EXECUTIVE SUMMARY

A PROGRAM EVALUATION ON THE PERCEIVED EFFECTIVENESS OF VFW POST 3106’S RECRUITMENT EFFORTS

By Kimberley Darty

The primary purpose of this research was to evaluate the perceived effectiveness of VFW Post 3106’s recruitment efforts. Current VFW Post 3106 members were surveyed on the following variables: brand attractiveness, competition, leadership, and culture regarding gender, ethnicity, sexual orientation, and religion. All four variables were evaluated to discover if they had an effect on VFW Post 3106’s recruitment efforts. The researcher gathered data on these variables through a specifically created survey that was designed for the research problem. The survey questions were either closed response questions or Likert scale questions, and the data from the survey questions were analyzed to provide statistical validity to the interpretation of the survey’s results.

From the data, the researcher discovered the answers to the research question and sub-questions. First, regarding the brand attractiveness sub-question, the data suggested that birth year, gender, ethnicity, and foreign war association are not related to the perceived value of the VFW. Also, birth year, ethnicity, and foreign war association are not related to the perceived high brand regard that the VFW holds. However, a relationship was found between gender and the perceived high brand regard of the VFW. In addressing the second sub-question, which addressed competition, the data suggested that the American Legion’s value is independent from the VFW’s value. Also, the American Legion is not related the VFW’s brand regard. Despite
these findings, it was found that the American Legion’s recruitment policies are related to the VFW’s ability to recruit new members. In addressing the third sub-question, which addressed leadership effectiveness, the data suggested that female inclusiveness was the only variable found to be related to leadership’s effectiveness. Also, leadership’s encouragement of all eligible veterans to join VFW Post 3106 was only found to be related to female inclusiveness. In addressing the fourth sub-question, which addressed the culture in regard to gender, ethnicity, sexual orientation, and religion, that data suggested that only LGBTQ inclusiveness and member’s birth year were found to have a relationship with each other.

Based on these findings, the researcher made two recommendations for VFW Post 3106. The first recommendation is for the post to implement a women outreach group. The goal of this outreach group should be to bring awareness to female veterans about the benefits of the VFW with the hope that the female membership rates will improve. The second recommendation is that the post implement a buddy program. The goal of this program should be to allow non-members to participate in VFW events with the sponsorship of a current member. This would allow potential members to see what the VFW does for the community and for each other in terms of social support without having to pay dues in the beginning. The hope is that eventually the potential members would want to join the VFW, which would help increase membership numbers.
A PROGRAM EVALUATION ON THE PERCEIVED
EFFECTIVENESS OF VFW POST 3106’S RECRUITMENT EFFORTS

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By
Kimberley N. Darty

Project Instructor
Edward L. Lamie

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Chapter I: Definition of the Problem

Introduction

The Veterans of Foreign Wars, more commonly known as the VFW, is an international organization that has long been known to be in the business of helping America’s veterans. The organization started in 1898, but the VFW Post that participated in this research is VFW Post 3106, which was established in 1952. This post is in Leesville, LA, but serves veterans located in Leesville as well as the surrounding towns of New Llano, Fort Polk, and Anacoco. Their current membership stands at 790 members, which is well below their peak of 1400 members in the past (R. Hudson, personal communication, March 14, 2018).

Each VFW Post is managed by the following positions: Commander, Senior Vice Commander, Junior Vice Commander, Quartermaster, Judge Advocate General (J.A.G.), Surgeon, Chaplain, Trustees (3), Adjutant, Service Officer, Sargent-at-arms, and Officer of the day. All positions are volunteer positions; however, the Commander, Senior Vice Commander, Junior Vice Commander, Quartermaster, Chaplain, and Trustees (3) are elected positions. Each position is up for election every year with the exception of the Trustees, who hold their position for three years. The J.A.G., Surgeon, Adjutant, Service Officer, Sargent-at-arms, and Officer of the day are Commander appointed positions. VFW Post 3106 utilizes this leadership structure; however, some of their members hold multiple positions. They hold their official meeting every 2nd Wednesday of the month, which is their dedicated time to discuss VFW business as well as have special guest speakers from the community (R. Hudson, personal communication, March 14, 2018).
Background of Problem

Over time the organization has dealt with crippling low membership rates. VFW Post 3106 is no exception to that on-going trend. They too experience low membership enrollment that only seems to be getting worse as their current members are getting older, and the new generation of eligible veterans are declining the opportunity to join the VFW, regardless of the fact that the majority of this new generation of veterans meet the requirement of having fought in a foreign war due to the recent Iraq and Afghanistan wars. This trend of veterans declining the opportunity to join the VFW is a major concern for VFW Post 3106 because each post depends on their members to keep their doors open.

Without members, organizations like the VFW would be unable to provide the help that America’s veterans need. The VFW provides everything from helping their members fill out paperwork that would ensure that the veterans are receiving the benefits entitled to them to providing companionship for those who might otherwise not have anyone to talk to. These services fill gaps in America’s care of veterans, but they cannot accomplish this mission without a steady stream of new members. However, new members are seemingly harder and harder to come by which raises the questions about the effectiveness of their recruitment efforts. For example, are their current recruitment efforts effective in recruiting all eligible veterans? Without effective recruitment practices, the organization has little hope of continuing to be a benefit for America’s veterans.

Currently, the VFW has four recruitment strategies that they utilize. Those strategies are door-to-door recruitment, recruiting booths, telephone recruiting, and mail campaigns. VFW leadership manuals provide information about each of these strategies and provide suggestions and prompts for each strategy as well (Thien, 2014). On their website, the VFW also provide
brochures that include recruiting tips and tools and supplies like door hangers for recruiting purposes. However, the question remains: Are these tools effective in recruiting all eligible veterans, including women, people of all ethnic groups, people of all religious backgrounds, and members of the LGBTQ community?

**Purpose of the Study**

The purpose of this study is to provide VFW Post 3106 with enough data for them to determine if their recruitment efforts are perceived to be effective by their current members. The intent is that VFW Post 3106 will use the information to help them increase their membership numbers over time.

**Primary Research Objective**

The primary research objective is to evaluate the perceived effectiveness of recruitment efforts at VFW Post 3106. The following sub-objectives were selected because each variable has a possible relationship with recruitment issues.

1. What effect does VFW brand attractiveness have on recruitment ability? This sub-objective attempts to discover if the image VFW portrays is perceived to be effective for recruiting all eligible veterans.

2. What effect does competition (e.g., American Legion) have on recruitment ability? This sub-objective attempts to discover if local competition is perceived to have an effect on VFW Post 3106’s recruiting ability.

3. What effect does Post 3106’s current leadership have on potential recruits? This sub-objective attempts to discover if VFW Post 3106’s current leadership is perceived to be effective at recruiting all eligible veterans.
4. What effect does Post 3106’s current culture regarding gender, ethnicity, sexual orientation, and religion have on all eligible veterans? This sub-objective attempts to discover if the current culture at VFW Post 3106 is perceived to be welcoming to all eligible veterans.

**Assumptions**

The researcher made two assumptions before starting the research into this subject. First, it was assumed that current members of VFW Post 3106 care about current recruitment efforts at their post. This was assumed because if members did not care, they would not be willing to give their opinions on the subject. Secondly, it was assumed that VFW Post 3106 wants new members. It is possible that they are happy with the number of members they currently have, but the researcher assumed that they would like their membership numbers to increase, which would also increase their post-revenue.

**Rationale**

This study was exploratory in nature due to no previous studies being conducted on the VFW. However, there is some information documenting the recruitment efforts of social clubs such as the Lions Club and Kiwanis. Regarding the VFW, various news articles that will be addressed in later chapters of this research are all reporting on the theme of low VFW membership rates, which leads the way for this research. Results from a 14-question survey, developed by the researcher, were used to identify if the current members feel that the variables identified by the researcher are affecting current recruitment efforts. That information, data, and recommendations from the researcher will be presented to the leadership positions at the first available meeting time.
Scope of the Study

The research for this study focused on the opinions of current members of VFW Post 3106, which is in Leesville, LA. These members are all veterans of the American Armed Forces and have paid membership to this post. Non-members, spouses, and former members were not surveyed, although their input would be useful for future research.

Definition of Terms

Civic Engagement- Promoting the quality of life in a community, through both political and non-political processes.

LGBTQ- People who identify as lesbian, gay, bi-sexual, transgender, or questioning.

OEF/OIF- Operation Enduring Freedom (OEF) / Operation Iraqi Freedom (OIF) are the U.S. led conflicts that happen in Afghanistan and Iraq.

Veteran- A person who has served in the military.

Limitations and Delimitations

The limitation of this study is that it only applies to VFW Post 3106 and not to any other post due to each post having unique cultures and characteristics. Also, the research does not intend to find out the reasons why Post 3106 has low membership rates, but rather the researcher only intends to evaluate the perceived effectiveness of current recruitment efforts. Another limitation of this study is the sample size. Initially the researcher hoped to have 30 usable surveys; however, 33 surveys were collected in all. Of the 33 surveys, 32 were usable for this research, and although this is more than the researcher hoped for, it is still a relatively small sample size when compared to the 790 members at VFW Post 3106.
Chapter II: Literature Review

Historical Background

The VFW is a nonprofit organization that is dedicated to supporting veterans who have served in a war, operation, or mission on any foreign soil or hostile waters. The organization was founded after the Spanish-American War of 1898 and the Philippine Insurrection of 1899. The intent was to help those returning wounded or sick veterans secure rights and benefits. This was especially essential for veterans of that era because once they returned from war, there was no medical care or pension for them. The original chapters of the VFW were formed in Ohio, Colorado, and Pennsylvania, but the organization expanded quickly, and there are now around 1.7 million VFW members and 6,380 VFW posts worldwide (Veterans of Foreign Wars, 2018).

