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Employer brand image

Applying service design to employer branding

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ABSTRACT

The development target of the Vetovoimainen vanhustyö - project, the employer image of the service provider of elderly care, served as a source of inspiration for this. The objective of this thesis was to examine and comprehend the overall concept of employer brand image and its significance both for the employer and for the employee. The focus was on the thesis commissioner's employer brand image and on the factors shaping that perception. The purpose was to promote the company's employer brand image by producing appropriate, and necessary additions to company's strategy in development and an employer brand poster. The development method of this thesis was service design, applying the four stage double diamond model. The data analysis method was thematic content analysis.

In *discover* stage is found that employer brand image is portrayed as a dynamic and ongoing process, it involves tangible and intangible aspects, and interaction between all the stakeholders. An essential factor was found to be the alignment with the organization's strategy.

In *define* stage data was collected from a themed workshop and self-assessment test. Job description, physical work environment, work community and company's reputation were strong attraction factors. The management methods, of the communication policies and interaction relationships of the work had impact on commitment. The employment benefits, emotional, and professional support were considered factors regarding experience, as the factors to develop. Also, appreciation was considered both promoting and development factors in the theme experience.

Based on the previous results, the strategy additions and employer brand poster were created during the *development phase*. In the *delivery* phase, changes were made in accordance with the feedback and the poster received its final shape.

In conclusion, both outputs could contribute to the employer brand image of the commissioner. Strategy additions would be put into practice and the personalised poster would attract job seekers.

Keywords: employer brand image, employee experience, job satisfaction, employee commitment, employee attraction

CONTENTS

1 INTRODUCTION	6
2 THE COMMISSONER	7
3 EMPLOYER BRAND IMAGE	9
3.1 Multi-dimensional employer brand image.....	10
3.2 The significance of employer branding.....	11
3.3 The stages and main actor roles of employer brand image development	13
4 THESIS OBJECTIVES, PURPOSE, AND RESEARCH QUESTIONS	14
5 THE DEVELOPMENT METHOD – SERVICE DESIGN USING THE DOUBLE DIAMOND MODEL.....	15
5.1 Discover stage	19
5.2 Define stage	23
5.2.1 The workshop	24
5.2.2 Analysis method and results of the workshop	28
5.2.3 The self-assessment test	39
5.2.4 Results of the self-assessment test	42
5.3 Development stage	46
5.4 Deliver stage	50
6 REFLECTION	52
6.1 Reflection of the results and the outputs	52
6.2 Reflection of the methods.....	54
6.3 Ethical and reliability aspects of the thesis	58
6.4 Conclusions and suggestions for further development.....	64
REFERENCES	68

LIST OF FIGURES

- Figure 1. Modified summary of the factors that form the employer's brand image.
- Figure 2. The double diamond.
- Figure 3. An example model of the 8-field swot analysis.
- Figure 4. Summary of the factors that form the employer's brand image.
- Figure 5. Figure Thematic mind map of formation of the themes.
- Figure 6. Pre-workshop 4 field- swot analysis.
- Figure 7. post-workshop 8-field swot analysis.
- Figure 8. A modified version of Nowell et al. Illustration of promoting reliability in thematic analysis.
- Slice figure 1. Main 4 themes of the workshop and share of collected 216 notepads.
- Slice figure 2. The upper themes and their sections in the main theme attraction.
- Slice figure 3. The upper themes and their sections in the main theme experience.
- Slice figure 4. The upper themes and their sections in the main theme commitment.
- Slice figure 5. The upper themes and their sections in the main theme development.
- Diagram 1. Eleven initial sub- themes and prevalence by the main theme.
- Photo 1. A sticky note board with notes after the final round.
- Photo 2. Example of the 10 note pads from the main theme *attraction*.
- Photo 3. 1st draft of Ikifit's employer brand poster.
- Photo 4. 2nd draft of Ikifit's employer brand poster.

LIST OF TABLES

- Table 1. Description of the outlines of Ikifit Oy.
- Table 2. Ikifit's strategic sub-targets and planned actions for their accomplishment 2018-2023.
- Table 3. Factors which shape the employee experience.
- Table 4. Service design approaches.
- Table 5. The stages of the double diamond process and relation to the development task.
- Table 6 The eleven initial sub-themes.
- Table 7. Edited table of the sole participant's self- assessment test's report. The main themes, and mean values, the 5 highlighted claims, and response values which indicated areas of development.
- Table 8. Edited table of participant's self- assessment test's report. The main themes, and mean values, the 22 highlighted claims which response values indicates areas of existing strengths.
- Table 9. Edited Ikifit's strategic sub-targets and planned actions for their accomplishment

2018-2023. (Ikifit, strategy 2017, 11.)

Table 10. The ethical principles of responsible research, the ethical principles of research with human participants in Finland, and the necessary considerations in this master thesis process related to the principles and recommendations.

APPENDICES

Appendix 1. Data extraction table

Appendix 2. An example of a sticky note pad board used in the workshop (in Finnish)

Appendix 3. Self -assessment test and 8plus8 method

Appendix 4. Thesis agreement

Appendix 5. Open ended feedback questions (in Finnish)

Appendix 6. Cover and invitation letter for 8plus8 brainstorming workshop (in Finnish).

Appendix 7. Cover and invitation letter for self-assessment test (in Finnish) Appendix

8. Advertisement leaflet for 8plus8 brainstorming workshop.

Appendix 9. Privacy notice concerning master thesis (In Finnish)

Appendix 10. Ikifit strategy 2018-2023

Appendix 11. Example of 8plus8 method

Appendix 12. Prisma flow diagram

Appendix 13. Consent to participate in the study (in Finnish)

Appendix 14. Summary report of the self-assessment test performed by the author.

Appendix 15. Standard deviation equation

1 INTRODUCTION

In 2019, the Finnish elderly care sector hit the national news headlines. The media reportage of neglected elders in care homes raised the most needed discussion and promoted actions to improve the conditions of the fragile population and the working conditions of the nursing staff. (Martikainen 2019.) In May 2010, the World Health Organisation (WHO) predicted, that in 2030 worldwide, there might be up to 9,9 million shortages of healthcare workers. The report stated that the care needs of the increasing number of elderly populations may not be met in 2030. (WHO 2010.)

While population growth in Finland is declining, and the shortage of workers is growing, the importance of a trustworthy employer brand image is even more important for today's employers. Haapala & Lehtipuu (2021) state that the lack of workforce is a concerning factor from the point of view of the national economy. The competition for the most wanted, and professionally competent employees is merciless. When looking at the age structure of the population, there are fewer younger working-age people. They have more opportunities to choose which job they want to apply for and equally give the current employees more options to change jobs. Power relations in the labour market have changed as workers have more alternative jobs available. (Haapala & Lehtipuu 2021, 201.)

“The war for talent is over, and the talent won” is an apt quote from Josh Bersin, which encapsulates the change in the labour market situation of the time (Mosley 2014, 1). Therefore, employers in the social and healthcare service sectors should evaluate and develop their strategies to succeed as respected and sought-after employers. They should evaluate their policies, values, and core messages to attract new employees and to reduce the turnover intentions of their current employees.

The inspiration and the unanimous topic of interest of this thesis author and the commissioner came from the Vetovoimainen vanhustyö- project in North Savo,

Finland. The project aims to improve and impact the negative image of the elderly care sector and conditions for all the stakeholders in the matter. Elderly care service providers' employer brand image is one of the project's developing targets. (Vetovoimainen vanhustyö 2022a.)

The objective of this thesis is to examine and comprehend the overall concept of employer brand image and its significance both for the employer and for the employee. The focus of interest is on the thesis commissioner's employer brand image and on the factors shaping that perception.

The purpose was to promote the company's employer brand image by producing appropriate, and necessary additions to company's strategy in development and an employer brand poster. The addition suggestions and poster also promoted to strengthen employee engagement and motivation and be useful in the company's recruitment.

2 THE COMMISSONER

The commissioner of this thesis is a Finnish-owned, company called Ikifit Oy. The company operates in the private elderly care industry. While the company's new 5-year strategy statement is still in development, the employer's brand image was seen as a relevant aspect to assess and incorporate into the company's developing policies and practises.

Originally, Ikifit Oy was founded in 2013 and its field of activity was solely in physiotherapy. In 2014 there was a fusion between Tampere Geriatriapalvelu and Ikifit Oy. The company name Ikifit Oy was decided to remain as the mutual name of the new organisation. At that point, the physiotherapy and geriatric physician services were complemented by home care and educational services. (Ikifit oy, 2022.) *Table 1* demonstrates the outlines of the Ikifit company in 2022.

Table 1. Description of the outlines of Ikifit Oy (Ikifit Oy 2022).

IKIFIT OY				
Finnish company, 2014 the two companies merged under the name Ikifit Oy.	Approximately 350 employees	Operates in Tampere, Kangasala, Hämeenlinna, Turku and Ylöjärvi	Multiprofessional work community. Doctors, nurses, physiotherapists, home service professionals	Includes catering and cleaning company called Domelux, since 2010
VALUES				
Operate by respecting the right to self-determination, individuality, and ethically correct	Operate with high level of medical competence	Provide security and safety	Provide joy, health	Focus on client-centred approach
SERVICES				
Housing and rehabilitation for the elderly, rehabilitation services for other adults	Outpatient rehabilitation, therapy, and occupational wellbeing services	Medical, home care and leisure sport services, for the elderly	Recreational and subsidized vacations for individuals and families	Facilities for meetings, seminars, parties and training

The company has grown in the past 7 years. The growth of the company can be stated solely by comparing its financial statistics in 2014 and 2021. In 2014 Ikifit Oy generated a turnover of 1/2 million euros, whereas in 2021 the turnover was 14.7 million euros. (Kauppalehti 2022, Asiakastieto 2022.) The number of employees has multiplied over the years, from less than ten to the current more than 350. The company's operations have expanded from the Pirkanmaa region to both Kanta-Häme and the west coast regions. The mission is to provide highquality care and rehabilitation services, valuing the client's individual needs, whether it is preventive, therapeutic, or caregiving at the end of life. (Ikifit 2017, 6.)

The company's comprehensive strategy plan (Appendix 9) for 2018-2023 outlines as one of Ikifit's development targets and, as a fundamental focus point, the

wellbeing of its work community, the fostering of high-quality professional expertise and maintenance of proper reputation. The strategic development goals and subtargets, as well as the required actions, are presented in Table 2. (Ikifit strategy 2017,11.)

Table 2. Ikifit's strategic sub-targets and planned actions for their accomplishment 2018-2023. (Ikifit, strategy 2017, 11.)

Strategic targets	Required actions
Strategic target 1: The staff is highly qualified, the number of employees is sufficient in relation to the number of customers, and the number of staff is anticipated.	The recruitment is up to date, the values and expertise of the staff meets the company mission statement, regular professional training is offered, and operations can be outsourced if necessary.
Strategic target 2: Ensure continuous professional training, and development.	The training plan and the monitoring of its implementation. Utilising also the professional skills and capabilities already existing in the company in organising the trainings.
Strategic target 3: The company is respected and has traction and grip force amongst employees.	Enforcing the "Ikifit spirit" within the employees. Competitive wages. Open interaction and conversation. Enabling participation in development. WHP activities.

3 EMPLOYER BRAND IMAGE

The brand as a concept has changed, shaped, and expanded over the millennia, from its origins, from the branding of livestock in Agent Egypt to the everyday business terminology of today's high-tech companies. The brand and branding as an action term do not only include the concrete or visible signs of the product or service. It holds strategies and emotional dimensions, such as values, a mission statement, aspirations, and expectations of and towards the company, and it has value-adding or value-diminishing features. (McGurk 2020, 2-4.) The modern concept of *a brand* is multilayered and broad. It can be intangible, an image or opinion based on observations, understanding, emotions, and experience that embodies a specific product or activity and an actor (organization or individual).

(Ahmed et al. 2022, 1.)

Singh (2021) states that both external and internal factors and forces affect the reliability, durability, and favorability of the employer's brand image. The company's current and future employees' experiences of the organization either promote the delivery of the brand or have a negative effect on it. According to Singh (2021), employer branding is a series of strategic management actions, an approach, and an organic relationship between the employer and employee. It starts from the interest of the jobseeker to recruitment until the end of employment. The outcomes of employer branding are manifested in the engagement, satisfaction, and retention of employees. (Singh 2021, 1-4.)

The theoretical framework of this thesis examines the employer brand image concept, both the external and internal factors, drawing from related scientific articles and literature in the field. The aim is to arrive at a synthesis of the factors that explain the concept of an employer's brand image and the actions and practices of creating, shaping, and developing the employer's brand image.

3.1 Multi-dimensional employer brand image

Ahmed et al. (2022) explains that, as the concept of brand, the employer branding image is formed from the image and opinion of current employees and new job seekers regarding the different characteristics of the workplace and the employer (Ahmed et al. 2022, 1). However, Davies & Mete are considering in their findings that employer branding image contains both tangible and intangible factors. The tangible factors, or as Davies & Mete refer to them, are the instrumental factors, for example, the financial commodities and the physical conditions regarding the workplace. The intangible factors include more abstract aspects, such as individual opinions and subjective perspectives about the employer. (Davies & Mete, 2018, 3-4.) Previously, in 2014, Mosley described the employer image as arising both from the person's personal experience and from other people's opinions related to that employer. The image is formed based on

several different perspectives, because of which the company can examine its status and value as an employer. (Mosley 2014, 3-4.)

