2022

Effective Strategies to Recruit Post-9/11 Veterans to Fill Transportation-Related

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This is to certify that the doctoral dissertation by

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has been found to be complete and satisfactory in all respects, and that any and all
revisions required by the review committee have been made.

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Walden University
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Abstract

Effective Strategies to Recruit Post-9/11 Veterans to Fill Transportation-Related

Vacancies

by

Jeremy Haynes

MS, Florida Institute of Technology 2013

BS, Fort Valley State University, 2006

Doctoral Study Submitted in Partial Fulfillment

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Abstract

Some transportation company leaders struggle to attract and retain employees in an

increasingly active and turbulent labor market. Failure to resupply human capital can

disrupt and jeopardize supply chain capabilities across the United States. Grounded in the

person-organization fit theory, the purpose of this multiple case study was to explore

strategies HR managers use to recruit qualified military veterans to fill transportation

vacancies. The participants included three HR managers from three transportation

companies in the southeastern and midwestern regions of the United States that

successfully implemented a military veteran recruiting strategy. Data were collected from

semistructured interviews, journal notes taken during interviews, online job boards, and

company websites. Thematic analysis of the data resulted in three themes: the importance

of people and organization compatibility, the importance of methods for recruiting

military veterans, and the importance of work-life balance methods. A key

recommendation is for transportation HR managers to use internet-based recruiting

platforms. The implications for positive social change include the potential to reduce

military veteran unemployment rates and capitalize on the skills that military veterans

bring to the civilian workforce, which may improve the economy and ensure the delivery

of goods to sustain communities across the United States.

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Dedication

I want to acknowledge God, who led my life through austerity, who guided me when my soul was lost, and equipped me with patience, strength, and guidance to endure. To my wife, Chelsea, you are the center of my life. Thank you for the encouragement, your agape love, and immeasurable support as I sought a doctoral degree. After being shot four times while serving in the military and adapting to life in a wheelchair, your continued push for growth fueled my desire to pursue a doctoral degree. To my mother, Joyce, who was a monument I always looked up to. Your struggles defined my life success as a military officer and scholar. To my kids, Jhakeria, DreShun, LaChun, Jhaniya, Jeremy Jr., Jeremiah, Jordon, and Joseph, this degree is merely a small leap compared to the ceilings you are capable of breaking. To my brothers, Jerome, Jeff, Jermaine, and Jerald, you all are the greatest brothers that anyone can have, and I appreciate you all being there for me. To my stepfather, Johnny, and dear friend, Major General Harold Greene, I wish you both were here to see what I have become. I pray that I am making you proud. I love you all dearly.

Acknowledgments

First and foremost, I would like to thank God for his continue assurance, assistance, and protection. I would like to acknowledge Dr. Susan Fan, Dr. Rocky Dwyer, Dr. John Hannon, and Dr. Dr. Jorge Gaytan for all their support and assistance throughout this process. I would like to also acknowledge the entire IRB committee and other instructors and classmates I have met throughout my doctoral journey. Each of you played a valuable role in assisting me. Whether through positive discussion or encouraging words, each of you were instrumental in my growth.

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Section 1: Foundation of the Study

Background of the Problem

Although there has been media coverage surrounding the phenomena, freight companies are experiencing worker shortages with averages of more than 100% driver turnover (Miller et al., 2020; Trick & Peoples, 2019). With a lack of qualified candidates and a high truck driver turnover among trucking firms in the United States, human resources (HR) managers have consistently identified and developed ways to recruit transporters (Lodefalk & Tang, 2018). A seamless operation in a transportation enterprise requires a constant flow of skilled employees (Metro et al., 2019). As financial pressures mount, the need to fill transportation vacancies increases. Industries across the United States rely heavily on transportation firms to achieve strategic goals and create value for their organizations; hence, without transporters, the U.S. economy will come to a standstill (Fried, 2018). Combating the phenomenon of the U.S. transportation personnel shortage may require a modern approach to the recruitment of qualified military veteran candidates. In this study, I explored recruitment strategies that HR managers can use to recruit military veterans into their transportation firms. The COVID-19 pandemic has brought new challenges that amplify the lack of qualified transporters and further strain U.S. supply chains (Lemke et al., 2020; Reagan & Saphores, 2020). According to Reagan and Saphores (2020), many Americans began to panic by overstocking groceries and supplies from stores; thus, forcing industries to scramble to restock shelves with essential goods. Ultimately, this problem created more work for transporters.

Problem Statement

In 2021, there were 9.3 million job openings in the United States as many firms struggle to find qualified workers (U.S. Department of Labor, 2021). Transportation firms are experiencing substantial skilled labor shortages (Klapper & Ruff-Stahl, 2019; Schulz, 2019) despite over 200,000 military members leaving service each year (Whitworth et al., 2020). The general business problem was that medium- to large-sized enterprises (MLE) that employ 100 or more employees lack qualified applicants to fill jobs. The specific business problem was that some MLE's HR managers lack strategies to recruit qualified military veterans to fill transportation vacancies.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that HR managers of MLEs use to recruit qualified military veterans to fill transportation vacancies. The target population was three HR managers from three transportation companies that have demonstrated success in employing strategies to recruit qualified military veterans to fill transportation vacancies. The implications for positive social change include addressing a shortage of transporters in the United States, which can reduce U.S. citizens' quality of life. A large portion of the U.S. economy is dependent on transportation services (American Trucking Association, 2019); therefore, hiring the right personnel is critical for mitigating late shipments and avoiding food and water shortages as well as ensuring that hospitals have medical supplies and mail services continue.

Nature of the Study

The three methodologies I considered for this study were qualitative, quantitative, and mixed methods. Researchers that use the qualitative method seek to explore a phenomenon in its natural setting (Yin, 2018). In contrast, researchers use the quantitative method to address open-ended questions through an empirical validation process that uses numerical data to test hypotheses about variables' characteristics or relationships (Borgstede & Scholz, 2021). The information required in this study did not necessitate testing hypotheses about variables; therefore, a quantitative method was not appropriate for this study. A mixed method researcher develops findings by collecting data using interviews, observations, and testing theories statistically (Kachouie & Sedighadeli, 2015). A mixed method researcher employs both qualitative and quantitative elements (Halcomb, 2019; Yin, 2018). I did not collect numerical data to test a hypothesis; therefore, the mixed method approach was unsuitable for this study. The qualitative approach was the most appropriate method because the purpose of this study was to explore strategies HR managers of MLEs can use to recruit qualified military veterans to fill transportation vacancies.

I considered the following four qualitative research designs for this study: (a) case study, (b) ethnography, (c) narrative, and (d) phenomenology. Yin (2018) explained that using a qualitative case study design is an in-depth strategy for the researcher to ask participants *what, how*, and *why* questions. A multiple case study design was the most appropriate for this study to enable the exploration and comparison of multiple data types and sources about the hiring strategies within the real-world context. By relying on

document analysis and interviews, the results from this case study were derived from a balanced approach to comprehend recruitment strategies. According to Elo et al. (2014), an ethnographic design involves understanding a group's culture. The ethnographic design was not suitable for this study because I was not exploring a group's culture. Crowe et al. (2011) explained that qualitative researchers use the narrative design to explore personal life stories about individuals or groups; therefore, using a narrative study was not appropriate to achieve the study's goals. Researchers use the phenomenological design to evaluate the awareness and interpretations of participants' personal meanings regarding experiencing a phenomenon (Terra & Passador, 2015). Since the phenomenological design does not involve documenting participants' experiencing a phenomenon, the design was not appropriate for this study.

Research Question

What strategies do HR managers of MLEs use to recruit qualified military veterans to fill transportation vacancies?

Interview Questions

1. What strategies does your organization use to recruit qualified military veterans?

2. How does your organization assess the effectiveness of the strategies for recruiting qualified military veterans?

3. What strategies have been most effective for recruiting qualified military veterans?

4. What are the key barriers to implement strategies to recruit qualified military veterans?

5. How did you address the barriers to implement your strategies to recruit qualified military veterans?

6. What modifications did you apply to any strategy to improve its effectiveness in recruiting qualified military veterans?

7. What additional information, if any, would you like to share relative to strategies HR managers use to recruit qualified veterans to fill transportation vacancies?

Conceptual Framework

Coined in the late 1980s by Jennifer Chatman (1989), researchers use the person-organization (P-O) fit theory to demonstrate relationships with three important outcomes: (a) work attitudes, (b) turnover, and (c) job performance. Hiring applicants who match the organization's vision increases overall fit. Chatman explored the compatibility between employees and their organizations, emphasizing the importance of a firm's ability to attract, select, and retain talent. Vanderstukken et al. (2018) reported that job recruiters rely on the P-O fit theory to select job candidates by determining a fit that aligns with the organization's values. According to Nagpal and Nagpal (2019), the P-O fit theory can enhance a firm's recruiting tactic by identifying applicants who best fit the participating organizations' needs. However, the erroneous application of the P-O fit theory can result in selecting a less optimistic candidate who may not meet organizational goals (Follmer, 2019). Talent scarcity and high turnover plague the U.S transportation

industry. Nagpal and Nagpal argued that the P-O fit theory offsets costly employee turnover. By using the P-O fit theory, HR managers in transportation MLEs could reap the benefits of a sustainable path to select military veterans rather than relying on personal judgment to determine candidate-organization fit.

Operational Definitions

Employee value proposition (EVP): A unique set of benefits that an employee receives in return for the skills, capabilities, and experience they bring to a company (Nagpal & Nagpal, 2019). The concept assists organizations in attracting, sustaining, and preserving the best talent (Nagpal & Nagpal, 2019). HR employs EVP to retain an efficient flux of qualified human capital that encompass the right skillsets to help transportation organizations achieve their objectives effectively and efficiently.

Post-9/11 era military veterans: Individuals who served in the Armed Forces since September 11, 2001 (Metraux et al., 2017).

Selection process: A process that hiring agents employ to evaluate and decide the candidate that possesses the qualifications and skills to fill a job vacancy in an organization (Khandelwal & Kumar, 2019). According to Khandelwal and Kumar (2019), organizational success is dependent on the performance, strength, and caliber of the right candidate.

Assumptions, Limitations, and Delimitations

Assumptions

An assumption is a statement whose validity depends on the verification of facts (Leedy et al., 2019). In this study, I assumed that each participant would accurately

articulate their process to recruit military veterans. The sample size criterion was appropriate; therefore, I assumed that participants had all experienced the same or similar phenomenon of the study. Furthermore, I assumed that participants would truthfully answer each interview question.

Limitations

Limitations are uncontrollable threats to the internal validity of a study (Theofanidis & Fountouki, 2019). Due to the subjectivity of the data collected and analyzed, a small sample is a limitation of a qualitative study (Guetterman et al., 2019). The first limitation of this study was the sample size. The sample size for this study was three MLE HR managers from three transportation companies. Limitations may have also derived from the participants' willingness to share. By, A participant may have viewed revealing best practices regarding processes and advantages as a risk to their firms' competitive advantage.

Delimitations

Delimitations are boundaries established by the author for the study (Yin, 2018). The scope of this study was limited to MLE business owners who have successfully recruited qualified veterans in the southeastern and midwestern regions of the United States. The scope of this study involved three MLE HR managers who have hired military veterans for the past 5 years. Yin (2018) also stated that researchers establish delimitations to narrow their scope of research and aid in identifying restrictions of the study. The data collected in this study served as a snapshot of what effective military veterans recruitment strategies might look like for a transportation firm; however, the

results may not incorporate strategies other MLE transportation businesses may have used because their primary focus is not recruiting military veterans.

Significance of the Study

The primary purpose of this study was to enable HR departments to consider recruiting qualified veterans to fill labor shortages in the transportation industry. The results of this research study may provide strategies that other HR managers in the transportation industry can use to recruit qualified military veterans to fill transportation vacancies. To hire effectively, it is necessary to recruit effectively (Khandelwal & Kumar, 2019). Hiring the right fit may improve a firm's financial posture. The findings of this study could enable HR leaders of MLEs to reduce the risk of hiring a misfit candidate by employing successful military veteran recruiting tactics.

Contribution to Business Practice

The business value of delivering a veteran recruitment campaign can help firms identify how to effectively recruit and select applicants to satisfy growing commerce demands (Dexter, 2020). While new opportunities await an HR manager's proficiency to recruit the next generation of transporters, an effective military veteran recruitment campaign can heighten person and organization alignment efforts to fuel a transportation firm's competitive advantage (Kirchner, 2018). Furthermore, capitalizing on an applicant's military skillset may integrate improved recruitment practices that HR managers can employ to translate military competencies into skills needed within the transportation workforce.

Implications for Social Change

This study's implications for positive social change include the potential to decrease the risk of negative economic and unintended health consequences for U.S citizens because the transportation industry sustains the welfare of people across the globe (see Mittal et al., 2018). According to Mittal et al. (2018), U.S. citizens purchase billions of dollars of food and clean water every day through the conveyance of transporters. To combat the growing demand for consumer online shopping and the resupply of local groceries, the results of the study can aid firms to recruit and hire an appropriate fit to fill open vacancies and increase their employee retention rates. The results of the study may also increase the health benefits of U.S. citizens by reducing the delivery time of medical supplies. For example, if transportation vacancies are left unfilled, emergency goods and life-sustaining supplies may be delayed due to a lack of qualified drivers. Lastly, the study can enhance the quality of life and survivability of local communities. Industries and consumers across the United States depend on a reliable supply system staffed by skilled transport professionals (Mittal et al., 2018).

A Review of the Professional and Academic Literature

The purpose of this qualitative multiple case study was to explore strategies HR managers of MLEs use to recruit qualified military veterans to fill transportation vacancies. Reviewing the professional and academic literature led me to select the P-O fit theory as the conceptual framework of this study. The following research question and its relationship with the P-O fit theory guided this study: What strategies do HR managers of MLEs use to recruit qualified military veterans to fill transportation vacancies?

The compiled literature for this review comprised scholarly books, peer-reviewed articles, dissertations, and other academic works. I located this literature with search engines and databases accessible through the Walden University Library, such as EBSCOhost, Emerald, Google Scholar, ProQuest Thoreau, SAGE Publications, and ScienceDirect. The primary database topics searched included military transition, recruitment, transportation, and human resources. The keyword search terms that produced relevant results were *military credentialing, labor shortages, retention, transportation turnover,* and *management*. The literature review encompassed 161 references. Of the 161 references, 151 (94%) were peer-reviewed journal articles, and 137 (85%) were published within the 2018–2022 period. The number of references for the entire study is 300, consisting of 288 (96%) peer-reviewed journal articles and 258 (86%) articles published within the 2018–2022 period.

In this qualitative multiple case study, I aimed to understand military veteran recruitment strategies that deliver scenarios for HR managers of MLEs to consider military veterans as a source to fill labor shortages in the transportation industry. While researching the driver shortage phenomena, I conceptualized that post-9/11 military veterans with transportation experience possess qualifications that can transfer into the U.S. transportation workforce. For decades, U.S. business leaders have encountered challenges in recruiting and retaining qualified transporters (Mittal et al., 2018). As consumer demand for goods soars, transporters are increasingly critical to the efficient flow of goods throughout the U.S. supply chain (Williams et al., 2017). In an increasingly active and turbulent market, transportation firms deal with worker shortages that threaten

to disrupt industry activities and jeopardize supply chain capabilities (Mittal et al., 2018).

If unaddressed, the phenomenon hinders the growth and sustainability of the U.S.

transportation system and adversely impacts the quality of life for U.S. citizens by

delaying the shipment of essential articles (Mittal et al., 2018).

Given the importance of addressing the transportation worker shortage,

information about military veterans, their training, experiences, and talents can improve

employer fit and recruiting opportunities for transportation firms (Mittal et al., 2018;

Washington, 2018). Although transportation companies are willing to pay military

veterans higher starting salaries with additional benefits, Mittal et al. (2018) explained

that transportation firms lack the HR infrastructure and knowledge to expertly recruit

transporters with military experience.

In the literature review, I explore the following topics: (a) P-O fit theory, (b) the

war for talent, (c) driving the U.S. economy, (d) attract-select-attrition strategies, (e)

contributions towards organizational growth, and (f) employer benefits and challenges.

P-O Fit Theory

The conceptual framework for the study was the P-O fit theory. P-O fit is the

compatibility between an employee and an organization (Chatman, 1989; Kristof, 1996).

Originated by Jennifer Chatman in the late 1980s, P-O fit is the congruence of a job

candidate's beliefs and values with the mission, values, and ethics in an organization

(Doverspike et al., 2019; Nagpal & Nagpal, 2019). The P-O fit theory has significant

implications for the real-world practice of recruiting and selecting the most suitable

employee (Doverspike et al., 2019; Srisuphaolarn & Assarut, 2019). Chowdhury (2022)

defined recruitment as activities organizations engage in to attract job candidates, internal or external, to the company. Recruitment is one of the most critical HR functions in an organization because attracting the right, compatible human capital is essential for organizational success and survival (Ali et al., 2018). According to Sørlie et al. (2020), recruiters often rely on P-O fit to access compatibility between a qualified candidate and the organization. However, Chatman (1989) argued that the exploration of compatibility of a candidate extends beyond the knowledge, skills, and abilities an individual can offer an organization. During the recruitment process, an HR manager may employ P-O fit to explore a recruit's work experience and projected performance (Washington, 2018).

I selected the P-O fit theory as the conceptual framework for this study because comprehending the compatibility between a job candidate and an employer is essential to exploring HR strategies to recruit qualified military veterans to fill transportation vacancies. The premise of the P-O fit theory illustrates that people will flourish in a compatible work setting that incorporates shared values between people and organizations (Milliman et al., 2017; Suwanti et al., 2018; Wang & Wang, 2018). Organizations depend on an influx of skilled human capital to generate, propose, implement, and enforce novel ideas to enhance sustainability and improve business survivability in a talent-driven environment (Akhtar et al., 2019; Srisuphaolarn & Assarut, 2019). Idrees et al. (2018) explained that selecting the right applicant can enhance a business strategy. Therefore, the supply and demand for talent require HR professionals to consider a recruitment strategy that aligns with the P-O fit theory (Srisuphaolarn & Assarut, 2019). When recruiting prospective employers, HR managers

may utilize the P-O fit theory to obtain a lens into a recruit's future potential (Sørlie et al., 2020). Kristof (1996) discussed that the application of P-O fit predicts a job applicant's future performance and offers a comprehensive approach to selecting the best employee. As organizations continue to operate in a competitive global environment that relies on human capital, Hamstra et al. (2019) considered the P-O fit theory as a sustainable source to drive economic growth.

Facets of the P-O fit theory are not about hiring people for jobs, but HR reaping the benefits of matching and selecting the best candidates to fill the organization's needs (Kristof, 1996). HR extends beyond administrative expertise and encompasses a strategic partnership to earn employee trust and manage change in creating ways to recruit the best fit (Malik, 2019; Soelton et al., 2020). Setiawati (2019) further explained that P-O fit is a foundational concept that underlies the linkages between HR systems and performance while establishing a strategic lens into HR operations and its potential competitive advantages. Given the growing competition for talent, the theory of P-O fit is becoming increasingly important to HR managers to understand fit as a strategy to attract and retain talent (Nagpal & Nagpal, 2019; Setiawati, 2019). Even during times of economic turmoil, being an attractive employer is increasingly essential for organizational success (Tanwar & Kumar, 2019). As a critical function in an organization, Khalida and Safitri (2018) also asserted that HR professionals must employ talent acquisition strategies to recruit, select, and develop employees meeting organizational needs and improving business performance.

