

**WOMEN AND WHEELS: DETERMINANT FACTORS
FOR PARTICIPATION IN THE MALAYSIA TRUCKING
INDUSTRY**

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**WOMEN AND WHEELS: DETERMINANT FACTORS FOR
PARTICIPATION IN THE MALAYSIA TRUCKING INDUSTRY**

By

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ABSTRACT

This research explores the aspects that determine women participation in entering the Malaysian trucking industry, which is heavily male dominated. Qualitative research was developed, consisting of interviews with nine respondents in logistics and trucking firms in different provinces. The results identified four major impediments that include societal perceptions and stereotypes, safety issues, male-oriented workplace cultures, and the shortage of female role models. However, a number of motivators were found to promote more involvement, such as better working conditions, gender equity corporate policies, greater safety, and informative campaigns. The study also indicates the positive impacts of women participation on operations including improved operational safety, customer satisfaction, expanded gender diversity of the workforce, women also have the potential to alleviate the driver shortage. These findings can provide practical advice to the logistics companies, policymakers, and other industry stakeholders who may need to implement certain strategies and inclusive policies. By enhancing gender diversity, it is possible to achieve a more balanced workforce to make the Malaysia trucking industry more sustainable in the long term.

Keywords: Women participation, trucking industry, gender diversity, logistics sector, Malaysia

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Thank you.

DECLARATION

We hereby declare that this final year project report is based on our original work except for quotations and citations which have been duly acknowledged. We also declare that it has not been previously or concurrently submitted for any other degree at UTAR or other institutions.



TAN YONG HENG

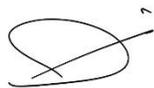


XIE, WENJING

APPROVAL SHEET

This final year project report entitled **“WOMEN AND WHEELS: DETERMINANT FACTORS FOR PARTICIPATION IN THE MALAYSIA TRUCKING INDUSTRY”** was prepared by TAN YONG HENG and XIE, WENJING submitted as partial fulfilment of the requirements for the degree of Bachelor of Science (Hons) Logistics and International Shipping at Universiti Tunku Abdul Rahman.

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PERMISSION SHEET

It is hereby certified that TAN YONG HENG (ID No: 22ADB07278) and XIE, WENJING (ID No: 22ADB07477) have completed this final year project report entitled “WOMEN AND WHEELS: DETERMINANT FACTORS FOR PARTICIPATION IN THE MALAYSIA TRUCKING INDUSTRY.” under the supervision of Ts. D Karunanithy a/l Degeras from the Department of Physical and Mathematical Science, Faculty of Science.

We hereby give permission to the University to upload the softcopy of my final year project report in PDF format into the UTAR Institutional Repository, which may be made accessible to the UTAR community and public.

Yours truly,



TAN YONG HENG



XIE, WENJING

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LIST OF ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
CDL	Commercial Driver's License
CEO	Chief Executive Officer
ECA	Europe and Central Asia
GETS	Gender Equality in Transport in Serbia
GPS	Global Positioning System
HOD	Head Of Department
HR	Human Resources
IT	Information Technology
KPIs	Key Performance Indicators
LTL	Less than truckload
MENA	Middle East and North Africa
SOP	Standard Operating Procedure
TEUs	Twenty-foot Equivalent Units
USA	United States
WILAT	Women In Logistics And Transport
WIT	Women In Trucking

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter includes background, problem statement, research objectives, research questions, significance, scope, definitions, and conclusion. It states the problem in terms of identification of the knowledge gaps and the clear exposition of the problem to be solved. The general and specific research objectives are given in concise form as objectives that are measurable and objective oriented. Research questions, formed regarding the problem and the aims, offer a concentrated structure of information collection as well as examination. The importance of the study may be demonstrated by its practical applications, theoretical developments, or societal effects (Hiebert et al., 2022). The introduction to that section also outlines the importance of research as to how the research can contribute to the government, industry and academia. Finally, the scope is the definition of the parameters of the research done by location and population and limitation to have clarity and relevance.

1.1 Background of Study

Trucking is the movement of commodities by land through the heavy vehicles on the road network, which is the basis of regional and local transportation systems in every state (Inkinen and Hämäläinen, 2020). Trucking plays a significant role in the economy, logistics, infrastructure, cost reduction effects, transaction costs, and just-in-time shipping to support global trade. It is crucial for delivering products to consumers and businesses in the majority of the world's regions (Mohd Nasir et al., 2023).

The trucking sector has always been seen as male dominated. In the general public's opinion, males are best suited to this business, and truck drivers are typically considered as rough, filthy, and requiring a lot of muscle to perform their duties; the occupation goes opposed to the public's image of women, and it is difficult for people to link truck drivers with women (Ovhagen and Arora, 2024; Sohaimi et al., 2025).

Nowadays, global society encourages gender equality and there should be no stereotyping of the sector in all aspects of life (Dominguez, 2023). In the trucking sector, women can become truck drivers, and they can accomplish everything men can do, and even do it better than men. Although women can succeed in becoming a truck driver, but they are still very less, due to barriers that block their participation.

According to Iru.org (2025), less than 6% of truck drivers are women. The highest number is in the United States, which has one of the highest numbers of female truck drivers in the world. Although their numbers have increased over the

years, averaging 9.5 per cent, they are still 2.5 per cent short of the number of women truck drivers in 2023 (WIT, 2024). In the United States, women are concentrated in lower-barrier, less favorable roles for example, long-distance freight, large freight carriers and are less likely to take higher-paying, secure employment close to home such as local transport, private or LTL transport. In addition, women prefer professions with flexible hours and the opportunity to manage family life, but the structure of the sector inhibits their access to such roles (Scott and Davis-Sramek, 2023).

In Figure 1.1, the chart indicates the distribution of the companies or fleets according to the percentage of its female professional drivers, who have commercial driver's license (CDL). This is one of the essential indicators of measuring the participation of women in the trucking sector. The red colour (10.5%) represent the companies where more than 20% of drivers are women. Green (14.5%) is the companies with 10-19% female CDL holders. Blue (34%) is the largest group, which is companies with 5 to 9% female CDL holders. Next, dark red (28.5%) is the companies with 1 to 4% female CDL holders. Lastly, grey colour (12.5%) represent the companies reporting 0% female CDL holders, which means that these companies have no women drivers. In summary, the average across the industry is 9.5% female CDL holders.

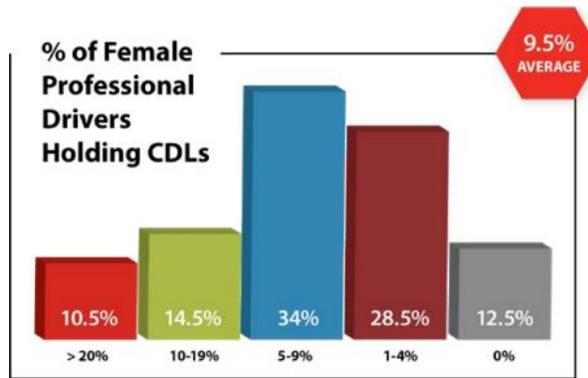


Figure 1.1 Percentage of Female Professional Drivers Holding CDLs

In Figure 1.2, The chart explains how the trucking firms are distributed according to the number of CDL qualified professional truck drivers. It exposes the fact that most firms operating in the trucking industry are the small to the mid-sized fleets. In particular, 100 to 499 CDL drivers are common to companies as this number represents 30.5 percent of companies. The next percentages are the 23.5 percent of the companies that employ less than 50 CDL drivers, 14 percent of them that have between 1,000 to 4,999 CDL drivers. A very minor portion of corporations, approximately 5 percent, have over 10,000 CDL-certified drivers suggesting that utterly enormous ones are not very typical. Firms with 500 to 999 drivers and those with 50 to 99 drivers make up 11.5% and 9.5% of the industry respectively as compared to 6 % made by such with 5,000 to 9,999 drivers. When all companies are combined, the average of CDL drivers is 2,126 but this statistic is thrown off by having the very big carriers.

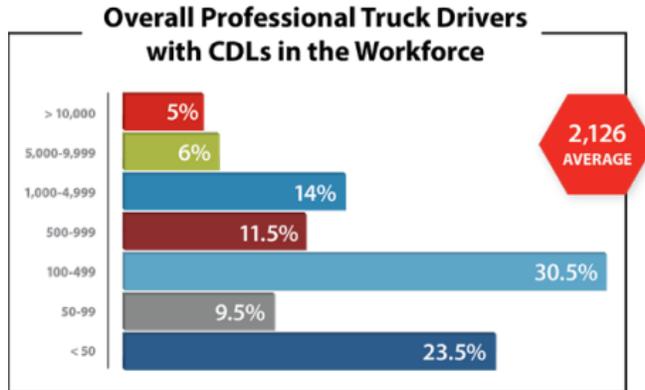


Figure 1.2 Overall Professional Truck Drivers with CDLs in the Workforce

When all companies are combined, the average number of CDL drivers is 2,126, but this statistic is skewed by the presence of large transportation companies. In summary, the figures indicate an industry that is exceedingly saturated with smaller and medium-sized fleets occupying the active working environment. This implies that the activities of promoting and maintaining women drivers, who are underrepresented in the profession, should not confine to large carriers but rather target the diversities of small and medium-scale employers.

In Figure 1.3, even while women make up just 7% of drivers at major organisations, smaller companies perform better, with 12.5%, which supports the premise that flexibility and diversity at work are crucial for recruiting and hiring female drivers. On the other hand, additional hurdles in the business, such recruiting concerns, a group of elderly workers, and safety risks, are forcing women to quit (WIT, 2024).

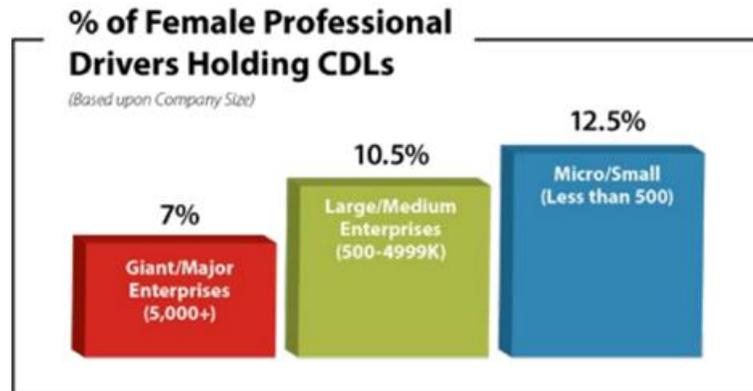


Figure 1.3 Percentage of Female Professional Drivers Holding CDLs

Besides, Turkey is addressing its truck driver shortage by aggressively recruiting more women into the trucking industry, where they now make up only 1.4 percent of drivers. Initiatives like the UND Women Working Group and the UND Women Truck Driver Academy, founded in conjunction with government ministries, seek to educate and deploy female drivers in the trucking industry (Iru.org, 2025).

As for Malaysia, the nation is making significant strides in increasing gender diversity in the male-dominated trucking industry through a strong public-private collaboration. The government, namely the Ministry of Women, Family and Community Development (KPWKM), has collaborated with Volvo Trucks Malaysia to launch the pioneering Volvo Iron Women Programme - the first program of the category in Southeast Asia. While the program has successfully trained five Malaysian women as qualified heavy-duty truck drivers with intentions to train 100 more by 2025, female presence in this industry remains exceedingly low owing to many constraints (Hisham, 2024).

In Malaysia, deep-rooted gender stereotypes that identify truck driving as unsuited for women, lack of specific training opportunities, family objections, and safety worries regarding long-haul routes have historically kept women away from this industry. Those who do follow this professional route confront extra problems include physical demands of operating heavy trucks, workplace discrimination, and issues reconciling work with home duties, particularly for moms. The Volvo Iron Women program backed by the Ministry of Women, Family and Community Development has already certified a pilot group of five female heavy-duty drivers, with plans to train 100 by 2025, and highlights a “multiplier effect” in community reinvestment (Hisham, 2024). This creative partnership between government and business sector is progressively breaking down these barriers by offering specialized training, altering attitudes, and creating a more inclusive atmosphere. As more women finish the program and establish their ability on the road, they are not only ensuring better careers for themselves but also paving the way for future generations of female truckers in Malaysia's burgeoning logistics business (Hisham, 2024).

1.2 Problem Statement

Although Malaysia plays a major role in Southeast Asia for logistics and transport, the industry still a male-dominated industry, creating obstacles for women to be involved and advance their careers. Due to deeply entrenched gender roles and occupational stereotypes, women remain severely underrepresented in Malaysia's trucking industry (Han, 2024). Despite the gradual increase in female participation, they remain underrepresented. Current workforce policies and company cultures do not adequately address problems like discrimination in the workplace, not enough

mentors, limited flexibility in work schedules and concerns about safety which prevent many women from involving and rising in this industry (Han, 2024). Apart from this, scepticism and lack of understanding from family members is the reason why women rarely join the trucking industry (Hisham, 2024).

Although several studies have been able to report on the problems that women experience in the logistics and transport industry, most of the existing literature has touched on bigger logistics functions or Western backgrounds. The authors do not find any theoretical investigation of the socio-cultural and institutional forces shaping the choices of women to enter the male-dominated sector, such as trucking in the Southeast Asian or Malaysian context (Han, 2024). Moreover, few studies available utilize qualitative methods of learning more about the lifestyles and personal drive of female truck drivers or enthusiasts (Ovhagen and Arora, 2024).

1.3 Research Question

RQ1: What are the barriers preventing women from entering and advancing in Malaysia's trucking industry?

RQ2: What are the factors that would encourage women to enter trucking industry in Malaysia?

RQ3: What are the positive impacts that women driver can bring to the industry with their participation?

1.4 Research Objective

RO1: To identify the key barriers faced by women in Malaysia's trucking industry.

RO2: To determine the factors that would encourage women to enter trucking industry in Malaysia.

RO3: To analyze the positive impacts that women driver brings to the industry with their participation.

1.5 Significance of Study

This research is essential as it examines at how growing female participation might provide effective solutions to the severe labour shortages in the trucking sector in Malaysia. For logistics companies, the findings emphasize how female recruitment could reduce turnover and improve safety performance while expanding the talent pool. It has been demonstrated that women are safer drivers than males, with up to 20% fewer convictions for reckless driving, seatbelt infractions, and speeding. Their exceptional organizational, communication, and multitasking abilities make them especially valuable in jobs involving logistics and interacting with customers (DAT, 2023).

From a policy and industry standpoint, this study offers evidence-based insights to inform governmental agencies (e.g., Ministry of Transport, Ministry of Women) in crafting inclusive recruitment policies, gender-sensitive training programs, and improvements in rest-stop infrastructure, such as enhanced lighting and secure amenities that directly respond to identified barriers.

Academically, the study fills a gap in Southeast Asian literature on gender participation in non-traditional occupations, including trucking, contributing to theories on occupational gender segregation and diversity management. Systematic inequalities in job choices between men and women are known as gender segregation in the trucking business (Scott, Davis-Sramek, and Ketchen, 2024). It is consistent with international study conducted by groups such as Women In Trucking, which found that while women made up just around 13.7% of over-the-road drivers in 2022, their presence in leadership positions is much more strikingly unequal.

In general, the research will have significant practical, economic, and social implications, in addition to contributing to academic discourse. They are the solution of the shortage of drivers, improving road safety, ensuring equity in the workforce, and rejecting long-held gender stereotypes in the logistics sector that is fast developing in Malaysia.

1.6 Scope of Study

This study mainly focuses on examine the current situation of existing female truck drivers, the plan of industry employers and logistics companies that involved in transport, women, community development and families, and on the future female entrants in the trucking sector. To have a better insight into the situation, the study discuss using interviews with the logistics and trucking companies consisting of respondents that operate in Malaysia. The target respondent of our interview will be HR managers, fleet managers, transport managers and operation supervisors. In addition, the reason behind is that these states have significant economic and logistical importance, are vital port operations and

industrial sectors, and produce the highest percentage of GDP each year (Business and Research, 2023).

1.7 Definition of Terms

1. **Gender Equality:** The condition whereby access to rights or opportunities is independent of gender. Gender inequality affects not just women but all genders, including males, transgender, and gender-diverse individuals (Martinez, 2022).
2. **Stereotyping:** Traits that society naturally assigns to demographic groupings for classification based on age, weight, employment, skin colour, gender, etc. Sexual stereotyping is the attribution of distinct and sometimes conflicting attributes to females and boys (Quebec, 2024).
3. **Long-distance Freight:** Also known as long-haul trucking, it refers to the transportation of goods across distances of 250 miles or more using commercial vehicles. Drivers must be knowledgeable with cargo handling laws and pertinent driving restrictions in every state they traverse. It is often referred to as Over the Road (OTR) trucking (Locus, 2025).
4. **Large Freight Carriers:** A person or company accountable for the actual conveyance of products from one point to another. These businesses are essential in the logistics sector, acting as the primary catalyst for the transportation of goods across local, national, and international borders (RAM International Shipping, 2024).
5. **LTL Transport:** “LTL” denotes “less than truckload.” Less-than-truckload (LTL) shipping denotes a truckload transportation strategy used for

shipments that exceed package size but are insufficiently huge to need a whole truckload. LTL shipments do not occupy a complete truck, resulting in the available space being used by further shipments from various shippers or carriers (Dalin-Kaptzan, 2022).

6. **Commercial Driver Licenses:** A Commercial Driver's License (CDL) authorizes an individual to operate vehicles that are heavy, huge, or transport hazardous materials. They must exhibit superior skills, knowledge, physical capabilities, and competencies compared to non-commercial vehicle operators (NTS, 2025).
7. **Gender segregation:** Gender segregation in organizations is a developing issue resulting from the cumulative actions of people that exhibit a slight gender preference, with the signals that dictate promotion and organizational advancement (Martin, 2014).

1.8 Conclusion

Chapter 1 outlines the reasons for this research, highlights the underrepresentation of women in Malaysia's trucking industry. Despite international attempts to promote gender equality, preconceptions, safety concerns, and discrimination in the workplace still pose obstacles for female truck drivers.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter discuss about the literature review of the factors and barriers that can be found from other academic research or journal article regarding the women joining trucking industry in different aspects and different countries. Four themes which is the factors that women participate trucking industry, industry advantages and unique values of female truck drivers, positive impact and transformative power of female truck drivers on the industry, barriers of women from entering and sustain in the trucking industry.

2.1 Research Gap

In the table below, has shown that there is no study regarding “Determinant factors for participation of women in the Malaysia trucking industry” in the latest 3 years. To close the gap, we will do a specific study that could find the current situation of women in trucking industry.