Lievens & Slaughter state that the employer's brand image is an individual's impression of the employer. It may fluctuate depending on various actions taken by the employer or the circumstances of the work field. (Lievens & Slaughter 2016, 4,8–9.) Lievens & Slaughter's (2016) arguments agree with the findings of LinkedIn's survey (2012), that a strong and familiar employer image attracts more applicants and influences salary expectations, including lower pay check due to the strong employer image (LinkedIn...2012.)

Huhta & Myllyntaus (2021) in turn, use the term employer brand to describe the employer brand image and employer reputation more broadly. They explain employer brand, employee experience, and the employer brand concept as part of an employee's understanding of the employer's brand equity. Employer brand equity is considered as, an outcome of continuous actions reflected by the employer's promise and its employer brand's developing efforts. The employer's brand image is shaped by the employee experience, which in turn is influenced by factors that come from the organization's strategy. The employer brand is also considered to interact with recruitment, marketing, and, of course, the customer or service experience and turnover. (Huhta & Myllyntaus 2021, 212.)

3.2 The significance of employer branding

Pohjola (2019) emphasizes that a company's branding and its building or development are no longer solely the responsibility of marketing or HR staff. It is a joint venture in which there is a collective understanding of the values and objectives of the company of the organisation. For this reason, too, employer brand image plays a significant role in actively influencing the activities of its employees and the success of its recruitment. How the company operates and meets the expectations placed on it by the employer is reflected in the continuum of the service or product of the entire organisation. A company's employer brand

image is influenced by the company's identity, strategic alignments, and employee attitudes toward it. (Pohjola 2019, 46, 86.)

Soeling et al. (2022) study states that the external branding of the employer plays a significant role in arousing interest among job seekers. The company's brand image can attract a particular applicant and thus act as an incentive to enter an employment relationship. Employer brand image aims to promote the great workplace's status and therefore acts as an encouragement in applying to work but also staying in the service of the employer. Soeling et al. (2022) highlight the uniqueness of a company's brand identity to which the existing employee and the jobseeker can relate. Employer brand image is seen as an outcome of a moulding process where all the stakeholders (employer, employee, jobseekers) interact and communicate both internally and externally. Perceptions of all stakeholders influence the perceived employer brand image. Does the employer's brand image resonate and combine the employee's or job seeker's views regarding the financial benefits, development opportunities, interest in the company, and reputation projected by the company? All the dimensions or considered values that attribute to employer brand image attractiveness are relevant and accountable to the perceived employer brand image. (Soeling et al. 2022, 1- 4.)

An analysis by Dash & Mohapatra (2016) points out the importance of the existence of a transparent employer brand strategy in the organisation. They suggested that management (HR) should have action plans for the accomplishment of the employer brand objectives. According to the findings of the study, key elements that were perceived as relevant to creating and maintaining the employer's brand image could be identified. The organisation should systematically consider the employer's branding magnitude and opportunities when assessing retention, turnover, or attracting new talent and promote actions that support employee engagement, clear communication, career growth, and external reputation. (Dash & Mohapatra 2016, 48–53.)

3.3 The stages and main actor roles of employer brand image development

According to Huhta & Myllyntaus (2021), the employee experience plays an actor role in forming the employer brand image. The employee experience is a combination of external and internal factors, tangible as well as abstract, which are illustrated in Table 3. (Huhta & Myllyntaus, 2021, 161-192.)

Table 3. Modified table of the factors that shape the employee experience (Huhta & Myllyntaus, 2021, 161-192).

Factors influencing employee experience
The meaningfulness and importance of work
Matching the culture of the workplace with own values and perception of people
The relationship with supervisors and other persons at the managerial level.
The social encounters and environment at work
The diversity, the quality, the options for professional development and challenges in work, and the amount of the work concerning the feeling of stress
All the actual and/ or possible physical workspaces, environment, and safety
The equipments and tools
The ability to detach and recover from work affects resources and, consequently, the ability to face the demands of the job.

The findings from Dassler et al. (2022) systematic literature review is in line with the observations of Huhta & Myllyntaus (2021). Internal and external factors influence not only employer experience but also the overall brand image of the whole organisation. Dassler et al. (2022) articulate the findings into categories that represent the characteristics that affect the perceived employer brand image. Transactional, relational, ideological attributes, and other factors such as brand uniqueness, prestige, achieved trust as an employer and in business, emotional commitment, and moderating factors related to an employee's age, gender, cultural differences, and status in the company's hierarchy. (Dassler et al. 2022, 2,4, 9.)

Ahmed et al. (2022) in turn, in their semi-structured literature review, summarise the five factors that make up the employer brand, as described in Figure 1 (Ahmed et al. 2022, 6-8).

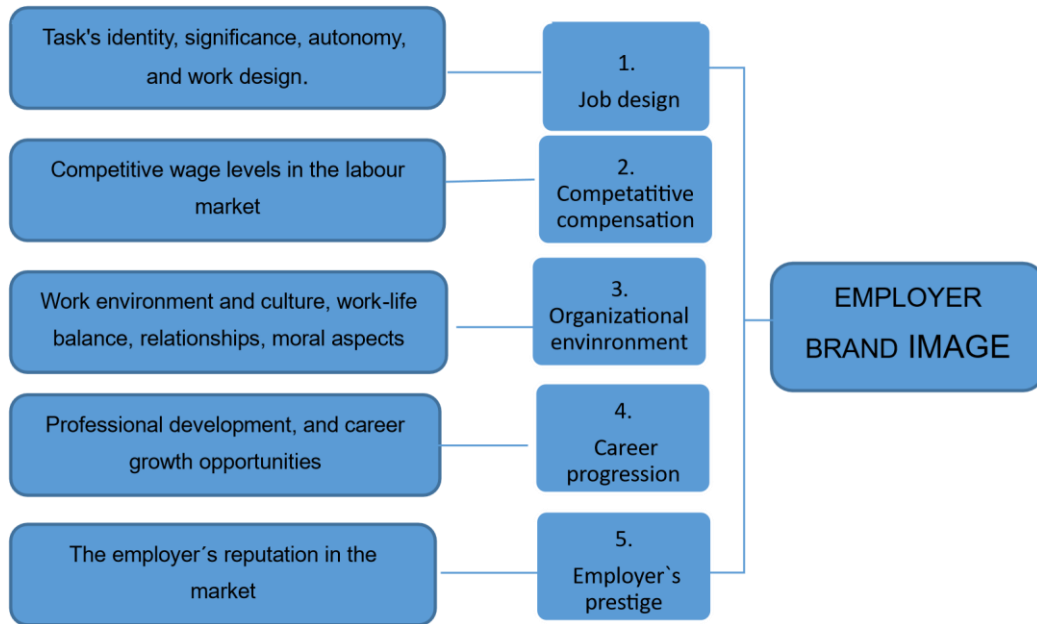


Figure 1. Modified summary of the factors that form the employer's brand image. (Ahmed et al. 2022, 6-8.)

According to Ahmed et al. (2022), it can be recognised that the employer brand image formed by the employee is influenced on a wide scale. It is influenced by factors related to interactions and encounters, as well as the physical work environment, to the employee's aspirations and fulfilments towards his work, and the activities or interferences of the employer. The employee's status in the labour and business markets and the economic benefits derived from the work are also acknowledged. (Ahmed et al. 2022, 8.)

4 THESIS OBJECTIVES, PURPOSE, AND RESEARCH QUESTIONS

The objective of this thesis was to examine and comprehend the overall concept of employer brand image and its significance both for the employer and for the

employee. The focus was on the thesis commissioner's employer brand image and on the factors shaping that perception.

The purpose was to promote the company's employer brand image by producing appropriate, and necessary additions to company's strategy in development and an employer brand poster.

Research questions for the thesis:

1. How does the image of Ikifit's employer brand appear, based on the current strategy?
2. What is the image of Ikifit's employer brand in the opinion of current employees?
3. Why should Ikifit's employer brand image be clarified and improved?
4. How should Ikifit's employer brand image be clarified and improved?
5. Do the strategy suggestion entries and poster improve and add value for Ikifit's to employer brand image?

Hypothesis: A clear and transparent employer brand image strengthens employee engagement with the company and attracts new job seekers.

5 THE DEVELOPMENT METHOD – SERVICE DESIGN USING THE DOUBLE DIAMOND MODEL

The chosen development method is service design, which utilises the methods of qualitative research, uses human-centric indicators, and drives to find solutions to questions of how and why. These methods are used for the benefit of better human experiences, business processes and, for example, improved action methods in leadership. It promotes the inclusion of internal stakeholders, as in this thesis, the employees, and aims for changes in organisational culture. (Stickdorn et al. 2018, 13,21.)

Stickdorn et al. (2018) describes service design as a holistic and human-centred approach, that can use multidisciplinary sciences to its advantage. The essence of service design lies in its authenticity, in understanding and accepting reality. The realistic needs of the client should therefore be thoroughly inspected. Service design is a collaborative and involving process, iterative nature, both rhythmical and visual when demonstrating the interrelated actions or touchpoints, and tangible when presenting prototypes during the whole process. (Stickdorn et al. 2018, 13,21.)

The aspects of cooperation and involvement support the author's agenda to engage the commissioner and the co-workers in the creation process of the thesis development task and its result. Service design can include diverse approaches, from human-centred and participatory to creative and transformative to the system approach. In Table 4, Patricio et al. (2020) articulate the different approaches in more detail. (Patricio et al. 2020, 889-909.)

Table 4. Service design approaches (Patricio et al 2020, 889-909).

Human-centered/ Participatory approach	Creative/ transformative approach	System approach
Focus: Client understanding (contextual/ holistic experience). > improves client journey and service.	Focus: Envisioning future in changing environment, creative problem solving by taking process perspective. > new applications, new ideas, innovations.	Focus: increase interaction/ co innovation with significant networks and service ecosystems. > useful in wide/ complex context and large populations

The service design method explores and drives understanding of the human experience and is therefore a suitable development method for this thesis. The more in-depth information the people in the development process receive and adopt, the more likely their knowledge of the undercover structures increases. The invisible becomes visible, matters become more obvious and are questioned, and the status quo changes to action. (Vink & Koskela-Huotari 2021, 2- 3,7.)

Service design produces comprehensive qualitative information regarding individuals' first-hand experiences, provides suggestions and procedures towards better service in the future, and, in the bigger picture, allows or demands intervention from policymakers. The consolidative design method aids the developer and stakeholders in looking at the design not only from a touchpoint or interaction (micro-level) perspective but also from a profound institutional and whole service system (macro-level) point of view. (Patricio et al. 2020, 889-909.)

Service design has, when used in an organization's development process, a potential impact on social structures. The stakeholders must recognise the issues, to make the necessary changes, and utilise the improved or new practises in action. Vink & Koskela-Huotari (2021) also mention the lever effect of service design. According to Vink & Koskela- Huotari (2021) the modes of reflexivity (which are the distinct quality of expressions or experiences) towards the search object or the development process steps manifest in intentional remodelling of existing social structures. (Vink & Koskela-Huotari 2021, 2-3,7.)

Stickdorn et al. (2018) emphasise that the service design process is not straightforward or linear proceeding, but rather going with an open yet analytical mind forward and backward. The research and feedback knowledge help to highlight and organise the main aspects, and refinement of ideas. Innovations and prototypes have been filtered multiple times before implementation. These are all part of the decision-making procedures along the service design development process. The process is a malleable organism, though the very core of the process is ultimately finding the right solution to the right problem, or the development target. (Stickdorn et al. 2018, 84-88.)

The UK's Design Council (2022) as well as Stickdorn et al. (2018) use a double diamond figure (Figure 2) to illustrate the design process.

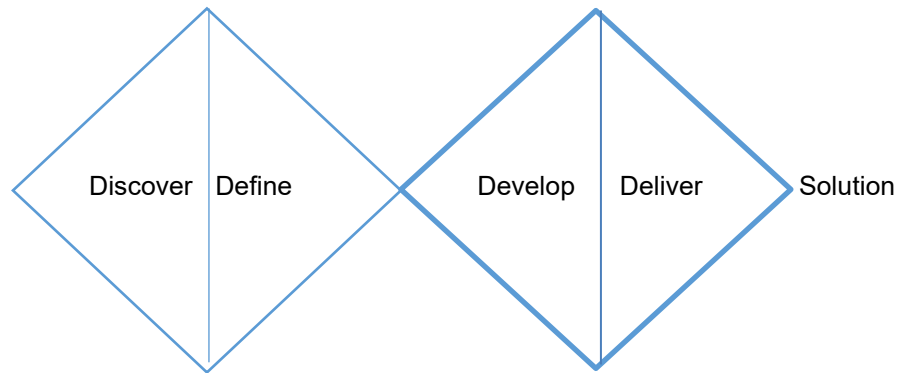


Figure 2. The double diamond (Design Council 2022, 6-9.)

The two quarters on the left demonstrate the starting and baseline points in the service design development process. The two quarters on the right illustrate the phase where the development task and objective start to take form and be tested or created, the solution is created, and feedback is received. (Design Council 2022, 6-9.)

Table 5 illustrates the stages of the double diamond process and its relation to the thesis development task. There are mentioned the research questions, data collection methods, participants, the analysis method, the output, and the preliminary scheduling plan.