VFW’s mission is, “To foster camaraderie among United States veterans of overseas conflict. To serve our veterans, the military and our communities. To advocate on behalf of all veterans” (Veterans of Foreign Wars, 2018, p. 1). This mission has lead the VFW to provide many services to their members, including but not limited to insurance programs, financial services, subscription savings, medical services, transition support, and more. They have helped in the establishment of the Veterans Administration (VA), national cemetery system, and the GI Bill, which provides educational benefits to active duty service members and veterans. On top of many helpful things, it is estimated that the organization is responsible for helping veterans recoup $7 billion dollars in benefits from the VA. Also in just 2017 alone, they provided over $9 million dollars of financial assistance to military families in need. They have provided $3 million dollars in scholarships to middle and high school kids, and they have also supported many memorials that honor and recognize the service of America’s veterans. The VFW also provides
almost 9 million volunteer hours every year for their communities (Veterans of Foreign Wars, 2018).

**Benefits of Veteran Organizations**

The VFW provides many benefits to the veteran community. For example, VFW’s financial services help veterans with their finances, but a study by researchers Leedahl, Koenig, and Ekerdt (2011) found that the VFW also provides older veteran members with a primary source for emotional support, cross-generational influence, activities, and a safe environment where they feel comfortable. Basically, the VFW provides a setting for those wishing to engage in civic engagement and a setting for social networking, both of which have been found to be important for an individual’s health and well-being. Multiple studies have found that any amount, even low levels, of involvement or civic engagement have positive correlations with older adult’s physical well-being and mental health.

Additionally, an 18-yearlong study on older adults showed that they exhibited fewer depression symptoms when actively engaged in social activities (Chiao, Weng, & Botticello, 2011). In fact, research has determined that social support helps with depression, Post-Traumatic Stress Disorder (PTSD), psychosocial difficulties, promoting self-efficiency, and reducing loneliness. Also, social support enables veterans to develop positive coping strategies like avoiding high-risk behaviors or avoiding putting themselves in difficult situations (Pietrzak, et al., 2010).

Helping those with PTSD is especially important because PTSD rates are consistently on the rise. Research has found that PTSD rates range from 8% for those involved in the Somalia Civil War, 8-16% for those involved in the Gulf War, 11% for those involved in Operation Enduring Freedom (OEF), and 15-17% for those involved in Operation Iraqi Freedom (OIF).
(Lapierre, Schwegler, & LaBauve, 2007). Also, a study conducted by Ahern, Worthen, Masters, Lippman, Ozer, and Moos (2015) found that 19 of the 24 veterans they interviewed felt disconnected from their friends and family who did not have military service experience. They also found that 15 of the 24 veterans felt like they did not get the support they needed to transition back to civilian life. However, the veterans who got transition help from a veteran peer or veteran support system reported substantial advantages. Regardless of these identified benefits and needs of veterans, membership in veteran service organizations has been steadily on the decline in recent history.

**Background of the Problem**

This decline in membership has been documented through several news articles across multiple states. News station WZZM13’s article titled “VFW Membership Drops, Now Struggles to Recruit Members” noted the challenges that the VFW in West Michigan is facing. Membership numbers there are dropping drastically, and they are unable to replace the older members with the younger generation of veterans. A decade ago they had 800 members, but now they only have a little over 300 members, and the majority of those 300 members are over 60 years old. However, despite these bleak numbers they are hopeful that with new recruitment efforts they will be able to keep the doors open for America’s veterans (Shabad, 2016).

Another news article titled “Younger Veterans Bypass VFW, American Legion for Service, Fitness Groups” found that some of the younger generations of veterans believe that the VFW and/or American Legion are unwelcoming and irrelevant to them, and this is reflected in their membership numbers. Only about 15% of recent eligible veterans have joined the VFW, and the average age of their members is nearly 70 as a whole organization. However, the article
also noted that the VFW is aware that they must evolve if they wish to remain in the business of helping veterans (Klimas, 2014).

There is also the magazine Military1’s “4 Reasons Why the VFW is losing its Battle for Members” that address variables that they believe affect VFW’s membership rates. Those variables are lack of relevance, the bloated hierarchy system, an unwelcoming vibe, and dated recruiting practices. These variables are especially important to the younger generation of eligible veterans, who are essential in keeping the VFW operating. This article also provides potential solutions to these variables like eliminating unnecessary formalities in rank structure, making recruiting material more transparent, and engaging in more community service activities (Davey, 2014). Yet another new article found in The Kansas City Star documented the need for change and the struggle to stay relevant. Membership, there in Kansas City, has been shrinking for 22 years regardless of the recent wars that make so many veterans eligible for VFW membership. This article also points out that although membership has been falling for a while, membership really started to get drastically low in 2010 (Montgomery, 2014).

**Recruiting Variables**

Although recruitment sources and materials have played and will always play an important role in the recruitment process, recruiting must take many outside variables into consideration when determining if an organization’s recruiting practices are effective. This is especially the case when it comes to nonprofit organizations like the VFW. These types of organizations cannot change who is eligible for recruitment just because they need more members. They only have a certain population from which their members must come from (Hager & Brudney, 2011). The researcher has determined four variables that may or may not have an impact on recruitment efforts at VFW Post 3106. One of those variables is brand
attractiveness because people are more likely to join an organization that has a good reputation. Another variable is competition because there is now, more than ever, greater competition for the veteran population. An additional variable is leadership because leadership is essential in setting the standards for the whole organization. Lastly, the VFW must take their culture into consideration. Is the culture of their organization inclusive for all eligible veterans? The following literature discusses each identified variable with the intent to show the importance each variable has on an organization’s recruitment processes.

**Brand Attractiveness**

Brand attractiveness is what gets people to join an organization, and it is also what keeps people a part of an organization. There are many different identified aspects of brand attractiveness like brand loyalty, brand experience, brand personality, and brand quality (Kim, Han, & Park, 2001). These aspects are important even though the VFW is a non-profit organization. The organization is still a brand that must maintain its attractiveness to its members and potential members. For example, the news article by Klimas (2014) that was referenced earlier brought up the fact that those interviewed found the VFW to be unwelcoming and irrelevant. These thoughts are detrimental to establishing the VFW as a brand that is attractive to potential members.

To keep VFW’s brand attractiveness high, the organization must keep brand experience positive. This means that eligible veterans must have a positive experience from initial recruitment to membership enrollment. An article by researchers Goltz and Giannantonio (1995) identified the importance of recruiter friendliness. Applicants were proven to be more attracted to an organization when the recruiter was friendly, which ties back to the importance of brand experience. Researchers Kim et al. (2001) took it one step further and stated, “When there is a fit
between brand personality and a consumer’s self-expression, the consumer may consider a brand as a person, or even a companion” (p. 196). This is important to note because if the VFW can establish a brand that is attractive to eligible veterans, they would be able to differentiate their organization from their competition (Randle, Leishch, & Dolnicar, 2013).

Competition

If VFW’s competitors provide a better brand experience, then it would only make sense that the competitor would have more members, which is, in fact, the case for VFW’s main competitor, The American Legion, because they have almost double the number of members than the VFW. The book *Building Strong Brands* shows how important the brand personality is in building a competitive advantage and notes the role brand personality plays in building a brand’s power (Aaker, 1996). There are many useful tools that organization can use to help them identify and establish their brand attractiveness. For example, researchers Ewing and Napoli (2005) developed a scale that can be used to measure a non-profit organization’s brand orientation, and their competitors brand orientation, which can help identify their competitor’s brand weaknesses.

Mentioned earlier was the fact that the VFW’s most identifiable local competitor is The American Legion. This comparison is made because The American Legion is almost identical to the VFW except that the American Legion does not require that the veteran has served in a foreign war, campaign, or expedition. Like the VFW, they provide discounts, scholarships, family support, financial assistance, and more. They too help fight for veteran rights and benefits alongside the VFW. Currently, the American Legion has around 2.4 million members, which is quite a bit larger than the VFW (The American Legion, 2018).
It is important to note that historically non-profit organizations have been able to avoid competition; however, that is no longer the case (Pietroburgo & Wernet, 2004). Besides the American Legion, there are countless other non-profit veteran organizations that need members and volunteers, and competition for these members is only getting stronger. One interesting point made by authors Andreasen and Kotler (2003) is that collaboration instead of competition might be a better approach for non-profit organizations because it can save on cost and there is a possibility of sharing of expertise and skills. Although this is a valid approach, for the purpose of this research, collaboration is not a variable that is being examined.

**Leadership**

Leadership also plays an important role in establishing and maintaining a culture of inclusivity. That inclusivity or lack of inclusivity is shown to be related to recruitment issues. Leadership is responsible for bringing together and harnessing the benefits that diversity brings. Some of those benefits are increased problem-solving, increased innovation, optimizing performance, improving teamwork, improving global competency, enhancing the success of change, and improving morale (AICPA, 2017). Despite the benefits, making sure that leadership promotes inclusivity can be difficult because non-profit organizations, like the VFW, have leadership positions that are normally nonpaid (Hager & Brudney, 2011). The American Institute of CPAs identified five questions that leadership can ask themselves when analyzing their current culture of diversity and inclusion. Those questions are,

- “Can candidates easily learn more about your commitment to diversity and inclusion online?
- In your organization, do senior leaders publicly support diversity and inclusion initiatives?
• Does your organization support organizations or community events where a diverse mix of attendees is present?