Supporting Tenets of P-O Fit Theory

Researchers have conceptualized P-O fit in two ways: supplementary and complementary (Washington, 2018). While supplementary fit has a foundation to explain the similarity between individual and organizational values, complementary fit is about exploring the fulfillment of needs between an employee and the organization (Leroy et al., 2018). Choi et al. (2017) defined supplementary fit as a job candidate bringing similar or matching skills, values, and perspectives to an organization or when an employee and an organization have comparable and matching attributes. Essentially, supplementary fit occurs when both the employee and the organization share similar fundamental characteristics, such as values and goals (Leroy et al., 2018). Kristof (1996) revealed that the conceptualizations of supplementary fit illustrate that optimal P-O fit exists when the employee and organizational leaders supply each other's needs. Ultimately, the fulfillment of a job applicant's needs results in higher P-O fit, correlating with high employee satisfaction rates (Hamstra et al., 2019).

Many researchers have described the positive relationship between HR practices, employee job satisfaction, and increased performance (Mira et al., 2019; Rayton et al., 2019). Chatman (1989) explained that an appropriate P-O fit between organizational values and employee characteristics correlates with employee satisfaction. While satisfaction rates share a link with acknowledging employee efforts, Washington (2018) argued that supplementary fit is more likely beneficial if employees attain rewards and positive feedback from business leaders. According to Thibault et al. (2017), organizations should move beyond salary and traditional cash rewards to place greater

emphasis on tangible and intangible rewards, recognize initiatives, and highlight the importance of aligning rewards with individual needs. Conclusively, supplementary fit requires companies to offer compensation, benefits, and reward packages to attract candidates and improve retention (Khalida & Safitri, 2018).

Complementary fit occurs when either the employee or organization provides what the other needs to achieve a desirable outcome (Leroy et al., 2018). Comparable to supplementary fit, Marstand et al. (2017) indicated that complementary fit aligns with employee satisfaction. Choi et al. (2017) defined complementary fit as a candidate bringing a unique skill set, values, or perspectives to an organization when an employee has a skill set that an organization needs or an organization provides rewards that an individual desires. Choi et al. and Kristof (1996) further explained that complementary fit occurs when the employee's characteristics match the organization's needs by making up for an absence in the organization's characteristics profile. Fundamentally, complementary fit transpires when the employee's knowledge, skills, and abilities fill a void in the organization's existing knowledge, skills, and abilities (Marstand et al., 2017).

There are also two fundamental tenets underlying P-O fit: the concepts of need-fulfillment and congruence (Kristof, 1996). According to Kristof (1996), the antecedent to P-O fit is the mutual fulfillment needs between an individual and an organization. During the recruitment process, organizations and candidates vest interests to establish P-O fit (Hamstra et al., 2019). For example, a recruit looks for similarities between aspects of themselves and of the job (Hamstra et al., 2019). Hamstra et al. (2019) further asserted that the organization fulfills individual needs while gauging if a recruit possesses the

potential to enhance a firm's financial posture and brand. Contradictory to need-fulfillment, congruence is an essential mechanism that influences fit and hiring outcomes (Hogue et al., 2019; Vanderstukken et al., 2018). Leroy et al. (2018) discussed that congruences are a supplementary approach to fit. According to Vanderstukken et al. (2018), the three critical congruences of P-O fit, values congruence, personality congruence, and work environment, help predict employee potential and intentions to remain with the organization. Treviño et al. (2020) emphasized that each of the congruences are precursors to the attraction, selection, and attrition (ASA) framework. Theoretically, congruence affects attitudes and behaviors because people are more attracted to others with shared ideals and values (Vanderstukken et al., 2018).

Organizations have always been concerned with attracting the right employees (Asseburg et al., 2018). Yen (2017) explained that assessing an applicant's perceived fit before being hired recognizes future potential and increases firm earnings. Choi et al. (2017) argued that the P-O fit between a worker and an organization is a stronger force of attraction than pay and promotion opportunities. Pudjiarti and Hutomo (2020) revealed that correlations exist between fit, productivity, commitment, and work performance. Choi et al. further emphasized that the ASA model must be aligned to recruit people to organizations with shared values. Selecting the right employee fit will always remain a cornerstone of an organization's success (Idrees et al., 2018).

From the candidate perspective, Chatman (1989) discussed that people use the P-O fit to explore an individual's identity through a social lens during the ASA process. Chatman further explained that when job candidates perceive high P-O fit, they are more

attracted to the organization and are more likely to accept a job offer. For example, a job applicant will attempt to match their talents to the needs of an employer (Hamstra et al., 2019). Bae (2021) and Khalida and Safitri (2018) argued that an employee with a high P-O fit will likely have high job satisfaction, an elevated commitment to organizational success, and appropriately fit within an organization. As a result of congruence, the candidate increases the likelihood of being hired (Hamstra et al., 2019). However, when an organization fails to meet employee needs, Kristof (1996) argued that consequences lead to employer dissent. Whether a person or an organization, fulfillment results in dissatisfaction when needs are unmet and consequences unfulfilled (Kristof, 1996).

The impact of hiring the right fit is often clear because fit enhances organizational success (Burks & Monaco, 2019; De Cooman et al., 2019). Selecting a candidate that fits a firm's strategic image increases its performance trajectory (Alarcon et al., 2019). While Kristof (1996) contended that a successful P-O fit occurs when a person and the organizational environment have similar values, Pudjiarti and Hutomo (2020) indicated that P-O fit improves a firm's recruiting effectiveness and boosts its competitive advantages. Barrick and Parks-Leduc (2019) further addressed the complexity of fit because the selection process often involves a fit assessment that manages impressions between a recruit and organization. For example, Alarcon et al. (2019) and Barrick and Parks-Leduc explained that the recruiter emphasizes positive descriptions about the firm, while the candidate strives to present a more favorable impression to obtain a job offer. In contrast to a job applicant's view of fit, an organization views fit as a way to acquire a candidate that aligns with the organization's goals, possesses the highest potential, and is

likely to remain with the organization (Idrees et al., 2018). Fit between job seekers'

values and an organization's values was a strong predictor of attraction to an organization

(Choi et al., 2017), which illustrates the importance of compatibility between an

individual and an organization (Pudjiarti & Hutomo, 2020).

Businesses around the world face challenges to attract a highly qualified

workforce (Washington, 2018). The supply and demand for talent requires a different HR

architecture that focuses on employees to sustain organizational growth (Chowdhury,

2022). Although Chowdhury (2022) discussed that constant changes in the environment,

business, and global markets drive changes in a firm recruiting method, Idrees et al.

(2018) stressed the need for HR to embrace modern concepts as a means to win the war

for talent. Revered as a vital apparatus in the ASA process, researchers considered HR as

a core element that accesses potential while accumulating human wealth to drive

competitive advantages (Hamstra et al., 2019). When HR leaders build a mission, vision,

or strategy statement for their departments, the focus is on delivering talent that enhances

organizational capabilities and enables the business to win (Collings et al., 2018). HR

managers must continue to modernize efforts to select the right fit to add value to the

organization and eliminate gaps in replacing talent (Blazquez-Resino et al., 2020; Burks

& Monaco, 2019). Therefore, applying the fundamentals of P-O fit can lead to HR

managers hiring employees feeling a sense of fit within an organization and possessing a

stronger sense of involvement that enables them to bond with their colleagues and

identify with the organization's mission and values (Idrees et al., 2018). However, De

Cooman et al. (2019) explained that without efficient recruiting methods that incorporate

fit, the results create a shortfall in a business strategy.

Contrasting Theory: A Person-Environment Fit and Misfit

P-O fit is a segment of the person-environment (P-E) fit theory. Researchers use

P-E fit to explore the relationship between the individual and an environment (De

Cooman et al., 2019). Andela and Van der Doef (2018) further explained that P-E fit

occurs when an employee's compatibility matches a work environment. According to De

Cooman et al. (2019), P-E fit occurs when there is an exchange process between a

candidate and a firm. While P-O fit measures a candidate's fit potential, P-E fit assumes

that positive reactions occur when job candidates fit or match an environment (De

Cooman et al., 2019; Yen, 2017). The application of P-O fit differs from P-E fit because

of its positive association with employee performance and its aim to reduce turnover,

retain a qualified workforce, and meet organizational commitments (De Cooman et al.,

2019; Hamstra et al., 2019). In context, the better a person fits, the less adapting an

individual requires to connect with an organization (Andela & Van der Doef, 2018; De

Cooman et al., 2019).

Choi et al. (2017) explained that a fundamental assumption of the P-O fit theory is

that a good fit leads to positive work outcomes, but poor fit results in negative work

outcomes. Despite the benefits, limitations persist of the P-O fit theory when assessing fit

(Washington, 2018). Rather than solely focus on the benefits of P-O fit, researchers also

focus on the misfit of people and organizations (De Cooman et al., 2019; Follmer, 2019).

A misfit spurs poor productivity, high turnover, loss of time and revenue, and

unfavorable implications with other employees (Bam et al., 2019; Dibeh et al., 2019; Lawong et al., 2019). According to Chatman (1989), a perceived fit or misfit happens if a job candidate's values change to fit organizational values. Potential employees and leaders do not perceive culture or values in the same way that alters values and norms when accessing fit (Chatman, 1989; Kristof, 1996). Consequently, the inability to effectively apply the P-O fit theory in a recruiting strategy leads to hiring the wrong employee that does not align with the organization's culture or values (Alarcon et al., 2019; Bam et al., 2019).

Misfit is also described as a potential consequence of P-O fit and occurs when a candidate possesses inaccurate beliefs about the organization (Alarcon et al., 2019). Roulin and Krings (2020) explained that a candidate's misrepresentation of facts is a valid limitation of P-O fit that is often pivotal before receiving a job offer. Unfortunately, some candidates abuse the principles of P-O fit by attempting to manipulate the ASA process. For example, a recruit can improperly adapt their responses to match an organization's culture; thus, causing a misfit (Roulin & Krings, 2020). Roulin and Krings further argued that adaptive responses lead a candidate to fake or lie to increase their P-O fit; thus, decreasing the credibility of P-O fit during the ASA process (Treviño et al., 2020). Further, Choi et al. (2017) contended that people will exit an organization when they no longer feel as though there is a suitable level of fit within an organization. Ultimately, HR is at the center of efforts to address the talent crisis and is best positioned to deploy its resources to help its organizations to rise to the challenge of employing P-O fit to win the war for talent (McNulty, 2018).

The War for Talent

The war to recruit qualified transportation specialists is an increasingly competitive landscape (Tumasjan et al., 2020). Coined by Steven Hankin of McKinsey & Company in 1997 (Cappelli & Keller, 2017), the term *war for talent* reflects the critical need to attract qualified people capable of driving organizational success (Thibault et al., 2017). The talent war extends across industries and has become a national and local battle for highly skilled candidates (Sathyapriya & Zionia, 2019). Researchers, U.S. employers, and policymakers have raised concerns about a shortage of skilled workers and the insufficient supply of trained workers (Strauss-Wieder & Blasgen, 2019). Not only in the United States, but England, German, Japan, India, and Brazil are nations that are under a severe shortage of qualified transporters (Mittal et al., 2018). Due to economic growth and demographic factors, companies spend excessive amounts of money to entice the best talent (Srisuphaolarn & Assarut, 2019).

Perhaps, the most pressing priority of an organization is keeping pace in the war for talent (Thibault et al., 2017; Torre & Llorente, 2019). Tang et al. (2021) argued that organizations are required to rapidly respond to changes in the business environment, make timely changes in strategies, and adapt to various circumstances to survive. With the mindset that talent is a pillar to business survivability, Srisuphaolarn and Assarut (2019) explained that winning the war for talent is a top concern for the transportation industry. Arguably, HR is a firm's most influential asset in designing and implementing a talent pipeline that aligns with the organization's strategic outlook (Tumasjan et al., 2020). While HR's focus on talent has dominated the profession (Ulrich & Grochowski,

2018), winning the talent war requires implementing the best recruiting tactics that empower the long-term HR strategy to build the fittest teams and strengthen organizations (Tumasjan et al., 2020). Therefore, Claye-Puaux et al. (2019) implied that an HR manager's proficiency in attracting and selecting transportation specialists is critical to sustaining the U.S. transportation system.

Winning the war on talent requires modern concepts to capture talent (Srisuphaolarn & Assarut, 2019). Therefore, increasing competition, globalization, and rapid technology changes have motivated organizations to reconsider their approach to HR functionality and capabilities (Storey et al., 2019). According to McNulty (2018), companies continue to aggressively compete in a war for the best people. McNulty also considered the war for talent as a pressing priority for HR and the entire organization; thus, expressing an urgent need to confront the shortage problem to keep pace in the ongoing U.S. economic expansion. The inception of technology advances the way firms operate, consumers buy, and society communicates; hence, supporting a hyperconnected world that requires businesses to reassess outdated practices (Swaminathan et al., 2020). The emergence of a digital economy has changed the human capital strategy and talent model landscape (Cardenas-Navia & Fitzgerald, 2019).

Driving the U.S. Economy

A sustainable and properly functioning transportation network fosters growth and stability in the U.S. economy while ensuring the rapid flow of essential goods across a complex supply chain system (Mittal et al., 2018; Novack et al., 2019). Strong market performance of a business indicates a quality transportation workforce (Mittal et al.,

2018). However, the U.S. transportation industry worker shortage endangers economic growth by disrupting the movement of goods (Mittal et al., 2018). In particular, the trucking industry continues to suffer from a chronic shortage of drivers (Reagan & Saphores, 2020). Koirala et al. (2017) reported that 300 truck companies struggled to find, retain, and develop a skilled workforce; thus, predicting a critical shortage in the coming years. While 3.5 million truck drivers represent the transportation industry, it is not enough to satisfy consumer or manufacturing demand (Reagan & Saphores, 2020). Koirala et al. also revealed that 240,000 truck drivers will be needed by 2023 to meet demand. Despite the increased use of automation and modern supply chain management paradigms, transporting products remains dependent on a rather specific set of skills and competencies accomplished by human capital (Mittal et al., 2018). Whether customers are shopping at traditional stores or ordering products online, the complex supply network is reliant on expert drivers to deliver articles across highways, helmsperson to steer ships across the seas, and pilots to transport people and freight across the world (Williams et al., 2017).

As the world's largest economy, the United States depends heavily on its vast and intricate transportation infrastructure, consisting of nearly 4 million miles of roads and highways (LeMay & Keller, 2019). The trucking sector moves over $10 billion of freight a year, accounts for 82% of all transportation resources, and is responsible for 9% of the U.S. Gross Domestic Product (American Trucking Association, 2019). In 2018 alone, truck drivers moved more than 11 billion tons of freight and collected $797 billion in gross freight revenue (American Trucking Association, 2019; LeMay & Keller, 2019). In

February of 2020, the trucking sector transported over 137 million tons of freight (U.S. Department of Labor, 2019). Schulz (2019) argued that transportation firms could move more freight if they had access to more qualified drivers. While the demand for transportation increases each year, Fried (2018) and Williams et al. (2017) explained that factors austerely strain the transportation industry, such as (a) recruitment challenges, (b) turnover, (c) federal regulations, (d) workers retiring, (e) and career attraction.

The transportation infrastructure, including truck drivers and pilots, is a leading force industry in the U.S. economy (Novack et al., 2019). The vast interconnected network of transportation routes across America plays a critical role in economic growth as a demanding link in the global supply chain (Mittal et al., 2018). However, a lack of qualified transporters can delay or halt the shipment of articles across America (Mittal et al., 2018). As experienced in India, Mittal et al. (2018) explained how a 5 day truckers' strike closed the entire country's supply network and caused a $5.6 million loss to government revenue. Shipment disruptions jeopardized the livelihood of many Americans who depend on the fluent transporting of goods. Thus, the number of goods carried by U.S. transporters grows by more than 3% annually (Mittal et al., 2018). While the transportation sector struggles to sustain current consumer and industry demand, transportation professionals must balance effectiveness and minimize disruptions to meet increasing service needs (Mittal et al., 2018; Novack et al., 2019). Because increases in consumer demand correlate with increases in manufacturer output demand, both demands trigger the need for a qualified transportation workforce to ship articles between the manufacturer and consumer (Burks & Monaco, 2019; Vakulenko et al., 2019).

The transportation industry is the backbone of the U.S. economy (Reagan & Saphores, 2020). Although America's transportation enterprise has undergone significant changes, the profession is often understaffed (Claye-Puaux et al., 2019). Without candidates to backfill essential transportation job vacancies, the shortage of employees adversely impacts years of financial success (Burks & Monaco, 2019; Mittal et al., 2018). Unfortunately, the transportation shortage heightens the reality for business leaders to rethink supplying qualified human capital in logistics and transport organizations to sustain the flow of goods (Claye-Puaux et al., 2019). At the micro level, Claye-Puaux et al. (2019) asserted that the impact will be grave for local economies at the end of the supply chain and closer to consumers because of disrupting deliveries, netting inconceivable loss in profits, and damaging consumer trust. Through a macro lens, Claye-Puaux et al. also explained that a poorly functioning freight company results in the loss of manufacturing output, backlog in shipping, and further strain supply chain processes.

Without the right people, a transportation firm increases the likelihood of failing (Chi et al., 2019; Conrad, 2018). In conjunction with personnel shortages across a fragile U.S. transportation system, academic papers as old as 40 years, include a discussion of the problem of truck driver shortage and recommendations of strategies to deal with the issue (Gittleman & Monaco, 2019; Mittal et al., 2018). Mittal et al. (2018) further argued that an insufficiently competent and poorly trained transportation workforce negatively affects the quality of service, decreases competitiveness, and reduces productivity in areas dependent on transportation. The shortage of transporters is also affecting the North American wood supply chain. For instance, the Resolute Forest Products stock price fell

by 33%, after it announced it had to slow production at its mills because a lack of truck

drivers had led to a shortage of raw material at its mills (Conrad, 2018). Despite media

coverage, the lack of qualified workers in the civilian workforce has made it difficult for

business owners to fill jobs, suggesting a major deficit of skilled workers in the United

States (Weaver & Osterman, 2017).

Sustaining American Life

Future sustainability of the complex U.S. supply chain network depends on the

quality and competency of available human capital (Metro et al., 2019; Mittal et al.,

2018). In terms of discipline and responsibility, transportation carriers are exceedingly

selective in hiring experienced drivers because of high safety and professional priorities

(Douglas et al., 2019). Freight companies seek disciplined, self-starting prospects, as

transporters represent the cornerstone of safety in a highly stressful, risky, regulated, and

low direct supervision occupation (Douglas et al., 2019; Gray, 2019). Dubey et al. (2017)

contended that a disciplined and detail-oriented truck driver obeys traffic laws, takes

more responsibility in conducting proper maintenance, and is likely to possess technical

knowledge in comprehending basic operating and supply chain operations. Miller et al.