Table 5. The stages of the double diamond process and their relation to the thesis development task.

Stages of double diamond	Research questions (RQ) or hypothesis statement	Data collection method and participations	Data analysis method	Output	Scheduling
Discover stage	1. How does the image of Ikifit's employer brand appear, based on the current strategy?	Information gathering process. Qualitative research methods. Literature review of Ikifit's strategy 2017-2023	Compartmentalization of findings related to the topic of the thesis found in Ikifit's strategy for 2017-2023	The status of Ikifit's employer brand image, based on the current strategy.	August 9 th , 2022- May 2023

Define stage	2. What is the image of Ikifit's employer brand in the opinion of current employees? 3. Why should Ikifit's employer brand image be	Brainstorming workshop(s) 1 or 2 and self- assessment test for 2-3 senior staff members.	Thematic analysis. Deductive approach. Transcription, compartmentalization of findings from the workshops, and selfassessment tests and analysis. SWOT analysis of the workshop method.	Summaries of the brainstorming workshops and selfassessment test. 4-field SWOT analysis.	August 2023- December 2023
	clarified and improved?				
Develop stage	4. How could Ikifit's employer brand image be clarified and improved?	Summaries of the brainstorming workshops and selfassessment test, and utilization the findings from the theoretical framework regarding the stages and main actor roles in EBI development, and creation.	Thematic analysis/ reflective analysis/ Deductive approach from the summaries and literature findings. Transcription, compartmentalization into domains. Comparing summaries and merging it into the 2017-2023 strategy, as well as digitally creating a poster	Draft 1 of the Ikifit's employer brand poster, and initial suggestions as strategy entries	October- December 2023
Deliver stage	5. Do the strategy suggestion entries and poster improve and give value for Ikifit's employer brand image?	Presentation event for the draft of the employer brand manual and poster. Verbal and/or email enquiry for feedback regarding the presented outcome at that stage, Draft 1.	Thematic analysis from the written notes and received feedback. Transcription, compartmentalization into domains	2. poster and defined additions as strategy entries for Ikifit's further usage	December 2023- february 2024

4.1 Discover stage

Discover stage represents the start of the design process and includes ethnographic or literature research on the topic, gathering a knowledge base, client or service understanding procedures, client needs, initial ideas, and developing a plan regarding the development research group. This phase is known as an exploration quarter. The aim is not only justifying the choice of reference material in the theoretical framework but to pinpoint the need and development request. That request remains a focus point throughout the development process. This phase may utilise both qualitative and quantitative research methods. (Design Council 2022, 6-7.)

The content of the source material of the theoretical framework consists of searches based on the keywords search of XAMK Kaakkuri, PIKI Library (Pirkanmaa Libraries), and the ResearchGate account membership of the thesis author. The criteria used in the selection of the final source material included the year of publication (2016-2022), the English or Finnish language, the prevalence of keywords in the title and the abstract, peer-reviewed, free of charge, the availability of full text, and the availability of local library hard copies. The Prisma flow chart (appendix 11) shows the selection process for the studies (not e-books or hard copies) included in a theoretical framework.

The data in Kaakkuri comes from various databases, e.g., Ebook Central, EBSCO, Pubmed, ScienceDirect, Emerald Premier, PressReader, Sage Premier, SFS, Ellibs, Finto, Finna, MOT, and Theseus. (Kaakkuri, 2022). From the first database search, it became obvious that this topic, employer brand image or employer branding, has aroused interest among researchers and is an actively researched topic. Yet alone, Kaakkuri's (South-Eastern Finland University of Applied Sciences Library) database keyword search produced over 200 matches when using solely the keywords employer brand. The applied, more inclusive keywords and search terms in Kaakkuri general database search were "employer image" OR "employer brand image" OR "employer brand" AND attractiveness AND "commitment" AND "employee".

Despite the extensive search findings, only four articles and two e-books were selected through Kaakkuri because of the author's interest in using the material from other sources of information to achieve diversity and reduce the size of the source material. The studies and e-books selected from the Kaakkuri search and included for the theoretical framework literature review matched the year of publication (2016-2022), the English language, the prevalence of keywords in the title and abstract, were peer-reviewed, and a free-of-charge availability to full text.

ResearchGate is, however, a social network and platform for the search and publication of scholarly scientific research and articles. There are over 20 million members in ResearchGate worldwide, and according to the company's fact sheet (2022), there are even a dozen Nobel laureates amongst the members. (ResearchGate 2022). During the master studies, this platform was introduced, and the personal interest of the thesis author in the network was aroused. While the network has been an additional information source for deepening and supporting the thesis author's knowledge of conducting the physiotherapist profession, it also made it possible to receive extensive and filtered source material on the topic of the thesis.

The extensive and constantly filling database produces constantly new material (notification received via email to authors email address) corresponding to the search, so the scientific articles included for this thesis were selected based on both the order of arrival and the matches of the keyword(s). The applied keywords and search terms were "employer image, employer brand image" AND "attraction". The identity (professional background) of the authors of the selected three articles was verified by using Google and LinkedIn searches, and if other publication addresses were available (e.g., DOI address), the article was accessed through them.

The search for literature in the collections of the PIKI Library was limited to quick availability and to the place of residence of the author of the thesis (the possibility of picking/returning the reserved book). The used search term, employer brand, was specified for finding a particular book. The author already possessed two topic-related books, which were previously utilised in the strategic management course in autumn 2022. A total of three topic-related books were selected according to the availability of the items at that time.

During the discover stage, the aim was to become familiar with the concept of employer brand image and its meaning. The source material of the thesis

selected laid the foundation for researching the topic. In this development task, the focus was on Ikifit's employer brand image. In more detail, evaluate Ikifit's current strategy from the perspective of the thesis topic and seek an answer to research question 1. *How does the image of Ikifit's employer brand appear based on the current strategy?*

The findings from the ikifit's strategy have been presented in Chapter 2, where the commissioner has been introduced, and the strategic goals and action plans related to the thesis topic are presented in Tables 1 and 2.

Ikifit's current strategy (2018-2023) sections dealing with matters related to the thesis topic served as the subject of examination in search of answers to the first research question. The theoretical framework's Chapter 3 served as a counterpart and source base for comparing, analysing, and reflecting on the findings from Ikifit's strategy. A literature review and theoretical framework of the source material were performed after the analysis of the Ikifit strategy. The familiarization of the examined data from the discover stage took place while writing the theoretical framework and was later frequently reflected on when analysing the workshop and self-assessment test.

The well-being of Ikifit's work community, the fostering of high-quality professional expertise, and maintenance of prober reputation are one of the strategic targets in company's strategy. The measures needed to achieve the strategic objectives were briefly recorded. These functions focused on considering the professional skills of the personnel, both in recruitment and in other areas in terms of qualifications. The adequacy of the number of personnel is also monitored. The company's internal expertise is also considered a useful resource when utilising vocational training. Open interaction in the work community, maintaining the team spirit and a reference to well-being at work activities, and competitive wages are seen as factors supporting the desired reputation as well as attraction.

Participation in development (not further articulated) was also included in the required measures (Table 2.)

“In the table”, Ikifit’s strategic goals and recorded actions seem to fit the image of a stable employer brand. The image is an outcome from a process that is influenced and impacted by both tangible and intangible factors. Based on the studied literature, employer brand image is portrayed as a dynamic and ongoing process, an approach and interaction between all the stakeholders in the matter. The socio-economic situation (universal, that individual) and its unpredictability, the efforts and modes of action taken by the organisation to maintain and develop the brand image, both mostly understanding the expectations and the needs of the employee. An essential factor was found to be the alignment of the employer’s brand image with the organization’s strategy. Therefore, the employer brand image is the result of the entire organisation’s collective investment in its employees. (Chapter 3.)

4.2 Define stage

The define stage is about examining the findings from the previous quarter and thoroughly exploring the most important issues and needs. The action or activity order of the plan is developed. The design framework and summary of the discover phase are created. Actions regarding the overall project flow are generated. (Design Council 2022, 6-7.) The concrete actions and methods for discovering and exploring the important issues and needs in this thesis were the workshop and the self-assessment test.

In this phase, the aim was to find answers to research questions 2. and 3. *What is the image of Ikifit’s employer brand in the opinion of current employees, and why should Ikifit’s employer brand image be clarified and improved?* In the following chapters, the workshop and test frameworks and contents, as well as the results, are opened.

4.2.1 The workshop

The idea of conducting an **8plus8 brainstorming** (Appendix 9) **workshop** as a data collection method came from another master studies course titled *Service Design*. The 8plus8 brainstorming method was introduced as one of the service design tools and awoke the interest of the author. The author simplified the 8plus8 method so that the ideation amongst the workshop participants was limited only to the preformed themes and questions.

Prior to the workshop, a 4-field swot analysis concerning the data collection method was performed. Often, this assessment tool method has been used, for example, to evaluate and develop strategic areas. In this thesis, it was taken to serve the purpose of learning from the data collection method. A traditional 4-field swot analysis method is a known data collection tool, that aims to define the strengths and weaknesses and assess the opportunities and threats of the research subject and objectives. (Vuorinen & Huikkola 2023, 97-98.)

The aim of the following 4-field swot analysis was to assess, increase, and develop the credibility of the creative data collection method. In the pre-workshop swot - analysis (Figure 6), the critical elements related to the preparation, implementation, and concerns about the imagined outcomes can be seen.

<p style="text-align: center;">Opportunities</p> <p>Chance for personal, and professional growth in learning, and teamwork.</p> <p>Enable employees to influence and develop the company's strategy and practices, as well as the employer's attractiveness.</p>	<p style="text-align: center;">Weaknesses</p> <p>The workshop is not carried out by a professional in the field, the topic is perceived distant or not interesting, the implementation may require sacrifice of personal time from the participants.</p>
<p style="text-align: center;">Strengths</p> <p>The commissioner gets a useful element for strengthening, the company's brand image and existing employment relationships, the recruitment process.</p>	<p style="text-align: center;">Threats</p> <p>No participants in the workshops, data interpretation is biased, development task reform proposals do not receive support from management, and do not inspire the staff.</p>

Figure 6. Pre-workshop 4 field- swot analysis.

The utilisation of swot analysis aimed to evaluate the reliability, value-giving, and repeatability of the chosen data collection method. The results of the analysis refer that the inexperience of the workshop leader, and that the topic is not considered interesting were grounds for concern. A practical concern was the inappropriate timing of implementation for the participants. The cancellation of the workshop due to lack of participants, lack of objectivity at analysis process and failure in the outputs were seen as threats. Encouraging factors that support the choice of the right data method can be considered as, if successful, are that this data collection method strengthens and enables the involvement of all parties in influencing and is a functional way of data collection.

A workshop was organised in September 2023. The participants in the workshop formed a heterogeneous group of nine people. They were employees from two different Ikifit's care units. The workshops were held on Ikifit's premises for convenience and logistic reasons for all participants. Earlier, verbal approval had been received from the superior staff member that these workshops were taking place during the participants' working hours. The aim was to ensure participation in the workshop, an experience that caused as little additional load as possible.

Before the workshop, an informal advertisement leaflet (Appendix 8) was placed in the wards staff office. It promoted and emphasised the participant's willingness to develop the image of Ikifit's employer brand. The aim was to raise curiosity and interest in the workshops. The cover letter (Appendix 6), found in the same location as the leaflet, explained in detail the purpose of the workshop and highlighted the voluntary involvement of each participant in the workshop.

The assumption was that employees interested in the topic would solely participate in the workshop. In the advertisement leaflet, the main brainstorming topics for the workshops were displayed, so the participants had time to reflect on

the topic beforehand. Willing participants registered directly with their superior, who, together with the thesis author, agreed on a suitable time for organising the workshop. To ensure the participant's anonymity, the author of the thesis (the workshop leader), had only been informed in advance of the number of participants by the heads of the departments. The names, ages, gender, or job title of the participants were not asked for anonymity.

Before the actual brainstorming session, participants were given a research cover letter (Appendix 6) and a consent form (Appendix 13) to read. The signed consent forms in question were collected and are stored at the author's workplace in a locked cabinet. These forms will be appropriately disposed of immediately upon completion of the thesis. An advertisement leaflet (Appendix 8) for the workshop was displayed on the day of the event, on the door of the used space. The purpose was to guide participants to arrive at the right venue space.

First the topic of the thesis was briefly presented, as was its goal, and the reason for inspiration for its author. The concept of employer brand image was clarified based on the findings of a literature review. The briefing took 10 minutes. Next, participants were told the rules of the 8plus8 brainstorming session and the order of progress of the workshop. Each participant was given enough sticky notepads and a pen to answer. After the short briefing, the brainstorming around the four touchpoints started. Three (1-3) of them were suggested by Brand Manual (2022), regarding applying service design to employer branding, and one was the author's complimentary question (4) based on the thesis topic of interest. Figure 3 is an example of a planned notepad board for a workshop.