Table 2.1: List of Journal Articles used for research gap

Year Publis hed	Author	Title	Objectives	References
2022	Alex Scott, Beth Davis- Sramek	Driving in a Man's World: Examining Gender Disparity in the Trucking Industry	To do research on gender gaps in the American trucking industry and analysis of the current situation, development trends, and obstacles faced by women in the trucking profession	https://www. researchgate .net/publicat ion/3491046 05
2024	Loo Leap Han	Breaking Stereotypes: Women's Journey In Malaysia's Logistics and Transport Industry	Exploring the current status of women's participation in Malaysia's logistics and transportation industry	https://www. researchgate .net/publicat ion/3867541 17
2024	Syaza Fatimah Sukri et al.	Should women in logistics stay or switch? An	Malaysian women's willingness to remain in the logistics industry	https://accsc ience.com/jo urnal/IJPS/1

		application of the moderating effect of worklife balance in the self- determination theory to Malaysian young women		1/1/10.3692 2/ijps.1700
2024	Nati Manyeke,N elesh Dhanpat	"Taking the Road Less Travelled": Exploring the Work and Family Demands of Women in the Trucking Industry	Exploring the dual burden of work and family faced by female employees in South Africa's transport and logistics industry, and the impact of this dual role on their well-being.	https://www. researchgate .net/publicat ion/3839133 39
2024	Apoorva Arora,	Women Behind the	This study aims to explore the key factors in	https://lup.lu b.lu.se/stude

	Hanna Ovhagen	Wheel: A grounded theory study about attracting young women to the trucking industry	attracting young women to become truck drivers, with Sweden as the research context.	nt-papers/search/publication/9170735
2023	Women in Logistics and Transport - Hong Kong	Women in Logistics and Transport 2023 Survey	To analyse and promote gender diversity and inclusion (D&I) practices to improve the status of women in the logistics industry.	https://ciltinternational.org/wp-content/uploads/2023/07/WiLAT-Survey-Report-2023-Final-e-Version-revised-R2.pdf
2025	The World Bank	Addressing Barriers to Women's	To identify the key barriers to women participation in transport and propose	https://www.eib.org/files/publications/

		Participation in Transport: Global, ECA, and MENA Perspectives	solutions to overcome these barriers.	general/reports/addressing-barriers-womens-participation-in-transport.pdf
2019	GmbH Dornier Consulting International, SeConS	Gender Equality in Transport in Serbia	Assess gender equality in Serbia's transport sector to inform the development of inclusive policies	https://secons.net/en/publikacija/gender-equality-in-transport-in-serbia/
2023	Aida Ghalebeigi, Victor Gekara, Shiva Madani	The reproduction and perpetuation of workplace gender inequality in male-dominated industries	Exploring why gender inequality persists in male-dominated industries despite ongoing policy initiatives.	https://www.tandfonline.com/doi/full/10.1080/10301763.2023.2254565

		through biased executive ideologies: a study of the Australian transport and logistics industry		
2023	Karla Dominguez Gonzalez et al.	Closing Gender Gaps in Transport	Analysing the impact of transport on gender equality and women's empowerment	https://documents1.worldbank.org/curated/en/099512412082314620/pdf/IDU0a9d235b00e11b040f00ad80077fcc4d1ef74.pdf
2024	Ratha Letchimanan, Siri	The Impact of Mentoring and Role Models on Female	Exploring factors affecting female employee retention in Malaysia's logistics and transportation industry,	https://rsisinternational.org/journals/ijriss/Digital-

	Roland Xavier	Employee Retention in Malaysia's Logistics and Transportation Industry	with a particular focus on work-life balance, work environment, remuneration and rewards, and mentoring and role models	Library/volume-8-issue-12/4393-4406.pdf
2024	Women In Trucking Association (WIT)	WIT 2024-25 Index Executive Summary	To identify women's participation in the transportation industry in North America, gender diversity data, and related policy trends	https://6069071.fs1.hubs.potusercontent-na1.net/hubs/6069071/WIT%20Index/WIT%202024%20WIT%20Index%20Executive%20Summary-WEB.pdf
2024	Alex Scott, Beth Davis- Sramek,	Men at Work...Unsaf ely: Gender	Analysing gender differences in safety compliance behaviour	https://journals.sagepub.com/doi/epu

	and David J Ketchen, Jr.	Differences in Compliance with Safety Regulations in the Trucking Industry	between men and women in the trucking industry	b/10.1177/10591478241235145
2025	Nor Suzylah Sohaimi et al.	Resilience and Sustainability of Women in the Logistics and Transport Industry: A Scientometric and Systematic Review	Explore the development trends of research related to women in the logistics and transportation industry, identify the key crises and challenges faced by women in this industry, and propose effective strategies to address these crises and challenges.	https://www.researchgate.net/publication/391036454_Resilience_and_Sustainability_of_Women_in_the_Logistics_and_Transport_Industry_A_Scientometric_and_Systematic_Review

Table 1 summarizes research that examine various aspects of the present status and circumstances of women in the global trucking and transportation sector. These studies include several subjects, including gender disparity in the trucking industry, gender equality and women's empowerment, safety compliance behavior, and barriers to women's involvement. Nevertheless, none of these studies explicitly examine the factors that motivate, and obstacles affecting Malaysian women's involvement in the trucking industry or seek to promote more female engagement in the sector.

2.2 Current Issues of Women Truck Drivers in Malaysia

Women underrepresentation in Malaysia transport and logistics industry remains a problem in this sector especially in truck driving as well. Although persistent work on the issue has not been much evident, although there has been some sporadic work made through industry led initiatives, the evidence had been that industry participants appear to be facing considerable resistance towards attracting, retaining and integrating women in their respective truck operations sector industries.

2.2.1 Gender Stereotypes

The biggest issue is entrenched gender stereotypes. According to Han (2024) the Malaysian society tends to label truck driving as a masculine work position thus the general belief that women cannot and will not endure the exhaustiveness and mental strength to be truck drivers. This is supported by the fact that in organizational practice women are least expected to be hired in technical or

leadership positions (Sohaimi et al., 2025). Moreover, women workers frequently experience identity crisis through trying to achieve work ambitions and primary caregiver roles (Sukri et al., 2024).

2.2.2 Structural inequalities in workplace

Structural inequalities in workplace are also gendered in nature because there is a labour division. According to the study of Sohaimi et al. (2025), women workers in the transportation industry in Malaysia claim to have an experience limitation in the promotion aspect, opportunities to broaden their skills, and role models. These constraints are further developed by the lack of institutionalized institution mentoring and gender-sensitive career development pathways. Absence of women representation in the top positions contributes to isolation of employees on the front line, creating a vicious cycle of loss of talent (Sukri et al., 2024).

2.2.3 Safety Concerns

The other significant issue is safety concerns. Han (2024) and Sohaimi et al. (2025) carry out that gender-responsive infrastructure such as inadequately lit rest areas, lack of separation of accommodation facilities, and a lack of appropriate mechanisms to deal with harassment. These issues are even more notable when a driver is working at night and making long-distance deliveries as women drivers are exposed to some greater physical and psychological threats. This not only result in a low level of job satisfaction but also causes a high level of turnover of women employees working in the logistics sector (Sohaimi et al., 2025).

2.2.4 Work Life Imbalance

Imbalance between work and life is also a factor hindering women participation. According to Sukri et al. (2024), the researchers in the study of young women logistics employee in Malaysia discovered that strict work organization and lack of family support system play a major role in work commitment and retention rates. The combination of long and erratic schedules of work, combined with poor leave entitlements means women, certainly mothers, cannot have long-term careers in the logistics sector, a trend that is matched everywhere in the gendered labour market.

Although schemes such as the Volvo Iron Ladies project are promising in terms of training and licensing women drivers, they are still non-structural. Sohaimi et al. (2025) note that a series of fragmented interventions without those organizational and policy changes to support their introduction to the whole system are unlikely to bring about a long-lasting change. Instead, the combination of measures must be multi-fold which would include the regulation of inclusive workplace, government subsidies with women transport training and even systemic reorganization of workplace safety and scheduling standards.

2.3 Factors That Motivate Women to Participate Trucking Industry

The trucking industry, historically dominated by males, is progressively emerging as a viable career choice for women. A growing body of research has examined the many incentives for women to join the business, including economic benefits and personal empowerment. The elements may be summarized within five

major themes: wages, career advancement, flexibility and independence, travel opportunities, and a sense of freedom and adventure.

2.3.1 Wages

One of the most common reasons women choose to enter the trucking industry is that truck driving offers higher income potential compared to traditionally female-dominated industries such as services, retail, nursing, or administrative work (Ju and Belzer, 2024). According to Ovhangen and Arora (2024), they found that young women in Sweden are driven by the relatively high economic appeal of trucking jobs. These positions are seen as not only providing stable income but also offering better long-term financial security.

Similar findings are reported in Gender Equality in Transport in Serbia (GETS) regarding Serbia, which notes that women formally employed in the logistics industry sometimes earn wages comparable to or even higher than their male colleagues, particularly in regulated or unionized work environments (Secons.net, 2019). Women in the informal sector often face lower incomes, making the truck transport industry an important opportunity for entering formal employment.

Wage inequality remains a significant issue in various contexts. According to Ghalebeigi, Gekara, and Madani (2023), the inability of a large number of women to take up the most lucrative jobs in the trucking industry, i.e. long-distance riding and specialized transport of goods, is usually caused by intra-industry prejudices and barriers. What is more, women are much less likely to negotiate their salaries or

ask to raise their wages, and this aspect can be attributed to the existing order in the society, which undermines the self-esteem of women in professional activities. Even though there are some differences in the weeks and payment strategies, the structure of the wage remains appealing to women (Ju and Belzer, 2024).

2.3.2 Career Advancement

Women are also encouraged to pursue careers in truck driving by the possibility of upward mobility. However, recent studies show a varied environment. Women In Logistics and Transportation (2023) found that although women continue to be under-represented in boardrooms and senior leadership positions, they have a significant number of jobs in safety management and human resources. Although the trucking business provides leadership opportunities for women in fields including scheduling, safety management, and human resources (Women in Trucking, 2024). However, access to these jobs may be restricted by established gender stereotypes.

In a study of Australian logistics companies, Ghalebeigi, Gekara and Madani (2023) discovered that management predominantly perceives women as not suitable for promotion due to assumptions regarding their inherent lack of ambition or capability, or their reluctance to assume significant responsibilities, consequently diminishing their promotion prospects. This gender prejudice are profoundly

entrenched in managerial culture, especially within historically male-dominated sectors such as transportation.

Women In Logistics and Transport (2023) similarly founded the 'glass wall' phenomenon: women may get entry-level jobs; however, they were unable to progress to senior leadership posts, irrespective of their credentials or competence. In short, entrenched preconceptions resulted in women in the logistics and transportation sector encountering ambiguous career growth trajectories and uncertain professional possibilities. The absence of incentive systems also led to elevated staff turnover rates.

2.3.3 Flexibility and Independence

For women with caregiving responsibilities, the opportunity of attaining work-life balance by using flexible scheduling is very attractive. Scott and Davis-Sramek (2023) observed that women are especially attracted to less-than-truckload (LTL) and local routes, since these job arrangements enable daily home return or adherence to a consistent schedule. Nevertheless, while these occupations provided elevated salaries, fierce rivalry and little turnover hinder women's entry into these sectors.

Ovhagen and Arora (2024) further noted that many Swedish women chose local driving or apprenticeship positions precisely because they were more compatible with family responsibilities than other blue-collar jobs. They perceived these roles as offering rare opportunities for work autonomy and independent decision-making within the industry.

Additionally, the autonomy offered by this profession empowers many women. A report by GETS shows that Serbian women value the autonomy of truck transport, which allows them to make independent decisions and avoid micromanagement, a common complaint in traditional office environments (Secons.net, 2019).

2.3.4 Travel Opportunities

The opportunity to travel is another factor attracting women to the trucking industry. Although less important than economic or family incentives, it is still significant. According to Han (2024), in the research on women in Malaysia's logistics business, participants valued the dynamic aspect of the job, which enabled them to travel to new areas and escape the monotony of regular routines. These experiences contribute to job satisfaction and reduce the monotony occasionally associated with different kinds of employment.

Additionally, some South African women view driving as 'a way to see the world,' enjoying the opportunity to travel between different cities and routes. They also see the work itself as an opportunity to break through geographical and class barriers (Manyeke and Dhanpat, 2024).

2.3.5 Sense of Freedom and Adventure

For some women, truck driving is more than just a job. It is a form of personal liberation. Manyeke and Dhanpat (2024) discovered that South African

female truck drivers perceive their occupation as a method to confront societal norms and affirm their autonomy. The women articulated the pride derived from successfully navigating a male-dominated field and mastering complicated machinery.

Ovhagen and Arora (2024) observed that Swedish women are attracted to challenging occupations, illustrating that women can succeed in historically male-dominated fields, which is an empowering experience. They find motivation in the idea of doing what is considered impossible.

Overall, many female drivers express a psychological motivation to ‘prove themselves’ through their work, which also leads to a strong identification with breaking gender roles (Manyeke and Dhanpat, 2024). They not only succeed in the truck transport industry but also derive satisfaction from it on multiple levels.

2.4 Industry Advantages and Unique Values of Female Truck Drivers

With more women finding their way to the trucking job sector, their participation is no longer solely quantified in labour provision but is also increasingly valued in promoting the performance of the sector. Some research papers emphasize that women truck drivers present one-of-a-kind benefits especially within the realms of safety, communication, responsibility, and workforce stability.

2.4.1 Safety Performance and Risk Tolerance

One of the most widely recognized advantages of female truck drivers is their excellent safety record. Scott, Davis-Sramek and Ketchen (2024) analyzed over 22 million inspection records and found that male drivers were significantly

more likely to be penalized for speeding, dangerous driving, fatigued driving, and violations of work hour regulations. Male drivers were 13.2% more likely to commit serious violations and 20% more likely to speed. In contrast, female drivers were statistically less exposed to high-risk driving.

The female professional truck employees make up just 9.5 of the workforces, and even though this is not a large number, the industry tends to appreciate more of them as obedient, conservative and risk averse. Such reserved position can be explained by lower risk tolerance of female drivers and their better adherence to regulations. In view of operational context, this means less insurance expenditure, less vehicle idleness, and cargo losses. Female drivers are more likely to be hired to increase efficiency and the level of safety (Women in Trucking, 2024).

2.4.2 Communication, Coordination, and Customer Service

Women in the trucking industry are performing well in communication and coordination roles. According to the Women in the Trucking (2024), their gender diversity data shown that women account for 38.5% of dispatch positions and 74.5% of human resources and talent management roles. Besides, strong communication skills, emotional intelligence, organizational abilities, and patience are qualities that female professionals epitomize which attributes that make them suitable in these positions.

In the meantime, 40.5 percent of safety management workers are women, which suggests their key importance in risk management and the communication of safety purposes. The excellent work in those positions has helped to maximize

efficiency and satisfaction in their operations and among drivers (Women In Trucking, 2022). To conclude, communication in the logistical industry is quite significant, and the changes in routes, confirmation of delivery, and address of problems need to be addressed on a real-time basis. The ability of women employees to handle stakeholder interactions and develop customer satisfaction has been very influential in enhancing the total quality of service delivery (Scott and Davis-Sramek, 2023).

2.4.3 Responsibility and Workforce Stability

Another notable characteristic of female drivers is their reliability. According to Women in Logistics and Transportation (2023), women make better drivers and have higher chances of following maintenance schedules, following more strict company rules and regulations, and are more punctual. When they have inclusive policies including flexibility in scheduling, mentorship and career development, female drivers will feel supported to remain in their jobs longer.

Even though they make up fewer percentages as drivers, female drivers have more attendance percentages, customer satisfaction, and fewer accidents than male drivers in most companies. As Women in Trucking (2024) demonstrated, female dispatchers and safety supervisors are more preferable in the role of managers on account of being less likely to switch their jobs. Due to reduced turnover, the recruitment and training expenses do decrease in addition to the increasing team cohesiveness and institutional expertise. As it is well-known, high turnover is the issues of the trucking industry that dates far too long, so female driver retention advantages will be a significant competitive advantage.

According to the research conducted by Manyeke and Dhanpat (2024), women who drive tend to perceive themselves belonging to the industry and take their job and career performance more seriously. They display high sense of responsibility even when handling difficulties. Combined, these characteristics dent the anachronistic idea that men are the only sex able to serve in truck driving. In that regard, they show women to be as capable of meeting industry standards as they are apt to excel on attributes that determine the performance of an operation.

2.5 Positive Impact and Transformative Power of Female Truck Drivers on the Industry

Women working in the trucking industry will not only satisfy the needs of labor markets but will also trigger a more massive shift in the industry previously bound by conservative values, exclusivity, and ecology. The overall outcomes regarding the increased representation of women in a male-dominated area are the systemic issues that are being addressed, the improvement of the diversity, and the boost of the workforce resilience.

2.5.1 Alleviating the Driver Shortage

Shortages of qualified drivers is one of the most urgent problems of the trucking industry, particularly in the sphere of long-distance transportation. As documented by Scott, Davis-Sramek and Ketchen (2024), tapping into the underutilized female labor pool may be a key solution to this problem. Nowadays, in most nations, such as the United States or Malaysia, female professional drivers

do not constitute more than 14 percent of all drivers, despite them comprising almost half of the total working population (Women In Trucking, 2022).

The same opinion finds support in a policy report by Dominguez (2023), which notes that greater access to women workers in transportation will likely scale up the coverage of the service providers especially in underserved and rural locations. Moreover, in areas facing a drop in demographics and an aging of the workforce, such as eastern Europe and east Asia, recruitment pressure can be alleviated by female participation. The Women In Logistics and Transportation (2023) survey also shows that most companies say that supporting women's entry is to solve the talent gap problem. Some companies have established exclusive training programs for women to expand the source of drivers.

Indeed, the number of female drivers has declined over the last few years in terms of percentages to just 9.5 percent, but small and medium companies are in the picture to employ women demographics to deal with manpower issues. The number of female drivers in small companies is much higher than in large companies (12.5% vs. 7%), showing that women are a valuable resource in financial growth (Women In Trucking, 2024).

2.5.2 Promoting Cultural Transformation

Besides solving cases of labor shortage, the involvement of women has also influenced transport companies to introduce a better working environment and a more inclusive approach. According to the Serbian GETS report, the case can be explained by the fact that more females have joined the force, which influenced

investments in infrastructure like well-lit rest stops, gender-sensitive sanitation establishments, and safety measures (Secons.net, 2019). Such changes are profitable to every driver and indicate the transition to the more humanistic approach to work.

Presence of women further questions the set male standards that prevail in the industry. Women In Logistics and Transportation (2023) state that organizations that have more women in senior positions are more likely to enact work-life, anti-harassment and diversity training policies. Han (2024) also refers to such a tendency in Malaysia companies that improved their working conditions: night shifts became safer; men and women were given separate rest time. Increased gender diversity in the field of logistics is taking place along with the overall acceptance of diversity in the world of culture.

Women drivers are also role models, changing the old stereotypes and giving an example to the younger generation to follow their footsteps in the position of a logistics specialist. Ovhaugen and Arora (2024) also noticed that there are so many strong women in various leadership roles in the trucking business, which may help younger Swedish women be motivated and makes them more devoted to the industry and their career choices. It is the visibility that could affect a multiplier because more inclusiveness could be achieved in recruitment and retention processes and policy creativity.

In general, the inclusion of women in the trucking sector makes it more enjoyable, and safety, workforce, infrastructure, and culture are enhanced all over in the industry (Women In Trucking, 2022). Such changes are a result of not just the

worth of women as employees, but also the fact that women can transform the future of transportation.

2.6 Barriers Preventing Women from Entering and Sustaining in the Trucking Industry

Although there is an increase in the areas of interest and involvement, women still have high obstacles when entering and then staying in the trucking industry. These barriers are cultural, institutional, environmental and structural barriers that not only challenge recruitment, but also long-term development of career. Gender bias, safety, and the lack of supportive systems, as well as role models appear to be the most common barriers that have been determined.

2.6.1 Gender Bias

There are deeply rooted gender stereotypes that do not allow one to define truck driving as a job of women. Study in different environment reveals that women are normally not considered as physically fit or mentally fit to endure long distance driving. According to Ghalebeigi, Gekara and Madani (2023), management philosophies in Australia also describe women as either not confident, not committed, or not able to adapt to the physical aspect of the industry. This is viewed as discrimination in employment and no support of women who want to be promoted at the workplace. The same paper has revealed that most executives blame gender gaps on individual decisions or responsibilities of women instead of institutional exclusion.

Han (2024) states that in Asia, Han Malaysia truck driving women encounter negative attitudes amongst family members, employers as well as other co-workers, who in many cases show subtle opposition toward them becoming truck drivers. This impression is a social stigma that perpetuates the downward spiral of the number of female job seekers, resulting in even fewer females in the view and acceptance. Similarly, Ovhagen and Arora (2024) found that young women in Sweden experienced hidden setbacks in career counseling systems that failed to introduce them to logistics or trucking as viable career paths.

Women In Logistics And Transportation (2023) survey shows that nearly half of women believe that there is still “invisible discrimination” in the industry, including task allocation, promotion paths and information channels. This causes female leaders with reduced chances of getting high-risk and high-return tasks.

2.6.2 Safety Concerns

Safety remains one of the top concerns for female truck drivers, especially in long-distance or nighttime transport missions. The Serbian GETS report highlights that women are often reluctant to enter the field due to the lack of safe parking areas, insufficient lighting, and poor security measures at rest stops (Secons.net, 2019). In the United States, Scott, Davis-Sramek and Ketchen (2024) pointed out that women are more reluctant to accept high-risk routes because existing facilities do not provide gender safety guarantees. Long periods of time in the same car with men during driver training also pose a safety and psychological burden.

In Malaysia, women are concerned about exposure risks when unloading goods late at night and waiting in remote logistics centers (Han, 2024). According to Dominguez (2023), infrastructure concerned with safety remains predominantly male and inconsiderate of the specific requirements of female transportation employees. For example, shared dormitories, poor sanitation facilities and remote facilities are all exposing women to vulnerability.