(2020) explained that safety is a priority for shippers because freight carriers can be liable

for additional costs related to accidents, damaged cargo, and service disruptions. Liability

factors impact public safety and the financial posture of manufacturers trusting motor

carriers to safely move freight (Miller et al., 2020). Since transporters must comply with

safety regulations and avoid delivery disruptions, favorable attributes are maturity,

endurance, discipline, and attention to detail (Semeijn et al., 2019). While requirements

vary throughout job descriptions, most insurance companies require truck drivers to be at least 25 years old and have 2 years of safe driving experience (Conrad, 2018). According to Conrad (2018), age and safety requirements make finding fit difficult in a labor pool of existing drivers. Conrad revealed that nearly half of the participants identified *driving record* or *experience* as a barrier to hiring new truck drivers.

The transportation sector is a critical engine for business growth and societal advancement but often taken for granted until a crisis arises (Novack et al., 2019). Thus, a fluent supply chain network has an overwhelming effect on food, healthcare, waste removal, retail, manufacturing, and financial sectors (Chi et al., 2019). Chi et al. (2019) further explained that the inability to deliver qualified human capital to a fragile transportation system presents an impending economic crisis for the U.S. government officials, the transportation industry, and freight company leaders. Due to a lack of employees or low retention in a transportation firm, disruptive events are more likely to threatens the integrity of the U.S. transportation network (Darayi et al., 2017). If unaddressed, the shortage of transporters will adversely affect the quality of life of citizens and the health of the U.S. economy by disabling the flow of commodities across the United States (Ji-Hyland & Allen, 2020; Reagan & Saphores, 2020). For example, grocery store shelves across the country would likely become empty without transportation deliveries (Asoh, 2016). Given the fear of a health crisis, a poorly functional distribution network impacts the health of all U.S. citizens by reducing the availability of medical supplies and medication (Chi et al., 2019).

Researchers stressed that there is an inadequate number of qualified job candidates in the transportation industry (Saha et al., 2017). In addition to recruitment and retention shortfalls, skill gaps in the labor market also incite the transportation shortage phenomena (Ji-Hyland & Allen, 2020). The skill gap in the labor market stems from the idea that there are widespread shortfalls due to fewer individuals possessing the technical skills and certifications required to fill critical labor shortages across industries (Ji-Hyland & Allen, 2020). According to Saha et al. (2017), one third of a 1,000 employers reportedly experienced a skill shortage when attempting to fill a job vacancy. Since 2005, Costello (2017) estimated that the transportation labor shortage was roughly 20,000. Yet, the phenomena quickly skyrocketed to a projected 45,000 in the next 10 years (Costello, 2017).

Most trucking firms contest that recruiting and retaining truck drivers remains the greatest challenge for the transportation sector (Koirala et al., 2017). More than half of the 300 truck companies surveyed by Koirala et al. (2017) agreed that skilled drivers and operators are harder to find in the present situation compared to 5-10 years back. To meet the nation's rising freight demand, scholars reported that the trucking industry needs to hire 1.1 million new drivers before 2029, an average of 110,000 per year. to replace retiring drivers and keep up with growth in the economy (American Trucking Association, 2019; Mittal et al., 2018). Nadler and Kros (2018) estimated that truck driver shortages and turnover costs the U.S. economy between $2 and $3 billion annually. Despite business leaders' expressed views about the lack of unskilled workers, military

veterans may be the solution to the transportation shortage (McGuinness et al., 2018; Weaver & Osterman, 2017).

Pilot Supply Pipeline

Pilot availability is essential to the airline sector and the economic growth and social welfare of U.S. citizens (Okal et al., 2019; Valenta, 2018). Okal et al. (2019) questioned if there will be enough new pilots to ensure a long-term and continuous supply. Much like the trucking sector, the root cause of pilot supply is the lack of qualified pilots (Burks & Monaco, 2019). Manufacturers' needs for a quicker solution to transport continue to rise with consumer demand (Okal et al., 2019; Valenta, 2018). Since at least 2009, the U.S. airline sector has added capacity but has not adequately maintained hiring rates to fill pilot shortages (Klapper & Ruff-Stahl, 2019). With the growing demand for air transport, Valenta (2018) explained that air transport is the fastest and most reliable way to deliver passengers and freight.

Airlines have repeatedly reported difficulty meeting hiring needs (Lutte, 2018). Lutte (2018) estimated the number of pilots required in the United States ranges from 1,900 to 5,200 a year and may increase due to demand, growth, retirements, turnover, and recruiting barriers. Okal et al. (2019) argued that current practices to acquire pilots are economically and socially unsustainable. Much like a recruitment tactic employed in the trucking industry, larger airline companies are ciphering pilots from smaller airlines (Lutte & Lovelace, 2017). Further complicating the scarcity of pilots, regional airlines are hiring certified flight instructors away from flight schools faster than they can be replaced (Klapper & Ruff-Stahl, 2019). Unfortunately, the removal of pilot instructors places a

strain on flight schools across the United States; thus, reducing the number of future pilots (Lutte & Lovelace, 2017). An airline's inability to recruit pilots to operate its contractual routes can lead to bankruptcy (Klapper & Ruff-Stahl, 2019). In semistructured interviews that targeted hiring agents in the airline sector, Lutte revealed that 88% of business leaders reported moderate to severe issues with meeting hiring needs, and 13% forced to limit or cut service due to a lack of pilots (Lutte, 2018). Lutte also discovered that the shortage of pilots directly impacts the number of passengers and freight deliveries to communities and businesses that rely on the airline sector. Republics Airlines filed for bankruptcy due to a shortage of pilots led to higher business operation costs (Klapper & Ruff-Stahl, 2019).

Turnover Concerns

The transportation industry turnover rates have endured at or above elevated levels for decades (Mazlan & Kashveen, 2019; Williams et al., 2017). On average, the expected U.S. truck driver employment duration is 12 to 15 months (Prockl et al., 2017). According to Prockl et al. (2017), 50% of the drivers leave their jobs within 3 months of starting work. Despite the transportation industry's billion-dollar impact on the U.S. economy, chronic turnover harms the transportation industry, impacts carrier competitiveness, disrupts delivery services, and reduces profits due to excessive expenses of recruiting replacements (Nerstad et al., 2018; Williams et al., 2017). More so, multiple failed efforts to retain/replace talent result in the loss of revenue, contracts, and business commitments (Miller et al., 2020).

Inadequate employee recruiting and turnover campaigns significantly impact an organization's bottom line (Upadhyaya & Ayari, 2019). Mittal et al. (2018) that transportation companies will need to recruit aggressively to keep pace with the country's growing freight needs due to high turnover and a lack of qualified applicants. As employee turnover remains a critical threat to a firm's success, the loss of talent translates into the mitigation and stagnation of profits and organizational knowledge (Miller et al., 2020). Given the loss of skills and experiences and the reduction of service quality, Nadler and Kros (2018) considered the most damaging aspect is the high financial cost to replace a transporter. Although there has been media coverage surrounding the phenomena, freight companies average more than 100% driver turnover (Trick & Peoples, 2019). The replacement of drivers encompasses financial losses due to training and development (Nadler & Kros, 2018). McKenzie et al. (2018) revealed that driver turnover cost is almost $3 billion per year. Nadler and Kros further estimated that the recruitment costs range from $7,000 to $10,000 to hire an experienced driver; however, training costs are between $20,000 and $27,000 for an employee with no work experience. If I assume that the replacement cost is $8,000, a transportation firm with 1,000 drivers and a 100% turnover rate, the firm incurs an annual expense of $8 million to replace lost drivers (Nadler & Kros, 2018).

Generational Recruiting Constraints

Generational differences between baby boomers, generation xers, and millennials present recruitment challenges for HR personnel (Metro et al., 2019). Companies have faced challenges in securing and retaining talented employees because of an aging

workforce and skill and labor shortages (Brunner & Baum, 2020). The aging U.S.
workforce, combined with stagnating labor force participation rates, is bearing down on
the U.S. labor market by retiring baby boomers (Orrenius et al., 2019). Koirala et al.
(2017) argued that hiring and keeping skilled and motivated young employees is a
challenge for the transportation section. As societal demographics shift, generational
changes may become an obstacle for business leaders (Metro et al., 2019).

    Since 1960, the baby boomer generation has shaped and operated the U.S.
transportation system (Metro et al., 2019). With an average driver age is 49, baby
boomers represent a large workforce in the transportation sector (Gittleman & Monaco,
2019; Koirala et al., 2017). Brunner and Baum (2020) predicted an unfavorable impact on
the U.S. labor force and its economy as baby boomers reach retirement age and
companies continue to face a growing labor shortage. Popular recruiting trends encourage
current older drivers to move from firm to firm as opposed to recruiting millennial drivers
(Newnam et al., 2020). Millennials account for 32% of the world's population and are the
leading age cohort in the four largest global economies, which are United States, China,
Japan, and Germany (Lewis, 2019). According to Zaharee et al. (2018), millennials are
the most educated and informed demographic and represent 75% of the global workforce,
one of every three employees in the workforce (Zaharee et al., 2018).

    Known as post-9/11 military veterans, many millennials joined the military due to
the September 11, 2011, terrorist attacks (Metraux et al., 2017). After serving in the Iraq
and Afghanistan wars, Brockelmeyer (2020) estimated that between 175,000 and 250,000
post-9/11 service members leave military service each year to enter the civilian

workforce. The rising numbers of military veterans transitioning out of service, coupled with millennials emerging as the fastest-growing generation, affords HR new recruitment opportunities (Davis & Minnis, 2017). According to Kirchner (2018), military veteran skillsets mirror the essential functions of many jobs that business leaders desire in a candidate.

Attract-Select-Attrition Strategies

Recruiting and selecting the best candidate incorporates a systematic and analytical decision making process that evaluates a prospect (Storey et al., 2019). Kappes et al. (2018) defined recruiting as a complex process that (a) improves standards, (b) enriches efficiencies, (c) stimulates sustainability, and (d) reduces turnover. According to Tijdens et al. (2018), recruiting connects applicants to jobs and, in turn, provides business human assets to fill a job vacancy. Thus, the results of selecting the best personnel fit increase the likelihood of a firm improving its financial posture, vitality, and efficiencies (Choi et al., 2017).

A business is only as good as the people running it (Idrees et al., 2018). Effectively building organizational success requires delivering and aligning the right people into job vacancies (Idrees et al., 2018; Tumasjan et al., 2020). The most valuable and strategic asset within a firm is its human capital (Alruwaili, 2018). While Mira et al. (2019) noted that a functional HR is an investment for an organization, Han et al. (2019) and Storey et al. (2019) explained that a sound recruitment strategy requires a continuous effort to cultivate talent and synergize a recruitment strategy. Employers recruit skilled workers fuels the growth of a business (Asoh, 2016). Girdharwal (2019) and Usman

(2019) described that attaining the best human talent can inspire business growth and remain profitable and competitive at the same time. According to scholars, business leaders forecasting for high caliber candidates may increase fit success in a talent scarce labor market (Amankwah-Amoah, 2020; Pratama et al., 2022).

In terms of outcomes and competitiveness, HR managers articulate business success by contribute to a firm's sustainable competitive advantage (Ulrich & Grochowski, 2018). The core of a successful business is a functional HR that sustains value by generating human knowledge (Ulrich & Grochowski, 2018). Selecting the right assortment of human capital can help an organization set new and more challenging goals (Pratama et al., 2022). Girdharwal (2019) indicated that successful HR managers routinely evaluating efforts to fill vacancies and extract the highest return of a potential hire. Without an effective recruitment strategy, a firm's lack of human capital investment may prove perilous (Pratama et al., 2022). Mittal et al. (2018) argued that a company's mission will not operate successfully without the proper number of people working. The supply of workers is an essential aspect of business survivability (Ulrich & Grochowski, 2018). Thus, firms not surviving the first 5 years in business stems from their inability to fill job vacancies (Asoh, 2016).

Idrees et al. (2018) and Tumasjan et al. (2020) discussed that organizations prefer faster and effective responses to recruit and select job candidates. Societal shift encouraged HR managers to replace legacy techniques to attract candidates using the internet (Alarcon et al., 2019). Since the explosion of the internet, HR managers have changed their communication structure to adapt to the labor force and market (Dragusha

et al., 2019). According to Alexander et al. (2019), using the internet as a recruitment tool is a strategic and easily accessible way to find qualified applicants. As technology becomes a dominant source to recruit, evaluate, and select candidates, HR managers are witnessing an increased awareness and focus on the strategic potentials of adopting a virtual hiring process (McNulty, 2018). Virtual platforms like Twitter, Facebook, and LinkedIn, have become a popular medium for business leaders to attract and engage existing and potential employees (Joachim et al., 2018). In the United States, 56% of adults use more than one social media platform, and more than 400 million monthly users on Facebook and 320 million monthly users on Twitter (Bin Tareaf et al., 2020).

Virtual Recruiting

HR begins and ends with business (Ulrich & Grochowski, 2018). However, Strahringer et al. (2020) acknowledged that traditional HR recruitment activities are no longer sufficient. Costly traditional tactics focus on a small group of potential applicants and do not give the organization access to the many candidates (Dragusha et al., 2019). Traditional HR managers focused on three traditional methods to recruit applicants: (a) advertising, (b) recruiting agencies, and (c) recruiting directly by company representatives (LeMay & Keller, 2019). Srisuphaolarn and Assarut (2019) argued that winning the war for talent requires a modern, well-tuned recruiting strategy that empowers HR managers to build human capital into a competitive advantage. Alarcon et al. (2019) and Dragusha et al. (2019) recommended electronic recruitment, better known as e-recruitment, as a less expensive recruiting method that can reach a larger pool of applicants and shorten the time required to evaluate fit. Alarcon et al. and Dragusha et al.

further contested that employing an e-recruitment platform allows HR leaders to locate the best fit applicant by targeting specific geographical labor pools and specifying hiring criteria.

By employing virtual recruiting methods, HR managers can reach a greater volume of high-quality applicants while ciphering information about a prospect (Alarcon et al., 2019; Dragusha et al., 2019). Scholars revealed that social media platforms provide a lens into a job seeker personality (Aggerholm & Andersen, 2018; Cardenas-Navia & Fitzgerald, 2019; McNulty, 2018). Bagheri Rad et al. (2020) discovered that 75% of organizations use social networks to attract talent. Social media platforms are actively involved in communities across the U.S. and can enhance a business ASA process (Boudlaie et al., 2019; Janssens & Steyaert, 2019; Keller, 2020). Besides strengthening a recruitment campaign, social media can improve a business image (Aggerholm & Andersen, 2018; Alexander et al., 2019; Brunner & Baum, 2020). Utilizing the internet, online networking, and virtual applications are becoming part of billions of individual's everyday lives (Fahmi Al-Zyoud, 2018). According to Fahmi Al-Zyoud (2018), leveraging the power of social media can build a robust network of prospective employees and customers.

Branding

Branding is an influential recruiting tool business leader use to attract and retain the best prospective employees (Brunner & Baum, 2020; Tumasjan et al., 2020). Branding help conveys the identity of an organization and distinguishes a firm from its competitors (Brunner & Baum, 2020; Srisuphaolarn & Assarut, 2019). As employers

strive to be an attractive option for job candidates, organizations aspire to create appealing and sustainable employer brands (Ghielen et al., 2020). Ghielen et al. (2020) further discussed that building on HR system strengthens the effectiveness of an employer brand. Janssens and Steyaert (2019) asserted that a business brand stems from values embedded in its culture. For example, Srisuphaolarn and Assarut (2019) discovered that organizations with recognized brands outperform others in their industry in three critical areas: revenue, net income, and share price.

Linking best-recruiting practices has been embryonic to building a brand (Ruparel et al., 2020). As a valued HR trademark, hiring quality human capital is a core concept in building an HR brand that directly impacts the success of a business strategy (Millar, 2018). An essential element in building a brand is employing the right people to deliver the company values (Byrd, 2018). While a branding strategy is generally used as a competitive advantage to attract customers, HR managers have reportedly begun to invest in their brand to attract high potential candidates (Byrd, 2018; Nagpal & Nagpal, 2019). Regarded as a facet of a recruitment strategy, the role of branding highlights a company's reputation (Joachim et al., 2018; Keller, 2020). Brunner and Baum (2020) explained that winning the war for talent requires business leaders to use their brand to allure a larger pool of qualified applicants.

Employer branding is also an effective and coherent talent management system (Rounak & Misra, 2020). Nagpal and Nagpal (2019) discussed that HR branding further enhances a business effort to attract top talent by bolstering its (EVP). EVP is a strategic instrument for retaining talent (Rounak & Misra, 2020; Tumasjan et al., 2020). According

to scholars, EVP is a tactic that aims to create a positive representation among existing and prospective employees while also outlining desirable conditions to potential candidates (Nagpal & Nagpal, 2019; Rounak & Misra, 2020). Business leaders employ EVP as an employee referral source to build a qualified workforce in a competitive labor market (Tumasjan et al., 2020). For example, current employees can speak to potential job candidates about the benefits of working for a company (Tumasjan et al., 2020). According to Cappelli and Keller (2017), nearly half of all job placements stem from initial contacts with prospective employers established through personal connections. Rounak and Misra (2020) further argued that employers that apply EVP methods have higher retention rates among their quality employees.

Contributions to Organizational Growth

With nearly 180,000 young people joining the military every year (Mobbs & Bonanno, 2018), the Department of Defense (DOD) represents the largest employer and vocational trainer in the United States (Duncan, 2018). Approximately 300,000 highly skilled military members leave the Armed Forces each year and actively search for employment opportunities (Kirchner & Minnis, 2018; Kleykamp et al., 2018). Since September 11, 2001, over 2.3 million military veterans have separated from the military (Kleykamp et al., 2018; Vogt et al., 2018). Although military service has taken a dreadful toll on the 1% of citizens who volunteered to defend the United States (Kirchner & Minnis, 2018), Duncan (2018) argued that nearly 50% of military veterans struggle to find employment.

Hiring military veterans can deliver long-term profits and higher success rates of fit (Blank, 2019; Stone et al., 2017). According to Blank (2019) there are strong correlations between recruiting military veterans and increased return on human capital investments. From a strategic talent management perspective, hiring qualified military veterans is a practical solution to fill current and forecasted job requirements (Stone et al., 2017). By employing a military veteran's recruitment strategy, business owners can acquire an individual with unique characteristics: possesses strong work ethic, is a team player, has high degree of respect and integrity, performs well under pressure, and possesses strong leadership skills (Stackhouse, 2020; Stone et al., 2018).

Business leaders believe that military veterans are more likely to remain with a company (Stone et al., 2018). While transportation firms struggle with high turnover, Brockelmeyer (2020) explained that military veterans in civilian job fields, like which they served in the military, were likely to remain with the company. However, Duncan (2018) discovered that business leaders are not sure how to recruit or reap the benefits of selecting a military veteran. For business leaders aiming to initiate a military recruitment strategy, the following recommendations apply: (a) incorporate technology into modern practices, (b) increase brand awareness, (c) market your organization as military-friendly, and (d) forge collaborations with military veteran's programs (Kirchner & Minnis, 2018; Kirchner et al., 2021).

