Our goal is to gain a better and deeper understanding of what factors contribute to driver satisfaction from a motivational perspective and ultimately improve the driving experience.

This guide aims to help us conduct interviews with individuals who have experience driving various types of trucks. We seek to gather multiple perspectives and insights that will inform our research and ultimately develop practical solutions for improving driver satisfaction.

Interview Process

This interview will take place in a semi-structured manner. It is a research method that involves asking a series of open-ended questions. As the interview progresses, the discussions can ask more specific questions based on the participants' responses. These questions are meant to provide support and clarification on any topic.

Recording

The interview will be audio recorded and transcribed at a later stage to ensure that the information gathered is accurate. The recording will be used for research purposes and will be kept confidential. Is it okay if we record this interview?

Confidentiality

The final report will keep all information gathered during the interview confidential and anonymized.

Voluntary Participation

You, as an interviewee, are free to withdraw from the study at any time without penalty. If you decide to withdraw, the information that you provided will not be used in the research

Length

The length of the interviews may vary, but it would typically take between 45 to 60 minutes to complete

We appreciate your willingness to participate in the interview and share your thoughts and experiences. Your input will be critical in helping us achieve our research goals. Do you have any questions for us?

Interviewee Background & Experience

First, we would like to get to know you and the type of work you perform.

Please tell us a little about yourself and your role as a truck driver.

What are your responsibilities?

How long have you been a truck driver?

What motivated you to take up truck driving?

Please give us a brief about your daily routine.

- What shifts do you drive?
- How did you choose those shifts?
- Who decides that?

On routine:

- What's the first thing you do when you get to work?

Which software tools do you use on a daily basis?

If people have left driving trucks, what was the reason for that?

Do you enjoy your work (Yes); What do you enjoy about your work?

Is there anything that disturbs you at work? What disturbs you?

SDT Concepts

WORKLOAD

We would like to start to understand your workload, and what you think about it.

Do you feel like your job is stressful? (1,1-10,h) If yes; What do you perceive as stressful? How do you try to mitigate this pressure?

How do you prioritize and manage your workload?

How does your employer support you in managing your workload?

Can you think of times when your workload was too heavy? And in that case, in what way was the workload heavy? (*How did it impact your motivation level and job satisfaction?*)

Give them a number between 1-10, 1 being low, and 10 high.

Autonomy

The next area I would like to know more about is how much freedom you feel when working.

How do you take initiative and choose the tasks that you undertake at work?

Do you feel like you can take initiative and choose the things that you undertake at work?

How do you feel about making your own decisions?

How do you approach making decisions about how to perform your job?

At which stage of your work do you have maximum control of your environment?

How do you express yourself freely and present your ideas at work? Do you often get the chance to express yourself?

What are your thoughts on daily activities being a chain of obligations? If not, how do you see your daily tasks as?

How much can you affect your schedule during the day?

Competence

We want to understand what you're good at and what drives you...

How confident are you about your capabilities or skills of being a driver?

How do you approach achieving your work related goals based on your skillset?

Please tell us about a time when you took the initiative to improve your skills at work or learn something new. What steps did you take, and what motivated you to do so?

How is your work valued/respected by your employer?

Working hours and needs

Do you feel the need to advance further in your line of work? Does this bring a sense of satisfaction?

Are there opportunities for you to learn and grow professionally? Is it provided by your employer?

Relatedness

How connected do you feel with your coworkers at work?

Can you be yourself at work? What is the work culture like?

Have you established positive relationships with your colleagues, employer, and others you interact with? Can you give an example of how it affected your motivation and morale?

Are you able to manage your time effectively between work and personal life? Do you have time to do everything you should?

Do you feel like the people around you at work genuinely care about you?

In what way do you feel connected to your supervisors at work?

How do you feel connected to your colleagues at work?

What measures are in place to support your well-being at work and how does your employer support your autonomy?

Transformational/ Transactional relations (Towards driver)

What qualities do you look for in a supervisor/manager/leader?

He needs to be a driver to understand a driver. Professional, do not discriminate.

The more senior he is the more choices they are offered

Do your supervisors listen to your needs?

General questions from previous interviews (In order of importance)

Facilities and Equipment Segment

Facilities: How do you rate the facilities on the road/at the office? Please explain instances that you like or dislike.

Truck: Do you share trucks today? How does it work? Would you be comfortable with sharing a truck with other drivers?

Teams: If you were part of a team responsible for organising a complex project with many moving parts. Which planning approach would you feel most comfortable with and why?

- Taking on all the planning responsibilities yourself without any input or support from others.
- Collaborating with other team members, including a planner, to co-create and refine the plans.
- Having a planner make all the plans for you in advance without any input or involvement from you.

Which are you most likely to choose and why?

Food and Health segment

Exercise: Do you feel that you have time or energy to exercise during the week after work?

How would you feel if there was an opportunity to work out during working hours once or twice a week?

Health: Have you noticed any wear on your body from any work-related physical activity?

Food: How would you rate the accessibility to healthy foods when having lunch on the road today?

Communication

Do you know where to find all information pertaining to specific customers, like safety regulations for different sites?

Rights: Have you read the collective agreement during the last year?

Training

What skills must be honed as we move into the highly technological landscape?
Are there any skills that you feel that you want to learn?

Underutilization

How well do you think the system utilizes your time as a driver?
(Have you experienced difficulties while moving cargo internally at a warehouse?)

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