

# Oral Defense Announcement

## University of Missouri – St. Louis Graduate School

An oral examination in defense of the dissertation for the degree  
Doctor of Business Administration with an emphasis in Human Resource Management

Brian R. Newsom

Master of Science in Strategic Leadership, May 2018, University of Charleston  
Bachelor of General Studies, February 2017, Columbia College

### **Hearing Their Stories: Tailoring HR Onboarding, Job Satisfaction, and Retention Strategies for Veterans with Disabilities in the Civilian Workforce**

Date: October 11, 2024

Time: 10:00 a.m. to 11:15 a.m.

Place: Anheuser-Busch Hall 202F, Dean's Conference Room

#### **Abstract**

Tailored HR strategies play an important role in enhancing job satisfaction and improving retention of veterans with disabilities (VWD) transitioning to civilian employment. Literature will identify risk factors for VWD, such as personal health problems, mental health complications, cultural adjustment difficulties, and non-inclusive onboarding. The primary research objective is to determine effective HR strategies that improve onboarding, job satisfaction, and retention of VWD. In-depth interviews with 31 former military personnel, in particular, enabled the capturing of data through qualitative methods. Such a research design was engendered by thematic analysis and sought to understand the identification of central themes and patterns in VWD experiences. The research findings offer support for VWD through adaptive onboarding technologies, continuous skill development, and mentoring relationships. Finally, HR tailoring in this way serves to promote a much more inclusive work environment by differentially capitalizing on the strengths of people with VWD in a manner that enhances employee productivity and engagement. This research study will therefore contribute to the development of empirically-driven HR practices and policies promoting a shift toward more accommodative and supportive employment strategies. These findings underline the importance of organizations implementing comprehensive HR strategies that would lead to greater civilian workforce integration with VWD and, hence, promote overall effectiveness within the organization and employee well-being.

#### **Defense of Dissertation Committee**

Brandon Ofem, Ph.D., Chairperson

John Meriac, Ph.D.

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