Military-Friendly Distinction

Organization leadership is always looking for opportunities to build a brand within the military veteran community by using military-friendly labels to promote their

organizations (Friesen & Eddy, 2018; Kirchner et al., 2021). A military-friendly

organization has a well-established set of standards that measure an organization's

commitment, effort, and success in creating sustainable and meaningful benefits for the

military community (Kirchner & Minnis, 2018). According to Kirchner and Minnis

(2018), an organization can achieve a military-friendly distinction through three pillars:

(a) recruitment initiatives, (b) community outreach, and (c) marketing military veterans

hiring practices. To boost productivity, increase their brand, and highlight military

veterans' recruitment and employment policies, companies with military-friendly

standards invest and reap the financial benefits of recruiting military veterans (Blank,

2019).

In addition to encouraging businesses to consider hiring military veterans, a firm's

military-friendly badge reveals an organization's commitment, effort, and success

towards creating employment for military veterans (Blank, 2019; Kirchner & Minnis,

2018; Pollak et al., 2019). Fortune 500 companies and local businesses market their

military-friendly distinction (Kirchner & Minnis, 2018). For example, major

corporations, such as Amazon, AEP, Cisco, Humana, IBM, JP Morgan Chase, Prudential,

and Wal-Mart, embody the military-friendly distinction by sourcing qualified human

capital from military veteran labor pools to attract qualified military veterans and enhance

their brand (Blank, 2019; Friesen & Eddy, 2018). According to Pollak et al. (2019), 64

publicly traded military-friendly firms had a statistically significant higher return (median

7% and a mean 5% higher) than comparable firms not identified as military friendly.

Ultimately, the benefits to promote a military-friendly firm include (a) enhancing

communication efforts with individuals with military experience, (b) creating military

veterans-related company policies, (c) and providing transition assistance to ease the

military to civilian cultural change (Kirchner & Minnis, 2018; Pollak et al., 2019).

Transition Services

The military does an excellent job training individuals, but an inadequate job

preparing individuals to reintegrate back into civilian life (Zogas, 2017). Finding civilian

employment and readapting to cultural norms are significant life transitions military

veterans endure when transitioning (Keeling et al., 2019). The U.S. Department of Labor

(2019) estimated that 370,000 skilled military veterans were unemployed; thus, 59%

being between the ages of 25 and 54. The DOD and the Veterans Affairs (VA) created

the Transition Assistance Program (TAP) to combat (U.S. DOD, 2020). TAP provides

military-to-civilian job transition assistance, training opportunities, and civilian

reintegration tools to better prepare transitioning military members (U.S. DOD, 2020).

TAP is DOD's principal transition program since military members must attend

the program before leaving military service (Keeling et al., 2018). The transition program

provides professional support with resumes, credentialing skills, job alignment tools, and

paid workers and internships (Keeling et al., 2018; Li, 2020). TAP is a cost-effective

measure that connects military veterans with business owners (U.S. DOD, 2020).

According to Ainspan et al. (2018), TAP is a free source to recruit individuals and

decrease the cost to advertise a job. Besides the DOD and VA, more than 40,000

nonprofit military organizations assist in transitional services and connect industry with

military veterans (Vogt et al., 2018). Keeling et al. (2019) explained that TAP is one of

many transitional programs that helps business leaders comprehend military skills, jargon, and credentialing. For example, TAP assists in translating military terminology to help HR managers understand military terms (Asoh, 2016). Several HR leaders do not use TAP or other transition programs to recruit military veterans (Li, 2020). Rudstam et al. (2012) revealed that 73% of HR professions have had not heard of transitional programs that assist businesses with recruiting military veterans.

TAP can be a source to improve a firm's fit hiring ratio and establishes a platform for face-to-face communications between an employer and a qualified prospect (Li, 2020; U.S. DOD, 2020). According to Yen (2017), job recruiters create a positive perception through direct communications to keep job seekers interested during the recruitment stages. Li (2020) further discussed that recruiters can pre-screen transition-ready military veterans by actively participating in the transition program. By visiting military bases and participate in government and nonprofit transition programs, a firm can promote its brand and explore the best fit amongst qualified military veteran candidates (Ainspan et al., 2018; Rounak & Misra, 2020).

Employer Benefits and Challenges

As of 2013, the United States had over 21 million military veterans (Stone et al., 2017). Military training consists of working under pressure to meet a deadline with a high standard of quality (Zogas, 2017). Besides specializing in leadership, initiative, perseverance, dedication, loyalty, and commitment, Stone et al. (2018) and Zogas (2017) explained that military education and training opportunities mirror civilian education institutions. Ideally, military veteran's simple way of accomplishing tasks without

worrying about complex rules is valuable to business leaders seeking self-starters (Weaver & Osterman, 2017). According to Stone et al., military veterans perform better under pressure and are less likely to be involved in fraudulent activities. Thus, further enhancing the attractiveness of recruiting military veterans (Zogas, 2017).

Benefits

Serving in the military offers individuals highly technical occupational training that mirrors thousands of civilian professions (Kirchner & Minnis, 2018). In a survey conducted by Rudstam et al. (2012), 73% of HR professionals believed hiring military veterans benefits their firm. Organization leaders embrace the legitimacy that military veterans possess valuable competencies that translates into success (Stone et al., 2018). Fortune 500 companies, like Home Depot, McDonald's, Starbucks, and Wal-Mart, continuously promote their military veteran recruitment and selection program; thus, some corporations pledging to hire up to 1,000,000 military veterans (Blank, 2019). In a study conducted by Harrell and Berglass (2012), the researchers revealed that when compared to nonveterans, military veterans are more likely to have advanced technology training and possess high levels of resiliency, integrity, and loyalty. In the same study, 72% of HR practitioners agreed that military veterans maintain higher job performance potential than nonveterans.

Pollak et al. (2019) noted that people join the military to gain expertise and acumens in specific domains while acquiring distinct virtues in leadership and diversity. Individuals who serve in the military are immersed in skills while being indoctrinated in military standards, ethics, and values (Mobbs & Bonanno, 2018; Stackhouse, 2020).

Specifically, military training encompasses career training in logistics, automotive, avionics, medical, law enforcement, and HR (Kirchner, 2018). While equipping military trainees with specific competencies, hardiness, and courage, the military also teaches how to inspire others in a diverse environment (Friesen & Eddy, 2018; Kirchner & Minnis, 2018).

Firms that hire employees with military service will likely attain mission-focused individuals who believe in forming teams to increase organization returns (Zogas, 2017). Besides other talents in leadership, teamwork, and resilience, Zogas (2017) discussed that military veterans perform at higher levels, have lower turnover rates, and advance more rapidly when compared to a nonveteran. With specialized skills, military veterans help enhance organizational growth and extend business survival through the successful applications of their experiences to fill organizational recruiting needs (Zogas, 2017).

The private sector spends at least $50 billion annually on training and leadership development (Kirchner, 2018). Coupled with advanced training, the proper use of military skills can save businesses the cost of training future employees (Kirchner & Minnis, 2018). As business leaders worry about leadership and employee shortages, organization leaders agreed that skills acquired in military service are highly desirable (Stackhouse, 2020). To further encourage the hiring of military veterans, the U.S. government offers a $5,600 federal tax relief to each military veteran and $9,600 for each veterans with disabilities (VWD) employed by the business (Kirchner, 2018). Also, the VA offers military veterans free education and training benefits that benefit an employer and military veteran (U.S. DOD, 2020). Federal and state initiatives also provide

opportunities that empower the private sector to play an integral part in the corporate social responsibility to support hiring military veterans (Blank, 2019).

Through interviewing executives from the top 50 trucking companies in the United States, Schulz (2019) revealed that training and educating new drivers continues to be a challenge for the trucking sector. To counter private sector challenges, the Federal Motor Carrier Safety Administration (FMCSA) established programs to make it easier, quicker, and less expensive for experienced military drivers to obtain a commercial driver's license to haul freight (U.S. Department of Transportation, 2018). Besides federal education benefits, the FMCSA provides funds to learning institutions that provide commercial driver training and award grants to train active-duty personnel, military veterans, and their families to become professional truck drivers (U.S. Department of Transportation, 2018). According to the U.S. Department of Transportation (2018), the FMCSA program is available in every state and has transitioned more than 26,000 military veterans with a waiver. States adopted laws that waive driving tests for military veteran transporters and omit the number of hours required for truck driving certification due to military experience (U.S. Department of Transportation, 2018).

Challenges

Military veteran's unemployment is consistently higher than that of the civilian population (Stone et al., 2017). According to Kirchner and Minnis (2018), there is anecdotal evidence suggesting business challenges in implementing a military veterans hiring program. According to Dexter (2020) business leaders encounter recruitment

challenges because of a lack of knowledge about military veterans' skills and values. The

failure to comprehend the fact that military occupations equate to civilian work

experience sway hiring decisions that favor candidates with no military experience (Golik

et al., 2017;Kirchner & Minnis, 2018).

Military veterans also encounter prejudice in the U.S. labor market (Duncan,

2018). Burgess (2018) explained that some organizations overlook individuals with

military service; thus, feeding the broken veteran narrative. Over 5.5 million working-age

military veterans had a diagnosed disability (Rudstam et al., 2012). Post-9/11 military

veterans who leave military service are diagnosed with service-connected disability

injuries like amputations, mobility impairments, post-traumatic stress disorder (PTSD),

traumatic brain injury (TBI), and depression (Mobbs & Bonanno, 2018; Pu et al., 2022).

Rudstam et al. (2012) revealed that the actual amount of disability among military

veterans is likely considerably higher since an estimated 27% are undiagnosed. With

higher numbers of post-9/11 military veterans being diagnosed with physical and mental

disabilities, their injuries reflect civilian stigmatization that deciphers into unfair hiring

disadvantages (Harrod et al., 2017).

VWDs represent an overlooked labor pool because of bias behaviors during the

ASA process (Araten-Bergman, 2016). Mobbs and Bonanno (2018) discussed that

business leader's reluctance to consider military veterans for job opportunities on

presumptions of higher insurance costs because of combat-related physical injuries and

behavioral health conditions. Despite the defense of numerous researchers contending

that military veterans have strong work ethics and have confronted incomparable stress

and challenges, 47% of the HR professionals reported concerns about the potential risks associated with hiring someone with a PTSD diagnosis (Rudstam et al., 2012). The unfounded assumptions that most military veterans have character flaws and emotional instability because of mental illnesses led to organizations choosing not to hire military veterans (Yanchus et al., 2018).

The constant media portrayal of military VWD as mentally and physically broken military veterans as individuals with missing body limbs, PTSD, TBI, substance abuse, and are suicidal (Pu et al., 2022; Stone et al., 2017). Some media stories about PTSD have driven a negative narrative on military veterans who only want to return to their communities and find a job (Stone et al., 2017). For example, terrible incidents, such as shootings by military veterans, only reinforce the notion that all military veterans are the same (Harrell & Berglass, 2012). Rudstam et al. (2012) discovered that 61% were concerned about the possibility of violence in the workplace posed by workers with PTSD. Due to false narratives about PTSD, employers also believe that hiring someone with a military background risks workplace violence (Yanchus et al., 2018).

Rudstam et al. (2012) also revealed that business leaders view VWDs as a financial burden in the forms of accommodation costs, lost productivity due to medical appointments, and loss of management hours due to additional time devoted to ensuring the wellness of a VWD (Rudstam et al., 2012). Rudstam et al. discovered that 66% of business leaders agreed or were unsure whether there are excessive costs to accommodate VWDs. According to Rudstam et al., many business leaders indicated a strong belief that employing military veterans was a strong return on investment. However, Rudstam et al.

also disclosed that many HR professionals did not know how to recruit, accommodate, or

provide a safe workplace for VWDs. Only 6% of respondents reported that their

organization had experience in accommodating a VWD; however, 61% described that

their organization had not made any accommodations, and 41% conveyed they did not

know where to find resources to help accommodate VWDs (Rudstam et al., 2012).

Other than service-related disabilities, VWDs also encounter selection barriers

because of bias, stigma, and stereotypical views from organization leaders during the

ASA process (Stone et al., 2018; Tyler & Frey, 2019). Golik et al. (2017) explained that

stereotypical hiring agents perceive military veterans as uneducated, only able to take

orders, and possess low competence. Stone et al. (2017) argued that stereotypes influence

perceived job suitability outcomes for military veterans. Between 2014 and 2016, almost

80% of military veterans could not secure employment in the civilian sector (Zogas,

2017). Compared to the Vietnam era military veterans, Bordieri and Drehmer (1984)

discovered that when applicants indicated prior military service, the candidate was less

likely to be selected for employment compared to a candidate with no military

experience, even though both résumés were nearly identical. Stone et al. concluded that

military veterans be victims of unfair discrimination, stereotyping, and stigmatization

through perceptions that impacts hiring decisions, job suitability, and employment

sustainability. In a poll conducted by Harrell and Berglass (2012), approximately 43 out

of 87 business leaders reported stereotypes about military veterans deterred the

employment of military veterans. From surveying 386 hiring managers, Araten-Bergman

(2016) revealed that many business leaders predicted intentions to hire VWD; however, none of the participants selected a VWD.

Translating military terminology is challenge business leaders encounter; therefore, federal and nonprofit entities employ initiatives to better equip business leaders with techniques to decode military jargon into civilian skills (Kirchner & Minnis, 2018). According to Asoh (2016), a business leader's inability to translate military terminology also prevents qualified military veterans from securing employment. Harrod et al. (2017) conducted an exploratory qualitative study and revealed that military veterans were not considered for a job because recruiters cannot decipher military skills. According to Blank (2019), some HR professionals struggle to comprehend resumes from applicants who are military veterans and the many talents that veterans bring to the workforce. Sadly, if recruiters cannot comprehend candidate skills, experiences, and knowledge, they will move on to other prospects (Kirchner & Minnis, 2018; Minnis, 2017).

Transition

In Section 1, I discussed the foundation of the study, which included the background of the problem, problem statement, purpose statement, and nature of the study. Further, I presented a description of the conceptual framework, the significance of the study, and a review of the professional and academic literature. I discussed how HR managers systematically employ military veteran's recruitment practices to recruit and retain the best talent while utilizing the P-O fit theory to select qualified candidates with military experience. I also explained how the P-O fit theory serves as a strategic design

for HR managers to mitigate human capital challenges in the transportation industry and to consider whether military veterans may enhance a firm's recruitment model.

In Section 2, I will restate the purpose of the research study, present a description of the role of the researcher, including the selected participants, and validate the research methodology and design. I will also discuss the (a) population and sampling; (b) ethical research; (c) data collection and organization, and (d) analysis. Section 2 will include a discussion on the threats, both validity, and reliability, in the study along with methods to ensure honesty, soundness, authenticity, and credibility. Section 3 will include the (a) application to professional practice; (b) implications for social change; (c) recommendations for action; (d) recommendations for further research; (e) researcher's reflections; and (f) conclusion of the study.

Section 2: The Project

In this section, I explain the actions taken to explore strategies that HR managers from transportation firms have employed to recruit military veterans. This section includes a discussion of the methodology used to ensure the quality of the findings. Section 2 also includes the following subsections: (a) purpose statement, (b) role of the researcher, (c) participants, (d) research method, (e) research design, (f) population and sampling, (g) ethical research, (h) data collection, (i) data analysis, and (j) reliability and validity.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that HR managers of MLEs use to recruit qualified military veterans to fill transportation vacancies. The target population was three HR managers from three transportation companies that have demonstrated success in employing strategies to recruit qualified military veterans to fill transportation vacancies. The implications for positive social change include addressing the shortage of transporters in the United States, which can reduce U.S. citizens' quality of life. A large portion of the U.S. economy is dependent on transportation services (American Trucking Association, 2019; Prockl et al., 2017); therefore, hiring the right personnel is critical for mitigating late shipments and avoiding food and water shortages as well as ensuring that hospitals have medical supplies and mail services continue.

Role of the Researcher

In this qualitative research study, I was the primary data collection instrument. Brothers et al. (2019) and Yin (2018) recommended that a qualitative researcher must act ethically and minimize bias. As the principal data collector and analytical instrument, I collected data through virtual interviews, peer-reviewed material, and content listed on the participating company website. Because a scholar's role is to minimize bias during data collection and analysis (Karagiozis, 2018; Rumman & Alheet, 2019), I used the following strategies to address potential biases: (a) verified additional data sources, (b) sought multiple perspectives, and (c) explored the validity and credibility of the results by sharing the findings with participants. It is also important to present the findings in an unbiased manner (Konecki, 2019). Additionally, as a researcher, it is important to (a) reflect and mitigate possible biases, (b) provide a descriptive research framework, and (c) certify participants understand their role in the process (da Silva Santos et al., 2020; Lemon & Hayes, 2020).

To reduce bias, I removed my personal beliefs and experiences about the research topic to prevent prejudice in the findings, as several scholars recommended (Barrantes-Elizondo, 2019; Leedy et al., 2019). All participants were given the opportunity to review my interpretations of their answers to interview questions to ensure I accurately captured their ideas and experiences. According to Stenson and Kepler (2019), member checking improves the credibility of the data collected by a researcher. I also verified data sources by employing triangulation and avoiding using my experience as the norm when collecting data.

I have over 10 years of experience in the military and 5 years as a medically retired military veteran. While serving as a military officer, I managed shipments, deliveries, transportation assets, distribution centers, and supply chain networks in the United States, Afghanistan, and Iraq. I directed an international logistics system that encompassed moving goods via ground, water, and air. As a logistician, I managed a supply chain that stretched from the United States to Afghanistan, served as the principal director of a $9.8 billion transportation fleet, and delivered life-sustaining supplies to support military members in austere and impoverished locations. Despite my military veteran status, I had no affiliation with the participants in this study. My military veteran status did not influence any data I collected or persuade the findings.

As a researcher, it is important to follow methodological research guidelines and ethics that can increase academic credibility (Karagiozis, 2018). More so, I demonstrated a high level of morality while also being constructively responsive throughout the exploratory process. *The Belmont Report*, published in 1979, serves as an ethical framework for research that establishes a set of ethical standards for researchers to follow (Barrow & Khandha, 2019; The National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). As a researcher, I followed the three principles of the *Belmont Report,* which are as follows: (a) *respect for persons* in acknowledging autonomy and protecting those with diminished autonom*y* (Adashi et al., 2018), (b) *beneficence* to maximize the benefits and minimizing the possible harms of research (Pritchard, 2021), and (c) *justice* where human subjects should benefit and burden equally according to their contribution (Adashi et al., 2018). I did not begin

collecting data until I obtained approval from Walden University's Institutional Review Board (IRB).