2.6.3 Lack of Support Systems

Lack of adequate institutional support to women in the logistics and transportation sector is another major factor that discourages women in the profession. This consists of inaccessibility of gender-sensitive training programs, unavailability of maternity or breastfeeding facilities, and inflexibility in the time schedules. Women In Logistics And Transportation (2023) notes that very few companies have set HR policies that overtly recognize the family factors women may possess, and health concerns, including childcare, breastfeeding rooms, or flexibility in any of their schedules. This also causes imbalance in work-family among women hence retention becomes hard.

According to a study conducted by Manyeke and Dhanpat (2024) in South Africa, it can be concluded that women who work as drivers in trucks frequently experience physical and psychological burnout because of their work and family demands. A lot of women cannot sustain in the industry and have difficulties

securing long-term positions because they cannot find employer-sponsored support measures, including childcare or flexible work schedules. They expressed the desire for companies to provide “route choice freedom” or “short-distance priority arrangements.”

Scott and Davis-Sramek (2023) argue that support gaps are particularly problematic during the training phase. Mixed gender training couples are usual in driver training that places woman in disadvantaged positions, frequently necessitating sharing of taxis and staying late overnight. Meanwhile, training facilities are inclined towards male trainees, and this would normally alienate women. Women in Trucking, among others, propose to have same-sex training programs; however, there have been glacial responses in adopting such programs within the industry.

2.6.4 Lack of Role Models and Mentorship

The shortage of women role models is a major setback to the hiring and maintaining. With so few women in senior or high-profile technical positions, those aspiring to enter the industry lack role models to look up to network with, or seek guidance from. Women In Logistics and Transportation (2023) highlights that even when mentorship programs exist, they are often informal and lack institutional support.

Ovhagen and Arora (2024) found that visibility of female truck drivers and logistics managers plays a key role in encouraging young women to consider and pursue a career in trucking. But, where such role models are not available or are

hard to identify, they tend to lose motivation. The mental burden of being an outsider in the working place cannot be overestimated; because of the absence of appropriate representation, many women either quit this industry earlier than it should be or just give up on it. Manyeke and Dhanpat (2024) also found that frontline female drivers expressed that they were "often the only women in the company" and were prone to feeling isolated and not belonging. Some even dared not perform too well at work for fear of being excluded.

In general, the proportion of women in senior management is still far lower than that of men, and their voices are weak in board and operational decision-making. The lack of influence of motivation and role model communication limits the entry of new generations of women (Women in Trucking, 2022).

2.7 Conclusion

This chapter has discussed the major variables that contribute to the women involvement in the trucking industry with regards to what makes the women involved in the industry and the added values that the women have to offer the industry. Women find the trucking industry more and more appealing because its incomes are high, its hours are flexible, women can be quite independent and enjoy breaking old gender stereotypes. Female truck drivers also show high scores when it comes to compliance with safety, communication skills, and employment stability where they have constantly done better than male drivers. In addition, the next chapter will discuss the research design in detail to ensure the validity of the study and achieve the research objectives.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter summarizes the research methods used in the report. Research technique is the systematic process used to collect data and information for research objectives. There are three main research methodologies available which include qualitative, quantitative, and mixed approaches. This chapter investigates a variety of data collecting methods and strategies from each subtopic, including research design, data collection, sample design, data processing, data analysis, and the study's ethical considerations. Using research methodologies, it is feasible to determine the validity and supportability of study findings.

3.1 Research Design

A research design is essentially an organised blueprint that guides how research can be carried out in order to get answers to research questions correctly. It makes certain that data collection, measuring, and analysis are planned systematically. An adequate research design would be able to avoid being lost in adjusting a collection of data and keeping it on track and valid. It may be qualitative investigating meanings and views or quantitative studying figures and statistical study. Its most important role is to offer a clear and logical road map that links to all the aspects of the research process (Khanday and Khanam, 2023).

This research is intended to answer the following research question:

1. What are the factors encouraging women entering trucking industry become female truck drivers?
2. What are the barriers preventing women from entering and advancing in Malaysia's trucking industry?
3. What are the advantages of women participation and positive impact bringing into trucking industry?

3.2 Research Method: Qualitative Research Approach

A qualitative approach was eventually chosen for the research since it is the most suited to the study's purpose among the three approaches: quantitative, qualitative, and mixed approach.

Qualitative research typically contains data in the form of words rather than statistics (Busetto, Wick and Gumbinger, 2020). It is a type of scientific investigation that emphasizes the depth and complexity of context and voice in

comprehending social events. Qualitative research is distinguished by its adaptability and flexibility, along with its dedication to capture a diverse range of human experience and opinion (Lim, 2024).

Common vocabulary and concepts are often used to ask the respondents about their perception of the issues. Transcripts of personnel interviews and written statements with audio recordings are frequently found in data collecting forms that take the form of narratives. The difference between qualitative and quantitative research is just that the former tries to understand the views of the respondents instead of only concentrating on the generalities. The researcher and respondents must work together to replicate respondents' perspectives while using qualitative research methodologies. Finally, depending on the data, the researcher formulates broad hypotheses, which are then presented.

The nature of the study fits better in qualitative methods because the aim of such study is to know the reasons why women desire to work in the heavy truck driver sector, particularly in Malaysia. This approach will enable us to explore how the heavy truck companies are reacting towards these problems.

The present research is to interpret and comprehend the experience of the workers in the industry. By collecting their narratives, this study aims to discover deeper or alternative perspectives, thereby collecting more information on women entering the heavy truck driver industry and developing effective strategies to reduce the gender imbalance in the logistics and transport sector in Malaysia (Educons.edu.rs, 2025).

3.2.1 Semi-Structure Interview

This research collected data via semi-structured interviews. In qualitative research, in-depth interviews are frequently utilized to collect narrative data. The primary advantage of the semi-structured interview is that it allows for a concentrated focus while giving the interviewer the freedom to explore relevant concepts that may emerge during the interview. This can further deepen the understanding of the reasons why the women being assessed entered the heavy truck driving profession (Adeoye-Olatunde and Olenik, 2021).

According to Mashuri et al. (2022) the semi-structured interview is a method of research commonly used in social sciences. For qualitative research, semi-structured interviews are more effective than other interview formats because they enable researchers to get detailed information and supporting data from interview subjects while taking the study's topic into account. Other than that, it gives researchers the freedom and flexibility to stay on course, unlike an unstructured interview when the direction is not well thought out.

3.3 Data Collection

Data collection is an important stage in every research project because it allows researchers to acquire information required for responding research questions, developing hypotheses, and reaching study objectives (Karunarathna et al., 2024). In this research, data collection was categorized into two types: primary and secondary data. Once all of the data has been collected, it will be transformed into useful and trustworthy information for this study. The research question will be evaluated and reviewed on a regular basis while data collecting is taking place. Interviews and observations can be used to acquire both primary and secondary data.

3.3.1 Primary Data Collection

Primary data collecting include observation, interviews, questionnaires, and databases (Mazhar et al., 2021). In this research, we applied physical and virtual interview with the participant as our primary data collection method. The questions were prepared ahead of time, allowing respondents to freely express themselves. Each interview was recorded for further study and reference.

In addition, helpful replies were captured and used as main data. The collection of initial data was critical for this study since it was both relevant to the research and immediately applicable to real-world heavy truck firms. The data collected from the experiences and viewpoints of Malaysian industry professionals was extremely helpful in balancing the difficulties and possibilities associated with gender imbalance among heavy truck drivers.

3.3.2 Secondary Data Collection

Secondary data sources include published and unpublished books, periodicals, journals, autobiographies, and biographies (Mazhar et al., 2021). According to Taherdoost (2021), secondary data is the data gathered from published sources meaning that the data is already gathered by someone else for another reason and can be used for other purposes in a research as well. The secondary sources will be textbooks, e-books, articles, reports, proceedings, scientific journals and internet websites through library databases and Government agency databases. Here, we shall be able to get secondary data either using library facilities or the Internet like Universiti Tunku Abdul Rahman (UTAR) Library, Google Scholar or Science

Direct. The secondary sources provide beneficial support to research works, and it can be understood better about related theories and concepts.

3.4 Sampling Design

Sampling is the process of picking an optimum sample to reflect the whole population of the intended research (Makwana et al., 2023). The procedure for determining the sample size has a significant influence on the accuracy of the results. Sampling in research aims to draw conclusions about a group by randomly selecting a representative sample from the population (Ghanad, 2023). Effective sampling forms an essential element in developing design research that impacts theory and practice (Cash et al., 2022).

Typically, the sample size in qualitative research is limited, and we tend to grow the sample size after data saturation has been achieved. In qualitative research, sample size is more significant for the target respondent than the quantity of respondents. Respondents to this interview were mostly mid-level or senior management teams from Malaysian heavy truck businesses, ensuring that the insights collected were highly applicable and based on industry experience.

The data in this research project collect through non-probability sampling methods. Non-probability approaches include researchers selecting sample items without pre-determined probabilities (Mweshi and Sakyi, 2020). The number of participants was limited due to the small sample size, which was limited to heavy truck and logistics companies in Selangor, Penang and Johor. We collect data using

a non-probability sampling strategy, which allowed us to acquire a better knowledge of the existing gender distribution of heavy truck drivers in Malaysia.

3.4.1 Target Group

The individuals or population that are surveyed are referred to as the target group. This study focusses on heavy truck and logistics companies as the target group. The targeted respondents in this study are mid-level and senior level management at the workplaces, with a focus on mid-level roadmen directors, operations managers and transportation managers. Moreover, the chosen members have a higher level of knowledge and experience in the process of responding to the difficulties that they experience in their everyday life. Consequently, they can offer valuable recommendations or actionable strategies to advance the exploration of this study.

A hybrid approach of physical and online interviews will be applied based on the company's response. Physical interviews will be prioritized since they are more active and capable of providing deeper information. The first response may be obtained during the interview. However, there may be a restrictive scheduling arrangement imposed by the managers or supervisors, and some might refuse physical visits due to logistical inconveniences. Thus, we also perform virtual interviews. A video conference will be conducted for the interview, depending on the platform chosen by our respondent. An invitation send to the responder via email before the interview, regardless of whether it is conducted online or in person. Upon

the respondent's agreement to participate in the interview, the university will facilitate the mailing of an approval document to the respondent, confirming the interview's validity and acceptance by the respondent.

3.4.2 Sampling Technique

The sampling techniques that we used are judgmental sampling. According to Kusumawati and Fadillah (2021), judgmental sampling is a nonprobability sampling approach used in qualitative research, when the author selects sample units based on his judgement or experience. The goal of judgement sampling was to choose the greatest examples for a study to enable to further enhance data and research results. This sampling technique concentrated on a "case with a lot of information" that best suited the goals and enquiries of the study. Senior and mid-level managers in heavy trucking and logistics organizations are the ideal responders for our study as they are most qualified to provide an evaluation of women's intention to become truck drivers. When the sample size is limited and the target respondents are in the best position to offer knowledgeable views on the subject, judgement sampling works extremely well.

3.5 Data Processing

After data gathering, the raw data process provides useful and functional information. Following the semi-structured interviews in this study, the recorded material from the respondents convert into a legible transcript for easy reference and understanding. The transcripts are correctly transcribed with all the words

stated by the respondents using transcription software, then double-checked manually to eliminate transcription errors.

3.5.1 Data Reliability and Validation

The correlation between relevance and logic coherence of the narratives provided by a respondent and the research was studied to enhance the reliability and validity of acquired data. This method also included a check for duplicate or missing data. If any data in this study seems confusing or undesirable, it was re-verified with participants by phone calls, emails, or another meeting if required.

3.6 Data Analysis

Data analysis was the process of carefully evaluating and interpreting data to extract meaningful insights and inform decision-making. It involves arranging, cleansing, and utilizing statistical or analytical methods to identify patterns, trends, and interactions in data. Typically, the data acquired is relevant to the research topic.

This study addressed the essential processes of any content analysis approach, including data preparation, classification, reflection, reading, coding and theme identification. In contrast to quantitative research, qualitative research employed text, speech, and picture data as well as ordinal values. Therefore, to analyze the qualitative data in this study, researchers had to engage with and understand the texts and viewpoints of respondents, which included reading widely and thinking deeply.

3.6.1 Thematic Analysis

The research method in the study was thematic analysis approach. In the current research, the qualitative research design was used to analyze large qualitative data sets. Other data analysis techniques were more challenging in comparison with thematic analysis, which was easier to complete by scholars. The results of thematic analysis of open-ended responses to questions of an interview or survey may be used to determine weaknesses in qualitative studies. Assumptions and ideological orientations were used by researchers to give confidence in the result of this research.

3.7 Ethical Considerations

Ethical concerns are vital in any form of research; they allow the researcher to get the most necessary information while causing no damage to the study participants (Laryeafio and Ogbewe, 2023). Any information, and the data provided by the interviewees were treated confidentially and the privacy of the personal data was ensured. The interviewees had agreed to allow audio-recording of the interviews before the interview process started. This was to ascertain that the knowledge given was only used for academic purposes and that all the information given by the company along with the personal information and data of the interviewees were to be a secure affair. It will not be made known to a third person. All the ethical review forms were reviewed and approved by the final year program advisor, dean and the Head of Department (HOD) of the Faculty of Science, Raman University. Paper copy certificates were also issued as part of participation of respondents in this study.

3.8 Conclusion

This chapter provides a thorough explanation of the study methodology, data collecting, sampling design, data processing, and data analysis techniques. It has given readers a clear grasp of how the research was designed and carried out to answer the research questions. The chapter concluded with a clear statement of ethical concerns to guarantee the quality of the data used in this investigation. The following chapter looked deeper into the data analysis process.

CHAPTER 4

DATA ANALYSIS

4.0 Introduction

This chapter contains the research design, demographic characteristics of the selected companies, and interview results. This study employed a qualitative research methodology, which included an analysis of the collected data, which is summarized in this chapter. A total of nine interviews were conducted. Both virtual and in-person interviews were conducted with respondents working at heavy truck and logistics companies in Malaysia. Respondents were asked to answer 15 questions derived from the three research objectives.

4.1 Research Design

The study focusses on heavy truck and logistics companies in West Malaysia, specifically Penang, Perak and Selangor. The 9 participating firms were represented by the letters A through I to maintain their confidentiality and comply with ethical standards. The Managing Director, Senior Customer Service, HR Manager, Transport Manager, and Operation Executive were among the responders. The duration of each interview with a firm representative was around half an hour. To make sure they could prepare their responses appropriately, each responder received

an email with the interview questions and a confirmation letter. The researchers posed open-ended questions on the research subject during the interview sessions. The specifics of every interview are listed in Table 2 below.

Table 2: List of Respondents

Respondent	Date of Interview	Company	Position of Respondent	State
1	31/7/2025	A	Senior HR Manager	Selangor
2	2/8/2025	B	Senior Logistics Executive	Selangor
3	4/8/2025	C	Operation Assistant Manager	Penang
4	7/8/2025	D	Senior Customer Service	Penang
5	8/8/2025	E	Managing Director	Penang
6	12/8/2025	F	HR Executive	Selangor
7	12/8/2025	G	Operation Executive	Perak
8	13/8/2025	H	Transport Manager	Selangor
9	15/8/2025	I	Haulage Assistant Manager	Penang

4.2 Demographic Profiles of Company

4.2.1 Company A

Company A was established in 1950. The company is an international logistic company in the integrated freight forwarding and supply chain business. This company offers services that include ocean freight, air freight, rail freight, project logistics, warehousing and trucks services. It is headquartered in Beijing, China. They are also located in large logistic centers and distribution centers in major ports and cities globally. Company A is one of the giant state-owned logistics enterprises in China and has also got great expertise in facilitation of international trade and customs clearance. The company serves clients in over 100 countries and regions. They effectively handle more than 5 million TEUs of containerized cargo each year and large volumes of bulk and project cargo. They aim to deliver holistic, trustworthy and cost-effective logistics services and create a connected world of trade and supply chain services. Currently, Respondent 1 is the Senior Human Resources Manager in Company A, who has 10 years of experience in the logistics industry.

4.2.2 Company B

Company B was developed in 2010. It is a Malaysian shipping and logistics company, which deals with domestic liner services and integrated supply chain solutions. Among the services offered by this company include containerized shipping, project logistics, warehousing and road feeder services. It is based in Petaling Jaya, Selangor. They also run its terminals and branch offices at major ports

in Malaysia, located at Port Klang, Penang, Kuching and Kota Kinabalu. The company B is considered as one of the prominent shipping organizations operating in the country of Malaysia, which provides the regular liner services between the East and Peninsular Malaysia. The company transports millions of TEUs in a year, both to facilitate commercial trade and to distribute critical cargo. Their objectives are to deliver well-trusted, effective and environmentally sustainable shipping services that integrate societies throughout Malaysia. At the turn of events, Respondent 2 teaches as a Senior Logistics Executive in Company B.

4.2.3 Company C

The company C is a diversified maritime logistic group established in Malaysia. It has several associated companies that undertake line related businesses in shipping, airfreight, freight forwarding, warehousing, education and training, property, resort and consultancy services. The company is an integrated logistics and supply chain provider with terminals in various areas all over the world, which includes both old time transportation facilities supplemented by value added business ideas. They have their base in Malaysia with operations and subsidiaries to serve both the domestic and international markets. Company C is known to have an extensive portfolio and can provide end-to-end logistics services, and it also ventures in educational, property development, and businesses that relate to tourism. They aim at offering innovative, reliable, and sustainable logistics as well as business solutions besides widening their contribution as a multi-industry group. Respondent 3 is currently working as an Operation Assistant Manager in Company C.

4.2.4 Company D

The company D is one of the key logistics groups in Malaysia that have been working in the field more than 30 years. It has expanded gradually to be a well-established name in the country based on trust and a desire to attain perfection. The services that this company offers include freight forwarding services, transportation services, warehousing services and supply chain services to facilitate trade in the country and overseas. They are based in Malaysia with branch offices and extensive network to enable them to serve their clients. Company D has gained a reputation for the provision of reliable, customer-centric logistic services and is always advancing to address the needs of the industry. They also aim to offer quality, efficient and reliable logistics services to guide in long-term partnerships. The Respondent 4 is presently an employee of Company D where she works as a Senior Customer Service.

4.2.5 Company E

Company E was founded in the year 2018 in Thailand to offer end-to-end logistic services in the region. Its services are cross-border trucking services, local project distribution, warehousing services and workforce solutions. In this respect, the cross-border trucking activities of the company not only include the traditional Thailand, Malaysia, Singapore routes but also reach the subregion formed by the countries of the Greater Mekong: Cambodia, Myanmar, Laos, Vietnam, and China. Company E collaborates with its own personnel and long-term partners to guarantee stable and quality services. It is positioned somewhere between conventional knowledge and new-fangled logistic creating, accommodating emerging

technologies but not remodeling the family-style service to the customers. The company is run by a competent leadership and support team that ensures a high focus on client needs and provision of unique logistical solutions. The fifth respondent is the Managing Director of the company; he has more than 20 years' experience in logistics field. He manages all the department as well as the decision making of the company.

4.2.6 Company F

Company F was established in December 2010, and it has since become one of the most successful carriers in Malaysia because of the reliability and quality of services they have provided. It is a related company of Malaysian Trade and Transport Co. Sdn. Bhd. (founded in 1963) which started with stevedores and lighterage services in Georgetown, Penang. Company F was founded with a big logistic base that aims at owning and operating a fleet of container vessels, to enhance feeder services in Malaysia. The company later ventured into other kinds of businesses related to container shipping such as ship management, auto logistics, and asset management. With its leadership principle of transitioning its mission to include the statement of Moving Your Business Forward, Company F is determined to achieve efficiencies in delivery, advance deployments of inventory cycle, and cost minimization in the supply chain process. Respondent 6 is at present, the HR Executive of Company F.

4.2.7 Company G

Founded in 1992 and has become an icon of the industry of logistics in Malaysia over 30 years. Being a 100% Malaysian owned company, the company has constantly been moving forward through embracing technology to reestablish logistics solutions in the country. The Company G has robust connection of more than 120 stations in West and East Malaysia thus guaranteeing extensive coverage and effective delivery of goods and services. Behind the operations, it handles a fleet of more than 650 trucks, ensuring fast and safe delivery throughout the nation. Another factor that makes the company innovative is the fact that the company maintains an internal IT department comprising of 30 IT specialists who design and develop solutions that help improve tracking, logistics procedures as well as give clients real-time business information. On the one hand, Company G is planning to ensure the technological improvement of logistics, increase the number of services offered, and establish new levels of industry excellence.

