

# The Influencing Factors of High Driver Turnover in Johor Bahru Trucking Industry

Z. Mazlan, S. Kashveen

**Abstract:** In this modern era, truck driver turnover still remains a challenging issue in the trucking business of Malaysia for a very long time now. Not only does it result in an increase in cost and service disturbances, it also has a severe impact on the sustainability of trucking firms in the market. In an effort to control high driver turnover, trucking firms have tried to execute different driver recruitment and retention procedures that include salary increases, rewards and easy-going schedules. With reference to this challenging scenario in Malaysia, this paper seeks to investigate the influencing factors that lead to truck driver shortage in the field of haulage. Besides that, this paper investigates on the factors that can encourage truck drivers in remaining with their job. In order for the paper to reach its objectives, survey questionnaires were distributed to truck drivers throughout the district of Johor Bahru to attain relevant data. The researcher expects that there are many more reasons as to why truck drivers decide to quit their job and more effective strategies should be studied and implemented in order to retain these worthy and qualified drivers from leaving the company. Retaining qualified as well as well-disciplined truck drivers is basically the ultimate goal of all haulage firms as this would save a lot of incurred expenses especially when recruiting new drivers.

**Keywords:** Turnover, Trucking firms.

## I. INTRODUCTION

The trucking business is a vital part of the Malaysian economy. Literally all industries out there depend on trucking for the transportation of materials to produce end products and take the items to market areas. Take a look your home or office. Likelihoods are that every item from the furniture to the garments you're wearing and to the meals you eat have been seen transported within a truck. Most of the daily activities are being facilitated by the diligent work being put in by truck drivers in helping organizations convey products and helping individuals get the things they require. Well-trained truck drivers are vital for the trucking business to run efficiently and effectively. According to Association of Malaysian Hauliers (2018), there are 130 haulage companies in Malaysia that are registered under this association, and the numbers are still increasing. Due to an increased number of haulage firms in the market, the demand for labour in the transportation industry increases resulting in a rise in the demand of qualified drivers. As an illustration, there are many factors that contribute to the shortage of truck drivers and they are further categorized into three main sections

namely journey planning, personal factors as well as health and safety elements. Journey planning concerns trip planning procedure by HR and Operations Department that makes truck drivers have the intention to quit their job. Personal factors are determinants that exist within the perspective of the driver itself whereas health and safety elements are more inclined towards the trucker's physical and mental well-being that result in high driver turnover. This paper will focus its investigation on those 3 main variables that lead to driver shortage as mentioned earlier.

## II. OVERVIEW OF THE VARIABLES

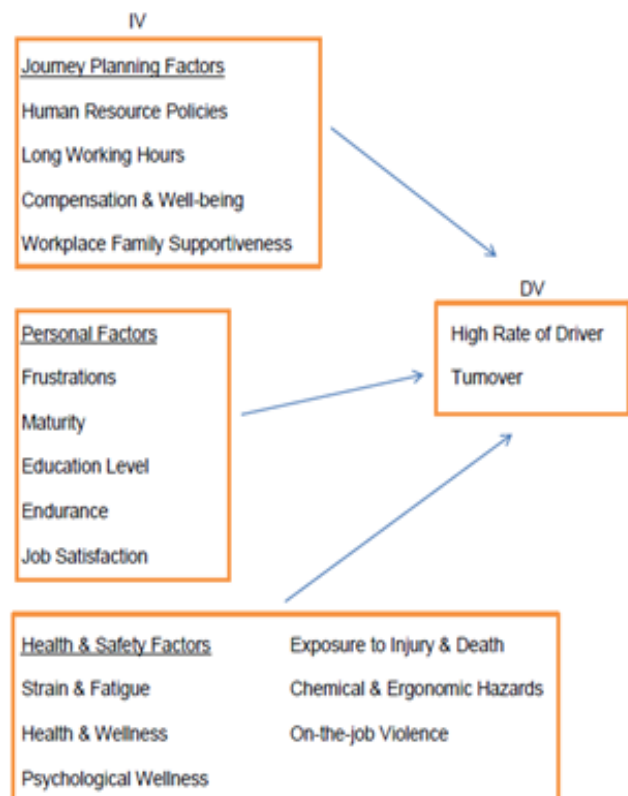


Fig. 1 Theoretical Framework

Revised Manuscript Received on October 05, 2019.