A reliable interview protocol is the key to obtain good quality interview data (Yeong et al., 2018). Researchers use interview protocols to establish procedures and rules when conducting qualitative interviews (Yin, 2018). A researcher uses an interview protocol to standardize all interviews to (a) ensure interview questions align with research questions, (b) construct an inquiry-based conversation, (c) receive feedback on interview protocols, and (d) pilot the interview protocol (Roberts, 2020). I followed the interview protocol to procure rich data from the participants in the study. For this study, I reviewed the informed consent form with each participant and shared all relevant and critical details about the study before starting the interview process. I began each interview with background information questions and asked open-ended questions related to the topic for participants to share details about their experiences. Yeong et al. (2018) explained that conducting an inquiry-based conversation is important to acquiring data during the interview process. McGrath et al. (2018) discussed the importance of time management during the interview. Although I used a script to open and close each interview, I was mindful of how much time the interview would take and was prepared to revise my protocol during or after each interview. Additionally, while performing the interviews, I protected each participant's confidentiality by not disclosing or sharing their personally identifiable information. Surmiak (2019) explained that a breach of confidentiality undermines the trust and credibility of the research. I excluded personal information to

maintain participants' confidentiality, omitted the names of participants and companies, and documented participant responses verbatim to deter unethical implications.

Participants

I identified potential participants from an internet search and contacted participants via email or phone to explain my intentions for this research. According to Yin (2018), a researcher should not consider participants who do not meet the criteria of eligibility; therefore, I only considered participants who met the inclusion criteria of this study. Recruiting participants whose characteristics align with the study's overarching research topic can enable a deep understanding of the phenomenon and deliver a detailed description of participants' experiences related to the research study (Spahrkäs, 2021). In this case study, participants were HR managers who (a) were employed by an MLE transportation firm in the southeastern or midwestern United States, (b) worked for a business that has been operational beyond 5 years and had fewer than 250 employees, (c) supervised recruitment and hiring strategies, (d) hired a minimum of four military veterans in the past 7 years, and (e) possessed a minimum of 2 years of experience.

I invited qualified participants to a virtual meeting to discuss my research in detail. My goal was to contact three participants, with the remaining qualified participants serving as alternates. A concern for many qualitative researchers is gaining access to an organization and its participants (Riese, 2018). Researchers should expect limited access to organizations and a strong probability that access will be controlled by gatekeepers (Solarino & Aguinis, 2020). To gain access to an organization, I sought an endorsement from professional relationships to contact the organization's gatekeeper and explain the

purpose of my study and the benefits of participating. If I encountered restricted access, my plan was to communicate the significance of the study. Solarino and Aguinis (2020) recommended that a researcher ensures transparency by inviting questions, remaining accessible, and communicating professionally and respectfully. Additionally, I explained my research objectives and highlighted the potential impact of recruiting military veterans as a strategy to gain access and trust of the organizations' leadership.

Establishing a trustworthy relationship with the participants was essential to acquire data. Trust is essential when conducting research to build and maintain mutually respectful relationships (Guillemin et al., 2018; Wilkins, 2018). My goal was to create trusting relationships with each participant and have a cordial conversation before the scheduled interview. Through additional communication, I emphasized the value of their contributions, fostered a professional relationship, remained respectful, and listened to each participant's point of view about their experiences.

Research Method and Design

To explore strategies that HR managers of MLEs employ to recruit qualified military veterans to fill transportation vacancies, I used my research question as a guide to select a research method that aligned with the study. Researchers commonly use qualitative, quantitative, or mixed method approaches (Strijker et al., 2020). For this study, I employed the qualitative method and a multiple case study design to increase my comprehension of strategies that support MLE's HR efforts to recruit military veterans.

Research Method

To collect information about participants' personal experiences, I used the qualitative research method. The qualitative method includes interviews to explore an issue (Yin, 2018), which allow researchers to collect data about the participants' views regarding a given phenomenon or experience (Aspers & Corte, 2019). I interviewed participants who had developed, implemented, and sustained effective recruitment strategies to recruit qualified military veterans to fill transportation jobs. The qualitative research method was the most appropriate because I collected data from participants' personal experiences.

Unlike qualitative research, the quantitative and mixed methods will lead to statistically driven findings (Shorten & Smith, 2017). In the quantitative research method, researchers analyze numerical data using specific statistical techniques to answer questions like who, how much, what, where, when, how many, and how (Borgstede & Scholz, 2021). This study did not include the analysis of numerical data, testing hypotheses, or comparing variables; therefore, the quantitative method was not suitable. Mixed method research combines qualitative and quantitative methods (Özturk & Sahin, 2019), making it also unsuitable for this study.

Research Design

The most common qualitative research designs are case study, phenomenology, ethnography, and narrative (Levitt et al., 2018; Yin, 2018). In a case study research design, data collection entails participants' feelings and thoughts about their own experience to gain an in-depth understanding of a phenomenon (Yin, 2018). The case

study design was appropriate for this study because I sought to explore strategies HR managers of MLEs used to recruit qualified military veterans to fill transportation vacancies. Because I researched more than one occurrence in a similar phenomenon, a multiple case study was the most suitable design for this qualitative study. A researcher uses a single case study to repeat measures and manipulate an independent variable, but a researcher uses a multiple case study when exploring more than one case involving cross-case analysis to understand the phenomenon (Creswell & Guetterman, 2019). A multiple case study design is appropriate to explore participants' lived experiences through detailed, in-depth data collection involving multiple sources of information (Creswell & Guetterman, 2019; Hamilton, 2018; Yin, 2018).

I also considered the phenomenological, ethnographic, and narrative research designs; however, none of them fit the goals of this study. With a strong foundation in philosophy, a phenomenological design is a form of qualitative research that focuses on an individual's lived experiences within the world (Mohajan, 2018; Neubauer et al., 2019). The goal of phenomenological researchers is to describe the meaning of human life experiences (i.e., what was experienced and how it was experienced) rather than cause and effect (Neubauer et al., 2019). An example of the phenomenological design is the study of an individual student from a program course through the clinical exams (Obizoba, 2018; Wong, 2018). Because lived experiences are the basis for this design, the phenomenological design was not appropriate for this study.

Ethnographic researchers search for particular past and present examples to study an issue or shared experience in a specific area of a participants' cultural environment

(Malkki, 2021). The ethnographic design is appropriate to explore organizational culture in real-life settings through informal interviews with participants of similar backgrounds (Marshall & Rossman, 2016). A participant's culture was not central to this research study; therefore, the ethnographic design was not suitable.

Finally, narrative researchers identify individual experiences through stories told by participants that depict the phenomenon in culture and society (Felton & Stickley, 2018; Jonsen et al., 2018). Although rarely adopted to evaluate research, narrative analysis can be used as an evaluative approach for research projects with a core science communication element that offers several narrative methods as a trial (Meraz et al., 2019). The narrative research design is appropriate for studies where the central focus is on life stories and the experiences of participants (Jonsen et al., 2018). I was not concerned with life stories; therefore, a narrative design did not align with the purpose of the current study.

In addition to considering the design, reaching data saturation enhances the credibility of a qualitative research study (Hennink & Kaiser, 2020; Saunders et al., 2018). Data saturation is the point at which no new data emerge from repeated or ongoing data collection efforts (Varpio et al., 2017). Failure to reach data saturation in qualitative research compromises the validity of the content. Data collection should be focused on addressing the research questions and continue until the point at which the data collected no longer reveals new patterns, themes, or other findings (Clark & Vealé, 2018). I reached data saturation because no new data emerged from repeated data collection efforts.

Population and Sampling

The population for this qualitative multiple case study included three MLE HR managers from transportation companies who successfully implemented strategies to recruit military veterans. To participate in the study, MLE HR managers had to possess a minimum of 2 years of experience, work for an organization that has been operational beyond 5 years with less than 250 employees, and supervise their transportation firm's recruitment strategy. I used the purposeful sampling method to select participants. Memon et al. (2018) and Ram et al. (2019) discussed that selecting participants that meet established criteria leads to acquiring rich data related to the phenomenon under investigation. All the participants for this study were HR managers; therefore, the purposeful sampling method was the most appropriate. Although two to three case studies are suitable to ensure data saturation (Yin, 2018), data saturation depends on the quality of information shared by participants (Varpio et al., 2017). I continued to collect data using the same participants until data saturation was reached.

The interviews took place using Zoom to ensure the safety of each participant and myself. Qualitative researchers must uphold high ethical standards during the interview protocol (Roberts, 2020). I designed an interview protocol as a guide to help establish consistency in the interview process and ensure I shared the same information with all participants. The interview protocol is a checklist that is designed to ensure all relevant questions are covered with each participant (Green et al., 2019).

Ethical Research

As a researcher, following ethical protocols involves three core concerns: (a) informed consent, (b) confidentiality, and (c) anonymity (Goodwin et al., 2020). I provided the informed consent form to each participant via email. An informed consent form provides participants with relevant ethical information about the study (Ross et al., 2018) and informs them that their participation is voluntary (Holtz et al., 2018). In the consent form, I discussed the ethical guidelines, the nature of the research, its purpose, and the participants' rights. I reviewed the informed consent form with each participant, via virtual meeting or a phone call, before each interview. Largent and Lynch (2017) recommended that a researcher should not provide incentives to participants. Grech (2018) further explained that participants may provide misleading information to enter or remain in the study for monetary compensation. No money, gifts, or any other incentives were given to the participants. I also informed the participants that they could withdraw from the research process before, during, or after data collection without penalty.

Confidentiality is also essential in the data collection process as part of following ethical guidelines in qualitative research (Pietilä et al., 2020; Yin, 2018). To protect participant confidentiality, I refrained from using the names of participants or their businesses in the published documents. I eliminated the risk of a potential loss of confidentiality by using an alphanumerical coding system to protect the participants' identities. According to Dougherty (2021), confidentiality and anonymity are ethical practices designed to protect the privacy of human subjects while collecting, analyzing, and reporting data. I used pseudonyms for the participants, such as P1, P2, and P3, and

did not disclose their identities to other parties. Dougherty further explained that confidentiality and anonymity methods protect participants from harm, retaliation, or loss of privacy. I stored all data in a locked cabinet and encrypted computer file, accessible only by me, and will be secured for 5 years after the completion of the study to conceal and protect participant identities and their rights. After 5 years, I will destroy all data. Data collection did not commence until I obtained IRB approval. Walden's IRB approval number for this study is 03-16-22-0759978.

Data Collection Instruments

The researcher is the principal data collection instrument in qualitative research (McGrath et al., 2018). As the primary data collection instrument, I conducted virtual semistructured interviews with open-ended questions via Zoom. Zoom is a virtual data collection opportunity for qualitative researchers that is cost effective (Gray et al., 2020). Kayesa and Shung-King (2021) argued that document analysis facilitates the experiences within an organization, validates the collected data, and strengthens a study. I reviewed three participants' company websites, online job-board profiles and job descriptions, and social media posts to help me understand the history, philosophy, and operation of the firm's military veteran's recruitment program.

To ensure consistency throughout the data collection process, Yin (2018) recommended that a researcher use an interview protocol (see Appendix). Before each interview, I explained the interview protocol and informed consent form to each participant and discussed the research techniques I used during the data collection process. I also provided and discussed a set of predetermined, open-ended interview

questions to each participant. Yeong et al. (2018) explained that the interview protocol increases the effectiveness of an interview process by ensuring the collection of rich qualitative data and help a researcher gain a better understanding of the respondents' experience. With permission from each participant, I used a digital voice recorder or the Zoom recording feature to create an audit trail and categorize participant responses to compare knowledge, beliefs, and attitudes about the phenomenon. Haven and Van Grootel (2019) discussed that creating an audit trail helps establish the credibility of a study, details the structure and research process, and improves how research is accumulated and stored.

Researchers enhance the reliability and validity of the data collection instrument by (a) maintaining consistency while presenting the interview questions in a structured manner, (b) decoding what the participants shared, and (c) providing the participants with the interpretations to support validation (McGrath et al., 2018). Member checking, also known as participant or respondent validation, is a research technique to explore the credibility of results (Birt et al., 2016). After transcribing the interview data, participants were allowed to review my interpretations of their interview responses for validation. I also reviewed participant websites, online job boards, and social media activity to disclose the company's recruiting practices and other valuable contributions to this study.

Data Collection Technique

The data collection procedure sets parameters for the study by establishing a protocol for recording information (Zhan & Tan, 2020). In case studies, researchers collect data via interviews to study human behaviors to analyze different views of a

phenomenon in a case study (Varpio et al., 2017). The primary data collection technique for the study was semistructured interviews using Zoom. Zoom is a virtual platform for researchers to collect qualitative interview data when in-person interviewing is not feasible (Archibald et al., 2019; Gray et al., 2020). Video conferencing facilitates long-distance communication, enhances collaborations, and reduces travel costs (Archibald et al., 2019; Gray et al., 2020). Face-to-face interviews offer participants an immediate connection with participants as they share their experiences and observe nonverbal cues related to the interview questions (Basch et al., 2021); however, Zoom is a viable data collection platform because of its data management and security features in addition to being accessible (Archibald et al., 2019; Gray et al., 2020). I conducted virtual semistructured interviews. Researchers conduct semistructured interviews with open-ended questions to generate data through a participant's description of lived experiences (DeJonckheere & Vaughn, 2019).

I conducted an online search and used referrals to contact 32 military-friendly transportation firms in the target area. Of the 32 companies, I obtained consent from three transportation companies that met my research criteria. Each HR manager received the predetermined open-ended interview questions (see appendix). I allocated 30 minutes for each Zoom interview, which was enough time to meet my data collection requirement. Gray et al. (2020) recommended that researchers conduct a rehearsal to minimize technical issues. A day before each interview, I requested a Zoom test connection with participants to address bandwidth, audio, and video issues that could reduce the risk of disruptions during the scheduled interview.

The use of documentation is an efficient means in the data collection process (Bag et al., 2019; De Pourcq et al., 2019). Although documentation is a supplementary tool that aids the data collection process, Linton et al. (2019) argued that there are potential disadvantages of using documents as a data source. I reviewed and evaluated public records to establish consistency and credibility of the study. For example, I reviewed company social media platforms, websites, and online reports from three organizations that were available online.

After confirming participation, I contacted participants and coordinated a suitable time to meet with each participant on Zoom. During the initial meeting, I reviewed and emailed the interview protocol (see Appendix), the informed consent form, coordinated a date and time to conduct a 40-minute Zoom interview, and suggested a test connection before each interview. To ensure impartiality, I asked each participant the same questions in the same sequence. Roberts et al. (2019) summarized that an audio recording device is essential for capturing participants' responses. To ensure data collection accuracy from each participant, I requested permission to record the Zoom interview session using an audio recorder or Zoom recording function. At the close of each interview, I thanked participants for their time in providing data for my study.

Korstjens and Moser (2017) discussed that the verification of research interpretations with participants increases the credibility of the findings. Member checking allows the participant an opportunity to verify the accuracy of either transcribed interviews or the interpretation of an interview (Hamilton, 2020). After each interview, I transcribed the interview responses in a Word document. I emailed my interpretations of

participants' responses to the participants and asked them to verify the accuracy of my interpretations. Candela (2019) and Williamson et al. (2019) explained that using member checking improves the credibility and validity of the findings. Based on the feedback verification from each participant, I employed the member checking technique to establish consistency and credibility. There was no pilot testing in the study. Once I obtained IRB approval, I conducted interviews.

Data Organization Technique

In a qualitative study, data organization is an important aspect of the research process (Haynes et al., 2019). Once a researcher creates, gathers, or starts collecting data and files, the collected content can quickly become disorganized; therefore, organizing the data can save time, prevent errors in research, and help future researchers locate data (Yin, 2018). For this study, I used NVivo software, Microsoft Word and Excel, and reflective journals as instruments to record and arrange data. I created an audit trail to access, track, organize, and store data sources. NVivo is a software qualitative employed by a researcher to collect, organize, and classify content from interview dialogues (Loeb et al., 2018). As a data organization technique, I used a digital recorder and uploaded the recordings from each interview to the Apple iCloud. I also uploaded the collected data into a password-protected external hard drive. McCrudden et al. (2019) argued that a researcher's goal is to structure and give meaning to a participant's beliefs and experiences. I transcribed verbal responses from the semistructured interview questions using Microsoft Word. Next, I conducted member checking and, finally, entered the member checked data into NVivo software. The data were coded and organized by

themes, patterns, and frequencies. A principal dilemma encountered by qualitative

researchers is to faithfully report findings without exposing the participants' identities

(Ibbett & Brittain, 2020). Participants' names and their organizations were coded in an

alphanumeric format to protect their anonymity. For example, P1, P2, and P3 were the

three participants.

Maintaining a chain of evidence is essential to the researcher and future readers

and researchers who may further develop or replicate the study (Yin, 2018). Zahay et al.

(2019) explained that documentation and storage management platforms assist a

researcher in conceptualizing their data organization technique. In addition to

transcribing the Word document and using a digital recorder, I recorded data entries into

Microsoft Excel and took notes in a reflective journal. The reflective journal provides an

opportunity for the researchers to explore the complexity of collected data, identify the

stages of its development, and analyze its significance (Bashan & Holsblat, 2017). I used

a reflective journal as a source to interpret the phenomena. Kirchner (2018) discussed that

a researcher is responsible for securing participants' personal and professional

information. Abraham et al. (2019) further explained that the researcher must create and

maintain a process of data security and maintenance throughout the research timeframe

and for a reasonable period after completion of the study. I stored and secured interview

notes, organizational documents, and a reflective journal, and other data collected from

participants and will keep them stored for 5 years in a secured, locked safe. According to

Grech (2018), confidential information should be destroyed after a reasonable timeframe.

After 5 years, I will destroy all electronic files and shred all paper documents.

Data Analysis

Data analysis is the process of collecting, analyzing, defining, and interpreting data compiled from interviews in a qualitative study (Yin, 2018). There are various methods available to examine, filter, and transform raw data into useful information (Han & Ellis, 2019). For data analysis, I used the methodological triangulation method. The premise of triangulation is that if a researcher can substantiate various data sets with each other, the interpretations and conclusions drawn from them are likely to be trustworthy (da Silva Santos et al., 2020). Aguinis et al. (2019) and Yin (2018) articulated that case study researchers could use multiple data sources to organize, manage, and enhance the credibility of the research. Therefore, I used methodological triangulation to compare multiple data sources to validate the collected data.

After interviewing the participants, I performed methodological triangulation. Methodological triangulation employs more than one method to confirm findings and understand the studied phenomena (Rutberg & Bouikidis, 2018). By applying methodological triangulation in this study, I analyzed multiple sources of collected data to triangulate data so that I could achieve data saturation, provide a rich confirmation of findings, increase validity, and enhance understanding of the studied phenomena. Therefore, methodological triangulation was appropriate for my case study.

For this study, I used a computer assisted software program to segregate themes and common threads based on the participant responses. Qualitative researchers often use NVivo software to transform complex text data to synthesize themes into rich findings (Granger et al., 2019; Johnson & Mercer, 2019). I used NVivo software to compile and

analyze complex data to uncover codes and themes. After I visually screened information and reviewed and organized the collected data, I transcribed the interview responses into NVivo 2022. Swygart-Hobaugh (2019) argued that qualitative researchers use NVivo software to synthesize and interpret participants' coded data, establish themes, and help generate rich findings. I analyzed the data imported into NVivo, coded the data, grouped the codes into themes, and imported and exported the information into an Excel spreadsheet. According to Swygart-Hobaugh, the coding process help researchers identify shared themes by the participants. I identified themes and evidence supporting each theme that responded to the research question. Data saturation occurred when no new information was discovered than what I had already received from methodological triangulation. After reaching data saturation, I correlated major themes with the conceptual framework and recently published research.