• Does your organization have a formal diversity and inclusion strategy, and are you tracking the results?

• Would diverse talent be able to identify mentors or role models that look like them at all levels in the organization” (AICPA, 2017, p. 11).

Answering these questions constantly and continuously can help leadership identify key issues regarding diversity and inclusion, which can support a culture of inclusivity.

**Culture of Gender, Ethnicity, Sexual Orientation, and Religion**

VFW’s culture regarding gender, ethnicity, sexual orientation, and religion can play a big part in their recruiting process. Women, non-white ethnic groups, LGBTQ members, and non-Christian religions are sometimes overlooked about when it comes to recruiting. Regarding gender, a report by the Disabled American Veterans organization found that there are large gaps in providing transitional services and other services to women veterans when compared to male veterans. This is concerning, especially because the female veteran population is expected to increase quickly over time (Santovec, 2015) and female veterans involved in OIF are more likely to have more depression symptoms when compared to male veterans (Lapierre, Schwegler, & LaBauve, 2007). A study on homeless veterans showed that limited social support is strongly related to suicidal attempts for women veterans than for men veterans. In fact, limited social support coupled with depression has been found to be one of the strongest predictors for suicidal thoughts and actions (Brent, 2005). Also, due to changes in military policies, women are now exposed to the same direct combat and life-threatening situations as men, which shows the need
that women also need good transitional support for veterans transitioning back into civilian life (Schnurr, Lunney, Bovin, & Marx, 2009).

In addition to gender, recruiting practices now need to take into consideration different ethnic identities because they influence potential recruits (Ma & Allen, 2009). In fact, it has been discovered that one’s ethnic identity is such a fundamental part of a person that they are more attracted to organizations where they feel free to express their ethnicities, but also be valued for their differences. On the other side of the coin, if a person does not feel free to express themselves within an organization, they are likely to find the organization unattractive. Additionally, going back to the importance of recruitment materials like brochures, it was found that when those materials include a clear diversity initiative they were received better by the different ethnic groups (Kim & Gelfand, 2003).

These facts are important to note because those different ethnic identities need the social support that veteran organizations provide. Researchers have found that Black and Hispanic veterans from both the Vietnam War and OEF/OIF have experienced racial discrimination, which has contributed to greater rates of mental health disorders for them. Researchers Muralidharan, Austern, Hack, and Vogt (2016) found that Black male veterans report less social support when compared to White male veterans. Also, Hispanic male veterans report having more life concerns when compared to White male veterans. Non-white female veterans also report lower social support and more anxiety then White female veterans, which puts them in a place of a double disadvantage due to being a female and being non-White.

A third variable that must be taken into consideration is the inclusion of members of the LBGTQ community. Sexual orientation is something new that organizations like the VFW are having to think about. For years, the “Don’t ask; don’t tell” policy was how the military operated
when it came to sexual orientation, but people are now more open about their sexual orientation. However, with that openness comes more chance of being excluded from organizations like the VFW, especially because they have a long history of utilizing the same “Don’t ask: don’t tell” policy that the military operated under. This exclusion can hinder an organization because a lot of researchers have shown that inclusion is critical to unlocking potential (Bell, Ozbilgin, Beauregard, & Surgevil, 2011).

Lastly, the fourth variable that has been identified is the inclusion of members of all religions. A study conducted on war veterans found that after social support, religious practices have a significant positive impact on mental health, especially PTSD symptoms (Aflaksier & Coleman, 2009). This is important to note because if people of all religions feel free to express themselves at organizations like the VFW, veterans may be able to cope with war-related trauma even better (Drescher, Smith, & Foy, 2007). Another study on Sri Lanka war veterans found that 25% of the veterans used religious participation as a means to cope with their experiences, which eventually helped them cope with depression and PTSD symptoms (Wickrama & de Zoysa, 2011).

**Summary of the Literature**

The VFW, which is dedicated to supporting veterans who have served in a war, operation, or mission on any foreign soil or hostile waters, provides many benefits to their members. The preceding literature review identifies some of those benefits as providing financial services, insurance programs, transition support, and more. They also provide a source of social support, which multiple studies have shown to help with mental health disorders like depression and PTSD. Despite all these benefits, the VFW has experienced a decline in membership
throughout their organization. Multiple states like Michigan and Kansas have news articles that document the struggles they have faced while trying to increase their membership numbers.

In the previous chapter, the researcher identified four variables that may or may not affect VFW’s recruiting effort. Those variables are brand attractiveness, competition, leadership, and culture regarding gender, ethnicity, sexual orientation, and religion. The previous paragraphs highlighted the importance and reasons behind each identified variable. For brand attractiveness, multiple studies have found that brands must maintain their attractiveness, regardless of the fact the VFW is a non-profit organization. For competition, the researcher found that the VFW must use their brand attractiveness to establish a competitive advantage. For leadership, researchers claimed that leadership must support inclusivity efforts to reap the benefits that diversity can bring. For culture, multiple studies have found that minorities need social support just as much, if not more than the majority members.
Chapter III: Research Methodology

Research Methodology

As shown in the preceding chapters, there are many different variables that affect recruitment ability. This research aimed to identify those specific variables that affect VFW Post 3106’s recruitment efforts and to determine if members perceived that there was a connection between the variables and recruitment efforts. The intent was that VFW Post 3106 would be able to use the data provided by the researcher to help them increase their membership numbers over time. The research problem was addressed using a program evaluation design typology. This typology was used because the research evaluated VFW Post 3106’s recruitment practices.

Instrumentation

The researcher gathered data through a specifically created survey that was designed for the research problem, which was identified in the prior chapters. The VFW Recruitment Effectiveness Survey (VRES) and the survey cover letter are attached in the appendices. The survey focused on VFW Post 3106 member’s perceptions about their organization’s recruitment efforts. The survey questions were either closed response questions or Likert scale questions, and those survey answers were analyzed to look for a relationship. The closed response questions were asked in reference to the demographics of the participants. The Likert scale questions were asked in reference to the veteran’s perceptions about recruitment efforts, and were coded with the following ordinal scale: Strongly Disagree= -2, Disagree= -1, Agree=1, Strongly Agree= 2. Each Likert question was related to one of the sub-objectives that were identified in the earlier chapters.

The target population for the survey was the members of VFW Post 3106. These members are all veterans who have served in a foreign war, campaign, or expedition sometime
during their employment in the military. There are 28 different foreign wars, campaigns, or expeditions that make a veteran eligible, but the most common are the Iraq war, Afghanistan War, Korea duty, and Vietnam War.

**Data Collection**

The demographic data that was collected included birth year range, gender, ethnicity, and foreign war, campaign, or expedition association. These variables were used to describe VFW Post 3106’s population as well as used to determine if these variables were related to the perceptions about recruitment efforts. This was done by analyzing and cross-referencing the demographic data and the Likert scale survey responses. The demographic data was categorized and then displayed graphically. Table 1 describes the information that was collected through the survey and describes the implications that the data had on the research. The variables studied include the following: brand attractiveness, competition, leadership, and the culture of gender, ethnicity, sexual orientation, and religion.

**Table 1**

*Data Category Information*

<table>
<thead>
<tr>
<th>Data Category</th>
<th>Data Collected</th>
<th>Implications</th>
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<tbody>
<tr>
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</tr>
<tr>
<td>Gender</td>
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</tr>
<tr>
<td>Ethnicity</td>
<td></td>
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<tr>
<td>------------------------------</td>
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<td></td>
</tr>
<tr>
<td>Foreign war association</td>
<td>Used to cross-reference Likert scale responses to determine if a relationship exists between foreign war association and perceptions of recruitment effectiveness.</td>
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<td>Brand value and usefulness, used to cross-reference Likert scale responses to determine if a relationship exists between brand attractiveness and perceptions of recruitment effectiveness.</td>
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<tr>
<td>Brand reputation</td>
<td>Used to cross-reference Likert scale responses to determine if a relationship exists between brand attractiveness and perceptions of recruitment effectiveness.</td>
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<tr>
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<tr>
<td>Leadership</td>
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<tr>
<td>Leadership’s inclusiveness</td>
<td>Used to cross-reference Likert scale responses to determine if a relationship exists between leadership and perceptions of recruitment effectiveness.</td>
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<tr>
<td>Female inclusiveness</td>
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</tr>
<tr>
<td>Culture of gender, ethnicity, sexual orientation, and religion</td>
<td>determine if a relationship exists between female inclusiveness and perceptions of recruitment effectiveness.</td>
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<tr>
<td>---</td>
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</tr>
<tr>
<td>Ethnicity inclusiveness</td>
<td>Used to cross-reference Likert scale responses to determine if a relationship exists between ethnicity inclusiveness and perceptions of recruitment effectiveness.</td>
<td></td>
</tr>
<tr>
<td>LGBTQ inclusiveness</td>
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</tr>
<tr>
<td>Religious inclusiveness</td>
<td>Used to cross-reference Likert scale responses to determine if a relationship exists between religions inclusiveness and perceptions of recruitment effectiveness.</td>
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</tr>
</tbody>
</table>

**Field Procedures**

The VRES was left at VFW Post 3106, which is in Leesville, LA for a total of two weeks. Forty surveys and one collection boxes was left next to the entrance of the post. After the two weeks had lapsed, the researcher collected and counted the completed surveys. At the time of pick-up, the researcher counted a total of 33 surveys, which met the researcher’s goal of having 30 completed surveys. However, after analyzing the surveys, the researcher found that one survey had been completed by a spouse which made the survey unusable.