4.2.8 Company H

Founded in the year 1955, Company H started as a small passenger transportation company. Losing its principal contract in the 1970s, the company entered cargo transportation including the participation of Executive Chairman. This transition transformed the company itself to offering logistics and supply chain services with its capacities being extended to warehousing, freight transportation as well as integrated supply chains. Today, Company H is Singapore's largest domestic supply chain solutions provider and a key partner for many of the world's greatest companies in Asia Pacific. The firm has more than 30 years of experience and is

making new innovations and this makes it even stronger as a reliable logistics and supply chain management company. Currently the Respondent 8 works as Transport Manager in Company H.

4.2.9 Company I

Company I is renowned as a transportation solution provider to Malaysia with more than 40 years' experience within the market. Having been started as a small venture that operated out of Penang in 1974; to deliver some basic products, the name of the company has established itself as a reliable brand when it comes to transportation and logistics within the country. The company had developed a reputation of providing high quality services to its customers, efficiency, and being competitive through the vision and determination of its founder. In the current time and with the guidance of its new CEO, Company I has branched out on multiple aspects of the supply chain process, becoming one of the prime logistics companies in the region. The organization has four significant subsidiaries and runs almost 1,000 vehicles to provide local, national, and cross-border transportation services. Company I has a core workforce of above 500 employees working in a dedicated manner ensuring growth in the company through continuous investments in technology, security and personnel to maintain the provision of high-quality logistics solutions.

4.3 Data Analysis

4.3.1 – Objective 1: To identify the key barriers faced by women in Malaysia’s trucking industry.

Respondent 1 states that numerous major obstacles prevent women from entering and continuing in the trucking sector in Malaysia. Among the greatest problems, there is a conception that women just could not perform a range of works, due to their physical incapacities as they cannot install machinery or transfer heavy load objects without using stairs. The issue of safety also must be considered along with long-haul or night-shift transport jobs where female drivers are more at risk. In addition to the physical and safety aspects, the perception and stereotypes introduced to society affect the readiness of women participating in the industry and hired managers usually question the ability of female applicants to conduct the job successfully regardless of their potential. Moreover, workplace culture is another obstacle since women are mostly underrepresented in an environment dominated by men. They might face stereotypes, being overprotected, or feel excluded in the brotherly working environments in these environments and need more time and be more competent in their jobs, to feel equal.

Respondent 2 reported that women in the trucking industry within Malaysia encounter several obstacles that do not encourage their participation and staying in the workforce. Working long hours and odd shifts complicate the situation because women have to bear the responsibility of looking after the family, and the absence of proper resting places and washrooms on highways further compound the situation. View that the job of trucking is dominated by men and that it is physically

intense and hazardous as well as the fact that women have widely broached the matter of the safety of working in night shifts and long trips also contribute to the restriction of women in the field. Such barriers based on gender may be found at various stages, with recruitment bias as employers presume that women are not interested or can never be capable, the onboarding process that fails to support the female-specific need like ergonomics and safety and the lack of career-advance validity alongside insufficient support of work-life balance. Safety is very high on the list as there is a threat of road insecurity, but also the risk of harassment and the lack of rest spot facilities that are safe. As much as the companies take steps to alleviate these problems by assigning routes that are safe, designated GPS tracking, panic button, and 24-hour driver assistance services, the societal stereotypes still exert a strong influence on whether the women are willing to enter the industry. The trucking industry itself is considered to be a field of work that belongs to men and can be supported by the social norms demanding women to choose family life over busy workdays and absence of female examples. The problem is also enhanced by the internal work culture whereby women are likely to suffer insensitivities on the part of their male co-workers, or inefficient maternity or flexible labour regulations, even the potential of harassment in the organization with excessive number of men. In addition, the little representation of females in the higher ranks discourages women to stay within the industry.

Respondent 3 *emphasized that women in the trucking sector in Malaysia face immense barriers that make it unfavorable to enter and remain in the industry. The problem of work-life balance and the amount of personal time people require is*

quite problematic, whereas family members and friends tend to put women away because this industry has strong stereotypes. Other discouraging factors are time availability and communication barriers with foreign drivers, and knowledge deficits among the workforces. The recruitment and retention gap also continues to exist because of gender-related barriers since cultural insights and gender expectations define access and, since there is no transportation infrastructure available (e.g., there is no availability of sanitary napkin vending machines in public bathrooms), it becomes even more challenging. A key determinant is related to safety issues, and women who commute are exposed to harassment, rudeness, and psychological pressure. Family and friends are very influential in the way women view their ability to choose the field of trucking. In addition, systemic factors at the workplace including company, office, and colleague cultures may further complicate the integration and retention of women in driving positions.

***Respondent 4** pointed out that this is a major deterrent to women getting into the trucking profession because it is a male-dominated industry, and most of the work colleagues are males; it is therefore hard to fit in as a woman. Physical stamina, particularly at the time of menstruation, and work-life imbalances due to uneven taking of meals and rests are also contributory factors. Although according to the respondents in their company there are equal practices with regard to the recruitment and performance requirements of both genders, safety considerations come into play. To mitigate this the company has instilled rigorous safety measures and female drivers are normally allocated local deliveries with day shifts, which is imminently by 5pm, and not having to work at night. The social perceptions and*

stereotypes also do not encourage women e.g. women are not good at driving, they are not physically strong, or the family members discourage them. Nevertheless, the respondent has agreed that their company also offers the option of contract drivers and females thereby have the advantage of flexible working hours and reduced key performance indicators (KPIs) and that may facilitate female involvement in the industry.

***Respondent 5** highlighted the aspect of cultural and societal stereotypes as one of the primary issues that push women away into not joining the trucking industry. The industry has been a male dominated sector, and cultural beliefs tend to force women to concentrate on family matters and this is what further discourages women to take the truck driving option. The safety issues are also to be considered because when approaching night shifts, long-haul, or distant regions women face more risks that men do not tend to find. The other significant impediment is infrastructure and equipment which has been standardized based on the needs of men instead of bisecting the needs of women, like the design of trucks, facilities and incentives that are structured to accommodate women better making the work environment less accommodating. The respondent also indicated that women might be viewed as having lower physical stamina and ability, like inability to drive long distances, open heavy truck doors, which demoralizes recruitment and retention. As far as company practice is concerned, women drivers are usually restricted to short-haul and dayshifts to minimize the dangers. The total impact of society is also reflected on the desire to enter the industry of women since in Malaysia driving is still seen as a rough business unlike in Europe where the culture embraces it best.*

To enhance participation, the respondent proposed that smaller targets accompanied by government policies should be initiated, including the requirement that a minimum of 10 percent of truck drivers should be women and eventually enable them to render short-haul services and then progress to heavier loads.

***Respondent 6** pointed out that the key issues which deter women entering the long-haul transportation industry are gender discrimination, long working hours, and unsafe working environments. The respondent did not recruit female truck drivers, but they still maintained that physical limitation is an added problem because they might not be able to maintain the same energy levels and working hours as men especially when it comes to family and taking care of their children. Safety was also cited as a major reason particularly because women were more exposed to risks like car breakdowns in remote locations or where they are targeted when alone on the road. On top of these challenges, societal stereotypes also promote the same as women in Malaysia are expected to work in office-based jobs, and other professions such as engineering and trucking are predominantly male. Lastly, the respondent stressed that male predominant culture of the workplace also can complicate the inclusion or the continuation of the women in the driving jobs.*

***Respondent 7** indicated that one of the biggest problems that women face to enter the trucking workforce would include family discouragement, poor physical capability and long working hours on the road. Most women are also at home carrying most family obligations, and cannot easily combine work and home life, and trucking as a career is also considered as a masculine occupation, which even further discourages women. When women get ready to join an organization, they*

usually have concerns on how welcoming the organization is to them and whether they will receive fair treatment and consideration of facilities to suit them as some of the advertisements or interviewers are likely to impress male applicants. Safety issues were also cited as an important drawback, especially in night flights or long route flights in hinterland areas. In response to this, the respondent stated that their company provides safer routes, 24/7 call support, and rest stops in areas of security. Societal stereotypes were perceived to play an instrumental role as trucking is still thought of as too difficult or not suited to women. Lastly, the respondent stressed that male workplace culture including in-house jokes, practices, and even washrooms may be unfriendly, and female drivers may find it more difficult to stay on driving positions.

***Respondent 8** pointed out that the trucking industry in Malaysia employs predominantly males, therefore recruiting and employment patterns in the sector favour men due to their implied physical superiority. Malaysia is not at the same level of participation by the women in the couriers' services compared to Europe where they are more involved in the business, women in Malaysia have lost interest in joining the industry. According to the respondent, gender-related obstacles primarily concern the widely held Asian perception that the male gender is physically stronger and consequently more ideal candidates to work in the trucking industry, despite the fact that women can be more tactful and obedient in some instances, and this brings down the chances of accidents. As far as the safety is concerned, the respondent thought that the long-haul or night-shifts positions may not be a great turn-off, but the physical nature of moving heavy products during*

loading and unloading activities is rather problematic among women. The perceptions of society are also quite influential since family and friends tend to dissuade females not to join it, and the occupation is perceived as highly physically demanding and with a dirty working environment with loads and dust. Lastly, the respondent mentioned that the internal company culture does not constitute a large obstacle; instead, it is the nature of work, namely, having to be on a standby twenty-four hours a day, giving immediate response to such urgent matters as accidents or breakdowns, that makes it more difficult to retain women as drivers.

***Respondent 9** stated that one reason why women workforce is not encouraged to join the trucking industry is the heavy physical requirements and the long distances involved as it is not similar to small parcel deliveries especially since delivering a 40-foot trailer over a long stretch of a road can be considered to be too oppressive or not family oriented. The related barriers to gender cannot be overlooked since container haulage can only be performed with special licenses and trainings, and a significant number of women are too shy to use as they think that it is a man-only industry. Safety-related aspect is another limitation, especially to long distance movements between states or in taking evening routes near the ports where there is high security and road challenges; to correct this, the company has introduced GPS tracking, dual driver when needed, as well as ensuring secure depot locations. The stereotypes prevailing in the society are also very powerful in that women are not likely to even think of taking up trucking as a vocation when they consider the notion that only big trucks are men. Lastly, internal company culture and working dynamics can cause further issues to women remaining in the work*

force as depots and yards are generally male dominated with the changing room and parking facilities often not convenient to women giving them the feeling of being isolated.

4.3.2 – Objective 2: To determine the factors that would encourage women to enter trucking industry in Malaysia.

Respondent 1 emphasized on the importance of working conditions adjustment more specifically the flexible working hours to increase the attractiveness of the profession in the female market especially those mothers who belong to the low-income families, yet they may be willing to join the profession should they have a working flexibility option. The respondent said that their company does not carry out any programs or activities to recruit women drivers. This is because their company requires drivers to perform physical tasks such as hauling furniture, electrical appliances, and other large products. They are not convinced that this work would be suitable for women. Nonetheless, they are firm in their opinion that flexible work arrangements, shorter flights and family-oriented policies are significant since these enable women to make money at the same time being able to take care of their families. Moreover, there should be female role models or mentors who would definitely influence many more women to think of trucking as an option, since a role model offers a good source of reference or motivation. Retention of women in long- and short-term Respondent 1 identified need of rest rooms, baby care support to the employees, and of involvement of the employees, a feeling that they have to belong to the workplace community, and workplace that recognises women.

Respondent 2 indicated that working conditions like safety rest places, amenities, timetable, shorter destinations, smart career development, training opportunities, and attractive pay packages would make the trucking business more attractive to women. The respondent indicated that their company has already ventured into the awareness campaigns and women-oriented recruitments which have yielded some results with few applications, but societal attitude and security are major barriers. They also added that SWIFT once created the Swift EmpowHER program in the celebration and support of women in logistics. The use of flexible schedules, shorter distance travel, family-friendly policies were also regarded as being of utmost importance given that women tend to juggle work and family life and that such options can greatly increase interest and retention rates. More to the point, availability of female role models or mentors was viewed as essential, as it helps dispel stereotypes, demonstrate success and provide reassurance to inexperienced recruits. Respondent 2 stated that to retain women in the long-term, good rest areas with safety facilities, facilities provision (or subsidization) of on-site childcare, holistic training that covers technical training and safety awareness training, periodic checkups and mental health care should be prioritized.

Respondent 3 stressed on the fact that women would be more receptive to the trucking career given the fact that, with flexible schedules, women could be able to juggle between family and work. They also emphasized the role of mentorship, government supported programs to help women back into the workforce after taking up career breaks and multinational companies initiating the women beget women programs to offer psychological support as well. Nonetheless, the respondent

mentioned that his company did not apply any measures in terms of recruiting female drivers. The flexibility of the schedule, shorter-haul destination, and family friendly policies were deemed to be of utmost importance, with the respondent warning that any such policies must be equally applied to men and women to prevent perceptions of inequity, instead advising maternity leave and childcare benefits as strike-a-balance resolutions. They also emphasized that the presence of role model and mentoring could be used to a positive effect by the women who had more experience and insight into the career becoming available to them through women role models and mentors. Regarding the aspect of long-term retention, respondent 3 proposed the availability of support systems such as professional association membership, like the Women Logistician Counsel and Women in Logistics and Transport (WILAT), which would help women exchange experiences, self-develop and update their skills.

***Respondent 4** highlighted that the availability of flexible working hours is the most crucial factor in enhancing the appeal of the trucking industry to women. The organization has not put in place special measures to recruit female truck drivers, but they emphasized that no gender issues are raised in the recruitment process as long as one can meet the requirements of the given occupation. Their company has not implemented any targeted initiatives to attract female drivers. Flexible scheduling was mentioned as the most important component in the appeal to women as compared to shorter lengths of routes, or family-friendly policies. The respondent explained that the prevailing working conditions are the most serious problem that women face when they are involved in the trucking business though*

they acknowledged female mentors or role models could become the catalyst in encouraging more women to join this industry. Moreover, respondent 4 suggested that the rest provisions offered during transportation would be more than helpful, especially in long-term retention.

***Respondent 5** noted that the government should come up with policies and incentives to encourage women to get into the trucking profession as businesses generally do not offer such incentives when there are sufficient male applicants. Their company's target market consists only of male truck drivers, while the majority of its female employees work in customer service and accounting. They stressed on the need of flexible scheduling as it enables women to balance between job and family life and part time arrangements could also spur associates to join as payment is dependent on the hours to be worked out. Although they admitted that role models and success stories of women can provide women with adequate inspiration, they believed that inspiration of women should primarily come on the part of government to encourage women to go into trucking. Lastly, they proposed that childcare centres which were prevalent in warehousing should also be implemented in trucking industry to retain female drivers in the long run.*

***Respondent 6** proposed that to attract women to get employed as truck drivers, a team of drivers should have both male and female employees, and women should be given a little more pay than men, particularly staff that works even during their menstrual periods. Nevertheless, their business has yet to pursue a program to hire women as the drivers, primarily because they lack physical strength as men do and cannot afford to hire them with optimum working conditions or rewards. They*

underlined that such family-friendly policy and flexible schedules are of high importance, since they help a woman to take care of her family and yet remain active in the industry. The respondent was also of the view that it is essential to have female role models within the company, and this can be inspirational to the young audiences and give them the perception that one can be able to succeed despite having a male-dominated and challenging discipline. To maintain in the long term, they used to suggest support systems like childcare services, proper rest facilities and even small facilities like offering free toiletries or even sanitary pads to the women drivers.

***Respondent 7** highlighted out the safer rest areas, good remuneration, flexible work hours, appropriate uniforms, and appropriate facilities would encourage a woman to join the trucking profession. They are also willing to hire women but at this juncture, their firm has not undertaken any significant recruitment program because there are not many female candidates. Flexible working time, proximity to work areas and family friendly plan were given high priority to render the job attractive. The respondent also believe that female role models have the potential to attract more women into the industry since they dispel stereotypes and prove that females can find careers as truck drivers. To encourage long-term retention, they proposed offering good rest places, safe parking spaces, training support, and subsidizing childcare to ensure women drivers are more comfortable and appreciated.*

***Respondent 8** proposed clean and comfortable working conditions and incentives like electric pallet jacks and real time tyre monitoring systems are the*

way to attract more women to the profession. Their company has not established recruitment schemes on female drivers because the male drivers are believed to be adequate. The ability to flex their schedules and balancing short-haul and long-haul trips were cited as important, due to the flexibility that provides drivers with the option to get back home earlier when their trips are done. The respondent also had the view that female role models in the company would encourage more women to venture into the industry. To maintain this long term, they have focused on flexible working hours that allow their employees to attend to family emergencies when required and provide proper resting facilities as a way of ensuring their workers are well-rested before resuming long-haul trips.

Respondent 9 stated that improved training facilities, safer resting areas in ports, and reasonable wages on long-distance routes are the factors that could render the profession of truck driver to be more appealing to women as they indicate that organizations care about and invest into their safety. Their company has not embarked on extensive initiatives to recruit since the number of female candidates seeking to work on the heavy truck is low; however, they have begun to look into it by approaching training schools. The flexible scheduling had been regarded as difficult in the long-haul operation but the provision of the regional flights or the split shifts would also offer an alternative which is attractive to women. The respondent also had an opinion that female role models in heavy trucking would play a particularly important role, because examples of women operating container trucks successfully would serve as a source of inspiration to others wishing to become part of the industry. To retain it in the long run, the respondent stressed on

safer depots with hygienic living conditions, regular training of heavy vehicle, and a regular training of heavy vehicles, possible childcare allowances to take care of women with families.

4.3.3 – Objective 3: To analyze the positive impacts that women driver brings to the industry with their participation.

Respondent 1 noted that female drivers are more cautious when driving, they are not aggressive since they practice safe driving, and they maintain each truck properly including cleanliness and servicing. Women were perceived to be more sensitive in their performance when it came to customer provision, especially in ensuring that they kept good relationship with the clients. Although the respondent did not mention the effect of gender as an important consideration in influencing company culture as he insisted that various industries have different types of professionals that are required, he did agree with the fact that with the involvement of women, company shortages of drivers could be covered. This is of relevance since the industry is confronted with an aging male driver base and there exist an inefficient female talent pool. In the long run, increasing the number of female workers in the trucking sector would boost the workforce and strengthen the image of the company among all audiences, especially those engaging in gender equality.

Respondent 2 noted that the contribution of female drivers to operations include their high standards of safety and compliance, customer service and communication abilities, and attention to detail regarding paperwork and vehicle checks. Women are less prone to crashing and are more compliant with safety

procedures in comparison with male drivers, they are also more likely to be valued by customers due to their professionalism and communication style. Their presence will also enable the company to showcase a more forward-thinking and inclusive brand image that can furthermore support employer branding and improve the working conditions through a balanced and respectful environment. Promoting a higher number of women to start working as drivers can be a significant factor in solving the shortage of drivers in the industry with its aging male drivers. In the long-term, more inclusion of women on trucking is anticipated to boost the level of diversity and innovation, positively impact the company reputation as an inclusive employer, and eventually help to shatter the stereotypes, contributing to a better-balanced and more sustainable workforce.

***Respondent 3** mentioned that female bring things on the table, like more focus on details, more sensitive to handling paperwork, and better communication skills, able to think of other people, and always having alternatives in their mind. She also described women as having a sixth sense, which allows them to identify issues very quickly and address them efficiently. As far as performance is concerned, women are better at giving out customer service, adhering to standard operating procedures, filling out documentation in order and keeping everything safe, in terms of fueling their vehicles and vehicle checks. Although there are certain stereotypes concerning gender diversity in some traditional companies, there is a contribution to breaking the stereotypes with the help of inclusion of women. Respondent 3 trusts that any inroads to draw more women into the industry are welcome and healthy, but it is not the entire solution to driver shortage as well as women should feel that*

they are entering the business willingly and not under duress. The addition of more women to the trucking industry would enable a new generation to hold a new mindset at an early age and would attract the next generation, which would be more professional in nature and would be in willingness to take up a career in the field.