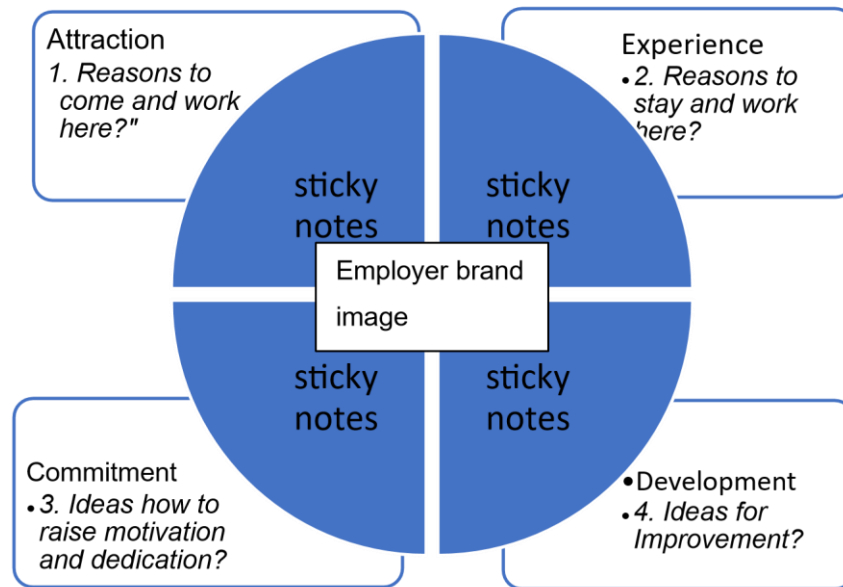


Figure 3. Example of the sticky note pad board.

The headings of the four main themes summarise the content of the questions and the areas of interest of the research questions. The main themes were attraction, experience, commitment, and development.

The instructor took care of timing and revealed the main themes and the questions one by one. With eight minutes on the clock, all workshop participants silently sketched out on their notepads the ideas, opinions, or thoughts, that were prompted by each theme, and question. The emphasis in this exercise was on quantity, so the sketches did not have to be perfect. Spontaneous ideas were most welcome. After each round, the notepads were collected and placed on a board, which had dedicated boxes for each round and topic. During the collection, the participants had a short rest. After the last round, 5 to 7 minutes were allocated for discussion and reflection concerning the experience. The duration of the whole workshop was 90 minutes.

4.2.2 Analysis method and results of the workshop

The data analysis method used for the brainstorming session outputs was a combination of content analysis and more specifically, thematic content analysis. According to Tuomi & Sarajärvi (2018), these two analysis methods are disconcertingly similar, though the similarity excludes the use of a particular technique of another analysis in the analysis of results. Content analysis and thematic analysis methods belong to qualitative research methods, both of which can make use of different theoretical and knowledge-based theories. Though the use of tables, slice figures, and even quantitative expressions in the differentiation of the results is often combined with content analysis, in this thesis they enable a systematic presentation of the thematic analysis progress. (Tuomi & Sarajärvi 2018, 4, 4.6.)

It is considered that the analysis methods are more in line with the structure of the thematic analysis as well as the order of progress. In extracting and analysing the results, the aim was to follow the principles of thematic analysis. The resulting material was carefully reviewed, and things to consider were put down. The thesis topic and the focus of interest served as a focal point for the breakdown of results, the simplification of expressions and the understanding of their meanings, and relationships between different expressions and thus themes. (Tuomi & Sarajärvi 2018, 4, 4.6.)

The thematic analysis aims to identify and investigate the collected data by organising it. Theming of the received data aids in the reporting and description of the data set. The goal was to use thematic analysis methods to compartmentalise the findings obtained for the themes chosen as the research questions of the thesis. The deductive approach in analysis refers to the assumption that the chosen data collection method provides detailed material on the thesis area of interest, and answers to research questions or sort of tests the thesis hypothesis. However, when considering the results, it must be accepted that the deductive

approach does not correspond to or explain completely or exhaustively the whole phenomenon. (Nowell et al. 2017, 2, 8.)

Total of 216 sticky note pads were produced by the workshop's participants.

Photo 1 is the sticky note pad board with all displayed 216 notes after the final round.

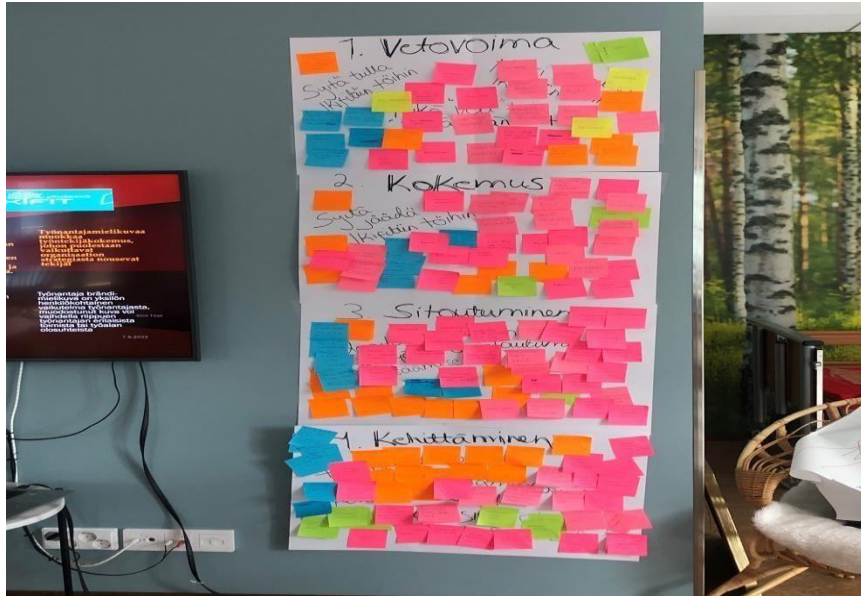
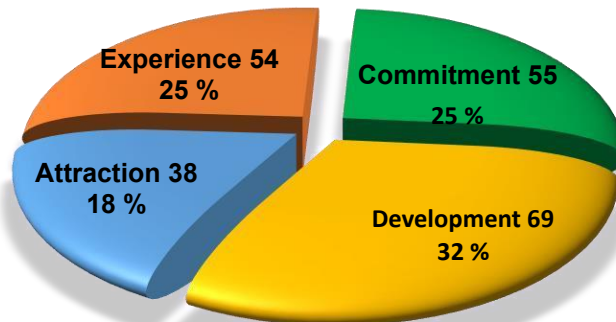


Photo 1. A sticky note board with notes after the final round. (Siira September 7, 2023.)

As the workshop progressed, the number of response notes increased. Slice figure 1 explains how the note pads were divided between the four main themes.

Main themes of the workshop and shares of the total number of collected 216 notepads



Slice figure 1. The main 4 themes of the workshop and the share of the collected 216 notepads. It was noticed that the total number of collected 216 sticky note pads did not correspond to the number of responses analyzed, as several notes had more than one response related to those main themes. Photo 2 is an example of different notepads, showing how differently replies were written on the notepads.

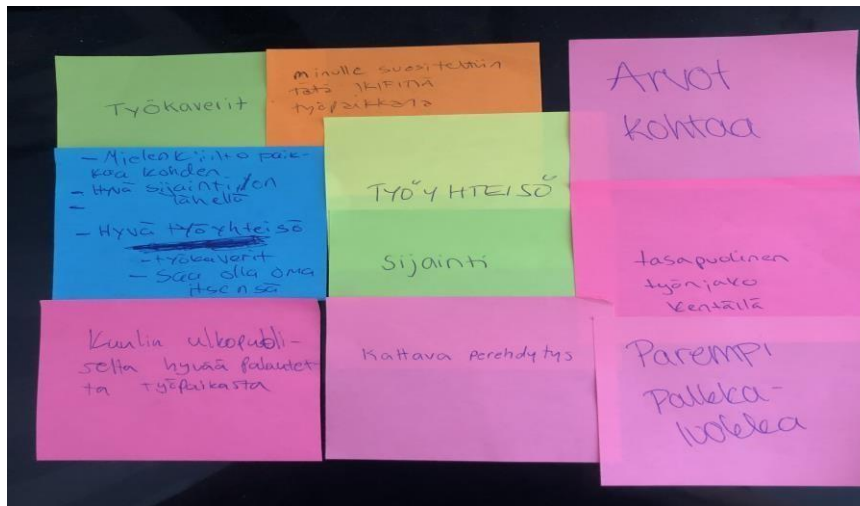


Photo 2. Example of 10 note pads from the main theme *attraction*. (Siira 7.9.2023.) The topic of the thesis and the research questions served as inclusion and exclusion criteria for the answers selected for the analysis. The total number of analysed responses was 257.

The data of the workshop were analysed following the thematic analysis method and its practises. First, the collected data were carefully and thoroughly examined. Which in practice meant reading the answers on the notepads, transcribing, copying them into the word document, re-reading, marking repeated words, simultaneously brainstorming, and making notes about preliminary codes and possible lower themes (Braun & Clarke 2006, 17).

In addition, to create comparisons and conclusions, a thematic manual keyword search was again carried out in Tables 1 and 2 of Chapter 2. The searched keywords and/or *their synonyms* were attraction, experience, commitment, and development, which were prompted by the selected main themes dealt with during the workshops and self-assessment test. Next, the material was systematically read through again and then repeated words or expressions (codes) with the same meanings **generated the eleven initial subthemes**, which are shown on the right in Table 6.

The repeated words or expressions (codes) with the same meanings	The initial sub theme
Colleagues, co-workers, atmosphere, working culture	Work community
Paycheck, rewards, occupational health care, paid holidays, gifts	Paycheck Benefits
Reputation from acquaintances, own previous experience	Reputation
Ikifit Oy as a Company, management, superiors	Management, organization
Work tasks, and duties, orientation, vocational training, and professional development, flexible working hours, shift planning	Job description Orientation Flexibility
Similar values, feeling needed, heard, respected, and valued, sense of trust, being supported, understanding of life situations, individualism, affection	Emotions
Location of the workplace, working environment, facilities, equipment's, clothes	Location Facilities, equipment's

Table 6. The eleven initial sub-themes.

The diverse group of sub-concepts shown in the table are condensed expressions of the responses received from the workshop. On the right side of the table are the author's selections for the initial sub-concepts, whose purpose

was succinctly covered with a short concept of the essence of several expressions. In Diagram 1 is the prevalence of the eleven sub-themes is shown by the main theme.

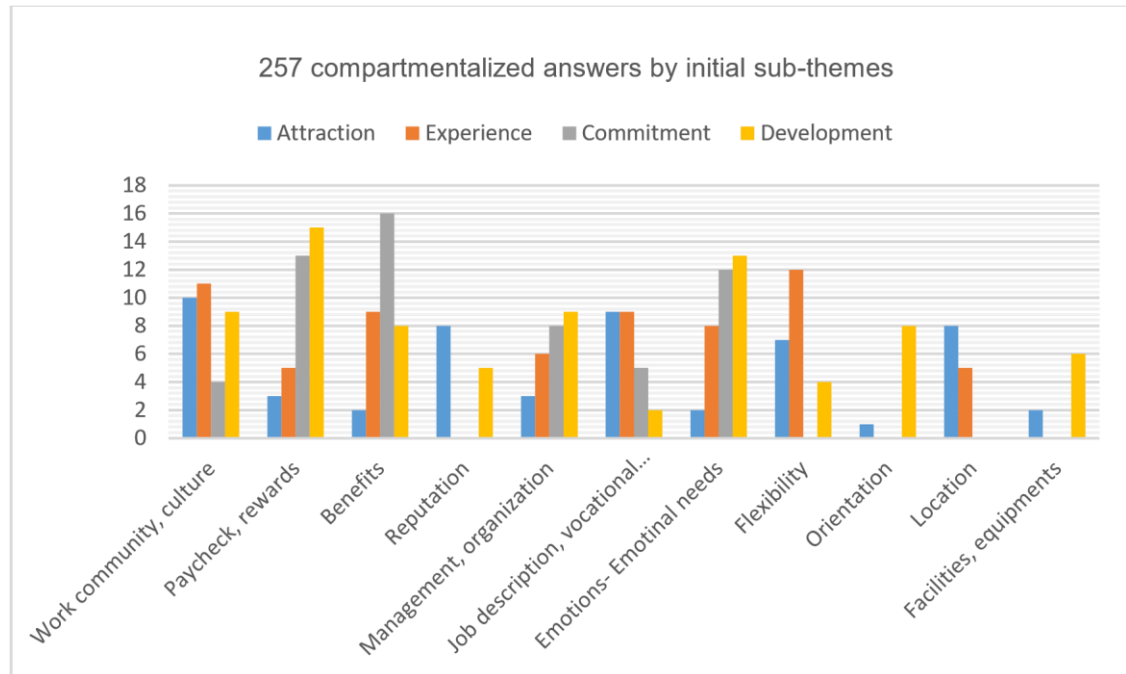


Diagram 1. Eleven initial sub-themes and prevalence by the main theme.

Then the eleven initial sub-themes were re-bundled. This process and search were carried out and reviewed several times to accordingly highlight the essential content considering the given theme. After reviewing the initial sub-themes, seven final upper themes with distinctive and explanatory titles were defined. (*Braun & Clarke 2006, 18-20.*) These seven upper themes are work community, benefits, reputation, organisation, job design, emotions-needs, and workplace. For illustration of the theme creation process, a thematic mind map was created (Figure 5).

For illustration of the theme creation process, a thematic mind map was created (Figure 5). The mind map shows the four main themes of the workshop, the seven upper-themes, and the cited excerpts from some of the answers that formed the sub-themes.