**Data Processing and Analysis Procedures**

The data was analyzed to provide statistical validity to the interpretation of the survey’s results. After converting qualitative data from the Likert scale to quantitative data, the information was measured using frequency distribution and relative frequency. The data was then presented in graphs and tables along with descriptive statistics. Those measures were
presented using frequency tables and bar graphs. Table 2 shows the analysis method and graphical method chosen for each research variable.

Table 2

*Analysis Approach*

<table>
<thead>
<tr>
<th>Data Category</th>
<th>Data Collected</th>
<th>Analysis Method</th>
<th>Display Method</th>
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<tr>
<td></td>
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<td>Frequency table</td>
</tr>
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<td>Ethnicity</td>
<td>Frequency distribution and relative frequency.</td>
<td>Frequency table</td>
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<td>Foreign war association</td>
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<td>Frequency table</td>
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<td>Brand value and usefulness</td>
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<tr>
<td></td>
<td>Brand reputation</td>
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<td>Bar graph</td>
</tr>
<tr>
<td>Competition</td>
<td>Competition’s effectiveness</td>
<td>Frequency distribution and relative frequency.</td>
<td>Bar graph</td>
</tr>
<tr>
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<td>Competition’s value</td>
<td>Frequency distribution and relative frequency.</td>
<td>Bar graph</td>
</tr>
<tr>
<td>Leadership</td>
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<td>Frequency distribution and relative frequency.</td>
<td>Bar graph</td>
</tr>
<tr>
<td></td>
<td>Leadership’s inclusiveness</td>
<td>Frequency distribution and relative frequency.</td>
<td>Bar graph</td>
</tr>
<tr>
<td>Culture of gender, ethnicity, sexual orientation, and religion</td>
<td>Female inclusiveness</td>
<td>Frequency distribution and relative frequency.</td>
<td>Bar graph</td>
</tr>
<tr>
<td></td>
<td>Ethnicity inclusiveness</td>
<td>Frequency distribution and relative frequency.</td>
<td>Bar graph</td>
</tr>
<tr>
<td></td>
<td>LGBTQ inclusiveness</td>
<td>Frequency distribution and relative frequency.</td>
<td>Bar graph</td>
</tr>
</tbody>
</table>
Methodological Assumptions

The researcher made two assumptions with the chosen methodology. First, the researcher assumed that VFW members cared to complete the survey. Second, the researcher assumed that VFW members would answer the survey questions honestly.

Methodological Limitations

There were two limitations with the chosen methodology. First, the researcher did not have any background knowledge about the members who completed the survey, which limits the interpretation of the survey answers. Second, the sample size was rather small. Of the 33 surveys that were completed, 32 of them were usable, and although this is more surveys than the researcher hoped for, it is still a rather small sample size.

Reliability and Validity

The primary purpose of this study was to collect data on the perceived effectiveness of VFW Post 3106’s recruitment efforts. The frequency of the identified themes was used to validate the content of this research. In order to test the VRES for consistency and clarity, the research distributed the survey to three people prior to leaving the surveys at the VFW Post 3106.
Chapter IV: Data Analysis

Introduction

The primary research objective of this study was to evaluate the perceived effectiveness of recruitment efforts at VFW Post 3106. In order to answer that question, the following sub-objectives were selected because each variable may or may not have a connection to VFW Post 3106’s recruitment efforts.

1. What effect does VFW brand attractiveness have on VFW Post 3106’s recruitment ability?

2. What effect does competition (e.g., American Legion) have on VFW Post 3106’s recruitment ability?

3. What effect does VFW Post 3106’s current leadership have on potential recruits?

4. What effect does VFW Post 3106’s current culture regarding gender, ethnicity, sexual orientation, and religion have on eligible veterans?

In order to answer these questions, the researcher analyzed the data with the intent to find statistical significance on how the perceived brand attractiveness, competition, leadership, and culture of inclusivity at VFW Post 3106 affected their recruitment efforts.

To find statistical significance, the researcher used 2x2 contingency tables for Fisher’s Exact Test for independence with degrees of freedom (df) =1, if the p-value < 0.05 then null hypothesis was rejected. Because the researcher used the four-point Likert scale, strongly agree and agree were combined to form the agree section of the 2x2 table, and strongly disagree and disagree were combined to form the disagree section of the 2x2 table.
Data Presentation and Analysis

With the low membership rates at VFW Post 3106, the researcher wanted to find out if certain variables identified by the researcher could possibly be affecting their recruitment efforts. The following data is broken down into four sub-questions in order to answer those questions. The researcher displays the data in the form of pivot tables and graphs. Also included are the demographic characteristics of the sample population.

**Demographics.** Due to the sample population’s demographics being used as a variable for the majority of the sub-questions, the demographics of the sample population needed to be addressed. Table 3 shows the percentage breakdown of the sample population’s birth years, gender, ethnicity, and foreign war association. According to the data collected, the birth years of the sample population is as follows: 3% were born between 1919-1938, 31% were born between 1939-1958, 44% were born between 1959-1978, and 22% were born between 1979-1998. The gender of the sample population is 12% female and 88% male. The ethnicity of the sample population is 84% White, 6% Black, 3% Hispanic, and 6% who identified as other. Lastly, the foreign war association of the sample population is 19% associated with the Vietnam War, 41% associated with OIF/OEF, 6% identified as other (i.e. Desert Storm), and 34% associated with two or more wars or campaigns.

Table 3
*Demographic Characteristics of VFW Post 3106 Members.*

<table>
<thead>
<tr>
<th>Demographic Characteristics</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Birth Year (%)</strong></td>
<td></td>
</tr>
<tr>
<td>1919-1938</td>
<td>3%</td>
</tr>
<tr>
<td>1939-1958</td>
<td>31%</td>
</tr>
<tr>
<td>1959-1978</td>
<td>44%</td>
</tr>
</tbody>
</table>
AN EVALUATION OF VFW’S POST 3106 RECRUITMENT EFFORTS

<table>
<thead>
<tr>
<th>1979-1998</th>
<th>22%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender (%)</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>12%</td>
</tr>
<tr>
<td>Male</td>
<td>88%</td>
</tr>
<tr>
<td>Ethnicity (%)</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>84%</td>
</tr>
<tr>
<td>Black</td>
<td>6%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>Foreign War Association (%)</td>
<td></td>
</tr>
<tr>
<td>Vietnam</td>
<td>19%</td>
</tr>
<tr>
<td>OIF/OEF</td>
<td>41%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
</tr>
<tr>
<td>Two or more</td>
<td>34%</td>
</tr>
</tbody>
</table>

**Brand attractiveness effect on VFW Post 3106’s recruitment ability.** As shown in the literature review, brand attractiveness is an important part of any organization’s ability to recruit employee or members. In order to evaluate the perceived brand attractiveness of VFW Post 3106, the researcher asked two survey questions in reference to brand attractiveness; they were questions five and six. Both question’s variables were then compared to the demographics to see how each demographic perceived VFW Post 3106’s brand attractiveness. Figure 1 below depicts the current perceptions of members on the value and usefulness of the VFW, which was addressed in survey question number five. The perceptions are separated by birth year in order to
see if there are any differences between how the birth year ranges perceive VFW’s value and usefulness. The data shown indicated that 100% of surveyed members strongly agree or agree that VFW is a valuable and useful organization regardless of the member’s birth year. Fisher’s Exact Test was applied to the values of Figure 1, and the two-tailed p-value was 1.0. Since the p-value > 0.05, the data indicated that the variables of birth year and VFW value and usefulness are independent of each other, which shows that they have no effect on one another.

![VFW's Value by Birth Year](image)

*Figure 1. Perceptions of VFW’s Value compared to member’s birth year.*

Survey question five was further analyzed by the gender demographic. Figure 2 below also depicts the current perceptions of members on the value and usefulness of the VFW, however, these perceptions are separated by gender. This is done to see if there are any differences in the way the different genders perceive VFW’s value and usefulness. The data shown indicated that 100% of surveyed members strongly agree or agree that VFW is a valuable and useful organization regardless of the member’s gender. Fisher’s Exact Test was applied to
the values of Figure 2, and the two-tailed p-value was 1.0. Since the p-value > 0.05, the data indicated that the variables of gender and VFW value and usefulness are independent of each other, which shows that they have no effect on one another.

Figure 2. Perceptions of VFW’s value compared to member’s gender.

Survey question five was also analyzed by the ethnicity demographic. Figure 3 below continues to depict the current perceptions of members on the value and usefulness of the VFW; however, these perceptions are separated by ethnicity. This is done to see if there are any differences in the way the different ethnicities perceived VFW’s value and usefulness. The data shown indicated that 100% of surveyed members strongly agree or agree that VFW is a valuable and useful organization regardless of the member’s ethnicity. Fisher’s Exact Test was applied to the values of Figure 3, and the two-tailed p-value was 1.0. Since the p-value > 0.05, the data
indicated that the variables of ethnicity and VFW value and usefulness are independent of each other, which shows that they have no effect on one another.