***Respondent 4** said that women are more cautious and customer-centered with matters concerning the needs of customers and the need to ensure that they go through the right procedures to ensure that they accomplish their work. Although the male and female drivers in the company exercise good performance within their job duties, the female drivers are more likely to exhibit relatively high compliance to rules and procedures. Their involvement has aided in enhancing performance on standard operating procedure (SOP) and has played a part in developing a good public image of the company. Another way to alleviate the driver shortage problem might not be in increasing the female presence but it can lend a helping hand nonetheless. In the long-term perspective, the inclusion of more women into the trucking labor force can contribute to extending a fleet and the number of deliveries completed in a day. Respondent 4 went on to say that encouraging women to work in the trucking sector is a joint effort between the government and society as well as a duty for trucking firms. More significantly, the decision of women to enter the field is up to them.*

***Respondent 5** brought out the fact that female drivers bring discipline, compliances, reliability, improved communication abilities, timely and greater care in performance. They tend to perform better in safety, follow the traffic rules, and provide customer services than their male counterparts. They have played a role in*

enhancing the image of the firm in the eyes of the society in the sense that, there is no gender discrimination and that both females and males are given equal opportunities provided they deliver diligently. Expanding female participation will also solve the problem of the driver shortage as it will expand the pool of talents motivating the drivers that currently work in the industry to be more diligent and increase the quality of the service. In the long term, such integration improves the reputation of the company as an equal opportunity firm and also provides it with a healthier, competitive environment to work in.

***Respondent 6** reported that women in the driving business introduce emotional stability, empathy and on some occasions, even heavier efforts. Though they did not remark on the differences in safety and compliance, they stressed the idea that the use of the women drivers would benefit the image of the company by demonstrating inclusiveness and offering new possibility within a traditionally male business. They also observed that the entry of more women could help relieve the shortage of drivers, provided companies can invest in a friendly environment at the workplace. They realize the process will be challenging and slow in the long haul as the industry is traditionally male-dominated and women constitute a mere 4 percent of drivers even in the developed nations such as the USA. Nonetheless, when combined with vigorous investment, improved incentives, and increase in hiring initiatives beginning at the operational levels, integrating women into trucking may prove to have beneficial effects not just on companies but also on the industry.*

***Respondent 7** observed that women drivers are likely to be sensible, self-disciplined, risk-aware, and well-mannered with customers. They usually win in*

terms of safety checks and compliance and the customers are likely to feel more comfortable when there are women to handle the deliveries. Incorporation of female drivers has not only given a more modern and inclusionary image to the company but also improved the team spirit by reinforcing tolerance to other types of diversity. Respondent 7 also pointed out that one of the solutions to the driver shortage is to increase the involvement of women as it breaks the monopoly of the supply of talents through men. In the long term, they believe that having more women in the trucking sector will balance the workforce, offer new ideas, revitalise the industry's image, and demonstrate to future generations that it is not only a man's job.

Respondent 8 emphasized that female drivers played a major role and were quite responsible and were very detail oriented and very obedient to rules and traffic regulations. Their precarious operation minimizes risks of accidents, being over speeding and damaging the cargo hence maintaining customer satisfaction resulting in an improved reputation of the company. Female drivers are also less likely to engage in crime- or violence-related problems like the use of drugs or alcohol, in comparison to their male counterparts and thus enhance safety performance as well. The respondent identified the fact that the hiring of women also favors the public image of the company because it portrays equality and respect towards women in a field in which they are known to have little or no presence. They also believe that, given the current shortage of truck drivers, recruiting more women might be a solution since it broadens the supply base beyond only men, thus alleviating the problem. According to Respondent 8, the company will appear more inclusive and

progressive in the long run by integrating more women into the trucking workforce. It will also strengthen customer trust, improve its reputation, and ultimately boost revenue growth.

Respondent 9 noted that female drivers add several strengths to operations, such as controlled driving, tolerance, and discipline that are particularly helpful in long-haul trucking. They are also more likely to service vehicles in a better condition hence they have safer and more reliable working conditions. As far as the compliance, safety performance, and customer services are concerned, women tend to be more diligent when it comes to safety checks, and women become more meticulous about following port and customs regulations, which is essential in container haulage. Presence of women drivers has also helped the company to improve their image about being progressive, professional and concerned about diversity, as opposed to the old fashioned and male based stereotype of a trucking company. Respondent 9 indicated that this can enhance female participation in increasing the talent pool needed to overcome the current driver shortage experienced in the logistics industry. Eventually, adding more women to the trucking industry could result in a more balanced workforce, improve operational safety, boost the company's reputation, and serve as an example for the next generation, demonstrating that trucking is a viable and accessible career option for people of all genders.

4.4 Summary Findings

This research has successfully collected primary data according to the research objectives. First, it identified the key barriers faced by women in Malaysia’s trucking industry, which are important to the respondents. The second finding would be the factors that would encourage women to enter trucking industry in Malaysia, which the respondents had given opinions based on their experience. The third finding involved the positive impacts that women driver brings to the industry with their participation. The respondents shared their thoughts on the solutions they believed to be effective. In the conclusion, the opinions from different respondents are summarized in **Table 3** and will be further discussed in Chapter 5.

Table 3: Summary of respondents’ opinions based on research objectives

Research Objective 1	Research Objective 2	Research Objective 3
<ul style="list-style-type: none"> - Male-dominated industry - Physical demands - Societal perceptions and stereotypes - Lack of supportive infrastructure 	<ul style="list-style-type: none"> - Flexible working conditions - Safety measures - Support systems - Mentorship and role models - Career growth and training 	<ul style="list-style-type: none"> - Safety and compliance - Customer service and communication - Attention to detail - Positive company image - Workforce expansion

<ul style="list-style-type: none"> - Safety concerns - Cultural and internal company factors - Recruitment and retention barriers 	<ul style="list-style-type: none"> - Incentives and recognition - Inclusive company culture - Government and societal support 	<ul style="list-style-type: none"> - Balanced and respectful culture - Long-term industry benefits
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4.5 Conclusion

As seen in this chapter, 9 respondents were interviewed to gather the primary data. In Section 4.3 Data Analysis, the respondent narratives were briefly described in relation to the three study objectives. Appendix C: Interview Transcript contains the whole transcript of the interview. The data analysis gathered from the respondents will be further covered in the upcoming chapter by comparison with the literature review.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter represents an analysis of the data collected from respondents, which resulted in the conclusions drawn in Chapter 4, which offers a comprehensive summary of the research outcomes. The data collected from interviews and the literature review went through an extensive review to determine similarities and differences, which were interpreted through a systematic approach. This chapter has thoroughly examined the implications of the study, defined the scope, discovered the limitations, proposed suggestions for future research, and culminated with a conclusion to ensure a comprehensive understanding of the research.

5.1 Discussion

5.1.1 Research Question 1

Research Question 1: What are the barriers preventing women from entering and advancing in Malaysia's trucking industry?

Table 4: Information obtained from Interview Results and Literature Review for
Research Question 1

Theme	Explanation (Literature Review)	Explanation (Interview)
Societal perceptions and stereotypes	<ul style="list-style-type: none"> • Trucking perceived as a male-dominated job • Public assumes truck driving needs physical strength and is “unfeminine” • Social norms discourage women from non-traditional roles 	<ul style="list-style-type: none"> • R2: People think trucking is unsuitable for women • R5: Families discourage women from joining • R8: Public stereotypes make women avoid the profession
Safety concerns	<ul style="list-style-type: none"> • Long-haul and overnight routes expose women to harassment and theft risks • Lack of safe, gender-friendly rest areas and security support 	<ul style="list-style-type: none"> • R1: Concerned about harassment during trips • R6: Lack of female-friendly rest facilities • R9: Companies must improve security measures to attract women
Workplace culture	<ul style="list-style-type: none"> • Male-dominated environment creates exclusion for female drivers 	<ul style="list-style-type: none"> • R3: Women excluded from informal driver networks.

	<ul style="list-style-type: none"> • Lack of mentorship and gender-sensitive policies hinder women's integration 	<ul style="list-style-type: none"> • R4: No mentorship or guidance for female employees. • R7: Family-friendly policies still missing in most firms
Structural challenges and lack of role models	<ul style="list-style-type: none"> • Few visible female drivers limit inspiration • Companies rarely market trucking roles to women. • Limited training programs tailored for women (Chapter 2, Sec. 2.3.3) 	<ul style="list-style-type: none"> • R5: Hard to imagine women driving without role models • R8: Lack of training discourages female entry • R2: Companies rarely recruit women actively.

A major challenge that faces women registration into the Malaysian trucking industry is the societal perceptions and stereotypes that have persisted over the years. Studies indicate that the trucking profession has remained to be considered as a male dominated profession, which necessitates physical strength and endurance; attributes that are conventional traits of men and not women (Chapter 2.2.1). It is on that note that this aspect of culture works against the employment of women as professional drivers. The responses given in the interview support this standpoint:

Respondent 2 explained that some people continue to believe that females should not drive trucks, whereas **Respondent 5** mentioned that some families are discouraging women to work in trucking. Similarly, **Respondent 8** cited the widespread negative beliefs held by people as to discourage women to consider the career at all. The fact that the respondents agree with the academic research indicates that social preconceptions remain one of the most rooted barriers.

Other than that, safety concerns represent a significant barrier, especially regarding long-haul or night shift transport services. The literature review indicates that female drivers experience a disproportionate prevalence of risks, including harassment, theft, and insufficient facilities for rest (Chapter 2.2.3). The interviews corroborated these challenges, with **Respondent 1** expressing concern about harassment faced by women on long hauls and **Respondent 6** noting the lack of safe alternatives to parking for female drivers. **Respondent 9** noted that without corporate investment in improved safety measures, women would likely be disinclined to accept driving positions. The findings emphasize that safety constitutes both an individual and organizational responsibility to enhance inclusivity within the trucking industry.

Also, workplace culture poses challenges to women. In male-dominated working environments, as has been observed in Chapter 2.3.1, exclusionary behavior is often constructed such as exclusive social integration, lack of mentoring and poor gender sensitive policies. The respondents repeated these conclusions. As an instance, **Respondent 3** stated that women are more likely to be cut out of the informal driving networks, which further complicates such professional connections. **Respondent 4** added that the formal mentorship of female employees does not occur,

and **Respondent 7** argued that even family-friendly policies are not fully established in most businesses. The findings of this research point to the idea that cultural and organizational impediments further support each other, in turn limiting the opportunities of women, who are eager to work in the trucking business.

Lastly, structural challenges and lack of role models are also the major limiting factors of women participation. The limited presence among visible female drivers, as given in the literature, lowers the attraction value of trucking as an acceptable career choice among women (Chapter 2.3.3). This was affirmed in the course of interviews where **Respondent 5** argued that the gender cannot imagine themselves as drivers because they lack role models. **Respondent 8** noted that very few, if any, training programs are designed with women in mind and **Respondent 2** said that firms are not very active in recruiting women to work as drivers. These statistics show that women can remain under-represented in trucking, unless uniform recruiting and training efforts are made.

5.1.2 Research Question 2

Research Question 2: What are the factors that would encourage women to enter trucking industry in Malaysia?

Table 5: Information obtained from Interview Results and Literature Review for Research Question 2

Theme	Explanation (Literature Review)	Explanation (Interview)
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<p>Improved working conditions and incentives</p>	<ul style="list-style-type: none"> • Higher wages attract women to non-traditional roles • Flexible schedules support work-life balance • Short-haul routes are preferred for safety and family reasons 	<ul style="list-style-type: none"> • R3: Better pay would encourage women to join trucking • R7: Flexible shifts allow women to balance family responsibilities • R2: Women prefer shorter delivery routes for safety
<p>Supportive company policies and programs</p>	<ul style="list-style-type: none"> • Gender equality policies and inclusive HR practices improve female participation • Mentorship and training create confidence 	<ul style="list-style-type: none"> • R4: Training programs help women adapt faster • R6: Mentorship builds confidence for female drivers • R9: Inclusive HR policies make

	<ul style="list-style-type: none"> • Targeted recruitment drives increase visibility 	<p>companies more appealing</p>
Safety enhancements and infrastructure	<ul style="list-style-type: none"> • Secure resting facilities and safety protocols make trucking more attractive • Anti-harassment policies create a safer work environment 	<ul style="list-style-type: none"> • R1: Safer environments increase women's willingness to join • R5: Better roadside facilities make the job more appealing
Female role models and awareness campaigns	<ul style="list-style-type: none"> • Promoting successful female drivers reshapes perceptions • Campaigns normalize women in non-traditional roles 	<ul style="list-style-type: none"> • R8: Featuring female drivers inspires others to join • R7: Public recognition of female drivers reduces stereotypes

According to the literature, the most effective approaches that can support women participation in the trucking industry in Malaysia are the improvement of working conditions, as well as incentives. In literature review Chapter 2.4.1 has established better wages, flexible shift arrangements and shorter-haul routes as factors that can lure female drivers. These findings were supported by the interviews. **Respondent 3** indicated that competitive level of pay would make trucking more appealing to women, but **Respondent 7** stated that a flexible schedule will help women juggle work and family. **Respondent 2** reported women prefer short-haul deliveries due to safety reasons as well as preference of personal lifestyle. This correlation shows that the personalization of employment packages, based on the unique requirements of women, is essential to improving participation.

Another very crucial consideration is the supportive company policies and gender friendly programs. Studies reveal that institutions which have various initiatives in place to prove people with mentorship experiences, a specified recruitment process that targets females and their employment have higher female rates (Chapter 2.4.2). This finding was confirmed through the interviews. **Respondent 4** reported that organizations that do structured training and onboarding support of women show increased success in hitting women drivers. **Respondent 6** stated that the mentorship programs provide women with the necessary advice and further enhance their confidence when they work in a male-dominated field. Majority of female candidates look at organizations that have HR inclusive policies as more progressive and trustworthy (**Respondent 9**).

Moreover, safety enhancements and infrastructure improvements were perceived to have important enabling roles. Research shows that women will be

much willing to join the trucking industry in the event the proper security measures are put in place, including safe resting sites, GPS tracking, and anti-harassment procedures (Chapter 2.4.3). This opinion was confirmed by interviews with **Respondent 1** who stated that a safer working environment would foster female confidence to work in the industry, whereas **Respondent 5** added that more secure-designed rest spots and safety on the roadside would enhance the appeal to join the profession.

Other than that, female role models and campaigns in awareness are the main sources of motivation. According to Chapter 2.4.4 of the literature review, the fact that proven women in the industry of trucking have been presented and that public awareness of non-traditional professions is raised, may shift the perceptions in society. **Respondent 8** observed that the inclusion of female drivers in advertisements by organizations normalizes the presence of women in trucking and encourages other individuals to take the careers. **Respondent 7** indicated that fame driven by the success of female drivers helps to debunk the causes of stereotypes and leads to the development of acceptance by communities.

5.1.3 Research Question 3

Research Question 3: What are the positive impacts that women driver can bring to the industry with their participation?

Table 7: Information obtained from Interview Results and Literature Review for Research Question 3

Theme	Explanation	Explanation
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	(Literature Review)	(Interview)
Improved operational safety and efficiency	<ul style="list-style-type: none"> • Female drivers are often more compliant with regulations. • Stronger discipline reduces accidents and liability. (<i>Ch.2, 2.5.1</i>) 	<ul style="list-style-type: none"> • R2: Women drivers follow safety rules more strictly. • R6: Women manage schedules efficiently, improving delivery punctuality.
Enhanced customer satisfaction and company image	<ul style="list-style-type: none"> • Better communication and problem-solving skills enhance customer experiences. • Gender diversity improves company reputation. (<i>Ch.2, 2.5.2</i>) 	<ul style="list-style-type: none"> • R5: Customers often provide positive feedback on female drivers' professionalism. • R8: Female participation improves public image and attracts socially conscious clients.

Addressing driver shortages	<ul style="list-style-type: none"> • Attracting women helps fill persistent labour gaps. • Expanding talent pools in logistics. <i>(Ch.2, 2.5.3)</i> 	<ul style="list-style-type: none"> • R1: Hiring female drivers eases recruitment challenges. • R7: Female participation balances workforce demand and supports business continuity.
Promoting gender diversity and cultural transformation	<ul style="list-style-type: none"> • Inclusion fosters collaboration and inclusivity. • Reshapes perceptions of a traditionally male-dominated field. <i>(Ch.2, 2.5.4)</i> 	<ul style="list-style-type: none"> • R3: More female drivers improve teamwork and workplace culture. • R9: Gender diversity boosts morale and inspires younger women.

The literature points out that the inclusion of women in the Malaysia trucking sector can bring a lot of operational and cultural benefits. As has been

discussed in the literature review (Chapter 2.5.1), it has been perceived that women drivers are much more disciplined, compliant and responsible compared to their male counterparts. When these qualities are implemented, they may be used to greatly enhance safety in the workplace, as well as to increase efficiency. **Respondent 2** made it clear that women drivers are more likely to comply with the safety regulations and, therefore, the company has fewer chances of being involved into an accident and facing a large responsibility claim. **Respondent 6** in the same order commented that women have very good time management skills, and this makes them very punctual in delivery dates.

Another important impact relates to enhancing customer satisfaction and the reputation benefit of the company. It has been found that female drivers are often associated with improved interpersonal communication and problem-solving skills, finally improving customer experiences (Chapter 2.5.2). The Respondent 5 indicated in the interviews that customers are likely to give positive feedback to their politeness and professionalism among female drivers. Respondent 8 indicated that female drivers contribute to the good image of the company as it promotes inclusivity and gender diversity, thus, attracting clients who are socially committed.

Moreover, women are involved as well in overcoming the driver shortage that is persistent in Malaysia. In literature (Chapter 2.5.3) also points out that this is a growing labour shortage that the logistics industry is facing, and where more women in driving positions could help fill this gap. Replying to this issue, **respondent 1** stated that expansion of female drivers drives companies to expand their labour pool especially since male drivers are becoming a scarcer market.

Respondent 7 noted that the creation of opportunity to the women would lead to some level of balance between the demand of the workforce, and maintenance of streamline operations in the logistics sector.

Lastly, a larger number of women leads to enhanced gender diversity and cultural change within the trucking sector. The literature (Chapter 2.5.4) shows that inclusion of women would create more inclusive and partnered work environment and gradually transform trucking into a more gender-neutral and equal field. Respondent 3 indicated that in organizations with a higher representation of women in the driving community, there is an enhancement in workplace culture, characterized by a reduction in unresolved conflicts and an increase in teamwork.

Respondent 9 stated that the embracement of gender diversity has helped to boost the morale of the employees, and it can also influence young women to have a thought of making the career of trucking as an option.

The aggregation of the data indicates that the acquisition and retention of women as truck drivers in this industry positively impacts the profitability of privately owned companies and contributes to the long-term viability and sustainability of the trucking industry in Malaysia.

5.2 Implications of Study

This study proves that females are underrepresented in the Malaysian trucking industry and analyses what the representation gap means to logistics and transportation. The findings suggest that the logistics firms should work on their recruiting and retention tactics in order to introduce a higher diversity in the

personnel. Employers should pay special attention to identifying female drivers and offering them various training courses and programs that would allow them to improve their skills and feel confident when driving heavy trucks.

Furthermore, as a result of this research, a better understanding has been developed about the requirement of increased job-related safety and welfare concerns. This is because a significant number of female participants stated the belief that women are not safe whether they are on the road or in locations to rest at night. Based on the responses, organizations should consider reducing the travel time and distance and offer childcare possibilities in order to improve the condition of women.

Based on the results, policymakers and shipping organizations should incur the involvement of the freight firms both regionally and nationally in drafting gender-inclusive policies. This encompasses such efforts as the development of mentoring networks, promotional events that attempt to deal with the lack of cultural sensitivity in the trucking sector towards women. The change of mindset, the creation of the necessary infrastructure and supportive conditions will allow the Malaysian trucking industry to eliminate the gender gap and overcome the constantly worsening lack of drivers in the country.

Therefore, the findings of this research could serve as an example to the politicians, logistics firms, and scholarly researchers to design effective policies that can contribute to the growth in the number of women in the trucking industry. The results help create a more diversified, democratic, sustainable workforce in the logistics sector in Malaysia.

5.3 Scope of Study

This research involved 9 respondents who are from different states in Malaysia, including Penang, Perak and Selangor. The respondents held different positions in their company. For example, Senior Human Resources Manager, Senior Logistics Executive, Operations Assistant Manager, Senior Customer Service, Managing Director, Human Resources Executive, Operations Executive, Transport Manager, Haulage Assistant Manager. This study successfully collected various opinions that could enhance the research's value.