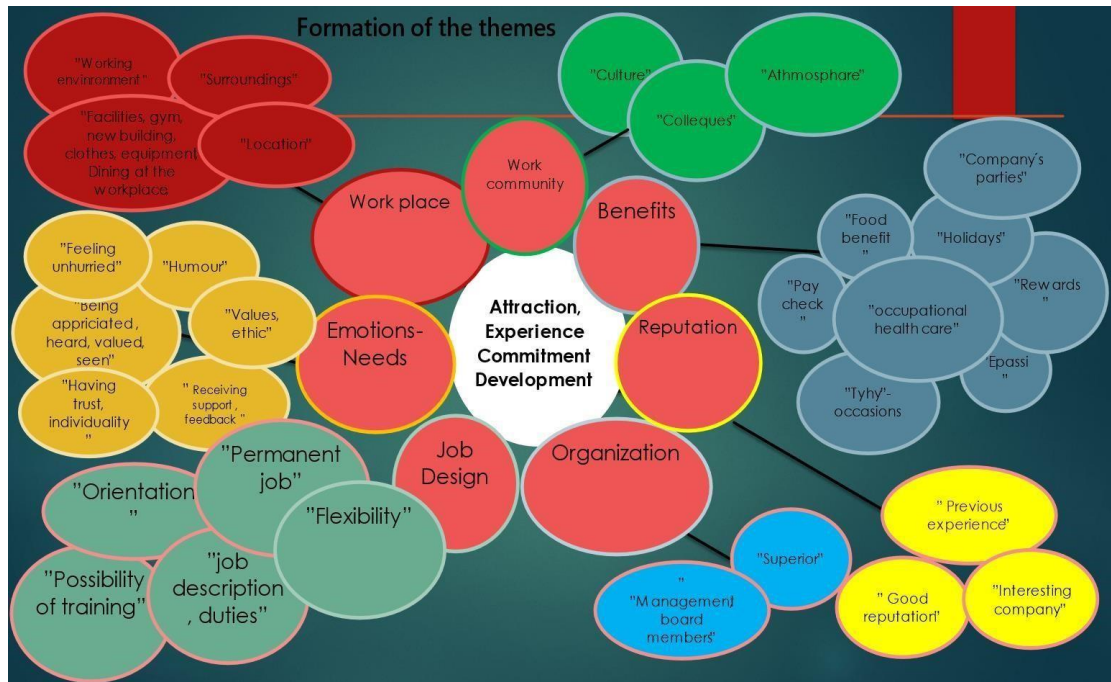
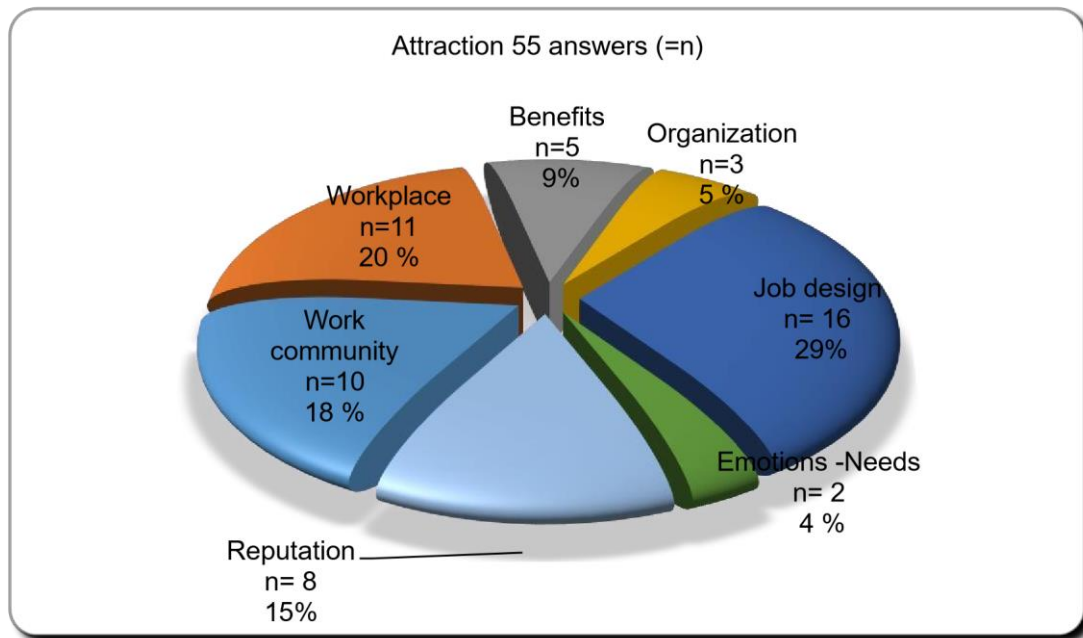


Figure 5. Thematic mind map of the formation of the themes.

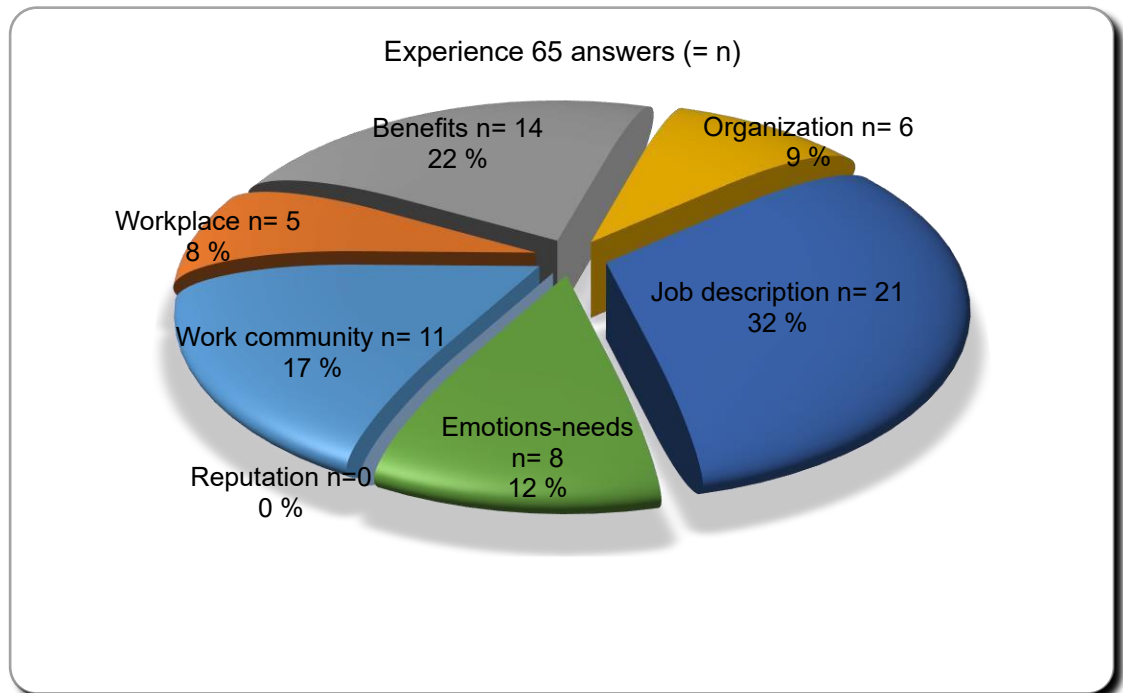
The more specific contribution of each upper theme to all the workshop's four main themes is illustrated in the following slice figures 1-4. The first Slice figure 2 (below) illustrates the workshop's upper-themes and their sections in the main theme attraction. The participants were asked to reflect on the reasons or things that attracted or interested him or her or could attract potential new job seekers to come to work at Ikifit Oy.



Slice figure 2. The upper-themes and their sections in the main theme attraction.

The job description and the physical work environment seemed to be the most popular attraction factors when measured as a percentage of all responses. The participants described the above factors, inter alia, with the following expressions: *"possibility to influence shifts", "versatility of work, "flexibility", "the job description suits me", "location", and "nice milieu"*. Next, work community and reputation-related factors emerged as almost equal proportions of the responses. These factors were expressed, for example, as follows: *"Co-workers", "good working atmosphere", "I heard good feedback about the workplace from an outside person, "I was recommended Ikifit as a workplace, and "good previous work experience at Ikifit"*. Material benefits related to the workplace and intangible expectations, such as shared values and the company as such, remained below 10 percent in the responses.

Theme experience responses divided the sections of the upper themes slightly differently (Slice figure 3). In this theme, the interest was in knowing the reasons to stay and work at Ikifit.

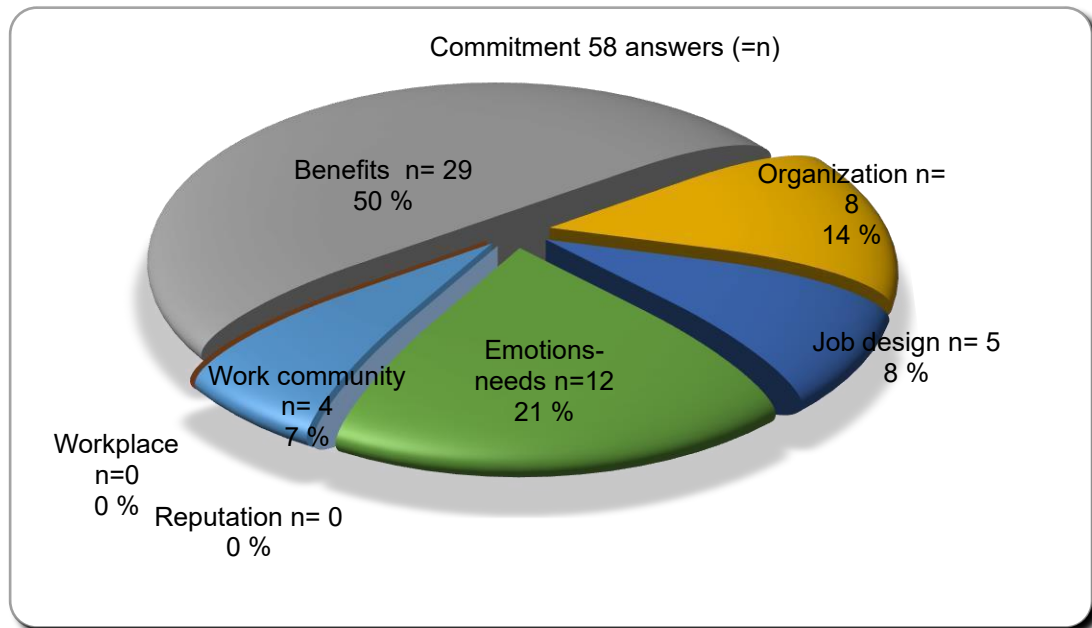


Slice figure 3. The upper themes and their sections in the main theme experience.

Expressions describing the job description accounted for nearly one-third of all responses. The employment benefits, such as regular income, occupational health care, and the accumulation of vacation days, mattered more in this theme than in the previous attraction theme. It was also noted that emotions and emotional needs were considered much more significant reasons to stay at Ikifit than, for example, the physical work environment or the organisation.

Emotions or emotional needs were expressed in words: *"Lovely residents"*, *affection for the residents"*, *I get support at work when I need it"*, *successful resident encounters"*, and *"We have fun together"*. The work community was considered as significant as in the previous theme. No expressions describing the reputation of the workplace or employer emerged from the response notes.

In the third theme, titled commitment, participants were asked to brainstorm ideas on the topic of work motivation and retention. The proportions of this theme are shown in Slice figure 4.



Slice figure 4. The upper themes and their sections in the main theme commitment.

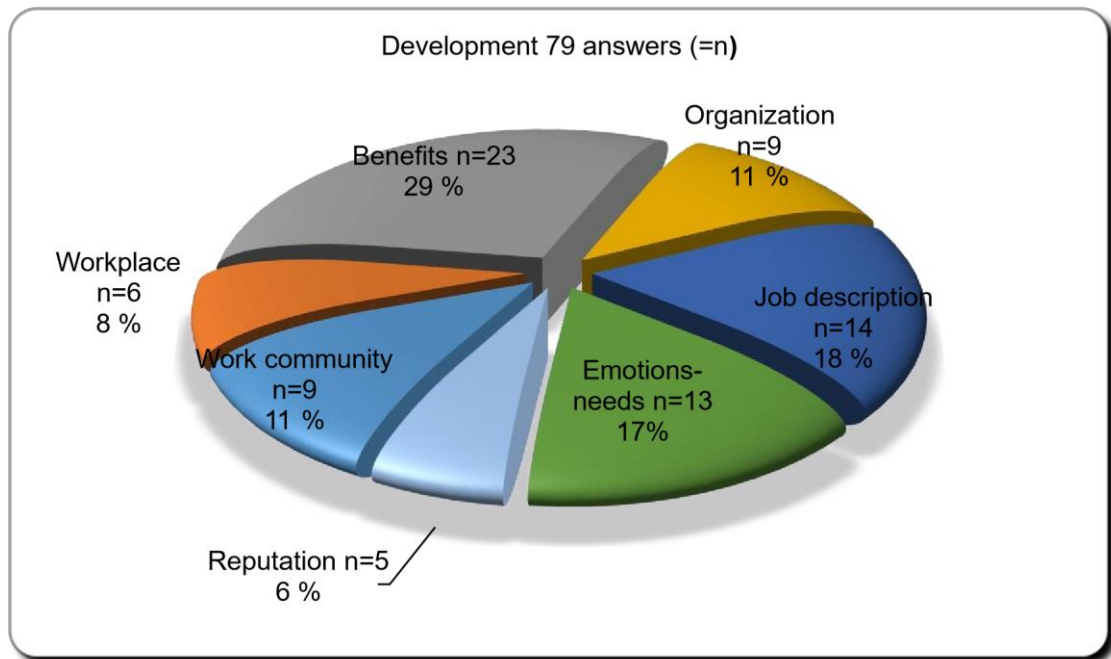
As shown in Figure 4, employment benefits have or would have the greatest impact on work engagement. For the sake of clarification, it was considered best to present some of the expressions in this overarching theme with quotations so that the variety of expressions is evident. Workshop participants wrote, *"increasing the emergency money compensation"*, *"monetary compensation for additional liability"*, *"more pay for the person responsible for medicines"*, *"more vacation or day-off days"*, *"more frequent workplace health days"*, *increasing employee benefits, e.g., e-passport more valuable*, and *"rewards"*.