Z. Mazlan\*, Industrial Logistics Section, Universiti Kuala Lumpur (UniKL), Malaysian Institute of Industrial Technology, Persiaran Sinaran Ilmu, Bandar Seri Alam, 81750, Johor, Malaysia; mazlanmz@unikl.edu.my

S. Kashveen, Industrial Logistics Section, Universiti Kuala Lumpur (UniKL), Malaysian Institute of Industrial Technology, Persiaran Sinaran Ilmu, Bandar Seri Alam, 81750, Johor, Malaysia; kashveenreekhi@gmail.com

Table. 2 Variable Summary

Independent Variables (IV)	Dependent Variable (DV)
Journey planning factors- Trip planning procedures normally carried out by the HR and Operations Department for managing truck driver's job affairs. For example scheduling.	High driver turnover rate- Defined as the high rate in which truck drivers are seen entering and leaving a firm. Can also be referred to as truck driver shortage.
Personal factors- Challenges faced from the perspective of truck drivers that force them to quit or change their career. For example driver frustrations.	
Health and safety factors- Aspects related to the physical and mental well-being of truck drivers when performing job. For instance, strain and fatigue.	

III. RESEARCH METHODOLOGY

The primary aim of this research paper is basically to study the factors that influence a high rate of truck driver turnover in the trucking industry. The research will target truck drivers. Besides that, the researcher intends to study the factors that influence truck driver shortage and factors that can encourage drivers to remain with their job. The approach that will be utilized to gather data in this chapter is the quantitative approach.

The research instrument used in the methodology includes questionnaire (primary data), as questionnaires were distributed to truck drivers for the purpose of collecting data. Articles, journals and books will be used as a source of secondary data for this research.

IV. RESULT AND DISCUSSION

The primary data (survey) showed that the findings attained from respondents were in line with the objectives of the paper. The most critical factors that lead to high truck driver turnover rate are receiving unattractive salary, low job satisfaction level, strain and fatigue, long working hours, risk of injury and/or death as well as frustrating working environment and condition.

V. CONCLUSION

Based on the findings, three recommendations have been put forward to deal with high truck driver turnover rate. The first is strict compliance to the Hours of Service for truck drivers and second is decent welfare provided by the

management followed by the third which is appropriate salary rates for truck drivers.

ACKNOWLEDGMENT

First and foremost, I would like to thank god the almighty for making it possible for me to complete my research paper from scratch. I am really grateful for you have given me the courage and determination to overcome all odds in achieving my goals. Without you, all of these accomplishments would not have been possible. I would also like to extend my sincere gratitude towards my supervisor En. Ts. Mazlan Bin Md Zahid, for being there for me when I needed help the most. You have given me lots of guidance and knowledge as well as experience to me. All these have been very crucial for me to further develop my skills in writing this paper.

REFERENCES

1. Basri, J. (2010). Occupational Safety and Health Industry Code of Practice for Road Transport Activities 2010. Department of Occupational Safety and Health Ministry of Human Resources, Malaysia, 5(JKKP DP(S) 127/379/3-5), 51.
2. Musa, B. Z. (2018). Good pay, yet not many want to be lorry drivers, 2017–2019.practice/transportation/589-01-code-of-practice-for-road-transport-activities-2010/file

AUTHORS PROFILE



Name : Ts. Mazlan Bin Hj. Md. Zahid

PERSONAL DATA

Date of Birth : 06 September 1965  
 Identity Card No : 650906-10-6851  
 Age: 54 Years  
 Place of Birth : Klang, Selangor  
 Status : Married  
 Religious : Islam  
 Children : Four – 4

EDUCATION AND QUALIFICATIONS

MSc. Transportation Planning, UTM  
 Advance Diploma In Logistics Management, CILT (UK)

PROFESSIONAL CERTIFICATES

Chartered Member of Institutes Logistics and Transport (CMILT, UK)  
 Professional Technologies, Malaysia Board of Technologies (MBOT), (P.Tech/Ts.)