5.4 Limitation of Study

Although this research has some limitations, but it also presents valuable information on the participation of women in the trucking industry in Malaysia. The sample was small because the proportion of companies related to logistics and transportation that took part in the research study was limited. The results might not be a comprehensive outcome of the experiences and challenges of all heavy-duty truck drivers in Malaysia given the sector is diverse and extensive. Furthermore, the majority of interview respondents were officer; so it is impossible to fully characterize the worries and hidden problems that some locals have with female drivers.

5.5 Future Research

Despite the important insight that this research bring into the realization of the challenges, motivations and the impacts of the participation of women in the trucking industry in Malaysia, there remains an ample space to extend in future

research. Future research may use bigger and more heterogeneous sample, including not only representatives of the company but also other interested parties, including active female drivers, ex-drivers, and regulators of the industry. That would allow stakeholders to obtain more complete and balanced views on gender-related barriers and opportunities.

Also, studies in the future may shed light into quantitative methods of assessing the magnitude of female participation in various regions and other forms of trucking undertakings. This information could also enable the researchers to decide on the existing trends and associations between the corporate policy, the work culture, and recruitment performance.

The other possibility would be to study the effectiveness of national programs and corporate diversification programs that enhance the involvement of women in the transport and logistics industries. In addition, it is necessary to assess how women respond to training programs, safety levels, childcare assistance, and flexible work schedules.

In the long run, doing a comparative analysis between Malaysia and other ASEAN nations would constitute a valuable research effort to get insights into regional practices and figure out how other ASEAN countries address this problem to enhance gender inclusivity. The comparisons may guide policymakers and industry stakeholders in formulating targeted initiatives to enhance diversity, equality, and long-term sustainability within the sector.

5.6 Conclusion

In conclusion, this research reveals the barriers, factors, and positive impacts of the participation of women in the Malaysian trucking industry. The results indicate that these barriers primarily stem from social prejudice, lack of trust in safety issues, workplace culture, and the absence of role models. However, by improving working conditions, implementing favorable policies, strengthening safety measures, and enhancing training programs, this will attract more women to enter this field.

The research points out that increased female participation has brought significant impacts, including improved efficiency, enhanced reputation, and alleviated driver shortages. The current situation indicates that cooperation between logistics companies, policymakers, and industry stakeholders is crucial to creating a more inclusive and sustainable trucking industry in Malaysia.

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APPENDICES

Appendix A

Research Interview Questions

Research Objectives:

RO1: To identify the key barriers faced by women in Malaysia's trucking industry.

Questions:

1. From your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?
2. What kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?
3. Do safety concerns play a role in limiting the participation of women in long-haul or night-shift transport roles? How does your company address this?
4. To what extent do you think societal perceptions or stereotypes affect women's willingness to join the trucking industry?
5. Have you encountered any internal resistance or cultural challenges within the company when attempting to increase female representation among drivers?

Research Objectives:

RO2: To determine the factors that would encourage women to enter trucking industry in Malaysia.

Questions:

1. In your opinion, what working conditions or incentives would make the trucking profession more attractive to women?
2. Has your company implemented any programs or initiatives aimed at recruiting more women as drivers? If so, how effective have they been?
3. How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?
4. Do you believe having female role models or mentors in the company can influence more women to consider truck driving as a career? Why or why not?
5. What kind of support systems (e.g., rest facilities, training, childcare support) do you think would help retain female drivers in the long term?

Research Objectives:

RO3: To analyze the positive impacts that women drivers bring to the industry with their participation.

Questions:

1. Based on your observations, what are some of the strengths or qualities that female drivers tend to contribute to your operations?
2. Have you seen any differences in safety performance, compliance, or customer service between male and female drivers? Please elaborate.
3. In what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?
4. Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector? Why or why not?
5. How do you envision the long-term impact of integrating more women into the trucking workforce for your company and the industry at large?

Appendix B

Interview Transcripts

Respondent 1 – Company A

Interviewer: Good evening, Ms xxx. My name is Xie, Wenjing, and this is my groupmate, Tan Yong Heng. We are very honoured to have Company A with us today. With your experiences in this industry, so we are excited to having this meaningful interview session about our topic which is Determinant factors for Women participation in Malaysia trucking moving towards a sustainable practice.

Respondent 1: Good evening Wenjing and Yong Heng. I am happy here today. You may start the interview.

Interviewer: So, our first research objective is to identify the key barriers faced by women in Malaysia's trucking industry. I will move on to the first question: "From your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?"

Respondent 1: Sometimes the physical side of the job can be a bit more challenging for females, since we may not always have the same strength as males. But I believe with the right techniques, training, and equipment, we can still manage the tasks effectively.

Interviewer: Alright, the second question what kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?

Respondent 1: When it comes to the job scope, for example if it involves installing machines or moving heavy goods, it can be quite tough. Let's say the delivery location doesn't have an escalator—carrying something like a washing machine up the stairs would be very challenging for a female.

Interviewer: Alright, can understand. I will move to question 3. Do safety concerns play a role in limiting the participation of women in long-haul or night-shift transport roles? How does your company address this?

Respondent 1: Of course, if women are involved in night-shift transport, there will definitely be some safety concerns. But with the right safety measures and company support, I think those risks can be managed.

Interviewer: Okay thank you. The next questions will be: “To what extent do you think societal perceptions or stereotypes affect women's willingness to join the trucking industry?”

Respondent 1: I believe the hiring manager will look at this issue based on whether the person is capable of doing the job, rather than relying on stereotypes.

Interviewer: I see. The last question for this section will be: “From your perspective, what kinds of internal company culture or workplace dynamics might make it harder for women to join or stay in driving roles?”

Respondent 1: In this industry, women are few and far between. If a woman suddenly joins a workplace full of men, stereotypes or overprotection are likely to arise, and professional competence will be needed to establish an equal working

relationship. If the environment is originally very “brotherly,” females may also feel out of place at first and need time to adapt.

Interviewer: Ok, thank you. I am Tan Yong Heng, and I would like to continue with the research objective 2. Our research objective 2 is to determine the factors that would encourage women to enter trucking industry in Malaysia. The first questions is in your opinion, what working conditions or incentives would make the trucking profession more attractive to women?

Respondent 1: In my opinion, I would say is working hour adjustment – especially will attract those family who was low income but willing to earn some extra income. The mother will want to try to join the work if the working hours are flexible. So that they can take care of both family and work.

Interviewer: The next question: “Has your company implemented any programs or initiatives aimed at recruiting more women as drivers? If not, why? If yes, how effective have they been?”

Respondent 1: So far no. Our company doesn’t implement any programs or initiatives aimed at recruiting more women as drivers. This is because the truck drivers in our company are required strong physical ability, we believe that female are not suitable to do the job.

Interviewer: Ok, then we will continue with the third question: “How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?”

Respondent 1: For this question, I would say it is very important. You can earn money and take care of your family at the same time. Why not do it?

Interviewer: Exactly. Let's move on to the next question. Do you believe having female role models or mentors in the company can influence more women to consider truck driving as a career? Why or why not?

Respondent 1: Why not? I think it will definitely attract more women to consider truck driving as a career since there were role models as references. Successful story always attracts people.

Interviewer: Thank you. The last question for this section is what kind of support systems for example, rest facilities, training, childcare support do you think would help retain female drivers in the long term?

Respondent 1: I think having proper rest facilities and childcare support would definitely make a big difference. Also, creating a workplace culture that respects women, encourages staff engagement, and gives a sense of belonging would really help as well.

Interviewer: Then we will continue with the next section. The third research objective is to analyze the positive impacts that women driver brings to the industry with their participation. The first question is: "Based on your observations, what are some of the strengths or qualities that female drivers tend to contribute to your operations?"

Respondent 1: From what I've observed, women usually don't drive recklessly. They also tend to take good care of the truck, making sure it's clean and well-serviced.

Interviewer: Well. The next question is: "Have you seen any differences in safety performance, compliance, or customer service between male and female drivers? Please elaborate."

Respondent 1: From my experience, female drivers usually don't drive recklessly. We tend to be more careful on the road, which helps improve safety. At the same time, we also take good care of the truck, making sure it's clean and serviced regularly, so it's always in good condition. Another strength is that females are often more sensitive when it comes to customer service—we focus on building and maintaining good relationships with customers, which can really benefit the company in the long run.

Interviewer: I agree with your opinion. The next question is: "In what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?"

Respondent 1: Personally, I don't consider gender to be the primary factor when it comes to this job. What matters most is whether the person can meet the requirements of the role. Different industries have different needs, so naturally different types of professionals are required to fulfil those needs. As long as someone has the right skills, mindset, and attitude, I believe they can contribute effectively, regardless of whether they are male or female.

Interviewer: I see. That's right. The fourth question is: "Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector? Why or why not?"

Respondent 1: I think one of the main reasons for the driver shortage is the long working hours and the lack of work-life balance, which makes the job less attractive for many people. At the same time, I do believe that encouraging more females to join the industry can help address this issue. By tapping into the female workforce, the talent pool expands significantly, especially since many of the current drivers are aging males and the industry will need younger professionals to step in. If companies can provide better support, such as flexible schedules, proper rest facilities, and a safe working environment, I think more women would be willing to take on these roles and it could really help reduce the shortage problem.

Interviewer: The last question will be: "How do you envision the long-term impact of integrating more women into the trucking workforce for your company and the industry at large?"

Respondent 1: In the long term, I believe integrating more women into the trucking workforce will have a very positive impact, both for the company and for the industry. For the company, it means a larger and more diverse talent pool, which helps address the driver shortage and brings in different perspectives and strengths, such as safer driving habits, better vehicle care, and strong customer service skills. For the industry, it creates a more inclusive culture that challenges stereotype and encourages equal opportunities. Over time, this can improve the image of the

trucking profession, attract younger generations, and make the industry more sustainable in the future.

Interviewer: Ok, so this was our last question for the research project. Thank you for sharing your insights with us. Before we wrap up, do you have any questions for us or anything else you would like to add on?

Respondent 1: Nothing much I can add for u guys. I hope that I have answered all your questions in a proper manner, and I hope that you guys can succeed in your report.

Interviewer: Alright, I appreciate your time and insightful comments. Your willingness to engage in this interview is much appreciated, and the information you provide will be very beneficial to our study. We hope your career is filled with success!

Respondent 2 – Company B

Interviewer: Good morning, Mr xxx. thank you so much for taking the time to speak with me today. My name is Tan Yong Heng, and this is my groupmate Xie, Wenjing. We are currently student doing research project on women's participation in the trucking workforce in Malaysia. We really appreciate your willingness to share your insights.

Respondent 2: Good morning, you're most welcome. I'm happy to share what I know and I hope it will be useful for your study.

Interviewer: From your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 2: Well, I think there are a few. Long working hours and irregular schedules make it difficult for women, especially those who have family responsibilities. Another issue is the lack of proper rest areas and sanitary facilities along the highways, which can be quite inconvenient for females. There's also the perception that trucking is a male-dominated and physically demanding job, which discourages many women from even considering it. On top of that, safety concerns during night shifts or long-haul trips play a role. Finally, I think there's still limited awareness that trucking can actually be a viable and rewarding career path for women.

Interviewer: What kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?

Respondent 2: During recruitment, I notice some bias. Sometimes job ads or even recruiters assume that women are not interested or not capable. During onboarding, training programs are usually designed with men in mind, so issues like ergonomics or female-specific safety concerns are not really addressed. As for retention, female drivers often face limited career progression opportunities and a lack of support for balancing work and family responsibilities.

Interviewer: I see. So, do you think that safety concerns play a role in limiting the participation of women in long-haul or night-shift transport roles? How does your company address this?

Respondent 2: Yes, safety is definitely one of the biggest concerns. Risks include road security, harassment, and the lack of safe rest stops. To address this, our company assigns safer routes and avoids known unsafe regions. We also install GPS tracking and panic buttons in vehicles, and we provide 24/7 driver support with regular check-ins during long-haul trips. In fact, our haulage team is available around the clock to track driver locations or provide vehicle details if needed.

Interviewer: To what extent do you think societal perceptions or stereotypes affect women's willingness to join the trucking industry?

Respondent 2: Very strongly. Many people still view trucking as "men's work," so women might not even think about joining. Cultural expectations also play a role—there's the idea that women should prioritize family over long hours on the road. Plus, there aren't many visible female role models in this field, which makes it harder for women to imagine themselves in the role.

Interviewer: Ya, normally people might think the trucking industry was male dominated as well. The cultural and societal perceptions are really strong. Let's move on to another question. From your perspective, what kinds of internal company culture or workplace dynamics might make it harder for women to join or stay in driving roles?

Respondent 2: I think one challenge is the lack of gender sensitivity among male colleagues, especially because many drivers are not highly educated and may not understand how to interact respectfully with female drivers. This sometimes leads to harassment or behaviour that makes women uncomfortable. In addition, policies

like maternity leave or flexible scheduling are not always adequate. And finally, because there are so few women in leadership positions, female drivers may feel less motivated to stay long-term.

Interviewer: Mr xxx, thank you for your answer. My name is Wenjing. Now, it's my turn for the section B questions. In your opinion, what working conditions or incentives would make the trucking profession more attractive to women?

Respondent 2: Hi Wenjing, let me think about your question first. First, safer and well-equipped rest stops would make a big difference, along with better sanitary facilities. Flexible schedules or shorter-haul routes would help women maintain a better work-life balance. Other than that, clear career progression opportunities and training programs are also important. And of course, competitive salaries and performance bonuses would make the profession more attractive overall.

Interviewer: Second question, has your company implemented any programs or initiatives aimed at recruiting more women as drivers?

Respondent 2: Yes, we have taken some steps. For example, we've started awareness campaigns and organized female-focused recruitment drives. These efforts have increased applications slightly, but challenges like societal mindsets and safety concerns still limit large-scale success. Previously, SWIFT launched a program called *Swift EmpowHER*, which celebrates and supports women in logistics, particularly within the company.

Interviewer: Wow, it sounds amazing. How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?

Respondent 2: Well, they're extremely important. Many women balance both work and family responsibilities, so having flexible options really makes a difference. These kinds of policies can significantly increase both interest and retention.

Interviewer: Do you believe having female role models or mentors in the company can influence more women to consider truck driving as a career?

Respondent 2: Yes, definitely. Having role models shows that women can succeed in this field. It breaks stereotypes, builds confidence, and helps new recruits feel that they belong.

Interviewer: What kind of support systems do you think would help retain female drivers in the long term? I mean like childcare support or training system for them.

Respondent 2: Well-equipped and safe rest areas are crucial. On-site childcare or childcare subsidies would be a big help for mothers. Comprehensive training programs that cover both technical skills and safety awareness are also important. And lastly, regular wellness checks and mental health support would help women feel cared for and motivated to stay in the long term.

Interviewer: Hi Mr xxx, it's me Yong Heng again. Let's move on to the final section. Based on your observations, what are some of the strengths or qualities that female drivers tend to contribute to your operations?

Respondent 2: Based on my observations and experiences, female drivers tend to focus strongly on safety and compliance. They also bring better customer service and communication skills, and they usually have a higher attention to detail when handling paperwork or doing vehicle checks. In simple words, they are more careful compared to males.

Interviewer: I see. So, have you seen any differences in safety performance, compliance, or customer service between male and female drivers?

Respondent 2: Yes, of course. As what I said just now, females are more careful. That means they are compliance to the rules and regulations also. Female drivers generally have fewer accidents and follow safety protocols more consistently. Customers also often give positive feedback on their professionalism and the way they communicate.

Interviewer: In what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?

Respondent 2: It has made the company appear more progressive and inclusive, which strengthens our employer branding. Internally, it also promotes a more respectful and balanced work environment.

Interviewer: Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector? Why or why not?

Respondent 2: Yes, I believe so. By tapping into the female workforce, the talent pool expands significantly. This is especially important as many current drivers are aging males, and the industry really needs younger professionals to step in.

Interviewer: Last question: “How do you envision the long-term impact of integrating more women into the trucking workforce for your company and the industry at large?”

Respondent 2: Well. In the long term, I think integrating more women will improve diversity and bring fresh perspectives to operations. It will enhance our reputation as an inclusive employer and gradually break down the stereotypes that still exist. Over time, this will create a more balanced and sustainable workforce for the entire industry.

Interviewer: Thank you so much for your time and for sharing such valuable insights. This has been very helpful for my research.

Respondent 2: You’re very welcome. I’m glad I could help, and I wish you all the best with your project.

Interviewer: Once again thank you for your help. Hope you have a nice day Mr xxx.

Respondent 3 – Company C

Interviewer: Good afternoon, Ms xxx, thank you very much for agreeing to speak with me today. My name is Tan Yong Heng, and this is my groupmate Xie, Wenjing. We had sent you the questionnaires few days ago. I really appreciate your time and the opportunity to hear your perspective.

Respondent 3: Good afternoon, Tan and Wenjing, you're welcome. I have received the questionnaires and go through already. I'm glad to share my views and experiences—it's an important topic for the industry. You may start to ask questions.

Interviewer: Okay, first question. From your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 3: I would say the first challenge is work-life imbalance. Trucking often demands long hours, and women usually need some personal time to manage family responsibilities as well. Secondly, many women face discouragement from family members or friends, mainly because of stereotypes that trucking is not suitable for women. Time barriers are another issue, because the job requires long or irregular schedules, it can be very tiring. Finally, there are communication barriers, since many truck drivers in Malaysia are foreigners and sometimes have different educational backgrounds, which makes it difficult for women to adapt or communicate comfortably in the work environment.

Interviewer: I agree with what you say. What kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?

Respondent 3: I've noticed that cultural perceptions and the way people use gendered language can already discourage women at the recruitment stage. Come on Wenjing, as a girl, will you interest to join into trucking industry? Sometimes, job descriptions are written in a way that feels targeted more toward men. When it comes to onboarding, we also lack some basic infrastructure. For example, not all public toilets along highways are equipped with sanitary napkin vending machines,

which may seem like a small detail, but it really matters to female drivers. These kinds of gaps show that the system is not fully designed with women in mind, and that can affect both retention and motivation.

Interviewer: I think what you said really makes sense. Do safety concerns play a role in limiting the participation of women in long-haul or night-shift transport roles? How does your company address this?

Respondent 3: Yes, safety is a major concern. The working environment can be stressful, and unfortunately, some drivers are known to be rude. Female drivers may face harassment or mental stress during long-haul trips, especially at night. In our company, we try to address this by creating stricter codes of conduct, monitoring driver behaviour closely, and encouraging women to report issues immediately. We also try to allocate safer routes and provide 24/7 support through our operations team. But I have to say, safety remains a big factor that limits women from joining or staying in these roles.

Interviewer: Sounds really scary. My next question: “To what extent do you think societal perceptions or stereotypes affect women’s willingness to join the trucking industry?”

Respondent 3: Quite strongly. Many families and friends still discourage women from entering this field because of stereotypes that it’s “men’s work.” Even if a woman is interested, she might face constant questioning or pressure from people around her, which naturally makes it harder to join.

Interviewer: From your perspective, what kinds of internal company culture or workplace dynamics might make it harder for women to join or stay in driving roles?

Respondent 3: It really depends on company policy. Some companies are very supportive, while others may not have clear policies to protect women. Workplace politics can also make it difficult, things like favouritism or lack of transparency discourage women. One more thing, colleague culture plays a huge role also. If the team is not respectful or inclusive, women may not feel comfortable staying long-term.

Interviewer: Alright, thanks for answering this question. Moving on to the second section. In your opinion, what working conditions or incentives would make the trucking profession more attractive to women?

Respondent 3: I think flexible working hours are very important, so women can balance family and work. Another good idea is mentorship programs. For example, government initiatives that help women return to work after taking a career break for family reasons could make a big difference. In multinational companies, I've seen "women support women" programs, where female employees encourage and mentor one another. Having that mental support really helps women feel more confident to join the workforce.

Interviewer: I have heard that program before. So, has your company implemented any programs or initiatives aimed at recruiting more women as drivers?

Respondent 3: No, unfortunately we don't have specific programs for this yet. I think the lack of targeted initiatives is part of the reason why progress has been slow in increasing female participation.

Interviewer: Okay, the next question is: "How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?"

Respondent 3: They are extremely important. But at the same time, we must be careful about fairness. If such policies are only given to female drivers, male drivers might feel it's unfair and that they are being encouraged to neglect their own families. So, it's better to implement family-friendly policies that apply to both men and women. For example, maternity leave for women, childcare benefits, and perhaps some flexible scheduling options for all drivers. That way, it's fair while still supporting female participation.

Interviewer: It really sounds attractive. Do you believe having female role models or mentors in the company can influence more women to consider truck driving as a career?