Slightly more than one-fifth of the participants' responses contained expressions related to emotions or emotional needs. These topics were described as the need to receive support from the work community in addition to successes, listening to the nurse's concerns, feeling unhurried, and considering and utilising individual strengths. The need for immediate assistance and support in conflict situations and the need to receive direct appreciation from the management level were also mentioned.

The theme of commitment also brought up thoughts related to the organisation among the participants. When forming the overarching themes, all responses related to managerial activities, management, and the company's communications were placed under the concept of organisation. According to the participants, commitment is influenced by work management methods and communication. This was described as follows: "*Work management should be fair and equitable, as well as firm to achieve what has been agreed*", "*support from supervisors in changing situations*", "*management activities more visible*", and "*communication more concise*".

Though factors related to the work community or job description were addressed in some responses, they appeared less in the responses to this theme than in the previous sections. The work community needed more nurses or support workers, and the language barrier in the work community was also mentioned for the first time. The above expressions were factors negatively influencing engagement. Vocational education and training can be highlighted as the most important theme in the job description, as four of the five responses included the topic in question. Based on the responses, the workplace and the reputation of the workplace employer were considered to have no bearing on commitment.

In connection with the next theme, development, the participants were asked to put themselves in the "boss's shoes" and brainstorm how any of the previous areas and themes could be improved. The distribution of responses to the last theme can be seen in Slice figure 5.



Slice figure 5. The upper themes and their sections in the main theme development.

This theme prompted most notepads throughout the entire workshop, and by doing so, contributed answers to the research question 3: Why should Ikifit's employer brand image be clarified and improved?

The benefits' upper theme received the most responses; the others spread somewhat evenly amongst the other themes. If we look at the benefits of the overarching theme, the following areas of development emerged based on the responses: They hoped for more employment benefits, such as increasing the value of the e-passport, remembering with a Christmas present, and additional responsibility, e.g., rewarding new employee orientation or pharmaceutical liability. In addition, it was hoped that permanent employees would be rewarded in the form of well-being at work activities. There was a reference to raising the basic salary level in two response notes.

The themes highlighted in the job description were more comprehensive orientation (non-Finnish-speaking new employees were seen as an additional challenge), there is room for improvement in clarifying work responsibilities, and

the need to increase vocational training. Emotions and emotional needs were expressed in words: "*keeping promises*", "*showing interest, and appreciation by saying thank you*", "*strengthening the "we spirit"*", "*organising more frequent joint well-being events at work*", "*valuing and utilising individual strengths*" and "*increasing the feeling of unhurriedness when performing tasks*". A reference was made to the realisation of the desire for unhurriedness by mentioning insufficient staffing. However, the need to increase the number of support workers (for kitchen and laundry maintenance) was also highlighted. The above factors were directed to the organisation and leadership of the company.

The flow of information both among the immediate work community and from the management level to the field was identified as a development target. Tangible development targets included harmonising and renewing workwear at the workplace. Increasing visibility in social media, both in marketing and highlighting the company's and service lines' operations, was considered a development target from the perspective of increasing reputation. The transparency of the company's potential or existing partners in social media should also be considered.

4.2.3 The self-assessment test

The second data collection method utilised a pre-formulated self-assessment test (Appendix 3) and its results. The self-assessment is a ready-made test, open to all employers interested in the subject, and it was created by the "Vetovoimainen vanhustyö" project in North Savo, Finland. The introduction part of the test offers participants the opportunity to familiarise themselves with the content produced by the magnetism project as well as the topics to be evaluated in the test.

In August 2023, a printed cover letter (Appendix 7), and a ready-made postage stamped envelope were delivered directly to the three superior personnel of Ikifit Oy. The question test was delivered with appropriate instructions and reference

letters. These staff members are in a managerial position in the company. They work in the same department as the participants, who attended the workshop. These superiors are also actively involved in the company's recruitment processes. Prior to spring 2023, the supervisors were approached by e-mail during the thesis planning phase in matters related to the organisation of workshops. At the same time, an electronic cover letter (Appendix 7) and the test web link (Appendix 3) were distributed.

After completing the test, a printed test report was asked to be sent anonymously to the thesis author. The instructions in the cover letter requested that any information referring to the participant's identity be removed from the report before sending it to the recipient. The tests were asked to be sent by the end of September 2023. However, only one test result was submitted on time for analysis, which equals 33 % of invited the participants. In this case, the number of test report returnees was low. It remained uncertain whether the lack of responses was due to slow mail delivery or non-response. Unfortunately, the preplanned thesis writing schedule did not allow additional time to receive reports from others and thus increase the research data.

Previously, the supervisors of the thesis had discussed the results of the selfassessment test and whether they were necessary for the result of the work. It was considered that the evidence from the workshops could be sufficient to generate the output of the development task. Regarding the appreciation of one of the respondents who submitted the test report, and in the interest of the author, the report was analysed according to the planned analysis method. As for the default value and results of the self-assessment test report, can therefore be expected to be only as an indicative assessment of the employer's brand image from the point of view of the one employee concerned.

The test contains nine parts. Each sub-theme includes six claims or manifests and, altogether, 56 questions. The sub-themes in the test are" *appreciation*,

human resources, flexible working life solutions, participatory and staff-supporting leadership, orientation, and student guidance, a well-functioning and healthy work community, external communication, strong professional competence and work development, resource-based approach to elderly care". (Vetovoimainen vanhustyö, 2022b). At the end of the self-assessment test a consolidated report on the pulling and holding power of the work community was received. This report was then sent to the respondent's email.

The nine sub-themes mentioned earlier in the self-assessment test are specific dimensions of the phenomenon of interest, which is pulling and holding power, and those elements of the work community. The result of the analysis of the Likert scale-based survey aims to understand the topic and its participant's perspectives on the matter. (Joshi et al. 2015, 3). Summing up the scores from each dimension individually and all sub-theme scores together generated a composite score. The total score value represents the likely current situation regarding cohesion, including the magnetism state of the company. While each sub-theme entity receives its own total score, it additionally reveals the state of that theme. Those individual results enable the targeting of development measures but also underline success. (Vetovoimainen vanhustyö 2022c.)

The analysis of the self-assessment test utilises the Likert 5-point scale evaluation method. Commonly, when using a Likert 5-point scale in the survey, the participants are required to ponder their opinions about specific statements concerning the phenomenon of the topic. They are asked to pinpoint their answer based on a metric scale. The options for delivering their level of agreement are numerically expressed as 1-5, where the value 1 represents the level of agreement "strongly disagree", whereas the value 5 represents the level of agreement "strongly agree". (Joshi et al. 2015, 2.)

In the self-assessment test, the value 1 represents the level of agreement "none at all" and the value 5 represents the level of agreement "very much". The

following is demonstration of this evaluation tool and an example of one claim appearing in the self-assessment test. *“Claims about **appreciation** in the work community. Choose the option that best describes your work community from a scale of 1 to 5 (“None at all” to “Very much”). Claim 1. The members of our work community value their work and that of others. 1 = None at all, 2 = Little, 3 = Moderately, 4 = A lot, and 5 = Very much”.* (Vetovoimainen vanhustyö 2022c.)

4.2.4 Results of the self-assessment test

The participant answered all 56 claims in the test. The average for the entire test marked in the final report was 3.45. According to the Likert 5-point scale, this result gives a moderate to good value for the attraction factors of the work community. For each of the nine topics, referred to as the main themes in this analysis, an average was also calculated. These averages of the nine parent themes can be seen in the following tables 7 and 8. While in this thesis the interest focuses on strengths and on the other hand on the developmental factors concerning Ikifit’s employer brand image, only the results obtained from the preceding factors were selected for this review.

In the received detailed test summary, five development areas were marked in red (Likert scale values 1.00-2.59) and 22 areas of strength in green (Likert scale values 4.00-5.00). Therefore, these results are demonstrated alike in the following tables as well. The other 37 statements in the test that were excluded from the analysis received a value of 3 and were therefore not specifically highlighted as items to be considered in the final report.

First, the themes highlighted as development targets and their values are presented in Table 7. After the title of the main theme, the average of that main theme has also been added as a benchmark against the value of individual claims.

Table 7. Edited table of the sole (1) participant's self-assessment test's report. The main themes and mean values, the 5 highlighted claims, and the response values indicated areas of development.

MAIN THEMES and mean value <i>highlighted claims and its number in the test</i>	<i>Claims individual value given by the participant</i>
Appreciation: 3.17 <i>4. Employees receive appreciative feedback from immediate managers or senior management.</i>	2
External communication: 3.00 <i>42. Members of our work community actively participate in external communication.</i>	2
<i>43. Our work unit develops communication together.</i>	2
Strong professional competence and work development: 3.14 <i>49. Our work unit uses mentoring.</i>	2
<i>51. Our work unit utilises evidence-based activities.</i>	2

The percentage of these claims for all 56 claims was 9%. According to the respondent, the attraction factors to be developed include appreciation, interaction, inclusion activity, and communication amongst the work community, as well as professional competence and work development. It is noted that there is not enough feedback from the supervisor or management level and that there is room for improvement in communication from the work community to the outside world as well as in professional skills and support. A recommendation note was given by the test provider, which stated that consideration be given to the promotion of issues in the work community and that the implementation models of practises be examined.

Next, Table 8 presents the test's main themes and mean values, the 22 highlighted claims, and individual values whose response value indicates the existing areas of strength. These claims cover 39 % of all 56 claims.

Table 8. Edited table of participant's (1) self-assessment test report. The main themes and mean values, the 22 highlighted claims, and the response values indicated areas of existing strengths.

MAIN THEMES and mean value <i>highlighted claims and its number in the test</i>	Claims individual value
Appreciation: 3.17 1. <i>The members of our work community value their own work and others.</i> 2. <i>Employees receive appreciative feedback from customers and relatives.</i>	4 4
Human resources: 3.80 7. <i>We use social media to highlight our positive everyday life and in recruitment.</i> 8. <i>The employer has incentives in place that increase the traction and retention power of our work unit.</i> 9. <i>We have time to do our work within well-planned working hours.</i> 10. <i>Human resources are defined in accordance with customer needs.</i>	4 4 4 4
Flexible working life solutions: 4.67 12. <i>We use autonomous workforce planning that works equally.</i> 13. <i>Our work unit enables the reconciliation of work and private life.</i> 14. <i>Our work unit offers possibilities for various working time solutions, e.g., part-time work.</i>	4 5 5
Participatory and supportive leadership: 3.57 16. <i>In our work community, everyone can express their opinion.</i> 17. <i>The employees and the immediate manager have an open and confidential relationship.</i> 19. <i>Our work unit has well-functioning communication channels in place.</i> 20. <i>As a work community, we are allowed to make independent decisions concerning our work.</i>	4 4 4 4
A well-functioning and healthy work community: 3.33 31. <i>The service processes and operating models of our work unit are clear.</i> 32. <i>There are sufficient regular discussions in our work unit appreciatively.</i> 37. <i>In our work unit, conflicts will be resolved as soon as possible.</i>	4 4 4
Resource-based approach to elderly care: 3.40 53. <i>In our work community, customers are treated equally, respectfully, or understandingly.</i> 55. <i>Our work community supports the good life of the customer.</i>	4 4
Orientation and student guidance: 3.63 24. <i>Sufficient time is reserved for orientation in our work unit.</i> 25. <i>Our work unit is preparing for the arrival of a new employee.</i> 26. <i>In our work unit, student guidance is provided by employees familiar with it.</i> 28. <i>The practices and guidelines for student guidance are clear.</i>	4 4 5 4

The own work and colleagues' contributions were seen as appreciated, which was supported by feedback from the customers. The number of human resources was considered sufficient, as were the employer's incentives and the work units use of social media. These were seen as positive traction and grip factors.

Agreeing on shifts in the work community and reconciling and balancing working hours with private life also received good or higher rates. In the respondent's opinion, enabling the expression of one's own opinion, relationship with the superior, the practises of suitable information flow, and acknowledgment of selfefficacy in the work community were at a good level. Good and open communication practises were seen as strengths of the work community, as well were customer encounters and treatment, as well as the level of orientation.

The standard deviation was calculated from the mean values of all nine themes. The standard deviation value is 0.50039984012787. The equation for this result can be seen in Appendix 15. This result indicates the average difference, or how much the values deviate from the whole test's average value of 3.52. It was noticed that this value differs from the self-assessment test's mean value of 3.45. The test provider had assumingly specified score values from the Likert-scale line segment. However, for this thesis, the only available values were the ones stated in the participant's consulate test report. According to the utilised mathematical application, "*the sampling mean most likely follows a normal distribution and has no statistical significance*". (Calculator 2023). The default value of the test report can therefore only be expected to be an indicative assessment of the employer's brand image from the point of view of the one employee concerned.