A researcher uses Yin's five step approach to enable researchers to analyze data (Yin, 2018). Yin's (2018) process included the following five step: (a) compiling the data, (b) disassembling the data, (c) reassembling the data, (d) interpreting the meaning of the data, and (e) concluding the data. In step one, I compiled the data to develop groupings. For step two, I disassembled the data to reduce and eliminate monotonous themes. In step three, I reassembled the data into core themes. For step four, I aligned patterns against the interview transcripts, reflexive journal notes, and documents to interpret the meaning of the data. Finally, in step five, I concluded the data into a structured description.

Reliability and Validity

In qualitative research, reliability and validity are concepts used to evaluate the quality of research. Reliability is about the consistency of a measure, and validity is the accuracy of a research study (Mohajan, 2018). My goal was to ensure the data were accurate, replicable, and trustworthy. If achieved, Mohajan (2018) explained that reliability and validity increase transparency and decrease opportunities to insert researcher bias into qualitative research.

Reliability

Reliability is the consistency of data produced by a specific method, technique, or experiment that a researcher can reproduce under the same condition (Nuijten, 2018; Roberts et al., 2019). According to Yin (2018), the reliability of the research information should follow a chain of evidence. To enhance the reproduction of this study, I followed the data collection process, adhered to the interview protocol, recorded detailed field notes, and thoroughly reviewed the participating organization's social media activity and web pages. I used a recording device when interviewing participants and transcribed the interview response to member check participants' experiences.

In qualitative research, reliability help establishes trustworthiness and dependability (Djafarova & Trofimenko, 2018). Dependability refers to the consistency and reliability of the research findings, using appropriate methods and maintaining an audit trail to allow future researchers to follow and critique the research process (Haven & Van Grootel, 2019). To establish an audit trail for future researchers, I reviewed research documents thoroughly and followed a precise data collection process. Johnson et

al. (2020) explained that using the member checking technique increases the credibility and reliability of a study by ensuring a researcher accurately interprets a participant's responses. I achieved dependability by consistently following the interview protocol when conducting interviews. Walker et al. (2019) explained that data collection from semistructured interviews and participant member checking helps increase the validity of data. I also used the member checking technique to ensure an accurate interpretation of the participant experiences. Member checking allows participants to review the researchers' interpretations of participants' responses to validate such interpretations (Williamson et al., 2019). By member checking the collected data, I provided participants with my interpretation of their answers to interview questions and asked participants to verify the accuracy of my interpretations.

Validity

Validity is a tool researchers use to establish the truth in a study (Nuijten, 2018). According to Topol (2019), researchers can improve the validity of their findings by using multiple data sources to reveal the truth. The information sources for this study were semistructured interviews, researcher notes, and organizational documentation. I also used methodological triangulation and member checking techniques to ensure the validity of the collected data. According to Egan and Haynes (2019), qualitative researchers aim to maintain rigor and control in research to ensure the accuracy of the data, interpretations, and results. Collins (2018) further explained that credibility, dependability, transferability, and confirmability enhance validity. I followed the rigorous

research process throughout the study by using multiple sources, created a database of collected information, and maintained a chain of evidence.

Credibility

Naumann et al. (2017) explained that credibility is how a researcher collects and evaluates participant views. To ensure credibility, I used a reflexive journal, reviewed public records, conducted member checking, and performed methodological triangulation. According to Bashan and Holsblat (2017), journal entries capture thoughts and establish connections to the collected data. Therefore, throughout the research process, I took copious notes in a reflective journal to record information derived from organizational documents and logged experiences, thoughts, and opinions.

Candela (2019) explained that member checking allows participants to review the researchers' interpretations of participants' answers to interview questions to confirm the accurate representation of their experiences. Thomas (2017) further indicated that asking participants to verify their information increases the credibility of the research. I used the member checking technique as an audit mechanism by sending my interpretations of participants' answers, via email, to participants to verify the interview responses. Before I completed the results of the study, each participant had the opportunity to confirm my interpretations of their answers to interview questions. DeCino and Waalkes (2018) discussed that member checking is an opportunity to achieve data saturation and solidify the accuracy in qualitative research. Data saturation is the point in data collection when themes begin to repeat, additional data collection becomes redundant, and no new information is available (Saunders et al., 2018). According to Saunders et al. (2018),

failure to reach data saturation impacts the quality of the research conducted. I achieved

data saturation when no new information emerged, future data became redundant, and

further data collection yielded similar results.

In a qualitative study, da Silva Santos et al. (2020) explained that a researcher

uses triangulation to develop a comprehensive understanding of phenomena.

Triangulation is a strategy used to benefit a research study by collecting data from

multiple sources (Von Borries, 2019). I used methodological triangulation to collect data

from multiple sources and allow truths in the data to emerge for the benefit of the study.

In addition to thoroughly interpreting the data, I relied on interview transcripts, reviewed

public records, and used a reflective journal to obtain trusted results.

Transferability

Transferability is the possibility of the findings or results being applied to broader

or different populations and concepts or if future researchers decide to transfer the details

of the study to a new study (Yin, 2018). To duplicate or replicate similar results, I

provided a detailed description of the data collection tools, methods, and interview

participation requirements. Timulak and Elliott (2018) further explained that

transferability transpires when a researcher can deliver consistent results using the data to

replicate results in other studies. I used multiple data sources to ensure data saturation

and provide a detailed description of data collection tools, methods, and interview

participation requirements. Based on the goals of the researcher, only a small sample may

be required to achieve transferable aspects of the study (Guetterman et al., 2019). I

selected a diverse sample size of HR managers to explore the phenomena and asked the same interview questions for each participant.

Confirmability

Confirmability is the verification of findings that derives from participant experiences more so than the data stemming from a qualitative researcher (Abdalla et al., 2018; Haven & Van Grootel, 2019). In qualitative analysis, Saunders et al. (2018) explained that data collection continues until data saturation or no new information is available. To further develop the confirmability of the study, I continued to interview HR managers until I reach data saturation. DeCino and Waalkes (2018) discussed that member checking is an opportunity to achieve data saturation and solidify the accuracy in qualitative research. According to Candela (2019), member checking maintains the integrity of the study when interpreting complex data. To enhance the trustworthiness of the collected data, I asked each participant to validate my interpretation of their responses. Korstjens and Moser (2017) explained that failure to reach data saturation impacts the quality of the research and compromises the validity of the data.

A researcher will ensure confirmability through triangulation and detailed descriptions (Abdalla et al., 2018). According to Yin (2018), triangulation is a form of confirmability by using multiple data sources to arrive at the same point or findings in a study. I used the methodological triangulation method to study the phenomenon by collecting, analyzing, and aligning participant member checked interviews, online document review, website information, themes developed by NVivo software, and reflective journals. I also established comfortability by maintaining an audit trail of

documents and delivered a rich detailed description of the findings. Yin discussed that an audit trail is a strategy to ensure confirmability in qualitative research. I maintained a physical and electronic audit trail to achieve confirmability in the study.

Transition and Summary

In Section 2, I restated the purpose of the research study, presented a description of the role of the researcher, included the selected participants, and validated the research methodology and design. I also discussed the (a) population of sampling; (b) ethical research; c) data collection, instruments, and techniques; and (d) data organization and analysis. I also included the discussion on the threats, both validity, and reliability, in the study along with methods to ensure honesty, soundness, authenticity, and credibility.

In Section 3, I will include the presentation of the findings, the purpose statement, and a summary of the findings. I will also contain (a) applications to business practice, (b) implications of social change, (c) recommendations for action, (d) recommendations for further research, (e) researcher reflections, and (f) the conclusion of the study.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies that HR managers of MLEs use to recruit qualified military veterans to fill transportation vacancies. Through semistructured interviews, I gained insight into three MLE transportation firms that have created successful strategies to hire military veterans. The participants were HR managers, and their experiences helped answer the research question for this study. Data collection occurred via video calls, email, and telephone due to the current COVID-19 pandemic. I used seven predetermined interview questions to manage the discussion and keep the focus on the research question. A semistructured interview consists of a dialogue between the researcher and participant, guided by a flexible interview protocol, and allows a researcher to clarify data through follow-up or probing questions (DeJonckheere, 2019). Follow-up conversations were also conducted to clarify and explore unanticipated responses or better understand an idea, concept, or theme described by the participant. In addition to the data collected during the interviews and follow-up conversations, I reviewed recruiting content regarding military veterans on the participants' company websites.

To ensure the collection of sufficient data, I interviewed a sample size of three participants from three MLE transportation firm in the southeastern or midwestern United States. The review of secondary materials, such as websites and online recruiting content, related to the study helped triangulate the data. Methodological triangulation and member checking were employed to ensure validity and data saturation. Yin (2018) discussed that

researchers use methodological triangulation to improve the validity of their research results. I triangulated data consisting of member checked interviews, public records, website information, and notes I took during the interviews. Johnson (2020) explained that evidence provides the foundation to explore technical accuracy and completeness. Therefore, I used recruiting content from participants' organization webpages to understand a company's military veteran recruiting model, key segments and targets of the firm's recruiting strategy, desired traits in an employee, the organization's military-friendly branding, and benefits offered. I reviewed annual financial reports, company policies, company missions, recruiting content, and job postings on the company website.

I thoroughly analyzed the collected data and identified the themes associated with successful recruiting strategies for military veterans that trucking company leaders can use to fill truck driver vacancies. The interviews were transcribed, and codes were established based on participant responses to each question for data analysis. I then reviewed the codes and classified them under specific groups before analyzing the groups to identify the emerging themes. NVivo software was then used to classify and organize the data. The results of this study correlated with the conceptual framework of the P-O fit theory.

Presentation of the Findings

The central research question addressed strategies and techniques HR managers use to recruit qualified military veterans to fill transportation vacancies. A purposeful sample of three HR managers from trucking companies who had successfully recruited qualified veterans in the southeastern and midwestern United States participated in this

research study. I sent emails to prospective participants who had successfully

implemented military veteran recruitment strategies. Once the participants confirmed

their consent and eligibility, they completed a letter of informed consent. I then scheduled

semistructured interviews.

The average length of the interviews was 21 minutes. I used pseudonyms to

protect the participants' identities (i.e., P1, P2, and P3). The three interviewees were male

and between the ages of 39 and 55. All three had college degrees, with two holding

bachelor's degrees and one with an associate's degree. Two participants had served in the

military and had also been civilian truck drivers. All participants believed it was essential

to give back to the military community. With their prior experience, each participant

appreciated the sacrifices made by military members and their families. The three

interviewees hoped that participating in this study would help business leaders recruit

military veterans to fill transportation vacancies. The participants had varying levels of

experiences. Demographic information on each participant is shown in Table 1.

Table 1

Participant Demographics

Participant (P)	Education Background	Truck Driver Experience	Military Service
P1	Bachelor's degree	Yes	Yes
P2	Bachelor's degree	No	No
P3	Associate's degree	Yes	Yes

One of the semistructured interviews was conducted via Zoom, and two, at the

request of the participants, were held over the phone. For each interview, I used the

record feature on Zoom and my phone. I reminded each participant of the purpose of the study before the interview began. Before recording the interview, I discussed the purpose of the study and reminded them of their ability to withdraw from the study at any time. In addition to the Zoom and phone audio recordings, I took notes and reviewed each participating organization's recruiting webpage to obtain additional information on job descriptions, job openings, and benefits offered to applicants with military experience. Next, I transcribed the interview data into a Word document and sent my interpretation of the interview data to each interviewee and asking them to review the document and ensure I interpreted their responses correctly.

The three samples were sufficient because the raw data had richness and integrity. Saturation became evident while interviewing P3 because no new themes emerged. I used NVivo software to classify and analyze the data until I reached data saturation. Thematic analysis was conducted in six steps, as recommended by Scharp and Sanders (2019): (a) became familiar with the collected data, (b) generated codes, (c) developed themes, (d) reviewed themes, (e) defined and named themes, and (f) produced the report. After generating the initial codes, I discovered that each participant focused on the military veteran's personality, leadership traits, needs, and technology-based recruiting methods to recruit military veterans. Lastly, I correlated the themes to the P-O fit theory. Three dominant themes emerged from the collected data: (a) the importance of people and organization compatibility, (b) the importance of methods for recruiting military veterans, and (c) the importance of work-life balance methods. The themes and codes are

illustrated in Table 2, and the participants' responses related to the themes are provided in

Table 3.

Table 2

Themes and Codes

Themes	Codes
Theme 1: The importance of people and organization compatibility	Shared goals
	Shared personality traits
	Fulfillment of needs
	Identifies with the organization
Theme 2: The importance of methods for recruiting military veterans	Target recruiting
	Branding
	Transition assistance programs
	Military credentialing
Theme 3: The importance of work-life balance methods	Job satisfaction
	Flexible scheduling
	Competitive benefits
	Family-friendly policies

Table 3

Data Analysis Responses Related to Themes

Participant	Theme 1	Theme 2	Theme 3
P1	8	6	7
P2	7	5	5
P3	9	8	9

Theme 1: The Importance of People and Organization Compatibility

Based on participants' responses, recruiting and selecting candidates with traits

matching those of participants was of the utmost importance. The participants' consensus

was that military veterans possess leadership and communication skills, are trainable and

willing to learn and work, and are trustworthy, all vital indicators of a quality hire. Shared

values were key employee attributes each participant looks for in a driver prospect. According to Hamstra et al. (2019), employees tend to be attracted to organizations that share their values and goals. All three of the participant companies emphasize selecting prospects who are team players, are committed to the mission, and work together to fulfill a mutual benefit. When discussing the successful traits each participant looks for in a truck driver, all participants agreed that the training, experiences, and character traits associated with the military align with their company values. For example, P1 stated, "veterans are equipped with quality values that mirror my company."

Shared Goals

According to P3, "when speaking with transitioning military members, I hope to understand their goals and needs and how I can best help the veteran." P3 further stated that the goal of military veterans is nearly identical to the company's mission. Recruiting talent is necessary for a company to achieve its goals; therefore, organizations seek specific qualities in a person that connect with the organizations' business plans (Pratama et al., 2022). According to P1, military members are trained specialists who are goal-oriented in accomplishing a task. With a common goal, Meslec et al. (2020) discussed that teamwork is an important precursor of accomplishing a task. In the military, military teams often perform complex, time-limited tasks in demanding, and sometimes life-threatening, environments. P1 further stated, "veterans are respectful, disciplined, honest, and will go the extra mile to accomplish a task." P3's organization's social media activity emphasized its commitment to hiring military veterans. If unqualified, P3 stated that there are programs to help military veterans become qualified to become truck drivers.

Shared Personality Traits

All three participants discussed nearly identical personality traits they seek in a military veteran. P1 stated, "qualifications are important, but I want to explore the personality of the veteran to determine if the candidate is a good fit for our company." All three participants asserted military traits mirror their company's culture. P3 stated, "their specialized skills, extensive training, and commitment to serve others are admirable traits which make them ideal candidates." Although each participant explained the significance of military veteran candidates fitting in their organization, P1 also stated, "the person has to match the organization and the organization has to match the person."

Besides semistructured interviews, I gathered data through a review of company websites. P2's company webpage and social media activity across five social media platforms detailed a strong commitment to supporting military veterans in a family-oriented work environment. According to P2, promoting a family- and military-friendly work environment boosts employee and recruitment engagement. P3's company webpage features job postings for character traits that align with military training, such as reliability, honesty, and dependability. P3 mentioned the importance of a prospect possessing character traits that align with the company's values.

Fulfillment of Needs

P2 stressed the importance of fulfilling the needs of a military veteran. In turn, P2 aimed to acquire a committed employee that will likely remain with the company. Achieving compatibility between people and the organization requires a mutual fulfillment of needs, values, and expectations between the person and the organization

and improves the outcome of an employee's views of the organization and job

performance (De Cooman et al., 2019; Hutagalung et al., 2020). All three participants

agreed that congruence between a job applicant and their organizations was necessary to

ensure a match between the employee and the company's values. Brunner and Baum

(2020) argued that organizations must anticipate the needs of prospective employees and

emphasize how potential applicants would benefit if they were hired. According to P3,

military veterans are interested in a job that offers challenges, continuous learning, secure

employment, and development. The organization website and social media activity of all

three organizations emphasize job stability, career advancement, and salaries of up to

$110,000 a year. Because of the high success rate in hiring and retaining military veteran

candidates, P1 stated, "probably 60%–70% of my efforts were aimed strictly at job

applicants who served in the military." Hege et al. (2019) emphasized that a work

environment where an employee feels a connection correlates to employee performance

and an enhanced intent to remain with an organization. Although all three participants

and their organization social media platforms shared success stories of previous military

veterans hired by their organizations, P1 and P3 emphasized the importance of providing

resources to fulfill the candidates' needs while building rapport with the military veteran.

Identifies With the Organization

According to all three participants, military-friendly policies and support

programs help military veterans identify and adapt to their company culture. An

employee's sense of belonging is achieved when the individual identifies with the

organization (Alarcon et al., 2019; Bam et al., 2019). For example, P1 explained the

battle-buddy system that assigns a newly hired military veteran to a current military veteran employee. Albott et al. (2020) explained that the battle-buddy system is a military initiative where a current servicemember mentors a new servicemember who is transitioning into the organization. According to P1 and P3, the battle-buddy approach strengthens the compatibility and trust between workers and the company. P1 mentioned that 46% of the company employees served in the military. P1 and P3 further explained that the battle-buddy approach was implemented to help transition the veteran into their companies' cultures. Gonzalez and Simpson (2020) argued that the lack of congruence between the workplace identities of a military veteran and a civilian was related to higher job stress and identity strain as well as lower vigor and work intensity. The social media activity of the organizations of P2 and P3 annotate truck driver sacrifices by being away from home for short-long periods to keep U.S. running. When speaking to prospects with military experience, all three participants discussed being honest and transparent when speaking about life as a truck driver.

Connecting Theme 1 to the P-O Fit Theory

All three participants provided empirical evidence that describes the importance of people and organization compatibility. The P-O fit theory is an employee's perceived compatibility with their organization (Ghielen & De Cooman, 2020). According to Chatman (1989) and Kristoff (1996), someone who shares the values, beliefs, ethics, and purpose of the organization in which they work are likely to reap the benefits of matching and selecting the best candidates to fill the organization's needs. All three participants discussed the importance of fit when accessing a prospect for a job. According to P3,

honesty, discipline, adaptability, and accountability are transferable skills military veterans possess, making them ideal fit candidates for P3's firm. While Huang et al. (2019) explained that value congruence relates to job satisfaction, productivity, and retention, there is also a correlation between job satisfaction and compensation (Bae, 2021; Khalida & Safitri, 2018). Because all three participants agreed that employee needs and satisfaction are necessary to achieve P-O fit, data from participant interviews and the organization's social media activity highlighted competitive pay, bonuses, performance rewards, and a retirement plan to fulfill the needs and satisfaction of military veteran candidates. The three participants' interview responses highlighted that selecting the best qualified military veteran candidate requires the inclusion of the P-O fit, P-E fit, and person-job fit. While HR managers use P-O fit to explore values and character traits shared by a person and an organization, HR managers use P-E fit to explore the relationship between the individual and an environment (De Cooman et al., 2019).