![VFW's Value by Ethnicity](image)

**Figure 3.** Perceptions of VFW’s value compared to member’s ethnicity.

Lastly, survey question five was analyzed by the foreign war association demographic. Figure 4 below continues to depict the current perceptions of members on the value and usefulness of the VFW; however, these perceptions are separated by foreign war association. This is done to see if there are any differences in the way the different foreign war association groups perceive VFW’s value and usefulness. The data shown indicated that 100% of surveyed members strongly agree or agree that VFW is a valuable and useful organization regardless of the member’s foreign war association. Fisher’s Exact Test was applied to the values of Figure 4, and the two-tailed p-value was 1.0. Since the p-value > 0.05, the data indicated that the variables of foreign war association and VFW value and usefulness are independent of each other, which shows that they have no effect on one another.
Figure 4. Perceptions of VFW’s value compared to member’s foreign war association.

The second survey question that was used to determine if VFW’s brand attractiveness has an effect on their recruitment ability was survey question six. This question was also compared to each demographic to see how each demographic group perceived VFW Post 3106’s brand regard. Figure 5 below depicts the current perceptions of members on the VFW brand being held in high regard, which was addressed in survey question number six. The perceptions are separated by birth year in order to see if there are any differences between how the birth year ranges perceive VFW’s brand regard. The data shown indicated that majority of the sample population believe that the VFW brand is held in high regard, however, the younger birth year ranges indicated 3 (9%) disagree responses, which was interesting to note. Fisher’s Exact Test was applied to the values of Figure 5, and the two-tailed p-value was 0.534. Since the p-value > 0.05, the data indicated that the variables of birth year and VFW brand attractiveness are independent of each other, which shows that they have no effect on one another.
Figure 5. Perceptions of VFW’s brand regard compared to member’s birth year.

Survey question six was further analyzed by the gender demographic. Figure 6 below continues to show the current perceptions of members on the VFW brand being held in high regard; however, these perceptions are separated by gender. This is done to see if there are any differences in the way the different genders perceive VFW’s brand regard. The data shown indicated that majority of male members strongly agree or agree that the VFW is held in high regard by most, whereas, 50% of the female members disagree with the statement that the VFW is held in high regard by most. Fisher’s Exact Test was applied to the values of Figure 6, and the two-tailed p-value was 0.0347. Since the p-value > 0.05, the data indicated that the variables of gender and VFW’s brand regard are dependent on each other, which shows that they may have an effect on one another.
Figure 6. Perceptions of VFW’s brand regard compared to member’s gender.

Survey question six is further analyzed by the ethnicity demographic. Figure 7 below also depicts the current perceptions of members on the brand regard of the VFW; however, these perceptions are separated by ethnicity. This is done to see if there are any differences in the way the different ethnicities perceive VFW’s brand regard. The data shown indicated that the majority of surveyed members strongly agree or agree that the VFW is held in high regard by most regardless of the member’s ethnicity. Only 3 (9%) disagree responses were noted, however, 2 (6%) of those disagree responses were found in the white ethnicity group, which was unexpected. Fisher’s Exact Test was applied to the values of Figure 7, and the tow-tailed p-value was 0.410. Since the p-value > 0.05, the data indicated that the variable of ethnicity and VFW’s brand regards are independent of each other, which shows that they have no effect on one another.
Lastly, survey question six was analyzed by the foreign war association demographic. Figure 8 below also depicts the current perceptions of members on VFW’s brand regards; however, these perceptions are separated by foreign war association. This is done to see if there are any differences in the way the different foreign war associations perceive VFW’s brand regard. The data shown indicated that majority of the members strongly agree or agree that VFW is held in high regards regardless of the member’s foreign war association. Fisher Exact Test was applied to the values of Figure 8, and the two-tailed p-value was 1.0. Since the p-value > 0.05, the data indicated that the variable of foreign war association and VFW’s brand regard are independent of each other, which shows that they have no effect on one another.

**Figure 7.** Perceptions of VFW’s brand regard compared to member’s ethnicity.
Competitions (e.g., American Legion) effect on VFW Post 3106’s recruitment ability. As shown in the literature review, competition is now a variable that non-profit organizations must consider in order to efficiently recruit new members. To evaluate the perceived effect of competition on VFW Post 3106’s recruitment ability, the researcher asked two survey question in reference to their most identifiable competitor, the American Legion. The survey question used were questions seven and eight. The question’s variables were then compared to survey questions five, six, and nine to see how the American Legion compares to VFW Post 3106’s value, brand regard, and recruiting ability. Figure 9 below depicts the current perceptions of members on Post 3106’s value and usefulness compared to American Legion’s value and usefulness, which is shown in survey questions five compared to eight. Fisher’s Exact Test was applied to the values of Figure 9, and the two-tailed p-value was 1.0. Since the p-value
> 0.05, the data indicated that the variables of competition’s value and VFW’s value are independent of each other, which shows that they have no effect on one another. This means that although 100% of responses strongly agree or agree that the VFW is valuable and useful, it did not affect the perception of the American Legion’s value.

![Figure 9. Perceptions of competition’s value compared to VFW’s value.](image)

Survey question 8 is further analyzed by comparing it to survey question six, which regards VFW’s brand regard. This is done to see how VFW’s brand regard compares to American Legion’s value and usefulness. Figure 10 below depicts that comparison. Fisher’s Exact Test was applied to the values of Figure 10, and the two-tailed p-value was 1.0. Since the p-value > 0.05, the data indicated that the variable of competition’s value and VFW’s brand regard are independent of each other, which shows that they have no effect on one another. This
means that even though 91% of responses strongly agree or agree that the VFW brand is held in high regard, it did not affect the perception of the American Legion’s value.

![Competition's Value compared to VFW's Brand Regard](image)

**Figure 10.** Perceptions of competition’s value compared to VFW’s brand regard.

The second survey question that was used to determine if competition has an effect on VFW Post 3106’s recruitment ability was survey question seven, which addresses the question that the American Legion might have better recruitment policies. This question was analyzed by comparing it to question nine, which addresses the question of VFW’s efficiency regarding recruiting new members. Figure 11 below depicts those perceptions. Fisher’s Exact Test was applied to the values of Figure 11, and the two-tailed p-value was 0.0019. Since the p-value is < 0.05, the data indicated that the variables of the American Legion’s recruitment policies and VFW’s recruitment efficiency are dependent on each other, which shows that the variables may have a relationship.
Figure 11. Perceptions of the competition’s recruitment policies compared to VFW’s recruitment efficiency.

**Current leadership’s effect on VFW Post 3106’s potential recruits.** As shown in the literature review, leadership has the power to influence who is getting recruited, and they represent how potential recruits see an organization. In order to evaluate the perceived effect current leadership has on potential recruits, the researcher asked two survey questions; they were questions nine and 10. Both questions were then compared to questions 11, 12, 13, and 14, which addresses the recruitment of females, all ethnicities, all sexual orientations, and all religions. Figure 12 below depicts the current perceptions of members on leadership’s effect, which was addressed in question nine, on the recruitment of female veterans, which was addressed in question 11. Fisher’s Exact Test was applied to the values of Figure 12, and the two-tailed p-value was 0.025. Since the p-value < 0.05, the data indicated that the variables of leadership
effectiveness and female inclusiveness are dependent on each other, which shows that the
variables may have a relationship.

![Image of bar chart]

**Figure 12.** Perceptions of the female inclusiveness compared to VFW Post 3106 leadership’s
effectiveness.

Survey question nine was also compared to survey question 12, which addresses the
recruitment of veterans from all ethnicities. Figure 13 below depicts the current perceptions of
members on leadership’s effect on the recruitment compared to the recruitment of veterans from
all ethnicities. Fisher’s Exact Test was applied to the values of Figure 13, and the two-tailed p-
value was 0.201. Since the p-value > 0.05, the data indicated that the variable of leadership
effectiveness and ethnicities inclusiveness are independent of each other, which shows that they
probably have no effect on one another. This means that even though 78% of responses strongly
agree or agree that VFW leadership is effective at recruiting, it did not affect the perception of
VFW’s ethnicities inclusiveness.
Figure 13. Perceptions of the ethnicities inclusiveness compared to VFW Post 3106 leadership’s effectiveness.

Survey question nine continued to be analyzed by comparing it to question 13, which addressed the inclusivity of the LGBTQ community. Figure 14 below depicts the current perceptions of VFW Post 3106’s members on leadership’s effect on the recruitment compared to the recruitment of veterans from all sexual orientations. Fisher’s Exact Test was applied to the values of Figure 14, and the two-tailed p-value was 0.076. Since the p-value > 0.05, the data indicated that the variables of leadership’s effect on recruiting and the recruitment of veterans from the LGBTQ community are independent of each other, which shows that they have no effect on one another. This means that although 78% of responses strongly agree or agree that leadership is effective at recruiting new members, it did not affect the perception of the inclusivity of the LGBTQ community.
Figure 14. Perceptions of the LGBTQ community inclusiveness compared to VFW Post 3106 leadership’s effectiveness.

Lastly, survey question nine was analyzed by comparing it to survey question 14, which addressed the inclusivity of all religious communities. Figure 15 below depicts the current perceptions of VFW Post 3106’s members on leadership’s effect on the recruitment compared to the recruitment of veterans from all religious communities. Fisher’s Exact Test was applied to the values of Figure 15, and the two-tailed p-value was 0.219. Since the p-value > 0.05, the data indicated that the variables of leadership’s effect on recruiting and the recruitment of veterans from all religious communities are independent of each other, which shows that they have no effect on one another. This means that although 78% of responses strongly agree or agree that leadership is effective at recruiting new members, it did not affect the perception of the inclusivity of all religious communities.
Figure 15. Perceptions of all religious community’s inclusiveness compared to VFW Post 3106 leadership’s effectiveness.