Author's note: To clarify the layout and content of the whole self-assessment test consulate report, the test report that the thesis author compiled is shown in Appendix 14.

4.3 Development stage

The objectives of this stage are in development, testing iteratively, examining the received feedback, and learning from it. The designed product or service combines the detailed parts or sections of the whole design process so that the final design eventually takes form as a cohesive whole. In the end, this phase focuses on refinement and the details of the design purpose. (Design Council 2022, 7-9.) The council and opinion-changing with the thesis commissioner, supervisors, and peer opponents were therefore essential.

In this phase of the thesis, the first draft of the suggestions in the strategy entries and the two poster drafts were created. These drafts, generated from the collected data, focused on the objective of this thesis. The first raw versions of the outputs were solely done by the author.

The proposals for the complimentary entries in the Ikifit strategy were prompted by the workshop and the self-assessment results. The original strategic targets and required actions, which are shown earlier in Table 1, have been reworded in Table 9 so that their content highlights both the objective and the necessary actions more clearly. The aim was to avoid list-based logging. In addition, a proposal was added for the objective related to the company's corporate culture and the transparency of the strategy, as well as for the necessary measures.

Table 9. Edited Ikifit's strategic sub-targets and planned actions for their accomplishment 2018-2023. (Ikifit, strategy 2017, 11.)

Strategic targets	Required actions
<p>Strategic target 1: The staff is highly qualified, and suitable for the designed job description. The number of employees is all time sufficient in relation to the number of customers, and the number of staff is anticipated and monitored.</p>	<p>The recruitment and orientation processes are up to date. The number of personnel is known by regular cooperation with the supervisors of different service lines. The operations can be outsourced if necessary. The values and expertise of the staff meet the company mission statement. Regular professional training is offered and participation in them is encouraged.</p>
<p>Strategic target 2: Continuous, regular, and meaningful professional training, and development of working methods is promoted. The company's vision motivates professional excellence.</p>	<p>The execution plan and the monitoring of trainings implementation is recorded, and regularly assessed. The professional skills and capabilities already existing in the company, are utilized in organising the trainings. Individual professional</p>
	<p>development needs are met by arranging appropriate training.</p>
<p>Strategic target 3: The company is respected and has traction and grip force amongst employees. The company reputation raises frequently interest amongst new job seekers.</p>	<p>Offering competitive wages, and comprehensive employee benefits. Ensuring honest, and open interaction, and transparent communication amongst the work community. Enforcing the "Ikifit spirit" within the employees. Enabling a participatory working atmosphere and culture. Regular WHP activities are supported.</p>
<p>Strategic target 4. The company's main strategic guidelines, mission statement are visible to employees and clearly expressed. The company's top management is interested in employees' opinions, and inclusion regarding the company's operating methods and development.</p>	<p>Workplace satisfaction and well-being surveys will continue as regular practices. An open "answer box" will be added to these surveys for opinions, suggestions, or concerns regarding the company's operations, and future. Once a year, a joint event is held to open the company's current situation and prospects and to enable constructive discussion on the matter.</p>

The additions emphasised the importance of suitable personnel, training, work development, and induction. Entries concerning well-being at work, interaction, and communication were also supplemented. The above-mentioned additions were considered topical, as one of the priorities of the Finnish Ministry of Social

Affairs and Health's "*Wellbeing for All 2030*" implementation plan is enabling inclusion. The priorities of the resolution also emphasise equality and nondiscrimination in employment. Enabling individual development was also considered important, which can be represented by, for example, meaningful vocational training. (Valtioneuvosto 2021, 7,9). The strategy additions were then sent to the client to read and receive feedback.

The employer brand poster (Photo 3) draft 1, represents excerpts from Ikifit's current strategy, the company's website, as well as condensed samples of workshop and self-assessment test results.

Näkyä kauemmas, on lähellä, ajattelee tulevaa ja toimii nyt.



Missio
Tuottaa laadukkaita hoito- ja kuntoutuspalveluja asiakkaan yksilölliset tarpeet huomioiden

Arvot
Asiakkaan toiveiden ja tarpeiden kuuleminen, kiireettömyys sekä turvallisuus.

Visio
Olla arvostetuin, innovatiivisin ja tunnetuin ikääntyville sosiaali- ja terveyspalveluja tuottava yritys valtakunnallisesti vuoteen 2028 mennessä.

Hyvä ja arvokas, omannäköinen elämä

Toimintaympäristömme – Sinun työpaikkasi
Pirkanmaalla, Kanta-Hämeessä tai Varsinais-Suomessa




ASUMISPALVELUISSA

Kilpailukykyinen palkkaus, joka vastaa työn vaatimuksia

Hyvä perehdytys

Lakisääteistä laajemmat työterveyspalvelut ja ravintoetu

Avoin ja joustava työilmapiiri

E-passi ja TYKY toimintaa

IKIFIT – henki



LAAKÄRI- TAI KUNTOUTUSPALVELUISSA

Meillä viihdytään koska...

"Hyvät edut"

"Ihanat asukkaat"

"Esihenkilö on lähellä ja tukee"

"Aidosti tärkeät työkaverit"

"Arvot kohtaa"

"Meillä on hauskaa"

"Joustava työnantaja"

"Mahdollisuus kouluttautua"

"Töihin on helppo kulkea"

"Ikifitillä on hyvä maine"

"Minua arvostetaan"

TARTU tilaisuuteen!

Photo 3. 1st draft of Ikifit's employer brand poster. (Siira 10/2023).

These outputs aimed to strengthen and clarify Ikifit's current employer brand image. By doing these two outputs during development phase, the aim was to get answers to the fourth research question of the thesis. *How could Ikifit's employer brand image be clarified and improved?* Feedback on the first version of the poster was also requested from the client. Thesis commissioner's opinion and development suggestions were highly appreciated and then later in *deliver* stage applied in the final creation process.

4.4 Deliver stage

The last quarter includes testing, collecting feedback (from previous data collection phases), finalising the service or product, and implementing it into action. It is important to ensure that the feedback platform is in place and development provider can analyse it for further development purposes. (Design Council 2022, 7-9.) In this fourth stage, a new poster was made. During the phase, it was also necessary to modify the previously proposed additions to the strategy based on feedback from the commissioner. However, that last task did not materialise. At this stage, the aim was and is to receive answers to the fifth research question. *Do the strategy suggestions entries and posters improve and give value to Ikifit's employer brand image?*

Promptly, after the creation of the 1st draft of the poster, it was sent via email to the peer opponent and the commissioner party. Written feedback was received, and the requested changes were made. A dialogue on the content and design of the poster took place via email. The commissioner suggested that mission, values, and vision clauses be omitted from the original poster. These elements would be utilised more effectively elsewhere on the company's website. Clarification, similarity, and cropping were also requested in the captions. Otherwise, both opponents and representatives of the commissioner found the poster to be visually and content-wise useful, and it gave good impression about Ikifit as an employer. The following Photo 4 is the second poster draft, representing thesis final version of the Ikifit's employer brand poster. The second version is therefore considered as a solution, based on the received feedback regarding the poster draft 1.

Näkyy kauemmas, on lähellä, ajattelee tulevaa ja toimii nyt.



yhdessä
IKIFIT

Sinun työpaikkaisi - Pirkanmaalla, Kanta-Hämeessä tai Varsinais-Suomessa



ASUMISPALVELUISSA



HYVINVOINTIKESKUS APILASSA

LÄÄKÄRI- TAI KUNTOUTUSPALVELUISSA

IKIFITISSÄ on...

- Kilpailukykyinen palkkaus, joka vastaa työn vaatimuksia
- Hyvä perehdytys
- Lakisääteistä laajemmat työterveyspalvelut ja ravinto-ohjelma
- Avoin ja joustava työilmapiiri
- E-passi ja TYKY toimintaa
- IKIFIT - henki

Meillä viihdytään koska...
"Ikifitillä on hyvä maine ja se on... joustava työnantaja".

Myös...
"arvot kohtaa ja minua arvostetaan".

Aidosti tärkeät työkaverit ja ihanat asukkaat

Lisäksi meillä on...
"hyvät edut, mahdollisuus kouluttautua ja esihenkilo on lähellä ja tukee"
... mutta ennen kaikkea, "meillä on HAUSKAA".

TARTU tilaisuute

Photo 4. 2nd draft of Ikifit's employer brand poster. (Siira 12/2023).

Poster draft 2 presents the final version of the poster in the deliver stage. It is agreed that the commissioner holds the right to make changes to the poster if they decide to use it on the company's web pages or in other occasions. Based on the feedback from the commissioner party and peer opponents, the resulting changes done to the poster can be mentioned as the result of this stage.

No feedback was received from the commissioner on the proposed additions to the strategy. This is unfortunate but understandable, as the company's strategy is

drawn up by several people who rarely meet. Since no feedback was received on the strategy additions proposed by the author, no changes could be made to this output either. In this regard, it can be noted that the result is an unfinished output.

The fifth research question remains partly unanswered in this thesis. The feedback already given on the output focused only on the content and appearance of the poster, not on its impact in large scale. The impact and significance of both outputs should therefore be assessed through a new research process. Answers to the fifth research question are therefore proposed be sought through further research, which is presented in Chapter 8.

5 REFLECTION

The reflection chapter may be the most demanding of the thesis in terms of requirements, and at the same time the most flexible chapter. It should as objectively as possibly study the thesis process, from planning phase to reporting stage from the perspective of both reliability and ethics. According to Tuomi & Sarajärvi (2018), flexibility, means accepting absoluteness. Even if the work meets all the criteria for ethical research, the reliability of the research is not necessarily absolute. (Tuomi & Sarajärvi 2018, 7.2.) The aim was to comply the responsible conduct principles of research and the ethical guidelines for a master's thesis with creation of this thesis (Xamk 2021). If this has been carried out justifiably and in accordance with guidelines and complied with instructions, is the work stronger both ethically and when assessing reliability (Tuomi & Sarajärvi 2018, 7.2).

5.1 Reflection of the results and the outputs

Both the data collection methods and the results obtained from them were examined and compared with each other on a method-by-method basis. The aim of results from the workshop project, and the self-assessment test was to clarify

the client's understanding of the employer's brand image from the employees' point of view. The results were also used to improve that image. Data collection methods also provided information outside of the thesis research topic. The contribution of this new information, its significance, and its potential are discussed in the conclusion section of the thesis.

The results from the workshop and self-assessment test were compared. Interest and strive was to find the similarities or differences between the results and theoretical framework. The workshop's results show that similar actor roles, which influence the formation of the employer brand image, can be found in Ikifit's employer brand image based on participants opinions. According to Huhta & Myllyntaus (2019), workplace facilities, atmosphere, colleagues, common values, interaction with the supervisor, suitability of work tasks, and workload level are factors that form the employer's image. (Huhta & Myllyntaus, 2019, 161192.)

These similar actor roles and attraction factors also emerged from the responses of the workshop participants as themes: work community, organization, job design, emotions- needs, and workplace. Like strong attraction factors, the supervisor who responded to the test felt appreciation, flexible working life solutions, participatory and supportive leadership, and a well-functioning and healthy work community. (Chapter 5.2.2.)

Although the supervisor also felt that sufficient staff numbers, resource-based customer work, and orientation were good qualities, the workshop participants felt that there was a need for improvement in those areas. Both parties highlighted aspects of the job description that should be promoted. These included vocational training and communication, both within and outside the work community. (Chapter 5.5.2, 5.2.4.) These factors were also considered in the source literature as factors shaping the image of the employer. Both Huhta & Myllyntaus (2021), and Ahmed et al. (2022) mention professional development as the main actor role, and in addition, the themes of benefits and employer reputation emerged

from the workshop responses, which in turn are mentioned in the Ahmed et al. (2022) article as factors influencing the image of the employer brand. (Huhta & Myllyntaus, 2021, 161-192, Ahmed et al. 2022, 6-8).

The empirical data collection results contributed to the content for the creation of these development task outputs, the suggestions, and the poster. Therefore, it was seen that without the data collection methods, analysis, and results, these outputs could not have been made in such a personalised and targeted way.

Based on the feedback from both the commissioner and the peer opponent of the thesis, it can be said that the poster developed the image of Ikifit's employer brand. No feedback has yet been received from the commissioner on the proposed additions to the strategy. This is understandable, as the company's strategy is drawn up by several people who rarely meet.

Regarding the assumption of the starting point of the thesis and thesis hypothesis, based on the review and findings of the thesis literature, it can be said that a strong and transparent employer brand image strengthens employee engagement with any company and attracts new job seekers. However, based on the results of this thesis, it cannot be stated that the employer brand image of Ikifit would confirm the hypothesis.

5.2 Reflection of the methods

The principles of service design served the purpose and objective of this master's thesis. Service design methods enabled the data collection for this master thesis and the creation of the development task objectives.