P2 stated, "trucking is an asset that benefits all of us so hiring the right person benefits the person, my company, and communities that depend on us." The future sustainability of the complex U.S. supply chain network depends on the quality and competency of available human capital (Metro et al., 2019; Mittal et al., 2018; Tumasjan et al., 2020). Srisuphaolarn and Assarut (2019) explained that winning the war for talent is a top concern for the transportation industry. When discussing the effectiveness of a prospect with military experience, all three participants acknowledged that military veterans are trustworthy, disciplined, and reliable labor sources because of their military trained enforcement of standards. Exploring the compatibility of a candidate extends

beyond the knowledge, skills, and abilities an individual can offer an organization (Chatman, 1989). P2 stated, "carriers are very selective during the hiring process because of safety and professional priorities that requires discipline and responsibility." For example, consumers and manufacturers trust motor carriers to safely move freight (Miller et al., 2020).

Theme 2: The Importance of Methods for Recruiting Military Veterans

P3 stated, "military skillset can be directly applied to the trucking industry." Further, P1 and P3 asserted that military skills make a military veteran an excellent candidate for truck driving positions. Winning the talent war requires implementing recruitment tactics that empower a long-term HR strategy that builds the fittest teams and strengthens organizations (Tumasjan et al., 2020). A review of the social media activity from the companies of all three participants and interview data highlights a multifaceted approach to recruiting military veterans. For example, P3's website and social media activity illustrate job fairs, employee referral bonuses, and online job boards to locate talent. From face-to-face interactions with prospects to employing internet-based technology to target military veterans, the three participants agreed that hiring a military veteran is mutually beneficial for their company and military veteran. Mittal et al. (2018) proposed that transportation companies must recruit aggressively to keep pace with the country's growing freight needs due to high turnover and a lack of qualified applicants. As noted by P2, "my job is to find the right person and invest in the right person to stay with the company." According to P3, transitioning military members seeks gainful

employment that appreciates their skillset. In turn, P3's company acquires someone who is committed to the organization, and likely to remain with that organization.

Targeted Recruiting

Targeted recruitment was the preferred method of all three participants. More than 50% of the P1's company's recruitment efforts target prospects with military experience. Thiyagarajan (2021) and Welch (2020) explained that targeted recruitment is a strategy used to narrow down recruiting efforts to a specific talent pool based on distinguishing factors such as geography, skill sets, or experience. I found that participants' interview responses aligned with their companies' social media platforms and websites regarding the importance of targeting military veterans. P1 stated, "my goal is to hire a quality candidate who matches the talents I look for in a truck driver." Business survival depends on organizations responding and adapting sustainable recruiting strategies to source talent (Chowdhury, 2022; Tang et al., 2021). Therefore, I found that P1's company website and social media activity targets military veterans because of its geographical proximity to multiple military bases. P1 also stated, "60–70% of my efforts are aimed at veterans, with the remaining efforts aimed at trucking schools." Social media activity from all three participating businesses also detailed efforts to target prospects having served in the military. For example, while P3's firm promotes itself on social media as one of the largest military veteran transportation programs in the United States, P1's and P2's companies advertise on various social media platforms as a military-friendly organization. Further, P3's organization's webpage highlights its military-friendly status as a trademark and uses testimonials of current employees having served in the military.

Internet-Based Technology Recruiting

As the search for talent ascends as a priority for business leaders, the technological context of how companies recruit people has also changed (Black & van Esch, 2020; Kim et al., 2019). Participants' interview responses and social media activity amplified the importance of using internet-based recruiting platforms to recruit qualified military veterans. For example, all three participant company websites provide online job applications for military veteran truck driver prospects and advertise links to online job boards and their social media platforms. Internet-based recruiting platforms are a less expensive method that allows HR leaders to locate the best-fit applicants by targeting specific geographical labor pools and specifying hiring criteria (Alarcon et al., 2019; Dragusha et al., 2019). All three participants discussed targeting military veteran prospects in their local geographic area because of prior success with employees having served in the military.

The three participating companies rely on multiple social media platforms to recruit prospects. From annual pay raises to shorter routes for military veterans to balance work-life commitment, P2's company uses social media to recruit military veterans. Social media is a faster and more economical method of recruitment than traditional recruiting methods and has successfully captured a larger pool of candidates (Welch, 2020). Collectively, social media platforms are the preferred recruiting method of choice for the three participants. Fahmi Al-Zyoud (2018) argued that the power of social media can build a robust network of prospects for an organization. For example, 95% of P2's social media activity aims to recruit military veterans. While 97% of recruiters use

LinkedIn for hiring purposes, Facebook offers the largest platform with 2.41 billion active users every month (Villeda et al., 2019; Welch, 2020). P1 discussed that online job boards are an easy-to-use platform for the company to find qualified job seekers with military experience. For military veterans lacking credentials to become truck drivers, P3's company partnered with an online job board site to offer a full-ride scholarship to a commercial driver's license program.

A review of the three participating companies' social media activity and participants' interview responses revealed that the primary social media platforms used are Facebook, LinkedIn, Twitter, Instagram, YouTube, and online job boards, such as Indeed.com, to recruit military veterans. However, all three participants favored Facebook as the primary means to recruit military veterans. Bagheri Rad et al. (2020) discovered that 75% of organizations use social networks to attract talent. Fahmi Al-Zyoud (2018) discussed that social media can build a network of qualified prospects. For instance, P1 explained that Facebook generates the most military veteran prospects and referrals.

P2 stated that social media can reach a younger population of military veterans. Thus, P2's business has a webpage and five social media platforms that include target prospects. Social media platforms are actively involved in communities across the U.S. and can enhance a business recruiting process (Boudlaie et al., 2019; Janssens & Steyaert, 2019; Keller, 2020). P1 explained that LinkedIn allows HR managers to vet potential military veterans by assessing job history. In addition, P1 explained that a job post on LinkedIn generates callbacks and referrals from military veterans and transitioning

military veterans. With an average of 922 views, P2 created a YouTube recruiting and

frequently asked truck-driver questions video. P1's and P2's companies also use Twitter

and Instagram to connect with a younger labor force and offer incentives when promoting

job openings.

Branding

The three participants emphasized that a great brand is essential to attract military

talent. While using an internet-based recruiting platform was the preferred recruitment

method for the participants, Welch (2020) argued that branding can shape a candidate's

view of whether they want to apply for a position within an organization. P2's and P3's

organizations' social media activity highlight employee recognition, personal

achievements, employment anniversary, and birthdays to promote their companies as

family-oriented organizations. Branding is a central tenet of projecting a positive

reputation to future employees, illustrating company values, and distinguishing a business

from its competitors (Joachim et al., 2018; Thiyagarajan, 2021). The companies of all

three participants rely on social media to promote job opportunities and increase their

military-friendly brand awareness. Based on the three participants' interview responses

and a review of their organizations' social media activity, projecting a military-friendly

brand is an essential function in their campaign to recruit military veterans. For instance,

P2 mentioned that a military-friendly brand impacts the number of qualified military

veteran applicants applying for a job opening. According to Brunner and Baum (2020),

branding is a consistent messaging strategy that includes a company logo, mission

statement, website, and social media activity with a universal welcoming message.

By conveying their identity through a military-friendly brand, companies can find the right match for the position they seek to fill (Collings et al., 2018; Kirchner & Minnis, 2018). P2 stated, "when speaking with potential hires, I mention our company's strong military employee presence." A military-friendly firm targets individuals with military experience by creating strategies and policies aimed to entice military veterans (Kirchner & Minnis, 2018; Pollak et al., 2019). A review of the three participating companies' social media activity aligned with data collected from participant interviews, highlighting a strong commitment to hiring military veterans. For instance, P3's organization's military veterans' recruitment webpage touted its achievement as one of the largest job-first programs for military veterans in the United States.

Transition Assistance Programs

Besides recruiting on internet-based platforms and social media, all three participants discussed partnering with nonprofits and the DOD to source qualified military veterans. Military transition programs provide professional support with resumes, credentialing skills, job alignment tools, paid work, and internships (Keeling et al., 2018; Li, 2020). The DOD's TAP is a program military members must attend before leaving military service (Keeling et al., 2018). P1 and P3 discussed working directly with local military bases to speak one-on-one with transitioning military members. P3 offered qualified military members jobs before leaving military service. LePage (2020) suggested that competent hiring practices include job/skills matches that are veteran centric with a clear understanding of a veteran's value as an employee. The three participants also

explained that transition programs were a valued platform to help translate military skills into skills that employers will understand.

The source and value of human capital have evolved into an important HR activity to gain a competitive advantage (Black & van Esch, 2020). The three participants discussed the advantage of speaking to servicemembers before they transition into the civilian sector. More than 40,000 nonprofit military organizations assist in transitional services and connect industry with military veterans (Vogt et al., 2018). Li (2020) explained that recruiters can screen transition-ready military veterans by actively participating in the transition program. P3 stated, "access to military bases allows us to make contact with an active duty servicemember 6 months before transitioning." The three participants also emphasized the human capital advantage over competitors when engaging servicemembers before retirement. According to P1, "since we have many military bases in our area, we have a working relationship with the TAP, and talk directly to military members who want to become truck drivers."

Connecting Theme 2 to the P-O Fit Theory

According to P1, the cornerstone of a corporation's achievement is sourcing and retaining the right staff. The P-O fit theory serves as a strategic design for HR managers to create a pool of professional and experienced employees to enhance a firm's recruitment model (Storey et al., 2019; Thiyagarajan, 2021). A review of the company websites and social media activity of all three participating companies highlights a work culture that is employee centric. P1's and P3's businesses' websites and social media posts routinely mention family and teamwork in their recruiting job post. Exploring the

compatibility of a candidate extends beyond the knowledge, skills, and abilities an individual can offer an organization (Chatman, 1989). One of the tasks in recruitment is to generate a large pool of qualified candidates that fit companies' requirements (Gilch & Sieweke, 2021). P3 stated, "a veteran want to feel appreciated and welcomed in a culture that relates to military service." Targeting the best candidate involves a systematic and analytical decision making process that evaluates a prospect (Storey et al., 2019). A review of the professional and academic literature and all three participants' interview responses highlighted the ideal military veteran recruiting target as someone who is focused, able to cope with stress, trainable, and reliable. Although an organization may encounter several good candidates to fill a job vacancy, a good P-O fit is likely to generate better retention results (Doverspike et al., 2019; Srisuphaolarn & Assarut, 2019). P3 stated, "it is not about finding the right candidate, it is about keeping the right candidate." More so, establishing congruence between a candidate's experiences, beliefs, background, and qualifications may secure long-term human capital investment (Storey et al., 2019).

Internet-based and social medial platforms play a crucial role in a business recruiting strategy (Alarcon et al., 2019). Internet-based recruitment is a common avenue to source and attracts potential applicants (Travis, 2019). A review of all three participating companies' webpages, social media activities, and interview data amplified the importance of establishing a direct and easily accessible platform for prospects to apply for a job opening. While meeting with transitioning military members, P3 stated that the company uses a mobile application. According to P3, the application provides

immediate results if a military member meets the qualification criteria to become a truck driver. P3 stated, "the mobile applicant provides instant notification if the applicant is qualified or can qualify to become a truck driver." More so with millennials, Alarcon et al. (2019) suggested that a company's social media strategy affects the potential candidate's perception of their fit in the organization, enhancing a firm's brand.

The role of branding highlights a company's reputation and is an essential facet to discover P-O fit (Joachim et al., 2018; Keller, 2020). According to Byrd (2018) and Waxin et al. (2018), a strong brand can motivate, improve the talent pool of applicants, and attract fit candidates. P2's and P3's social media posts highlighted employee professional and personal accomplishments. P2 further explained that recognizing employees shows to the employee that the company cares. Therefore, an effective approach can help achieve P-O fit and further assist an organization's brand in enthusiastically competing for the best available human resources. Effective recruiting is a complex process that can improve a business image, and its ability to attract candidates; enrich productivity; and increase employee retention (Kappes et al., 2018).

To evaluate P-O fit, the three participants discussed that their partnership with the TAP positively impacts their ability to translate military skills into civilian skills. Military jargon is often misunderstood; therefore, the TAP offers professional support to translate skillsets and enable job alignment for transitioning military members (Keeling et al., 2018; Li, 2020). P2 and P3 had military experience and stressed the importance of engaging military members, answering any questions they may have, and keeping the dialogue open and honest. According to P3, "I was once a transitioning servicemember,

so I understand the fear some may have." Military veterans report difficulties transitioning between military and civilian employment, with 50% of veterans reporting periods of unemployment after transitioning into the civilian workforce (Kintzle & Castro, 2018; LePage, 2020).

By participating in transition programs, a firm can promote a job opening and the company brand while simultaneously exploring P-O fit among transitional service members (Ainspan et al., 2018; Rounak & Misra, 2020). For instance, the TAP can improve a fit probability between an employer and employee, enhance a company brand, and offer face-to-face communications with a prospect (Li, 2020). P1 and P3 explained that attending the DOD's transition program provided direct access to their targeted labor pool and a competitive advantage. P1 stated, "engaging in one-on-one dialogue with servicemembers, I can gauge the servicemember needs and access compatibility." P3 emphasized that although some barriers impact the hiring of military veterans, approximately 90% of transition service members are qualified to become truck drivers. For the transitioning military members that P3 is unable to hire, P3 helps them by facilitating job placements with other companies.

Theme 3: The Importance of Work-Life Balance Methods

P2 explained that a work-life balance is a concern for applicants with military experience. Hege et al. (2019) argued that a work-life balance impacts an applicant's decision to drive for a company. A review of the three participating companies' webpages and interview data embraced the idea of a healthy work-life balance for employees. According to Doverspike et al. (2019), a work-life balance is the state of

equilibrium where an individual proportionately prioritizes career and personal demands. While HR management encompasses strategic partnerships to earn employee trust (Aboramadan et al., 2020; Malik, 2019; Soelton et al., 2020); Hunter (2019) and Loan (2020) argued that there are recruiting advantages of promoting flexible work hours to improve work-life balance. According to P2 and P3, work-life initiatives increase the likelihood of retaining employees while also earning their trust. If an employee's work-life needs are not recognized, P1 and P3 discussed the negative relationship between the employee and employer, resulting in work and family conflicts, mental exhaustion, and job dissatisfaction.

A review of all three participating companies' social media platforms, webpages, and interview data highlighted employee flexible work schedules as a priority when recruiting military veterans. Given the importance of mental health to military veterans, Mael et al. (2022) emphasized that a work-life balance strategy can increase productivity and strengthen a military veteran's overall economic value to their company. P1 stated, "common questions asked by military veterans about work-life balance in truck driving jobs include time off, daily workload, weekend work requirements, and work-life constraints." To entice qualified military veteran prospects, all three participating organizations offer flexible work schedules, such as being home on weekends and having weekly time off. P3 stated, "when I speak to a veteran about becoming a truck driver, I explain the importance of maintaining a healthy work-life balance." While P1's company's social media platforms stressed the importance of work-life initiatives for truck drivers, P2's company promoted paid holidays and personal days.

Job Satisfaction

All three participants emphasized the importance of maintaining a healthy communication relationship with the applicants and focusing on initiatives to increase employee job satisfaction. One of the main aspects of human resource management is the measurement of employee satisfaction (Ali & Anwar, 2021; Rayton et al., 2019). According to the three participants, flexible work schedules, competitive benefits, and family-centric initiatives aim to increase job satisfaction and satisfy an employee's work-life balance. To ensure high employee satisfaction among workers, companies employ work-life initiatives to increase employee productivity, responsiveness, and quality of work (Ali & Anwar, 2021). For instance, the three participating companies' social media platforms and webpages advertise work-life initiatives along with competitive pay, bonuses, and health benefits.

Flexible Scheduling

With a high demand for qualified truck drivers, a review of all three participating companies' social media platforms, webpages, and interview data highlighted the importance of flexible scheduling. According to Viñas-Bardolet et al. (2020), flexible work schedules emerged as the primary factor in gauging employee job satisfaction. P1 stated, "since veteran truck drivers have a choice in who they choose to work for, I speak of my company's strong military employee presence, military-style culture, and flexible work hours." P1 stated, "some veterans are concerned about work hours and time off, so I let the veteran know that we offer flexible work schedules and routes." According to all

three participants, flexible schedule initiatives allow truck drivers the option to be home days throughout the week or on weekends.

P1 and P3 explained that military veterans interested in becoming truck drivers pondered the decision based on extended periods away from home. Phares and Balthrop (2022) argued that excessive time away from home is a key reason truck drivers would not recommend a truck-driving career; however, more time at home can attract talent and improve driver retention. According to all three participants, current military veteran truck drivers appreciate the time off to fulfill needs outside of work. While P2 stated that the company tries to offer every other weekend off as a work-life balance initiative, P1 explained that flexible work schedules and time off allow military veterans to attend family events and medical or mental healthcare appointments. P1 further stated, "I debunk negative myths about truck drivers driving from coast to coast every day." Schedule flexibility is a positive advantage to employee satisfaction and commitment (Viñas-Bardolet et al., 2020). P2 stated, "these guys have been away from home for months and even years so the least we can do is allow them time off to take care of their personal and family needs."

Competitive Benefits

All three participating companies' websites and social media posts detailed competitive pay, health benefits, and work-life balance initiatives to attract military veteran candidates. Although carriers increased wages to attract workers to become truck drivers, Phares and Balthrop (2022) argued that individuals choose a job based on the additional benefits an employer can offer. According to the three participants, their

businesses offer benefits ranging from matching 401K, health and dental plan, paid time-off, and performance bonus. The constantly growing number of organizations that seek skilled, knowledgeable, and talented staff has created competition in the labor market among employers (Khalida & Safitri, 2018; Yukongdi & Shrestha, 2020). P1's and P2's companies' social media posts promote annual wages of up to $110,000 and additional performance bonuses. When speaking with military veteran prospects on competitive pay, P3 stated, "a job in the trucking industry is recession proof." According to P2, new hires can earn up to $1,000 per week for training and potential annual earnings. P2 further asserted that a shortage of drivers leads to a constant urgency to hire a truck driver.

Family-Friendly Policies

The social media posts of all three participating companies highlighted policies that help truck drivers balance work and family commitments. Work-family conflict is the degree to which workers are not satisfied with the role of work and family: time-sharing, involvement, and satisfaction with work and family (Shin & Jeong, 2020). Hege et al. (2019) stated that a work-life balance encompasses aligning work-family and work-life conflicts, including considerations of family and social and leisure pursuits. According to P2, time off is necessary for truck drivers to take care of their needs or the needs of family members, finances, and health. Interview data from all three participating companies' social media posts stressed the importance of supporting employee work-life balance.

According to all three participants, their goal is to ensure drivers are home most weekends. Shin and Jeong (2020) argued that extended driving hours and irregular schedules reduce the likelihood of family spending time together and lead to work-family conflict. P1 and P2 discussed allowing truck drivers to take weekends off. P2 further asserted that employee time off enhances trust between employees and management. Shin and Jeong explained that work-family conflict stems from extended driving hours as a truck driver. Because of false presumptions about work-family conflict in the trucking industry, P1's organization implemented a family-support initiative that focuses on balancing work and life commitments. When speaking to a military veteran applicant, P1 and P2 discussed their work-life initiatives and informed prospects that short hauls allow truck drivers to be closer to home. However, long hauls allow truck drivers the opportunity to make more money.