The second survey question that was used to analyze the effect that current leadership has on potential recruits was survey question 10, which addressed the leadership’s encouragement of all eligible veterans to join Post 3106. This question was first compared to survey question 11, which addresses the recruitment of female veterans. Figure 16 below depicts the current perceptions of members on leadership’s encouragement of all eligible veterans compared to the recruitment of female veterans. Fisher’s Exact Test was applied to the values of Figure 16, and the two-tailed p-value was 0.008. Since the p-value is < 0.05, the data indicated that the variables of leadership encouragement of all eligible veterans and female inclusiveness are dependent on each other, which shows that the variables may have a relationship.
**Figure 16.** Perceptions of female inclusiveness compared to VFW Post 3106 leadership’s encouragement of all eligible veterans.

Survey question 10 is further analyzed by comparing it to survey question 12, which addresses the recruitment of veterans from all ethnicities. Figure 17 below depicts the current perceptions of members on leadership’s encouragement of all eligible veterans compared to the recruitment of veterans from all ethnicities. Fisher’s Exact Test was applied to the values of Figure 17, and the two-tailed p-value was 0.105. Since the p-value > 0.05, the data indicated that the variables of leadership’s encouragement of all eligible veterans and ethnicities inclusiveness are independent of each other, which shows that they probably have no effect on one another. This means that even though 84% of responses strongly agree or agree that VFW leadership encourages all eligible veterans to join Post 3106, it did not affect the perception of VFW’s ethnicities inclusiveness.
Figure 17. Perceptions of the ethnicities inclusiveness compared to VFW Post 3106 leadership’s encouragement of all eligible veterans.

Survey question 10 continued to be analyzed by comparing it to question 13, which addressed the inclusivity of the LGBTQ community. Figure 18 below depicts the current perceptions of members on leadership’s encouragement of all eligible veterans compared to the recruitment of veterans from all sexual orientations. Fisher’s Exact Test was applied to the values of Figure 18, and the two-tailed p-value was 0.121. Since the p-value > 0.05, the data indicated that the variables of leadership’s encouragement of all eligible veterans and the recruitment of veterans from the LGBTQ community are independent of each other, which shows that they have no effect on one another. This means that although 84% of responses
strongly agree or agree that VFW leadership encourages all eligible veterans to join Post 3106, it did not affect the perception of VFW’s LGBTQ inclusiveness.

Figure 18. Perceptions of LGBTQ community inclusiveness compared to VFW Post 3106 leadership’s encouragement of all eligible veterans.

Lastly, survey question 10 was analyzed by comparing it to survey question 14, which addressed the inclusivity of all religious communities. Figure 19 below depicts the current perceptions of members on leadership’s encouragement of all eligible veterans compared to the recruitment of veterans from all religious communities. Fisher’s Exact Test was applied to the values of Figure 19, and the two-tailed p-value was 0.156. Since the p-value > 0.05, the data indicated that the variables of leadership’s encouragement of all eligible veterans and the recruitment of veterans from all religious communities are independent of each other, which shows that they have no effect on one another. This means that although 84% of responses
strongly agree or agree that leadership encourages all eligible veterans to join Post 3106, it did not affect the perception of the inclusivity of all religious communities.

![Religious Inclusiveness compared to VFW Leadership's Inclusiveness]

**Figure 19.** Perceptions religious inclusiveness compared to VFW Post 3106 leadership’s encouragement of all eligible veterans.

**VFW Post 3106’s current culture regarding gender, ethnicity, sexual orientation, and religion effect on eligible veterans.** As shown in the literature review, creating a culture of inclusivity is important when attempting to attract new members to any organization. In order to evaluate the perceived effect of Post 3106’s current culture regarding gender, ethnicity, sexual orientation, and religion, the researcher asked four questions, which were questions 11, 12, 13, and 14. Each one of these questions were compared to the demographics to determine how each demographic perceives the culture regarding gender, ethnicity, sexual orientation, and religion. Figure 20 below depicts the current perceptions of female inclusiveness, survey question 11,
compared to the member’s birth year. This is done to see if there are any differences between how the birth year ranges perceive female inclusiveness at VFW Post 3106. The data indicates that 88% of the surveyed members strongly agree or agree that female veterans are welcomed and encouraged to join VFW Post 3106. The data also shows that the 13% who disagree with the statement that female veterans are welcomed and encouraged to join VFW Post 3106 are spread out among three of the four birth year ranges. Fisher’s Exact Test was applied to the values of Figure 20, and the two-tailed p-value was 0.593. Since the p-value > 0.05, the data indicated that the variable of female inclusiveness compared to the member’s birth year are independent of each other, which shows that they have no effect on one another.

![Female Inclusiveness compared to Birth Year](image)

*Figure 20. Perceptions of female inclusiveness compared to member’s birth year.*

Survey question 11 was further analyzed by comparing it to the gender demographic. Figure 21 below depicts the current perceptions of female inclusiveness compared to the member’s gender. This is done to see if there are any differences between how the different
genders perceive female inclusiveness at VFW Post 3106. The data indicates that 88% of the surveyed members strongly agree or agree that female veterans are welcomed and encouraged to join VFW Post 3106. However, the data also shows that the 13% who disagree with the statement that female veterans are welcomed and encouraged to join VFW Post 3106 are included two out of the four female members who completed the survey. Fisher’s Exact Test was applied to the values of Figure 21, and the two-tailed p-value was 0.066. Since the p-value > 0.05, the data indicated that the variable of female inclusiveness compared to the member’s gender are independent of each other, which shows that they have no effect on one another.

**Figure 21.** Perceptions of female inclusiveness compared to VFW member’s gender.

Lastly, survey question 11 was further analyzed by comparing it to the ethnicity demographic. Figure 22 below depicts the current perceptions of female inclusiveness compared to the member’s ethnicity. This is done to see if there are any differences between how the
different ethnic groups perceive female inclusiveness at VFW Post 3106. The data indicates that 88% of the surveyed members strongly agree or agree that female veterans are welcomed and encouraged to join VFW Post 3106. However, the data also shows that the 13% who disagree with the statement that female veterans are welcomed and encouraged to join VFW Post 3106 were all white, which was interesting to note. Fisher’s Exact Test was applied to the values of Figure 22, and the two-tailed p-value was 1.00. Since the p-value > 0.05, the data indicated that the variable of female inclusiveness compared to the member’s ethnicity are independent of each other, which shows that they have no effect on one another.

![Figure 22. Perceptions of female inclusiveness compared to VFW member’s ethnicity.](image)

The second survey question that was used to analyze this sub-objective was survey question 12, which addressed the inclusiveness of all ethnicities to VFW Post 3106. Figure 23 below depicts the current perceptions of the inclusiveness of all ethnicities, compared to the member’s birth year. This is done to see if there are any differences between how the birth year
ranges perceive ethnicity inclusiveness at Post 3106. The data indicates that 88% of the surveyed members strongly agree or agree that all ethnicities are welcomed and encouraged to join VFW Post 3106. Fisher’s Exact Test was applied to the values of Figure 23, and the two-tailed p-value was 0.106. Since the p-value > 0.05, the data indicated that the variable of ethnicity inclusiveness compared to the member’s birth year are independent of each other, which shows that they have no effect on one another.

![Ethnicities Inclusiveness compared to Birth Year](image)

*Figure 23. Perceptions of ethnicity inclusiveness compared to VFW member’s birth year.*

Survey question 12 was further analyzed by comparing it to the gender demographic. Figure 24 below depicts the current perceptions of ethnicity inclusiveness compared to the member’s gender. This is done to see if there are any differences between how the different genders perceive ethnicity inclusiveness at VFW Post 3106. The data indicates that 88% of the surveyed members strongly agree or agree that all ethnic groups are welcomed and encouraged to join VFW Post 3106. Fisher’s Exact Test was applied to the values of Figure 24, and the two-
tailed p-value was 0.431. Since the p-value > 0.05, the data indicated that the variable of ethnicity inclusiveness compared to the member’s gender are independent of each other, which shows that they have no effect on one another.

![Ethnicities Inclusiveness Compared to Gender](image)

*Figure 24. Perceptions of ethnicity inclusiveness compared to VFW member’s gender.*

Lastly, survey question 12 was further analyzed by comparing it to the ethnicity demographic. Figure 25 below depicts the current perceptions of ethnicity inclusiveness compared to the member’s ethnicity. This is done to see if there are any differences between how the different ethnic groups perceive ethnicity inclusiveness at VFW Post 3106. The data indicates that 88% of the surveyed members strongly agree or agree that all ethnic groups are welcomed and encouraged to join VFW Post 3106. However, the data also shows that the 13% who disagree with the statement that all ethnicities are welcomed and encouraged to join VFW Post 3106 were all white, which was interesting to note. Fisher’s Exact Test was applied to the values.
of Figure 25, and the two-tailed p-value was 1.00. Since the p-value > 0.05, the data indicated that the variable of ethnicity inclusiveness compared to the member’s ethnicity are independent of each other, which shows that they have no effect on one another.