Respondent 3: Yes, of course. Female role models who share their experiences and challenges can inspire other women and give them the confidence to try. When new recruits see someone who has already succeeded, they know it's possible for them as well.

Interviewer: What kind of support systems do you think would help retain female drivers in the long term?

Respondent 3: I think organizations like the Women Logistician Council under LogM or WILAT (Women in Logistics and Transport) are very helpful. They provide platforms for women to share experiences, gain mentorship, and build confidence. Companies should encourage women to participate in these associations. It helps them grow mentally, share knowledge, and continuously upskill themselves, which in turn helps with retention.

Interviewer: Based on your observations, what are some of the strengths or qualities that female drivers tend to contribute to your operations?

Respondent 3: Women often have very strong attention to detail, especially when it comes to documentation. They also tend to have better communication skills, and they often consider things from other people's perspectives. Women are usually more prepared, thinking of Plan A, B, and C in advance. And sometimes, I would even say they have a kind of "sixth sense" where they can spot a problem very quickly and address it in a way that makes others really understand.

Interviewer: Have you seen any differences in safety performance, compliance, or customer service between male and female drivers?

Respondent 3: Yes, particularly in customer service. Female drivers usually perform very well after training, and their consistency shows. They are also very careful with compliance—following SOPs, submitting documentation on time, ensuring there is enough fuel, and focusing on safety performance. These qualities really stand out compared to male drivers.

Interviewer: In what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?

Respondent 3: To be honest, many old-style companies still don't pay much attention to gender diversity. They hold on to stereotypes and don't see the value yet. But I think companies that embrace diversity can project a more modern and progressive image, which will become more important in the future.

Interviewer:

Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector? Why or why not?

Respondent 3: Yes, it can help, but I wouldn't say it's the main solution. If more women join, of course it's good—it expands the workforce. But we shouldn't pressure women into it. They should have the choice, and they should feel supported if they decide to enter the industry.

Interviewer: The last question for us: “How do you envision the long-term impact of integrating more women into the trucking workforce for your company and the industry at large?”

Respondent 3: In the long run, I think we need to start planting the mindset from school age, so the next generation is more aware that trucking is an option. This will help attract young women who might otherwise never consider it. Over time, integrating more women will improve professionalism in the industry and create a healthier balance. Most importantly, it should be about women willingly entering

the field, not because of pressure, but because they genuinely see it as a career opportunity.

Interviewer:

Thank you so much for your time and for sharing such detailed insights. This has been very valuable for our research.

Respondent 3: You're most welcome. I'm glad I could contribute, and I hope your research helps raise more awareness about the role of women in this industry.

Interviewer: Thanks again Ms xxx. Bye.

Respondent 4 – Company D

Interviewer: Good evening, Mr xxx, thank you very much for taking the time to meet with us today. My name is Tan Yong Heng, and I'm currently a final-year university student researching the participation of women in the trucking industry in Malaysia. I really appreciate the opportunity to learn from your professional experience.

Respondent 4: Good afternoon, Tan. Can I just call you like this? It's my pleasure. I'm happy to share what I know, and I hope my input can be useful for your research.

Interviewer: Thank you. To start off, from your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 4: That's a very good question. I think one of the main challenges is that the trucking industry is still very male-dominated. Most colleagues are men, and female drivers may feel it's difficult to adapt to the environment. Secondly, there's the physical aspect — for example, women may face challenges during their menstrual period, and the job requires long hours on the road, which can be physically demanding. Lastly, work-life balance is another big factor. Trucking often comes with irregular meal and rest times, and this imbalance can discourage women who are looking for more stable routines.

Interviewer: I see, that makes sense. Most of the truck drivers are male. In terms of recruitment, onboarding, or retention, have you observed any gender-related barriers?

Respondent 4: Actually, in my company, there aren't specific gender barriers during recruitment. We treat drivers equally, no matter male or female, and everyone must meet the same KPI, which is usually about six trips per day. As long as you can handle the work, gender does not become an issue.

Interviewer: That's interesting to know. What about safety concerns? Do they limit women's participation in long-haul or night-shift transport roles, and how does your company address this?

Respondent 4: Yes, safety is a real concern. Our company has implemented several safety precautions for all drivers. For female drivers in particular, they normally handle local haul routes and usually work only until 5 pm. We don't assign them to night shifts. This arrangement provides an additional layer of security and helps make the environment safer for them.

Interviewer: To what extent do you think societal perceptions or stereotypes affect women's willingness to join the industry?

Respondent 4: Quite significantly. Some common stereotypes are that women have poor driving skills or weaker physical capability. On top of that, family members sometimes discourage them, thinking it's not a "suitable" job for women. These factors can influence a woman's decision before she even considers joining.

Interviewer: I understand. In terms of company culture, what aspects might make it harder for women to join or stay in driving roles?

Respondent 4: In my company, we try to be flexible. For example, we provide contract driver opportunities where female drivers can have more flexible working hours or a lower KPI target. This helps them balance personal and professional life. But of course, the overall company culture in the industry can still be tough, and women may feel outnumbered in a male-heavy environment.

Interviewer: Thank you for explaining that. Moving to the next section. In your opinion, what working conditions or incentives would make trucking more attractive to women?

Respondent 4: Flexibility working hours is key. If the job allows women to balance family responsibilities with work, they would find it much more appealing.

Interviewer: That's clear. Has your company implemented any programs or initiatives to specifically recruit more women?

Respondent 4: No, we haven't. But not because of bias — simply because our recruitment process is gender-neutral. As long as you can manage the workload and meet the requirements, we are open to hiring you, regardless of gender.

Interviewer: Understood. How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting women drivers?

Respondent 4: I think flexible scheduling is the most important factor. Shorter-haul routes help too, but flexibility allows women to manage both work and family responsibilities.

Interviewer: Do you believe female role models or mentors could encourage more women to consider truck driving as a career?

Respondent 4: Yes, I do. Role models definitely help. But to be honest, I think the working conditions are still the bigger barrier. Even with role models, if the work environment doesn't improve, many women will hesitate.

Interviewer: That's a fair point. What kind of support systems do you think would help retain female drivers in the long term?

Respondent 4: What do you mean by support systems? Is that rest facilities or training systems all that?

Interviewer: Yes, you're right.

Respondent 4: Okay, I think from my perspective, providing proper rest facilities during transit would be very helpful. Having safe and comfortable rest areas would make a big difference for female drivers who need to take breaks during their routes.

Interviewer: Thank you. Moving on to Section C. Based on your observations, what qualities do female drivers bring to your operations?

Respondent 3: Female drivers tend to be more careful. They usually pay attention to details, follow procedures closely, and are very customer oriented. They ensure the work is done properly and that the customers' needs are met.

Interviewer: That's great. Have you noticed any differences in safety performance, compliance, or customer service between male and female drivers?

Respondent 3: So far, no major differences. Both men and women in my company perform well. But I would say female drivers are usually more compliant with rules and procedures, which contributes positively to safety and service.

Interviewer: That's valuable insight. In what ways has gender diversity, especially women drivers, influenced your company's image?

Respondent 3: It has given us a more positive image. Female participation shows we follow SOPs more consistently and demonstrates that our company values diversity. This helps us look more professional in the eyes of clients.

Interviewer: That's encouraging to hear. Do you think increasing female participation can help address the driver shortage in logistics?

Respondent 3: Yes, it would help, though I wouldn't say it's the main solution. It's a good step, but the decision should still be based on women's own willingness to join.

Interviewer: Understood. Finally, how do you envision the long-term impact of integrating more women into the trucking workforce, both for your company and the industry at large?

Respondent 3: I think in the long term, it would increase fleet capacity and improve daily delivery performance. But I also believe it requires cooperation beyond just trucking companies. Society and government also play important roles in creating a supportive environment. Most importantly, it depends on the individual woman's willingness to join this industry. If we can encourage them from a young age and create better awareness, we'll see more women entering this field.

Interviewer: That's a very thoughtful perspective. Thank you so much for sharing your time and experiences with me today. Before we wrap up, do you have any question or any information to add on?

Respondent 3: You're welcome, Tan. I think I have something to add on. In attracting female drivers to trucking industry, not only trucking company do the contribution actually. This should cooperate with the social and government. The biggest factor is the female's own willingness to join this industry. That's all for me. I'm glad to help, and I wish you all the best with your research.

Interviewer: All right thank you so much. Good Bye.

Respondent 5 – Company E

Interviewer:

Good afternoon, Mr xxx, thank you very much for taking the time to meet with us today. We want to apologize since the environment is a bit noisy. We just finish discussing our assignment. My name is Tan Yong Heng. Very good afternoon, Mr xxx, I am Xie, Wenjing, and I am currently conducting a study about women's participation in the trucking industry in Malaysia. I'd like to ask you a few questions based on your experience. Is that alright with you?

Respondent 5: Good afternoon. It's okay, I still can hear you clearly. Yes, that's perfectly fine. I'll be glad to share my perspective with you.

Interviewer: All right, then let us start with the first question. From your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 5: Well, I think there are a few major challenges. Firstly, there's the cultural factor. In Malaysia, trucking has always been seen as a male-dominated profession. Traditionally, women are often expected to take care of the family, so they are not really encouraged to become truck drivers. This stereotype alone already creates a big barrier. Secondly, safety is a real concern. Women who take on night shifts, long-haul routes, or have to pass through remote areas may feel that their personal safety is not guaranteed, while men usually don't face the same level of worry. Lastly, the infrastructure and working environment are not designed with women in mind. The trucks, the equipment, and even the facilities are standardized for men, so they are not very women friendly. Incentive programs for women are also quite limited, so this makes it even harder to attract them.

Interviewer: Alright, thank you. Moving to question two: “What kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?”

Respondent 5: One of the obvious barriers is physical stamina. Compared to men, women might find it harder to drive very long distances continuously. Even simple things like opening and closing truck doors require more physical strength. Another barrier is simply the lack of encouragement — society doesn’t actively motivate women to consider truck driving as a career, so very few even apply in the first place.

Interviewer: Do safety concerns play a role in limiting the participation of women in long-haul or night-shift transport roles? How does your company address this?

Respondent 5: Yes, safety is definitely a concern. To address this, our company usually limits female drivers to short-haul or day-shift routes. This way, we can minimize the risks and make sure they feel safer at work.

Interviewer: Understood. To what extent do you think societal perceptions or stereotypes affect women’s willingness to join the trucking industry?

Respondent 5: Societal perception has a strong influence. Truck driving is often viewed as a “rough” job, something more suitable for men. In Malaysia, this cultural view discourages women more compared to, say, Europe, where it’s more acceptable for women to join male-dominated jobs. Women here tend to be seen as more meticulous, while men are seen as rougher, so society often doesn’t imagine women behind the wheel of a truck.

Interviewer: I see. So, from your perspective, what kinds of internal company culture or workplace dynamics might make it harder for women to join or stay in driving roles?

Respondent 5: I think it's important to start with smaller targets and realistic policies. For example, government could implement a policy that at least 10% of truck drivers should be female. Inside the company, female drivers could first be assigned to shorter-haul or nearby trips, so they can adapt gradually before taking on bigger responsibilities. Without this kind of supportive culture, it's hard for women to stay in the role.

Interviewer: In your opinion, what working conditions or incentives would make the trucking profession more attractive to women?

Respondent 5: In my point of view, government support is essential. If there are policies that provide incentives or better working conditions specifically for women, it will encourage more of them to join. Right now, private companies usually don't provide special incentives for women, especially if they already have enough male drivers.

Interviewer: Has your company implemented any programs or initiatives aimed at recruiting more women as drivers?

Respondent 5: No, not at the moment. Our company mainly hires male drivers. Women are usually hired in positions such as customer service or accounting. Truck driving hasn't been a target for female recruitment in our case.

Interviewer: Well, thank you for answering that. How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?

Respondent 5: I think these are very important. Flexible scheduling allows women to balance work with family responsibilities. Some might even prefer to work part-time, since the salary is based on working hours. If companies can offer shorter routes and family-friendly policies, it would make the profession much more attractive for women.

Interviewer: Do you believe having female role models or mentors in the company can influence more women to consider truck driving as a career?

Respondent 5: Yes, successful role models can have a positive impact. Storytelling about women who have succeeded in trucking could inspire others to give it a try. But realistically, I don't think this alone is enough. The real change has to come from government promotion and supportive policies.

Interviewer: Thank you for explaining this. What kind of support systems do you think would help retain female drivers in the long term? I mean like childcare support systems or training.

Respondent 5: Support systems like childcare facilities, proper rest areas, and training would definitely help. For example, in warehousing, I've already seen childcare centres provided for staff. If the trucking industry could offer similar facilities, it would make a big difference in retaining women in the long term.

Interviewer: Let's move on to the last section. Still 5 questions left. Based on your observations, what are some of the strengths or qualities that female drivers tend to contribute to your operations?

Respondent 5: From what I've seen, female drivers tend to be more disciplined and compliant with rules. They are also very reliable, have good communication skills, and are usually more punctual and careful compared to men. These are qualities that really add value to operations.

Interviewer: Have you seen any differences in safety performance, compliance, or customer service between male and female drivers?

Respondent 5: Yes. Female drivers usually show stronger safety awareness and compliance with traffic rules. They also tend to deliver better customer service, which makes clients more satisfied.

Interviewer: In what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?

Respondent 5: It has improved our public image positively. People see that there is no gender discrimination — both men and women are given equal opportunities as long as they can perform. It also creates a healthier, more balanced workplace culture.

Interviewer:

Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector?

Respondent 5: Yes, I believe it will help. When women join the industry, the overall supply of drivers increases. At the same time, both male and female drivers tend to perform better, because they feel valued and motivated to stay. This also raises the overall quality of the workforce.

Interviewer: You mean males and females are more motivated to do the job? Finally, how do you envision the long-term impact of integrating more women into the trucking workforce for your company and the industry at large?

Respondent 5: Yes. They motivate each other. Competitiveness always makes people to improve as well. In the long term, I think it will bring very positive results. For the company, it helps build a positive reputation for gender equality and creates a healthier, more competitive working environment. For the industry, it makes trucking more inclusive and sustainable, because we are tapping into a wider talent pool. It's not only about solving the driver shortage, but also about shaping a modern industry culture that respects both men and women equally.

Interviewer: Thank you so much for your time and for sharing these valuable insights. This will be very helpful for our research. Mr xxx, we wish you good luck in your work.

Respondent 5: You're most welcome. I'm glad I could contribute, and I wish you the best in your study. Bye.

Respondent 6 - Company F

Interviewer: Good afternoon, Ms xxx, thank you very much for taking the time to meet with us today. My name is Tan Yong Heng, and this is my groupmate Xie, Wenjing. We are currently student conducting our final year research on women in the trucking industry in Malaysia. I really appreciate the opportunity to hear your perspective and insights. May I begin with my first question?

Respondent 6: Good afternoon, Yong Heng and Wenjing. Sure, please go ahead. I'll be happy to share my thoughts.

Interviewer: Thank you. From your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 6: I would say the main challenges are gender discrimination and the extensive working hours. It's not just about long hours but also overtime, which can be very demanding. On top of that, the working conditions can be dangerous, especially if long-haul transportation is required. These factors can be discouraging for women who may be interested in this line of work.

Interviewer: What kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?

Respondent **6:**

Personally, I haven't recruited any female truck drivers myself, but in general, I think physical limitations do play a role. By logical comparison, men and women are physically different, and this can present challenges, especially when it comes to the energy and stamina required to work the same long hours. For women who

plan to start a family, balancing such a demanding schedule could also take away valuable time from their children, which is another barrier.

Interviewer:

Do safety concerns play a role in limiting the participation of women in long-haul or night-shift transport roles? How does your company address this?

Respondent 6: Yes, safety concerns are definitely a factor. It can be very unpredictable on the road. For example, if a woman is driving alone at night or if her truck breaks down in the middle of nowhere, she could easily become a target. These risks make women more hesitant to take on nightshift or long-haul jobs. At the moment, our company hasn't implemented any specific measures to address this, but it's definitely an area that requires more attention.

Interviewer: To what extent do you think societal perceptions or stereotypes affect women's willingness to join the trucking industry?

Respondent 6: I would say stereotypes play quite a significant role. In Malaysia's culture, you can see that even fields like engineering are still very male-dominated. Many people expect women to take up office roles rather than being out in the field. So naturally, there's some hesitation for women to join industries like trucking, which are traditionally seen as "men's work."

Interviewer: Well. From your perspective, what kinds of internal company culture or workplace dynamics might make it harder for women to join or stay in driving roles?

Respondent 6: I think one of the main challenges is simply that most of the existing staff are male. When women enter such a male-dominated environment, they may feel isolated or unwelcome if the culture isn't inclusive. That can make it harder for them to stay long-term.

Interviewer: In your opinion, what working conditions or incentives would make the trucking profession more attractive to women?

Respondent 6: I think creating a balance between male and female drivers in a team could help. It would make women feel less isolated. Also, providing slightly higher compensation for female staff, especially those who continue working despite challenges like menstrual pain, could be seen as fair recognition of their efforts.

Interviewer: Has your company implemented any programs or initiatives aimed at recruiting more women as drivers?

Respondent 6:

No, not yet. At this stage, we don't hire women as drivers. Part of the reason is the physical limitations women may face compared to men, and also because our company is not currently in a strong financial position to provide the ideal working conditions or extra incentives that female drivers might need.

Interviewer: Well, thank you for explaining on this. How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?

Respondent 6: I think those factors are very important. Flexibility allows female drivers to better balance work with family responsibilities, especially if they plan to

start a family one day. It also creates a sense of fairness because women can still contribute to the industry without sacrificing too much of their personal life.

Interviewer: Do you believe having female role models or mentors in the company can influence more women to consider truck driving as a career? Why or why not?

Respondent 6: Yes, definitely. Having female role models in the company is very important. It shows that women can succeed even in industries that are considered difficult to break into. Role models inspire the next generation and send a powerful message: if others can do it, you can too.

Interviewer: It sounds motivated. So, next question: “What kind of support systems do you think would help retain female drivers in the long term?”

Respondent 6: I think childcare support and rest facilities would be a great start. Even small initiatives can make a big difference. For example, providing free toiletries or sanitary pads for women drivers. These small gestures show that the company understands and supports their unique needs.

Interviewer: Good afternoon, Ms xxx, I am Wenjing. Let me continue with our last section questions. Based on your observations, what are some of the strengths or qualities that female drivers tend to contribute to operations?

Respondent 6: I would say emotional strength is one of them. Women tend to show more empathy, which is valuable when dealing with customers or colleagues. They might also be more detail-oriented and hardworking in certain aspects.

Interviewer: Base on what you said just now, have you seen any differences in safety performance, compliance, or customer service between male and female drivers?

Respondent 6: For this one, I don't really have a comment because we haven't had female drivers in our company, so I can't make a direct comparison.

Interviewer: All right, never mind. May I know in what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?

Respondent 6: Well, if we were to implement inclusivity by hiring more women, I think it would definitely boost our company's public image. It would show that we are creating job opportunities for women in an industry that has long been considered male-dominated. That's a very positive message to send to the public.

Interviewer: Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector?

Respondent 6: Yes, I think it could. If more women were hired, it would naturally expand the pool of drivers and help address shortages. But at the end of the day, it also depends on whether companies have the resources to create better working environments for women. If they do, then this could be a real solution.

Interviewer: Finally, how do you envision the long-term impact of integrating more women into the trucking workforce for your company and the industry at large?

Respondent 6: In my opinion, it will be a slow and difficult process at first because this would be a big change from the usual way things are done. Even in developed

countries like the U.S., women make up only about 4% of the trucking workforce. So, implementing such changes in Malaysia would take a lot of effort. However, in the long run, I do see positive impacts, provided that big organizations are willing to invest in better incentives and start hiring more women, especially from the operations side. Over time, this could really transform the industry.

Interviewer: Thank you so much for sharing your insights. This has been very valuable for our research, and I really appreciate your time today.

Respondent 6: You're welcome. I hope that my answers help. I wish you all the best with your research.

Respondent 7 - Company G

Respondent 7: Good afternoon, I received your message about interview me to collect information as your research project. Please have a seat.

Interviewer: Good afternoon, Mr xxx. Thank you so much for taking the time to meet with us today. My name is Xie, Wenjing, and he is my groupmate, Tan Yong Heng. We are currently conducting a study on women participation in Malaysia trucking industry. I really appreciate the chance to hear your perspective as someone working in the field.