Connecting Theme 3 to the P-O Fit Theory

All three participants explained that flexible work hours increase job satisfaction and decrease work-life conflict. Chatman (1989) argued that an appropriate P-O fit between organizational values and employee characteristics correlates with employee satisfaction. P2 stated, "employee satisfaction further solidifies trust between the employee and our organization." Doverspike et al. (2019) further suggested that the importance of pay, work-life balance, and a desire to be part of a team are considerations when employing P-O fit. Conceptually, a good fit depends on fulfilling the needs of a job applicant, which results in high employee satisfaction and higher P-O fit (Hamstra et al., 2019; Nagpal & Nagpal, 2019). Although supplementary fit requires companies to offer

benefits and compensation packages to attract candidates, organizations should move beyond salary and traditional rewards and focus on individual needs (Khalida & Safitri, 2018). P1's and P2's companies' social media platforms promote several initiatives to allow flexible work schedules with competitive pay and healthcare. According to P1, truck drivers enjoy time off to reset, recalibrate, and concentrate on family and personal needs.

A review of P3's company's website and interview data emphasized that organizational support toward work-life balance is critical in fulfilling military veteran's needs. Brockelmeyer (2020) argued that if the employee feels appreciated, the employee is likely to remain with the company. According to Hamstra et al. (2019), the fulfillment of an employee's needs results in higher P-O fit and correlates with high employee satisfaction rates. P1 stated, "a company that supports and cares for a driver's well-being can make a huge difference in the likelihood of employee satisfaction and retention." Mira et al. (2019) and Rayton et al. (2019) described the positive relationship between employee job satisfaction and increased performance. To build trust and satisfy the needs of qualified military veteran prospects, the three participants stressed the importance of honesty and transparency when discussing the work-life expectations of a truck driver with prospective military veteran hires. P1 stated, "I am honest when I speak about work-life balance and my experiences as a truck driver."

All three participants stated that work-life balance is important to a military veteran applicant. Shin and Jeong (2020) argued that truck drivers have a stressful job that includes work-life imbalance, tight timelines, congested roads, long work hours, low

pay and few incentives, and not enough time for relaxation. P3 stated, "many military veterans do want to pursue a truck-driving career because of time away from their families." P1 stated, "veterans I interview are reluctant to apply because most have multiple deployments and were away from family and friends for months at a time." Therefore, P1 and P3 highlight their flexible work scheduling and route selection when speaking with military veterans. All three participating companies' websites and social media posts highlight the importance of a scheduled rotation between hauls to allow truck drivers to choose short- versus long-haul routes. Truck driving can be a challenging and demanding job (Shin & Jeong, 2020). Thus, P3 explained that flexible driving routes incentivize new truck drivers. A review of the social media posts of P1's and P2's companies highlighted flexibility in selecting either a long or short route. According to P2, local hauls earn less but involve more time at home. P2 further explained that long and regional haul drivers are the highest earners but spend less time at home.

<div align="center">**Applications to Professional Practice**</div>

I conducted a research study to explore the strategies MLE's HR managers use to recruit qualified military veterans to fill transportation vacancies. Interviews from three participants and public information, such as social media platforms and company websites, were used to acquire rich data. Data saturation was evident after interviewing the third participant. While transportation firms struggle with high turnover, Brockelmeyer (2020) explained that military veterans in civilian jobs like those they held in the armed forces were likely to remain with the company. According to Blank (2019), there are strong correlations between recruiting military veterans and increased return on

human capital investments. Based on the reviewed literature and the research findings, I anticipate that this study may provide essential business knowledge required for recruiting, hiring, and retaining military veterans.

Business leaders could apply this study's findings to enhance recruiting strategies and gain a competitive advantage when recruiting military veterans. P3 explained that "the appetite to recruit veterans stems from the legitimacy that they possess valuable skills and competencies that translates into success." In an industry that suffers driver shortages and high turnover rates, there are opportunities for change, as strategies to recruit truck drivers continue to evolve. Therefore, companies should provide HR managers and recruiters with resources to translate military skills into civilian careers. Researchers have highlighted that organizations depend on an influx of skilled human capital to generate and enhance sustainability and improve business survivability in a talent-driven environment (Akhtar et al., 2019; Srisuphaolarn & Assarut, 2019). Thus, business leaders willing to create and maintain sustainable human capital may benefit from the recruiting practices discussed in this study. HR managers and recruiters can also take advantage of federal and state tax incentives for businesses that hire military veterans. For instance, the U.S. government offers a $5,600 federal tax relief to each military veteran and $9,600 for each disabled military veteran employed by a business (Kirchner, 2018; McNichols & Anderson, 2020).

Military veterans receive free education and training benefits from the VA (U.S. DOD, 2020). Free education and training benefits can help unqualified fit candidates obtain commercial driver's license program requirements to become truck drivers. P1 and

P2 stated that a lack of commercial driver's license program qualification is a hiring

obstacle for military veteran applicants. However, the FMCSA has established programs

to make it easier, quicker, and less expensive for experienced military drivers to obtain a

commercial driver's license program (U.S. Department of Transportation, 2018). In

addition to federal education benefits, the FMCSA provides funds to learning institutions

that provide commercial driver training and award grants to train active-duty personnel,

military veterans, and their families to become professional truck drivers (U.S.

Department of Transportation, 2018).

Implications for Positive Social Change

The opportunities for positive social change include the potential for truck carrier

firms to enhance strategies to hire more post-9/11 veterans. Military veterans are a

valuable part of the human capital resource pool (Gonzalez & Simpson, 2020). However,

some organizations overlook veterans as a talent resource or fail to fully utilize the

skillsets they have developed through their military service (Gonzalez & Simpson, 2020).

Hiring managers could consider evaluating their recruiting strategies against the main

themes outlined in this paper, which include essential strategies all organizations can use

to hire military veterans. Moreover, the results of this study could help integrate

knowledge about the military culture and transfer military skillsets into the civilian

workplace.

Truck drivers play a critical role in the U.S. economy. The U.S. economy and the

livelihood of communities are dependent on transportation services (Mittal et al., 2018).

Selecting the right personnel is critical for mitigating late shipments, avoiding food and

water shortages, sustaining a hospital's medical supply, and continuing mail services. Because some freight companies experience worker shortages and 100% driver turnover rates, I aimed to outline a recruitment strategy that delivers scenarios enabling HR managers to consider military veterans as a labor source to address truck driver shortages in the United States. Employee turnover is costly and unmanageable for transportation firms, and driver shortages exacerbate the problem by disrupting industry activities and jeopardizing supply chain capabilities (Mittal et al., 2018).

Veterans possess desirable attributes and valuable knowledge, skills, and abilities that HR view as ideal traits for job applicants (Cobos & Ingram, 2022; Gonzalez & Simpson, 2020). Given the importance of addressing the transportation worker shortage, information about military veterans, their training, experiences, and talents provide crucial recruiting opportunities for transportation firms. Transportation firms can benefit from these skillsets and assist in decreasing the number of unemployed military veterans. This study's findings may help create an industry-wide recruitment strategy of military veterans and foster an appreciation of the cultural competencies of ex-military job applicants. People with military training and experience have critical competencies and attributes that are relevant to and transferable to the civilian workforce (Peate, 2018; Pollak et al., 2019). Most of the skills service members earn during service appeal to employees looking for applicants. For instance, veterans can deal with difficult situations, possess a track record of integrity, and learn valuable interpersonal and technical skills in the military.

Ultimately, an increased focus on P-O fit when recruiting military veterans contributes to a competitive advantage, improved employee relations, increased production, and supply chain fulfillment. Researchers have discussed the way effective recruitment contributes to organizational success, leading to better-fit employees and fewer underqualified applicants (Young & Casey, 2019). Hiring managers may be able to increase congruence among job applicants with military backgrounds, boost morale, and improve business performance. Recruiting skilled personnel and building relationships with transition programs ensure an ongoing talent pool for recruitment. This approach allows hiring agents to learn military skillsets and permits military veterans to gain full-time employment as truck drivers, thus contributing to a more sustainable recruiting strategy, improved retention, and a better employee value proposition. Communities with higher employment rates benefit from a more robust economy, and a filled trucking vacancy can decrease the probability of empty shelves at a community grocery store.

Recommendations for Action

Based on the collected and analyzed data, I discovered that trucking companies could recruit former military truck drivers to fill truck driver shortages. I encourage transportation firm leaders to consider the findings of this study when creating and implementing a military veteran recruiting strategy. Although the transportation industry is the backbone of the U.S. economy, a chronic shortage of drivers endangers economic growth by disrupting the movement of goods in a complex supply chain system (Mittal et al., 2018; Reagan & Saphores, 2020). Despite the exploration of automation

transportation paradigms, delivering products remains dependent on the specific skillset and competencies of truck drivers (Mittal et al., 2018).

Military veterans are equipped with strong ethics, a dedicated approach to a task, and a dependable, organized, and team-oriented approach. These traits create human capital advantages for transportation firms that hire ex-military personnel to participate in, lead, or oversee transportation operations (Mittal et al., 2018). Developing partnerships with a local DOD, VA, and nonprofit-transition office establishes relationships that aid HR managers in providing one-on-one recruiting opportunities for individuals with military experience. Moreover, such partnerships can educate a business hiring agent on military skill sets.

Transportation firms should equip their trucks with all the necessary equipment to ensure a smooth journey. By improving military veterans driving experience on the road, business leaders can enhance overall job satisfaction. Furthermore, business leaders should consider mobile recruiting, which allows candidates to apply for a job through their mobile devices. Incorporating mobile recruiting can enable notifications to HR managers once a military veteran has completed an application. The content should be shareable with members of the hiring team and business leaders. Crucially, an HR manager can use the information from the mobile application to conduct a quick query of an applicant's qualifications and driving history and compare them with other prospects to initially assess fit. To help build a recruitment program for military veterans, criteria should be established to test candidates' personalities to ensure they are fit for the organization. For example, prospects can be asked to complete a list of their expectations

to survey their needs. The HR manager or recruiter can discuss their expectations and include personal experiences. P1 and P3 acknowledged that people have false premises about truck drivers. Therefore, this recommendation can be used to assess potential fit, build rapport with the recruit, and debunk myths concerning the truck-driving profession.

The demand for new truck drivers often creates the opportunity for job applicants to be welcomed into a family friendly culture like the military. Some civilian employers find translating military veteran skills or cultural understanding difficult. Therefore, I encourage establishing a partnership with a transition assistance program to engage qualified servicemembers and obtain assistance with the translation of military skills into civilian qualifications. A battle buddy program that aligns a hired veteran with a current employee with military experience promotes a cultural fit as the transition method reflects the newcomer's experience during military service. I also encourage business leaders to partner with the local military, veterans, or nonprofit transition assistance programs. Partnering with TAP or other nonprofit military transition programs gave this study's participants direct access to qualified military veterans. Besides providing military-to-civilian job transition assistance, TAP is a cost-effective measure that connects military veterans with business leadership (U.S. DOD, 2020). In addition to directly connecting HR managers and recruiters to a pool of military veterans, TAP can help business leaders translate military skills.

Business leaders should incorporate truck driver wellbeing into company policy to recruit and retain drivers. A good fit is determined by fulfilling an applicant's needs, resulting in high employee satisfaction and higher P-O fit (Hamstra et al., 2019).

According to participants and researchers, employees naturally gravitate toward

organizations interested in their wellbeing. Researchers have explained the reasons

organizations should move beyond salary and traditional rewards to emphasize aligning

rewards with individual needs (Khalida & Safitri, 2018). When discussing employment

with a military veteran, hiring agents should also mention opportunities for growth and

development and offer benefits, such as annual gym memberships to focus on employees'

mental and physical wellbeing. Transactional and transformational rewards that recognize

top performers could also be introduced monthly or annually. Given the importance of a

military veteran's mental health, Mael et al. (2022) emphasized that implementing a

work-life balance strategy can be a great strategy to help inaugurate a successful

transition and ensure increased productivity that strengthens a veteran's overall economic

growth.

Transportation firm leaders should review their existing military veteran

recruiting strategies annually and strengthen policies or implement new ones. Social

media was the primary recruiting platform used by the participants in my study;

therefore, I recommend that transportation business leaders create and further enhance

web-based profiles on social media platforms to connect with the younger generation of

military veterans. Business leaders should assess the way military skills relate to or can

be adapted to civilian careers and incorporate metrics to determine which recruiting

platform generates the most leads. Military veterans pursuing careers as truck drivers

should be provided with information about VA and local state education and training

opportunities specifically designed to assist them in securing employment and obtaining

certifications. HR managers should also be aware that employers hiring military veterans may be eligible for tax credits, on-the-job training, or special employer incentives (Kirchner, 2018). Ultimately, my goal is to disseminate my study to the DOD, VA, nonprofit transitional services, and transportation business leaders. The participants of this study will be notified when my study is published.

Recommendations for Further Research

The findings of this research study may broaden the understanding and foundation of the existing research on military veteran recruiting and help determine the reasons some employers do not recruit military veterans in trucking companies. A limitation of this study is the sample size. The sample consisted of three HR managers who were lead recruiters for their organizations and had 2 years of experience. Of the participants, two were military veterans and former truck drivers. Recommendations for further study include the use of a larger sample size.

The primary limitation was the participants' geographic location. Future studies could include small transportation firms in geographic locations without military posts (i.e., some veterans relocate away from military posts). Another limitation of this study was that it focused solely on medium-sized to large businesses. Future studies could include small transportation firms.

A further limitation derived from participants' unwillingness to share. Revealing best practices regarding processes and advantages and sharing other organizational data might undermine a firm's competitive advantage. This study involved a qualitative multiple case study design. Researchers could use other designs and methodologies for

further research. Another limitation of this study was that it focused solely on one sector of the U.S. transportation industry. Future researchers could explore other sectors.

Reflections

The Doctor of Business Administration (DBA) was a long and rigorous process. The doctoral journey was intense, and time-consuming, but worth the effort. I learned the importance of being pushed when you want to give up. I relied on a constant flow of guidance, knowledge, and expertise from family and professional relationships. When I began working on my DBA, I welcomed the task, although I did not know what a challenging yet satisfying process lay ahead. I sometimes doubted if I would ever complete the task, having faced multiple setbacks, but I did. I often contemplated abandoning the program, having suffered a decline in my cognitive ability due to a traumatic brain injury. Although the DBA took longer than expected, I was determined to never quit. I look forward to using what I have learned here in the next chapter of my professional adventure. Researching recruitment has broadened my understanding of implementing effective recruitment strategies, which I hope to share with others.

During this DBA process, my former work as a logistics officer in the U.S. military helped me understand the field of study. My research methods and ethical research practices provided strategies for mitigating the risks of bias and reflexiveness in the doctoral program. Upon completing of each section, I received constructive criticism from faculty members. Their corrections and coaching helped me improve my work quality, and I gained a wealth of knowledge and experience in the process. I continued with the program until I received a "met requirements" assessment from my committee

members and University Research Reviewer. As I reflected on the criticism, the committee members and University Research Reviewer challenged me to put forward the best version of myself to be reflected in my research study.

Conclusion

Despite growing freight demand, truck carrier leaders are experiencing constrained business growth due to an increasing shortage of qualified truck drivers. A lack of drivers impacts all industries and individuals, including food, medical supplies, and mail deliveries. Trucking firms that currently lack strategies to recruit military veterans could evaluate their organization's strengths and goals to determine whether selecting a veteran will assist their organization's goal to hire and retain quality talent. Some trucking firms have successfully recruited military veterans into truck-driving positions by implementing strategies that consider strategic recruitment, competitive compensation, work-life initiatives, and partnerships with TAP. For instance, business leaders can establish relationships with the DOD, VA, and nonprofit-transition programs to keep a constant flow of a military veteran labor when truck driver positions become available. Military veterans can make a difference within an organization because of the leadership qualities they acquire as core values when serving in the military.

The trucking sector is central to the U.S. supply chain, and the profession is recession-proof. Transportation business leaders need successful recruiting tools to build strong teams and fill job vacancies. To employ a qualified military veteran who fits within an organization, things to consider are pay, culture, a positive work-life balance, and congruence. Essentially, do the employee and the organization share a commonality?

Moreover, giving less attention to either can lead to candidates taking their talents elsewhere. Transportation firms can take advantage of these qualities if they pay close attention to the findings of this study and similar studies focusing on recruiting military veterans. In addition, hiring veterans as truck drivers may qualify a company for tax credits, and it also gives them an employee who is a trained leader and earns them the highly desirable title of a military-friendly organization.

This study's participants concurred that military veterans are high-value candidates in the trucking industry. I confirmed that HR managers may need to adjust their process to attract, select, and retain military veterans that fit the organization. While a military veteran seeks fulfillment in meaningful employment, transportation firms seek fulfillment in hiring fit employees. Therefore, this study could help hiring agents and recruiters identify and design a recruitment policy that includes the transferable skills of military veterans. I found that the things the truck driver's employers are seeking in their drivers can be found in the military veteran population.

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Appendix: Interview Protocol

Participant Pseudonym:_____

Interview Date:_____Total Time:_____

What you will do	What you will say—script
Introduce self to participant Go over the contents of the consent form answer questions, and or concerns of participant.	A. Good day Mr/ Mrs XXX. My name is Jeremy Haynes a doctoral student in the department of Business and Administration of Walden University conducting a research on Effective Strategies to Recruit post-9/11 Veterans to Fill Transportation-Related Vacancies in the southeastern and midwestern region of the U.S. B. Thank you for your time and accepting the invitation to participate in this study. C. I believe you have read and understood the content of the agreement in the informed consent form. If you have questions or concerns, I will be glad to attend to them before the start of the interview.
• Turn on recording devices • Follow procedures to introduce participants with pseudonym / coded identification; note the date and time • Begin interview with question #1; follow through to final question • Follow up with additional questions • End the interview sequence, discuss member checking with participant • Thank the participant for their part in the study. Reiterate contact number for follow up questions or concerns from participants • End of the interview protocol.	1. What strategies does your organization use for recruiting qualified veterans? 2. How does your organization assess the effectiveness of the strategies for recruiting qualified veterans? 3. What strategies have been most effective for recruiting qualified veterans? 4. How, if at all, do the costs associated with hiring a military veteran differ from hiring civilians? 5. What successes have you experienced in filling transportation vacancies? 6. What skills and experiences do you expect veterans to have before transitioning into your company? 7. What were the key challenges have you encountered when implementing your company's strategies for recruiting qualified veterans? How did you address the barriers to implement your strategies to recruit qualified military veterans? What modifications did you apply to any strategy to improve its effectiveness in recruiting qualified military veterans?

Wrap up interview thanking participant	Thanks for sparing time to share your experiences with me. I will transcribe the interview data and return to you within the next three days for a review of the process to ensure the correctness of the interview data.
Schedule follow-up member checking interview	I would appreciate if we can schedule a time to discuss my interpretation of your responses for approximately 30 minutes or less.