![Ethnicities Inclusiveness Compared to Ethnicity](image)

*Figure 25. Perceptions of ethnicity inclusiveness compared to VFW member’s ethnicity.*

The third survey question that was used to analyze this sub-objective was survey question 13, which addressed the inclusiveness of members of the LGBTQ community to VFW Post 3106. Figure 26 below depicts the current perceptions of the inclusiveness of all sexual orientations, compared to the member’s birth year. This is done to see if there are any differences between how the birth year ranges perceive LGBTQ inclusiveness at VFW Post 3106. The data indicates that 72% of the surveyed members strongly agree or agree that members of the LGBTQ community are welcomed and encouraged to join Post 3106. However, the majority of the 28% of the disagree and strongly disagree responses are in the 60 to 79 years old age range. Fisher’s Exact Test was applied to the values of Figure 26, and the two-tailed p-value was 0.035. Since
the p-value < 0.05, the data indicated that the variables of LGBTQ inclusiveness and member’s birth year are dependent on each other, which shows that the variables may have a relationship.  

Figure 26. Perceptions of LGBTQ inclusiveness compared to VFW member’s birth year.

Survey question 13 was further analyzed by comparing it to the gender demographic. Figure 27 below depicts the current perceptions of LGBTQ inclusiveness compared to the member’s gender. This is done to see if there are any differences between how the different genders perceive LGBTQ inclusiveness at VFW Post 3106. The data indicates that 72% of the surveyed members strongly agree or agree that members of the LGBTQ community are welcomed and encouraged to join VFW Post 3106. Fisher’s Exact Test was applied to the values of Figure 27, and the two-tailed p-value was 0.057. Since the p-value > 0.05, the data indicated that the variable of LGBTQ inclusiveness compared to the member’s gender are independent of each other, which shows that they have no effect on one another.
Lastly, survey question 13 was further analyzed by comparing it to the ethnicity demographic. Figure 28 below depicts the current perceptions of LGBTQ inclusiveness compared to the member’s ethnicity. This is done to see if there are any differences between how the different ethnic groups perceive ethnicity inclusiveness at VFW Post 3106. The data indicates that 72% of the surveyed members strongly agree or agree that members of the LGBTQ community are welcomed and encouraged to join VFW Post 3106. Fisher’s Exact Test was applied to the values of Figure 28, and the two-tailed p-value was 1.00. Since the p-value > 0.05, the data indicated that the variable of LGBTQ inclusiveness compared to the member’s ethnicity are independent of each other, which shows that they have no effect on one another.
The final survey question that was used to analyze this sub-objective was survey question 14, which addressed the inclusiveness of members of all religions to VFW Post 3106. Figure 29 below depicts the current perceptions of the inclusiveness of all religions, compared to the member’s birth year. This is done to see if there are any differences between how the birth year ranges perceive religious inclusiveness at VFW Post 3106. The data indicates that 97% of the surveyed members strongly agree or agree that members of all religions are welcomed and encouraged to join VFW Post 3106. Fisher’s Exact Test was applied to the values of Figure 29, and the two-tailed p-value was 0.344. Since the p-value > 0.05, the data indicated that the variables of religious inclusiveness and member’s birth year are independent of each other, which shows that they have no effect on one another.
Figure 29. Perceptions of religious inclusiveness compared to VFW member’s birth year.

Survey question 14 was further analyzed by comparing it to the gender demographic. Figure 30 below depicts the current perceptions of religious inclusiveness compared to the member’s gender. This is done to see if there are any differences between how the different genders perceive religious inclusiveness at VFW Post 3106. The data indicates that 97% of the surveyed members strongly agree or agree that members of all religions are welcomed and encouraged to join VFW Post 3106. Fisher’s Exact Test was applied to the values of Figure 30, and the two-tailed p-value was 1.00. Since the p-value $> 0.05$, the data indicated that the variable of religious inclusiveness compared to the member’s gender are independent of each other, which shows that they have no effect on one another.
Lastly, survey question 14 was further analyzed by comparing it to the ethnicity demographic. Figure 31 below depicts the current perceptions of religious inclusiveness compared to the member’s ethnicity. This is done to see if there are any differences between how the different ethnic groups perceive ethnicity inclusiveness at VFW Post 3106. The data indicates that 97% of the surveyed members strongly agree or agree that members of all religions are welcomed and encouraged to join VFW Post 3106. Fisher’s Exact Test was applied to the values of Figure 28, and the two-tailed p-value was 1.00. Since the p-value > 0.05, the data indicated that the variable of religious inclusiveness compared to the member’s ethnicity are independent of each other, which shows that they have no effect on one another.

*Figure 30. Perceptions of religious inclusiveness compared to VFW member’s gender.*
Data Analysis Summary

From the data received through the survey responses and displayed in Figures 1-31, the researcher discovered the answers to the research question and sub-questions. First, regarding the brand attractiveness sub-question, the data suggested that birth year, gender, ethnicity, and foreign war association are not related to the perceived value of the VFW. Also, birth year, ethnicity, and foreign war association are not related to the perceived high brand regard that the VFW hold in the United States. However, a relationship was found between gender and the perceived high brand regards of the VFW. The researcher was surprised that there was no relationship between the younger generations and perceived brand attractiveness of the VFW.

In addressing the second sub-question, which addressed competition, the data suggested that the American Legion’s value is independent from the VFW’s value. Also, the American Legion is not related the VFW’s brand regard. Despite these findings, it was found that the

*Figure 31.* Perceptions of religious inclusiveness compared to VFW member’s ethnicity.
American Legion’s recruitment policies are related to the VFW’s ability to recruit new members. The researcher was surprised to find that the American Legion has only a slight relationship to the VFW’s recruitment efforts due to the large membership differences.

The third sub-question was answered by comparing female inclusiveness, ethnicity inclusiveness, LGBTQ inclusiveness, and religious inclusiveness to leadership effectiveness regarding recruiting new members. Female inclusiveness was the only variable found to be related to leadership’s effectiveness. Also, to answer this sub-question, the researcher compared the results from survey question 10, which addressed leadership’s encouragement of all eligible veterans to join VFW Post 3106. This data was also compared to female inclusiveness, ethnicity inclusiveness, LGBTQ inclusiveness, and religious inclusiveness, and again only female inclusiveness was found to be related to leadership. The researcher was very surprised the LGBTQ inclusiveness was not found to have a relationship with the leadership variable.

When addressing the fourth sub-question, the researcher answers the question by comparing female inclusiveness, ethnicity inclusiveness, LGBTQ inclusiveness, and religious inclusiveness to the demographics, which include birth year, gender, and ethnicity. Only LGBTQ inclusiveness and members’ birth year were found to have a relationship with each other. The researcher was very surprised that there was not a relationship between the female and ethnicity variable because the organization is majority white males.
Chapter V: Summary, Conclusions, and Recommendations

Summary

After identifying that VFW Post 3106 had been experiencing a decline in membership rates over the last few years, the researcher wanted to evaluate the perceived effectiveness of recruitment efforts at VFW Post 3106. In order to do so, the researcher identified four sub-objectives that may or may not be affecting VFW Post 3106’s recruitment efforts. Those sub-objectives are brand attractiveness, competition, leadership, and culture regarding gender, ethnicity, sexual orientation, and religion. The researcher used the VRES to discover the current perceptions of VFW Post 3106 members on those sub-objectives and also to discover if there was any relationship between the variables. The researcher also used the variables and the demographics to discover if there were any differences between how the different demographics perceived the variables.

In regard to the brand attractiveness variable, the researcher found that the member’s birth year, gender, ethnicity, and foreign war association and the perception of VFW’s value and usefulness have no relationship. It was also found that 100% of all surveyed members perceive the VFW to be an organization that is valuable and useful. This result was not surprising due to all surveyed members being members of VFW Post 3106. Also in regard to brand attractiveness, the researcher found that the member’s birth year, ethnicity, and foreign war association and the perception of VFW being held in high regard have no relationship. The researcher was surprised that the ethnicity variable had no relationship with the brand regard variable; however, the gender variable was found to have a relationship with the brand regard variable.

In regard to the competition variable, the researcher found that although 100% of members believe that the VFW is valuable and useful, it did not affect the perception of the
American Legion’s value. The researcher was surprised that there was no relationship between the two variables because it was assumed that the members picked to join the VFW over the American Legion because they thought the VFW was more valuable. However, the results showed that members saw the value and usefulness of both organizations. Again to test the value of the American Legion, the researcher compared the results of American Legion’s value to VFW’s brand regard, but again found no relationship between the two variables. However, the researcher did find a relationship between American Legion’s recruitment policies and Post 3106 leadership’s recruitment efficiency, which made sense to the researcher because the American Legion has almost double the number of members that the VFW has.

In regard to the leadership variable, the researcher found that leadership’s effectiveness at recruiting new members had a relationship to only the female inclusiveness variable. There was no relationship found between leadership’s effectiveness at recruiting new members and ethnicities inclusiveness, LGBTQ inclusiveness, and religious inclusiveness. The researcher found this surprising because it was assumed that leadership would set the tone as far as who was being recruited. However, it should be noted that only 78% of the sample population strongly agreed or agreed that leadership was effective at recruiting new members. To further test the leadership variable, the researcher compared the results between leadership’s encouragement of all eligible veterans to the female inclusiveness, ethnicities inclusiveness, LGBTQ inclusiveness, and religious inclusiveness variables and again only found a relationship with the female inclusiveness variable. Again, the researcher was surprised there was no relationship between leadership encouragement and the inclusiveness variables.