EMPLOYMENT/INDUSTRY BACKGROUND

26 years – Experiences in logistics, seaport, transport and general management

PUBLICATIONS

- Publication that is published or presented
1. Transport Provision for Disable People in Malaysia MCR 2013-Mitec Nov.2013
  2. Public Transport in Malaysia MCR 2013-Mitec Nov.2013
  3. Determination of Optimum Peripheral Business in Pengerang, Johor MCR 2013-Mitec Nov.2013
  4. Study on Optimum Peripheral Business Model in Pengerang, Johor MCR 2013-Mitec Nov.2013
  5. Development of Container Haulage Industry in Johor, Malaysia: The Driving Factor MERCIE 2015 Dec. 2015
  6. Study on Optimum Peripheral Business Model in Pengerang, Johor Research Leap, Top 25 The Most Downloaded Articles Dec.2016
  7. Trailer Performance Measurement in Malaysia Haulage Industry IBIMA Conference Nov 2016



8. War Room Concept in the Context of Distribution Logistics Dec. 2016  
9. The Effectiveness of Drop Trailer Method (DTM) Movement in Malaysia Haulage Industry ICTLS Conference, 2019 April 2019

2. Mengenal pasti permintaan pasaran untuk jenis perniagaan (peripheral) di Pengerang.(UPEN)  
3. Mengenal Pasti Jenis perniagaan optimum di Pengerang (UPEN)  
4. Mengenal pasti model perniagaan optimum di Pengerang Principal Researcher (UPEN) Feb.2014 July 2014.  
5. Final Year Projects Supervisor – 117 students Bachelor Of Industrial Logistics (From 2011 until 2018)

**RESEARCH ACTIVITIES**

1. Kajian Perniagaan Di Pengerang, Kota Tinggi, Johor (UPEN)

**PROJECTS MANAGED AND HANDLED DURING IN LOGISTICS INDUSTRY**

Year	Project Name	Client
1984-1995	batalion movement for mindef	kementerian pertahanan malayisa (mindef)
1985 - 1998	batalion movement for ramd/renjer/armour diraja	kementerian pertahanan malayisa (mindef)
1986-1990	1.distribution of exam papers 2.delivery of notes 3.delivery of structures and transformers 4.delivery of materials and cabins 5.delivery of materials	1.ministry of education 2.bank negara malaysia 3.lembaga letrik negara 4.telekom malaysia 5.tudm,pdrm, kdrm and others gov. agencies
1988-1989	1.pasir gudang container terminal (pgct) 2.johor container terminal(jct) (importing machinery, & port equipments)	1.lembaga pelabuhan johor (johor port authority)
1987-1990	dongnama ,kline & wan hai shipping (owner agent)	dongnama co. ltd, korea. kline, wan hai
1989-2004	1.polypropylene plants 2.polyethylene plants 3.ethylene crackers plants 4.aromatics plants 5.hdpe plants 6.ldpe plants 7.tpp line 2 & etc	titan chemical (m) (pnb group)
1990-2006	1.oil & gas (materials, structures,oil drilling equipments & etc)	1. esso 2. shell 3. petronas carigali 4. murphy oil 5. sapura acergy 6. sime sem/mse/sde
1999-2000	1. ptp project	1. Pelabuhan tg. pelepas
2000	1.tldm (rocket motor)	1. mindef
2006-2009	1. vasai 2. berlumut 3. kumang 4. kukop 5. cpoc legged jacket 6. mcra base structure 7. b11 sub structure 8. b11 top structure	1.ramunia fabricators
2008-2009	1. gumusut kakap 2. tangga barat 3. pc 4 4. ruby external turret 5. fso orkid 6. fso ruby princess 7. seadrill t12	1.mmhe/misc/petronas



**Kashveen Singh Reekhi**

- Dean's list, Bachelor of Industrial Logistics (Honours), University of Kuala Lumpur (MITEC)
- Logistics intern at IOI Pan-Century Edible Oils
- Affiliate member of Chartered Institute of Logistics and Transport