Respondent 7: It's fine. You are student from UTAR? I'm glad to share my experiences and insights. Hopefully, they will be useful for your research.

Interviewer: Yes, we are student from UTAR Kampar. To begin, from your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 7: Well, I think there are several challenges. First, many families tend to discourage women from entering this line of work because of the reputation that trucking has long hours, being away from home, and sometimes a tough or unsafe environment. Secondly, physical demands can be a concern. Even though trucks are becoming more modern and easier to operate, the perception is still that the job requires a lot of physical strength. Lastly, the long hours on the road are a major barrier. Many women still carry more family responsibilities at home, so balancing those duties with irregular driving schedules becomes very difficult. Furthermore, fewer women ever consider trucking since it is still perceived as a "male job."

Interviewer: I see, so it's a mix of family expectations, physical perceptions, and work-life balance challenges. That makes sense. What kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?

Respondent 7: During recruitment, some women worry whether they will be treated fairly, or whether the facilities such as restrooms or changing areas are suitable for them. Even the words of job advertisements and assumptions made during interviews might cause women to feel the position is mostly for men. Employee retention issues develop when organisations do not provide assistance for family requirements or promote an inclusive environment. Without enough assistance, many women discontinued in the short period.

Interviewer: Do safety concerns play a role in limiting the participation of women in long-haul or night-shift transport roles? How does your company address this?

Respondent 7: Yes, safety is definitely one of the biggest reasons. Driving at night or on very long-haul trips can feel unsafe, especially when passing through remote areas. In our company, we try to address this by planning safer routes, providing 24/7 call support in case of emergencies, and making sure rest stops are in secure and well-lit locations. For female drivers, we usually prioritize local routes, and day shifts so that they don't have to face unnecessary risks.

Interviewer: To what extent do you think societal perceptions or stereotypes affect women's willingness to join the trucking industry?

Respondent 7: They have a very strong effect. Many people still believe that trucking is too tough, dirty, or simply "not suitable" for women. Even if a woman is interested, stereotypes might cause her to doubt herself or discourage her family from supporting her. Until society starts to view trucking as a professional career that both men and women can succeed in, it will remain a barrier.

Interviewer: From your perspective, what kinds of internal company culture or workplace dynamics might make it harder for women to join or stay in driving roles?

Respondent 7: Sometimes the workplace culture is too male dominated. For example, jokes, habits, or even the way facilities are designed can make women feel like outsiders. If the environment feels unwelcoming or not respectful, women may not stay long. Building a more inclusive culture is key to retaining female drivers.

Interviewer: Thank you for explaining on this. Now moving to the next section. What working conditions or incentives do you think would make the trucking profession more attractive to women?

Respondent 7: Let me think about this. I would say safer rest areas maybe, fair and transparent pay, flexible shifts, and clear career growth opportunities. Small but important things, like having proper uniforms and facilities designed with women in mind, also make a big difference. These show that the company respects and supports female employees.

Interviewer: Has your company implemented any programs or initiatives aimed at recruiting more women as drivers? If not, why?

Respondent 7: At the moment, we don't have a big program that specifically targets women. The main reason is that the pool of female applicants is still very small. However, we are open to female applicants, and our recruitment process does not discriminate. If a woman can handle the work, we are happy to hire her.

Interviewer: How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?

Respondent 7: They are very important. In fact, I would say flexible scheduling is one of the biggest factors. If we can offer shorter routes or allow drivers to plan their shifts around family responsibilities, it makes the job much more manageable and attractive for women.

Interviewer: Do you believe having female role models or mentors in the company can influence more women to consider truck driving as a career? Why or why not?

Respondent 7: Yes, it definitely matters. When women see other women already working successfully as truck drivers, it breaks the stereotype. It sends a clear message that “this job is possible for me too.” Role models can also provide guidance and support, which makes a big difference for newcomers.

Interviewer: I see. By the way, what kind of support systems do you think would help retain female drivers in the long term? I mean like childcare support or training programs.

Respondent 7: From my perspective, I think good rest facilities and safe parking areas are essential. Training support, mentorship programs, and even childcare subsidies would also help. These kinds of support systems show that the company values their well-being and wants them to succeed in the long term.

Interviewer: Based on your observations, what are some of the strengths or qualities that female drivers tend to contribute to your operations?

Respondent 7: Female drivers are usually very careful, disciplined, and polite when dealing with customers. They often take fewer risks on the road, which contributes to safer operations. Their professionalism can also enhance customer satisfaction. One more thing, they are more compliance to the rules and regulations compared to male truck drivers.

Interviewer: Have you seen any differences in safety performance, compliance, or customer service between male and female drivers?

Respondent 7: Yes, in my experience, female drivers often score higher in safety checks and compliance with rules as I said just now. They tend to follow procedures

very closely. In terms of customer service, customers sometimes feel more comfortable when women handle the deliveries, because they often come across as more approachable and patient.

Interviewer: Understood. In what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?

Respondent 7: It has helped our company appear more contemporary and welcoming. Externally, it enhances our public image by demonstrating that we appreciate diversity. Internally, it contributes to the team culture by fostering respect and collaboration among all personnel.

Interviewer: Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector? Why or why not?

Respondent 7: Yes, definitely. Right now, the industry faces a shortage of drivers. If more women join, it opens up a new pool of talent instead of relying only on men. This can help reduce the shortage and improve the stability of the workforce.

Interviewer: Finally, the last question is how do you envision the long-term impact of integrating more women into the trucking workforce, both for your company and for the industry as a whole?

Respondent 7: In the long run, I think it will bring balance to the workforce, introduce fresh perspectives, and improve the image of trucking as a professional career for everyone. It can assist the business as a whole deal with the lack of workers and demonstrate to the future generation that trucking is not just a career

for men. It's about professionalism, abilities, and discipline, and women can contribute just as much to that.

Interviewer: That's a very insightful perspective. Thank you so much for sharing your experiences and honest views. This has been very valuable and helpful for our study.

Respondent 7: You're most welcome. I'm glad I could help. Good luck with your research—I hope it goes well.

Respondent 8 - Company H

Interviewer: Good afternoon, Mr xxx, thank you for taking the time out of your busy schedule to meet with us today. My name is Tan Yong Heng, and she is my groupmate Xie, Wenjing. We are currently conducting research on the challenges and opportunities related to women in the trucking industry in Malaysia. There is total three research objective related to women participation into Malaysia trucking industry. So sorry for sending the questionnaires late. I'd really appreciate your insights as someone working directly in the field for so many years. May I begin with a few questions?

Respondent 8: Good afternoon, Yong Heng and Wenjing. Sure, no problem. I'm happy to share what I know and what I've observed from my experience in this industry. Before we start, may I go through your questionnaires first.

Interviewers: Sure, just take your time. We should apologize for our late again.

Respondent 8: It's okay, I am busy just now actually. Now, can we start?

Interviewer: Yes. So, we will start with the first section question 1. From your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 8: Well, I think the main issue is that trucking in Malaysia has long been seen as a male-dominated job. If you look at Europe, women are already more actively involved in courier and trucking services. But in Malaysia, that trend hasn't really developed yet. When it comes to hiring, companies often consider men first because of their physical advantages. On top of that, many women don't show much interest in this industry, so the market itself has fewer female candidates compared to men.

Interviewer: I see. And what kind of gender-related barriers have you observed during recruitment, onboarding, or retention of female truck drivers?

Respondent 8: In Asia, there's still a strong perception that men are physically stronger and therefore more suitable for this type of work. Many employers believe men can perform better in trucking. But from my perspective, I think sometimes women can actually bring different strengths. For example, they are often more careful, more compliant with rules, and that reduces the risks of accidents happening.

Interviewer: That's an interesting point. What about safety concerns? Do they play a role in limiting the participation of women in long-haul or night-shift transport roles?

Respondent 8: I wouldn't say that long-haul trips or night shifts completely stop women from joining. But I do think physical ability plays a big part. Truck drivers often need to deal with heavy cargo, like unloading and loading, which can be tough. That's probably the biggest safety concern, because it could expose women to higher risks of injury compared to men.

Interviewer: To what extent do you think societal perceptions or stereotypes affect women's willingness to join the trucking industry?

Respondent 8: I think stereotypes play a big role. Family members and friends often discourage women from entering this line of work, saying it requires a lot of physical strength. On top of that, the job is seen as dirty and tough because of the cargo, the dust, and the working environment. These perceptions make women less willing to consider trucking as a career.

Interviewer: Thank you for explaining on this. From your perspective, what kinds of internal company culture or workplace dynamics might make it harder for women to join or stay in driving roles?

Respondent 8: Honestly, I don't think company culture is the main issue. The bigger challenge is the nature of the job itself. In trucking, you have to be on standby almost 24/7 because urgent situations can happen anytime—accidents, breakdowns, or delays. That kind of demanding lifestyle can be hard for women to balance with personal or family responsibilities.

Interviewer: Thank you for sharing that. Let's move on to the second section. In your opinion, what working conditions or incentives would make the trucking profession more attractive to women?

Respondent 8: I think clean and comfortable working conditions are very important. If women see that the workplace is well-maintained, they will feel more confident about the job. Also, providing tools like electric pallet jacks to handle heavy goods or equipment that monitors tyre conditions in real time would make the job less physically demanding.

Interviewer: Has your company implemented any initiatives aimed at recruiting more women as drivers?

Respondent 8: At the moment, no. Our current male drivers are sufficient and efficient enough for our operations. So far, we haven't had to implement any specific programs for female recruitment.

Interviewer: Okay, next question. How important do you think flexible scheduling, shorter-haul routes, or family-friendly policies are in attracting female drivers?

Respondent 8: I'd say flexibility is very important. For example, we balance schedules between drivers A and B, so both take turns doing short-haul and long-haul routes. The government has enforced some family-friendly policies, but companies also need to offer flexibility. In our case, if a driver completes their assigned trips earlier, they can go home instead of waiting around. That makes a big difference for work-life balance.

Interviewer: Do you believe having female role models or mentors in the company can influence more women to consider truck driving?

Respondent 8: Yes, definitely. If women see role models in the company, it can inspire them and show that this career path is possible. It breaks the stereotype and makes them feel more confident about joining.

Interviewer: And what kind of support systems do you think would help retain female drivers in the long term?

Respondent 8: In our company, we emphasize flexible working hours. For instance, if someone has a family emergency, they are allowed to leave and handle it. I think rest facilities are also very important, especially for long-haul drivers. Proper rest helps them recharge before continuing the journey, which makes the work safer and more sustainable in the long run.

Interviewer: Based on your observations, what are some of the strengths that female drivers bring to the workplace?

Respondent 8: Female drivers tend to be very responsible and detail oriented. They are conscious of safety, follow procedures carefully, and comply with traffic rules. This reduces the chances of accidents or over speeding, lowers cargo damage risks, and improves customer satisfaction. All of that directly benefits the company's reputation.

Interviewer: I see. Have you noticed any differences in safety performance, compliance, or customer service between male and female drivers?

Respondent 8: Yes. As I've said just now. In terms of safety performance, female drivers tend to have fewer issues with crime or violence. They are also less likely to engage in risky behaviour, such as driving under the influence of alcohol or drugs.

Interviewer: It sounds logically. In what ways has gender diversity, particularly the inclusion of women drivers, influenced the culture or public image of your company?

Respondent 8: Having female drivers definitely improves our public image. It shows that the company values gender equality and respects women in the workforce. That positive image also strengthens our relationship with customers and the community.

Interviewer: Do you think increasing female participation in driving roles can help address the driver shortage in the logistics sector?

Respondent 8: Yes, absolutely. Right now, there's a shortage of truck drivers in the market. If more women are encouraged to join, the shortage will definitely ease. The industry will start to see that women are also an option, not just men, which is important for long-term sustainability.

Interviewer: Finally, how do you envision the long-term impact of integrating more women into the trucking workforce for your company and the industry?

Respondent 8: In the long run, I believe it will strengthen both the company and the industry. For the company, it improves our reputation by showing we practice gender equality. It also gives us access to a larger talent pool, which is vital for growth. For the industry, it can help solve the driver shortage and improve the

overall public image of trucking, making it more attractive to the next generation. Eventually, this could also lead to higher revenues and stronger customer trust.

Interviewer: Thank you so much for your time and for sharing such detailed insights. Do you have any other comments or suggestions wants to add?

Respondent 8: You're most welcome. I think that's all for me. Nothing to add on. I'm glad I could help. Good luck with your project.

Interviewer: Okay, Thank you again Mr xxx. Wish you all the best in your work also.

Respondent 9 - Company I

Interviewer: Good afternoon, thank you very much for taking the time to speak with us today. My name is Xie, Wenjing and this is my groupmate Tan Yong Heng. We are currently conducting research about women participation in the trucking industry here in Malaysia. There is total three research objective which including 15 questions from us. The first question would be from your perspective, what are the main challenges that discourage women from entering the trucking workforce in Malaysia?

Respondent 9: Good afternoon, nice to meet you all. No problem at all. I'm glad to share what I know. For the first question, well, in heavy trucking especially, the main issue is the physical demand and the nature of long-distance travel. Driving a 40-

foot container trailer for hours on the highway is very different from delivering small parcels. It can be physically and mentally exhausting. Many women feel the job is simply too tough or not family-friendly, especially when it comes to balancing time at home.

Interviewer: That makes sense. What about during recruitment or onboarding? Have you noticed any gender-related barriers that women face?

Respondent 9: In my view, the bigger barrier is confidence. For heavy trucks, drivers need special licenses and professional training. Some women hesitate to even apply because they think it's a "men's job." It's not that they can't do it, but the perception makes them step back before even trying.

Interviewer: I see. Do safety concerns also play a role, especially with long-haul or nightshift driving? How does your company handle that?

Respondent 9: Yes, safety is definitely a factor. Long-haul trips, especially across states or near ports at night, can raise concerns about security and road conditions. In our company, we've implemented measures like GPS tracking, assigning two drivers for certain routes, and making sure planned stops are at safe depots. For female drivers, we usually assign more regional or day-time routes to make the job safer and more comfortable.

Interviewer: That sounds very practical. In your opinion, how much do societal perceptions or stereotypes affect women's willingness to join the industry?

Respondent 9: Quite a lot, honestly. There's still a strong stereotype that "big trucks are only for men." This image is hard to break, and it discourages women from even

considering trucking as a career path. Until more female drivers are visible in the industry, the stereotype will remain.

Interviewer: Understood. From the workplace side, are there any company culture or workplace dynamics that might make it harder for women to join or stay?

Respondent 9: Yes, definitely. For example, most depots and yards are very male-dominated environments, and that can easily make women feel isolated or even uncomfortable over time. It's not just about the people, but also about the facilities provided. Even very basic things, like having proper changing rooms, rest areas, or safe and well-lit parking spaces designed with women in mind, are often overlooked. These may seem like small details, but in reality, they play a very big role in whether women feel welcomed and supported in the workplace. If such needs are not addressed, it becomes much harder to retain female drivers in the long run.

Interviewer: Let's move on to working conditions. In your opinion, what incentives or improvements would make trucking more attractive to women?

Respondent 9: I think there are a few important factors to consider. Better training support is definitely one of them, because when new drivers, especially women, feel that the company is willing to guide them step by step, they build confidence much faster. Another key point is having safer resting facilities at ports and depots, because safety during rest breaks is just as important as safety on the road. On top of that, fair and transparent pay for long-haul jobs is crucial. If women can see that their hard work is recognized and rewarded fairly, it encourages them to stay. Overall, when women feel that the company is genuinely investing in both their safety and

their long-term growth, they are more likely to have the confidence to continue and build a career in this role.

Interviewer: Thanks for explain this. Has your company tried any specific programs to recruit more women?

Respondent 9: We haven't launched a large-scale recruitment program yet, mainly because, to be honest, the number of women applying for heavy truck roles is still very low. It's not that we're unwilling, but the interest level has been quite limited so far. Nevertheless, we have begun to take some first moves in this regard and are undoubtedly open to the notion. For example, we've recently begun discussions with training schools to explore how we can encourage more women to consider careers in container haulage. The idea is to show them that the opportunities are there and to provide a clearer pathway into the industry. So, while we may not have a big program running yet, we are actively creating awareness and preparing the ground for more female participation in the future.

Interviewer: That's interesting. What about flexible scheduling or shorter routes? Do you think that would help?

Respondent 9: Yes, I believe they are very important, but at the same time, it's not always easy to implement in our industry. Long-haul trucking by nature requires long hours on the road, and that's one of the main challenges we face. Still, if companies can offer alternatives such as more regional routes or split shifts, it could make the job much more appealing to women, especially those who have family responsibilities or prefer a better work-life balance. Having options beyond only

long-distance trips is crucial, because it shows that the company recognizes different needs and is willing to adapt. In the long run, such flexibility would not only attract more female drivers but also help retain them.

Interviewer: Do you think having female role models in the company could also influence others?

Respondent 9: Absolutely, I think it makes a real difference. Especially in heavy trucking, if we can showcase women who are successfully driving container trucks, it sends a very powerful message. It not only proves that this kind of work is possible for women, but it also helps break the stereotype that trucking is only for men. When other women see role models who are thriving in the role, it creates inspiration and confidence that they too can pursue this career. In my opinion, visible examples like that go a long way in showing that the industry is open to everyone, and it can really encourage more women to join.

Interviewer:

That's a great point. In terms of retention, what kind of support systems do you think would help women stay long-term?

Respondent 9: I would say several types of support systems are really important. For example, having safer depots with clean rest facilities and proper sleeping quarters can make a big difference, because drivers often spend long hours away from home. On top of that, continuous heavy vehicle training is very valuable, as it helps drivers feel more competent and confident in handling their jobs. For women who already have families, providing something like childcare subsidies could also

be a big help. These kinds of supports might sound like small details, but they directly influence how long a driver is willing to stay in the profession. When drivers feel that their safety, skills, and family responsibilities are being taken seriously, they are much more likely to commit to the role in the long term.

Interviewer: Based on your experience, what strengths do female drivers bring to your operations?

Respondent 9: From what I've seen, female truck drivers often bring certain qualities that add real value to our operations. For instance, they usually drive more steadily, which is a big advantage for long-haul journeys where patience and discipline are absolutely crucial. I've also noticed that many of them tend to be more attentive when it comes to vehicle care, meaning they often keep the trucks in better condition. These strengths may seem simple, but in the long run, they improve overall efficiency and reliability in our operations.

Interviewer: That's very interesting. Have you noticed any differences in terms of safety or compliance between male and female drivers?

Respondent 9: Yes, I have observed some differences. Generally speaking, women tend to follow safety procedures more strictly. For example, in container haulage, compliance with port regulations and customs requirements is extremely important, and I've noticed female drivers are usually very thorough in this area. This strict approach not only reduces risks but also helps build trust with clients, because they can see the company is operating safely and professionally.

Interviewer: How has having women in your workforce affected the company's culture or image?

Respondent 9: I would say it has had a very positive influence. Having women in heavy trucking challenges the stereotype that this industry is only for men. It also changes the way the public looks at us, showing that we are open-minded, progressive, and professional, rather than being just a traditional old-school trucking company. Internally, it also encourages our team to be more respectful and inclusive, which improves the workplace culture overall.

Interviewer: That's encouraging to hear. In the other hand, do you think increasing female participation could help with the driver shortage in the logistics sector?

Respondent 9: Yes, definitely, I believe it can. The heavy trucking industry is facing a serious shortage of licensed drivers, and the demand is only growing. By encouraging more women to join, we are not just filling vacancies but also expanding the talent pool. This gives companies more flexibility in planning their workforce and helps ensure long-term sustainability for the sector.

Interviewer: Finally, how do you see the long-term impact of integrating more women into the trucking workforce, both for your company and the wider industry?

Respondent 9: In the long run, I see several positive outcomes. For one, having more women in container haulage will create a more balanced and diverse workforce, which often leads to safer and more disciplined operations. It will also improve the reputation of the industry, showing that trucking is not just a male-dominated job but a professional career open to anyone with the skills and

determination. On a larger scale, this could inspire the next generation, both men and women to view trucking in a more positive light and see it as a viable and respected profession.

Interviewer: Thank you so much for your insights. Your answers are extremely helpful for our research, and I really appreciate the time you've taken to share your experience today. Before we end, do you have any extra information wants to add on?

Respondent 9: You're most welcome. I think I have nothing to add on.

Interviewer: Once again, thank you so much for your time.