Lastly, in regard to the culture variable, the researcher found that female inclusiveness has no relationship with birth year, gender, or ethnicity demographics. From the data, it was
discovered that 88% of members strongly agree or agree that female veterans are welcomed and encouraged to join VFW Post 3106. For ethnicities inclusiveness, the researcher found that it had no relationship with birth year, gender, or ethnicity demographics. From the data, it was discovered that 88% of members strongly agree or agree that all ethnic groups are welcomed and encouraged to join VFW Post 3106. For LGBTQ inclusiveness, the researcher found that it had no relationship with the gender or ethnicity demographics; however, a relationship was found between LGBTQ inclusiveness and birth year demographic, which was not surprising to the researcher. From the data, it was discovered that 72% of members strongly agree or agree that members of the LGBTQ community are welcomed and encouraged to join VFW Post 3106. Lastly, for religious inclusiveness, the researcher found that it had no relationship with birth year, gender, or ethnicity demographics. From the data, it was discovered that 97% of members strongly agree or agree that all religious groups are welcomed and encouraged to join VFW Post 3106. In all, the researcher was surprised that there was not more of a difference between the inclusiveness variables and the demographic variables.

Conclusions

First, the findings suggest that only the gender variable perceived VFW brand attractiveness to have an effect on VFW Post 3106’s recruitment efforts. Although the gender variable was the only variable to show a relationship with brand attractiveness’s effect on recruitment efforts, it is important to remember what researchers Kim et al. (2001) found about the fit between brand personality and consumer’s self-expression being as important as if it were another person or companion.

Second, the findings suggest that competition has no effect on VFW Post 3106’s recruitment efforts. Although no relationship was found between competition and recruitment
efforts, it is important to remember researchers Pietroburgo and Wernet (2004) found that throughout history non-profit organizations have been able to avoid dealing with the effects of competition. While this seems to still be the case for VFW Post 3106, it may not continue to be in the future.

Third, the findings suggest that only the female inclusiveness variable perceived current leadership to have an effect on VFW Post 3106’s recruitment efforts. Although the female inclusiveness variable was the only variable to show a relationship with leadership’s effect on recruitment efforts, it is important to note that leadership plays a key role in establishing and maintaining a culture of inclusivity. With that inclusivity comes increased problem-solving, increased innovation, optimized performance, improved teamwork, improved global competency, enhanced success of change, and improved morale (AICPA, 2017).

Fourth, the findings suggest that only member birth year and LGBTQ inclusiveness are perceived to have an effect on VFW Post 3106’s recruitment efforts. Although member birth year and LGBTQ inclusiveness were the only relationship that was shown to have a relationship with the culture of inclusivity variable, in regard to the female variable, it is important to note that a report by the Disabled American Veterans organization found large gaps between the support provided to male veterans and female veterans (Santovec, 2015). In regard to the ethnicities variable, it is important to remember that if people do not feel free to express their ethnicities and valued for their differences, they are likely to find an organization unattractive (Kim & Gelfand, 2003). In regard to the sexual orientation variable, something to remember is that VFW Post 3106 can no longer operate under the “Don’t ask; don’t tell” policy if they hope to unlock the true potential of their members (Bell, Ozbilgin, Beauregard, & Surgevil, 2011). In regard to the religion variable, it is important to note that researchers Drescher et al. (2007)
found that if people of all religions feel free to express their beliefs, they may be able to cope with war-related trauma better.

The data that the researcher compiled provided insight into VFW Post 3106’s recruitment efforts and helped the researcher determine if recruitment efforts are perceived to be effective by current members of VFW Post 3106. The four variables that the researcher identified as having a possible relationship to recruitment effort are variables that all have the potential to affect any organization. Although this researcher only found a relationship between only a few of the variables, all of them are still important to the growth of VFW Post 3106. The researcher suggests that research be continued on the low membership enrollment trend that the VFW has been facing. Also, this research could be improved by clearing up the survey question. For example, after analyzing the survey question and seeing the female members’ responses to the female inclusiveness question, the researcher realized that the question could be interpreted in two way. It could be taken as the organization as a whole welcomes female veterans or as the person taking the survey welcomes female veterans. This interpretation could be applied to survey questions 11-14

**Recommendations**

The researcher makes two recommendations to VFW Post 3106. The first recommendation is for VFW Post 3106 to implement a women outreach group. This group should be run and organized by the current women members of the post; however, the commander of the post should oversee the group to make sure the leaders of this outreach group are qualified to represent the organization. The goal of this outreach group should be to bring awareness to female veterans in the area about the benefits of the VFW with the hope that the female membership rates will improve. They could plan things such as women’s night at the post
or even plan for speakers to come in and provide encouragement and wisdom on women veteran-related issues.

The second recommendation is that VFW Post 3106 implement a buddy program. The goal of this program should be to allow non-members to participate in VFW events with the sponsorship of a current member. The sponsoring member would be responsible for letting their buddy know about events and inviting them to the post. This would allow potential members to see what the VFW does for the community and for each other in terms of social support without having to pay dues in the beginning. The hope is that eventually the potential members would want to join the VFW, which would help increase membership numbers.
References


https://www.vfw.org/about-us

Appendices

Appendix A Clearances

VETERANS OF FOREIGN WARS
5th District, Department of Louisiana
303 South First Street
Leesville, Louisiana 71446

14 February, 2018
Kimberley Darty
240 Leatherwood Court
Leesville, LA 71446

Dear Ms. Darty:

I have conferred with the Commander of Veterans of Foreign Wars Old Stage Post 3106 and together we reviewed your proposed research survey pertaining to membership recruitment and retention practices of the organization. Approval is granted to conduct your research and survey members willing to participate in your study. Please contact me to facilitate distribution and collection of the survey and help with obtaining data so that you may plan your sampling and data collection. My telephone number is 337-378-7500. I look forward to hearing from you.

Sincerely,

[Signature]

Roland T. Huson
Commander
5th District
Department of Louisiana
Research Review Application approval/K. Darty

Prout, Christina Leigh
Wed 3/7/2018 1:30 PM

To: Darty, Kimberley /kndary@cmich.edu;
Cc: Lamia, Edward /elamia@cmich.edu; Polik, C.E.L. /cpolik@cmich.edu;

Dear Kimberley,

Your Research Review Application has been reviewed and approved. You may start your data collection. This approval will not expire as long as your topic and methodology remain unchanged. If your topic or methodology changes, please submit a new Research Review Application and supporting documents to your instructor by e-mail.

Please contact your instructor if you have any questions. Also, be sure to check with your instructor concerning the due dates for your project.

Good luck with your project. This is the only notification you will receive. Please keep a copy for your records.

Kim Gribben

Assistant Director, MSA Program

Christina Prout
Administrative Secretary, Master of Science in Administration Program
Rowe 222 | Central Michigan University | Mount Pleasant, MI 48859
(989)-774-6525 F: 989-774-2575
1-800-950-1144, ext. 6525
p: prout1@cmich.edu
s: Visit us online!

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Appendix B Survey Questions

VFW Recruitment Effectiveness Survey

Instructions: Please do not include your name on this survey. Participation is voluntary. Please answer the questions below by selecting the best answer. Thanks for your participation.

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<th>4. Foreign war, campaign, or expedition associated with.</th>
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<td>□ 5. Iraq</td>
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<td>□ 6. Other</td>
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Instructions: Please indicate your level of agreement or disagreement with each of the following statements by placing an "X" in the appropriate box.

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<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<td>5</td>
<td>VFW is a valuable and useful organization for Veterans.</td>
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<td>6</td>
<td>The VFW brand is held in high regards by most.</td>
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<td>7</td>
<td>The American Legion has better recruitment policies than the VFW.</td>
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<tr>
<td>8</td>
<td>The American Legion is more valuable and useful to Veterans than the VFW.</td>
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<tr>
<td>9</td>
<td>Current VFW leadership is effective in recruiting new members.</td>
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<tr>
<td>10</td>
<td>Current VFW leadership encourages all eligible veterans to join VFW Post 3106.</td>
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<tr>
<td>11</td>
<td>Eligible female veterans are welcomed and encouraged to join VFW Post 3106.</td>
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<td>Disagree</td>
<td>Strongly Disagree</td>
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<tr>
<td>12</td>
<td>Eligible veterans of all ethnicities are welcomed and encouraged to join VFW Post 3106.</td>
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<tr>
<td>13</td>
<td>Eligible veterans who are members of the LGBTQ community are welcomed and encouraged to join VFW Post 3106.</td>
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<td>14</td>
<td>Eligible veterans of all religions are welcomed and encouraged to join VFW Post 3106.</td>
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</table>
February 8, 2018

Dear Participant:

My name is Kimberley Darty and I am a graduate student at Central Michigan University. For my final project, I am evaluating the perceived effectiveness of recruitment efforts at VFW Post 3106. Because you hold membership there, I am inviting you to participate in this study by completing the attached survey.

The following questionnaire will require approximately 15-20 minutes to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the project will be provided to my Central Michigan University instructor and to the leadership at VFW Post 3106. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaires promptly by placing it in the provided box. Participation is strictly voluntary and you may refuse to participate at any time.

This survey will in no way impact your position with the organization because your responses are anonymous. Participation is voluntary and opting to participate or not will have no effect on your membership at VFW Post 3106. For those who participate, no risk or discomfort is anticipated.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding current recruitment efforts at VFW Post 3106. If you require additional information or have questions, please contact me at the number listed below. Please feel free to e-mail me if you would like a summary copy of the study.

Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling 989-774-6525 or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

Sincerely,

Kimberley Darty, (808) 341-5533 or dartylkm@cmich.edu

Faculty Monitor: Dr. Edward Lamie, lamie1el@cmich.edu

Thanks for your participation.