The initial purpose of service design is to improve the quality of the output of the service or practice. Service design is a pragmatic development method it drives from co-creation and aims to practical solutions. The concrete goal of using

service design is to change something once intangible into something tangible, referring in this thesis, the suggestion entries to strategy, and the poster. (Bell 2017, 21-22.) Following the model, the aim was to understand, for example, people's needs, to make the invisible visible, to collaborate without forgetting constant reflection, and to revisit the data and the thesis research questions repeatedly. (Design Council 2023.)

In this thesis, the principles of the double diamond model were realised. The nonlinear double diamond model provided structure for the thesis process but allowed flexible data processing, analysis of results, and development of the outputs.

If data collection methods are examined, the workshop and selected brainstorming method can be considered the most successful. The facilitator was familiar with the topic and prepared for the situation, and an assumption was that the participants were interested in clarifying, developing, and strengthening Ikifit's employer brand image. The workshop leader and the participants were tuned in to the theme in question. However, a critical examination of this data collection method was considered necessary, due the inexperience of the workshop conductor. Therefore, the swot analyses were performed twice, in the define stage and after the workshop's implementation process, when reflecting on the data collection methods.

The following 8-field swot analysis (Figure 8) contributed to the post-analysis and evaluation of the chosen workshop model as a source of data collection. (Vuorinen 2013, 90). Conducting an analysis is part of the thesis author's reflection on the implementation of the workshop and its results, from the point of view of reliability and validity. (Tuomi & Sarajärvi 2018, 7.2). If similar workshop sessions were to be reorganised, the identified shortcomings would be addressed, and preparation for the workshop and how it was carried out would be improved.

The 8-field swot analysis method enables the creation of answers that are formed from the contents of a 4-field swot analysis. 8-field swot analysis can be used to find answers to questions: How could the acknowledged strengths be used and even strengthened? How could the weaknesses be avoided or eliminated? How could the opportunities be utilised, and the threats turned into opportunities or on the other hand, avoided? The questions above have been turned into future forms and plans; in which case the topics of the 4-field swot are considered from the future point of view. (Vuorinen 2013, 88-90.) The second swot analysis, a post-workshop and future-oriented 8-field swot analysis is shown in Figure 7.

8-field SWOT	Strengths (S)	Weaknesses (W)
<p>Opportunities (O)</p> <p>Chance for personal, and professional growth in learning, and teamwork. Enable employees to influence and develop the company's strategy and practices, as well as the employee's attractiveness.</p>	<p>Take advantage of the possibilities > SO answer/ plan</p> <p>The commissioner is personally involved, and participates to the workshop, joint decisions are made re actions based on the outputs of the workshop. The action plan is done and followed through. Inclusion of all stakeholders is enabled.</p>	<p>Turn the weaknesses into strengths > WO answer/ plan.</p> <p>The workshop leader is well familiar with brainstorming tool, the event is held within the working hours of the participants, and the briefing re topic is comprehensive.</p>
<p>Threats (T)</p> <p>No participants in the workshops, data interpretation is biased, development task reform proposals do not receive support from management, and do not inspire staff.</p>	<p>Control the threats > ST answer/ plan.</p> <p>Marketing about the workshop is effective and motivates to participate. Data analysis, and output is done and discussed by more than person.</p>	<p>Imaging possible crisis > WT answer/ plan</p> <p>No participants in the workshops, data interpretation is biased and/or falsely analysed, development task reform proposals don't interest the company's staff/management at all, and no value for the company.</p>

Figure 7. Post-workshop 8-field swot analysis (Vuorinen 2013, 90, modified by Siira 2023).

It was found that encouraging and enabling multidisciplinary cooperation and inclusion would strengthen the implementation of the workshop model in question, as well as the reliability and relevance of the results for all participants.

It was considered important to make decisions together so that their monitoring and effectiveness could be verified.

The workshop's participants were asked for oral feedback on the workshop method and their participation in it. The questions were preformulated (Appendix 5, questions 1-3). The responses were written down on paper by the workshop instructor. According to the feedback given, participation in the workshop was considered effortless, and the instructions and themes were understandable. It was said that time also passed surprisingly quickly, and the topic in question was considered more deeply the further the workshop progressed.

That previous sentence is meaningful. One of the cornerstones of this thesis process was to increase the understanding of everyone involved in the process, including the reader, and to bring about change. As Vilkkä (2021) stated, the aim is to enable a change in the way we think or act on the subject. (Vilkkä 2021, 221).

Feedback on outputs will also be appreciated by everyone who hears the thesis presentation at the workplace or gets acquainted with the outputs on the company's intranet. Feedback question 4 (Appendix 5) will be addressed after the final outputs have been presented to the work community and the further development of ideas can be given verbally at the thesis presentation event. The data required for storage will not be collected at that time. All comments are respected and discussed with the commissioner's and necessary changes are later cooperatively made to the development task's outputs.

Admittedly, the research focus of this thesis was on the workshop process. However, it is not intended to belittle the self-assessment test or the participant. The ready-made test and the provided report were comprehensive, and interpretation was facilitated by pre-given numerical values, and areas to be considered from the results were highlighted in colours. According to the producer

of the self-assessment test, performing the test was expected to be time-consuming (duration one to two hours or more), so that aspect may have been one reason for non-responding. On the other hand, the contacted superiors had beforehand shown interest and motivation to participate in this data collection process and development work, though only one test report was submitted for analysis. In retrospect, considering the amount of interpretation of the results and due to the inexperience of the interpreter, it would have been less burdensome to exclude the self-assessment test as a method of data collection.

5.3 Ethical and reliability aspects of the thesis

The author of the thesis, the student, is responsible for the solutions and practises he or she has arrived at while writing his or her thesis, but by no means alone. The supervisors assigned by the school have a significant responsibility for the implementation of the entries that require ethical consideration of the student's thesis and the necessary measures by the student. The aim has been to prepare this thesis with an ethical commitment to the topic, its participants, results, analysis, and outputs. Constructive and guiding discussion between both parties is important so that the thesis follows certain practises correctly. In other words, efforts have been made to conduct good research practises so that this thesis process is ethically implemented and thus also contributes to the reliability of the research. (Tuomi & Sarajärvi 2018, 5.2, 5.3.)

At the very beginning of this entire thesis process, topic choice was the priority. While working in the healthcare industry, one cannot avoid noticing the issues related to staff shortages and recruitment challenges. Therefore, the interest in exploring the phenomenon of employer brand image felt meaningful, relevant, and justified for the author. Additionally, the commissioner and the immediate supervisor supported the choice of the topic, boosting the motivation and additional enthusiasm for this subject.

The aspects of research ethics in this thesis have been evaluated according to the guidelines and rules used by the university the author is attending, SouthEastern Finland University of Applied Sciences (XAMK). XAMK provides the thesis author with the guidelines, the supervisors, and the mentors for the thesis so that the ethical aspects of the work are thoroughly monitored and evaluated. The responsible research conduct and ethical guidelines for bachelor and master thesis students studying in XAMK follow the guidelines from the Finnish National Board on Research Integrity (TENK). TENK provides sufficient and valid instructions for ensuring the ethical perspective of the thesis. (Xamk 2021.)

Table 10 shows the essential ethical principles of responsible research work and the ethical principles of research with human participants in Finland, provided by TENK. The following guidelines and recommendations are in line with and applicable for thesis writing at universities of applied sciences in Finland and therefore, are also enabled at the South-Eastern Finland University of Applied Sciences. (Arene 2020, 3-4.) Furthermore, Table 6 demonstrates how these instructions have been considered and implemented when making this master thesis.

Table 10. The ethical principles of responsible research, the ethical principles of research with human participants in Finland, and the necessary considerations in this master thesis process related to the principles and recommendations. (TENK 2012, 6–7, TENK 2019, 8-16.)

<p>A) The ethical principles of responsible research in Finland (TENK 2012).</p> <p>B) The ethical principles of research with human participants and ethical review in the human sciences in Finland (TENK 2019)</p>	<p>Actions to be considered and followed in this master thesis creation</p>
<p>A) The researcher(s) will act and conduct the entire research process in honest, precise, and careful way. B) General ethical principles are respectfully followed. Treatment and rights of research participants accordingly. Show respect in all forms towards the participants, their culture, and no harm done to any in form to individual, community or other subject involved to the research. Protecting privacy in research publications</p>	<p>The autonomy and the diversity of the participants were respected, so that this research caused no risk or harm for the participants. The aim was to create trust between author and the participants and act accordingly to maintain that trust.</p>
<p>A) The information and data collection used in the research work and the research methods chosen, as well as the analysis and communication of the findings and results, meet the criteria for approved field-specific research work, and measures.</p> <p>B) Notification and informed consent about the participation to the research.</p>	<p>The cover letter, and advertisement leaflet (appendix 4) clarified more in detail the purpose and the flow of the workshop and highlighted the voluntary involvement of each participant in the workshop and self-assessment test.</p> <p>Written consent (appendix 12) was obtained from the study participants.</p>
<p>A) The work of previous researchers (whose publications have been utilised, for example, as reflection on one's own work and/or as source material) is viewed with appreciation. In addition, the added value they generate for one's own research work is brought out openly and transparently using correct references.</p>	<p>The data research, and used references and quotations have been marked appropriately, and truthfully in-text or in bibliography or in appendices</p>
<p>A) The characteristics of scientific knowledge are fulfilled at every stage of the research, from planning to publishing the results</p>	<p>The guidelines of master thesis by XAMK were followed and guidance of thesis supervisors were taking noticed.</p>
<p>A) An appropriate permit(s) has been obtained for the research and, depending on the nature of the research, an ethical review has also been carried out.</p>	<p>Thesis agreement, data collection agreement, written consent from all participants, research permission from the commissioner was received</p>
<p>A) The rights, responsibilities and obligations of the research working group/author, that the measures related to the storage/use of future research data must be specified and agreed upon jointly before the actual research begins.</p> <p>B) Openness of research data</p>	<p>The data collected from workshops and selfassessment test was solely handled by this thesis author. The strategy entries and poster are solely for commissioners' usage.</p>

<p>A) Commitments related to research work (e.g., funding), identified factors that weaken impartiality, should be communicated to the research working group and informed openly when publication the results.</p>	<p>NO funding received</p>
<p>A) In a possible biased situation (conflict of interest) related to the implementation of the research, the researcher must exclude oneself and from evaluation or decision-making.</p>	<p>Ongoing critical self-evaluation and maintaining neutral attitude all times in thesis creation. Guidance and suggestions from thesis supervisors, and peer opponents were acknowledged.</p>
<p>A) The research organisation has appropriate personnel, financial management and practices and data protection laws are implemented</p>	<p>The new data in author's personal computer or if hard copy's received, would be in author's and thesis process use only. The computer's security is accordingly up to date, log in passwords is used, and the data has been well organized in files. Data on network drives or cloud services, or as hard copy's those data collections would be afterwards destroyed.</p>

No ethical principles or recommendations considering minors or persons with limited capabilities were mentioned in Table 6 because they were not the part of the population involved or in focus in this master's thesis creation or development task. Neither any personal data was collected nor proceeded with in this thesis, so those ethical principles or practises, or ethical review, are not further discussed in this work. (TENK 2012.)

It was noted that TENK's guidelines and Xamk's guidelines on research ethics emphasise the comprehensive respect, recognition, building and protection of trust and self-determination of research participants in all their forms (TENK 2012).

When evaluating the thesis and the reliability of its results, the credibility and clarity of reporting can be used as a common thread. How detailed and purposeful that logically and transparently the whole process of the thesis is described without distortion. (Tuomi & Sarajärvi 2018, 6.3.) In writing this thesis, the aim was to follow the above guidelines and recommendations, consequently,

contribute to the honesty, quality, and reliability, as well as the transparency of the research methods and results of this thesis.

To strengthen the reliability of the implementation of this thesis the following actions were conducted: The selection of source material, including search methods, has been opened as well as justified, and both the Prisma flow chart and data extraction table were created. When forming this thesis theoretical framework, efforts have been made both in the selection process of source material and in their transcription to be accurately and objectively interpreted. In the implementation of the practical data collection methods of this thesis, it was ensured that their design, implementation, and analysis of the results were carried out according to the rules of good research work. The workshop and selfassessment tests plans, implementation practises and analysis method have been clarified.

While the thematic analysis method is described as flexible and suitable for beginner “researchers”, it may possess the possibility of a lack of coherence during the formalisation of the themes. Familiarisation with the literature related to conducting research is therefore particularly important for novices. Nowell et al. (2017) introduce multiple stages, which, when followed through, would increase the reliability of the thematic analysis and then the credibility of the outcome of the research. The comprehensive awareness of the entire data is essential, as is the formulation of the first codes, the generation of the themes, and searching for commonalities. (Nowell et al. 2017,2,4, 9.)

The validity of the data findings or themes is to be evaluated by comparing and reflecting the data with the previous findings from the theoretical framework. Do these findings complement each other or argue? Does the epistemological position, or more so in this thesis, the thesis hypothesis, promote the thesis's empirical findings? (Nowell et al. 2017,2,4, 9.) The focus was on critical examination and reflection between the theoretical literature review findings and

the findings of the workshop, as well as from the self-assessment and testing of the thesis hypothesis.

According to Nowell et al. (2017) a procedure order in thematic analysis is to be seen as nonlinear, not progressively forward-going from stage-to-stage analysis method. However, Nowell et al. (2017) state that the trustworthiness of the thematic analysis is increased in each phase if certain actions are followed through. Figure 8 is a modified version of Nowell et al. (2017) illustration of promoting reliability in thematic analysis.

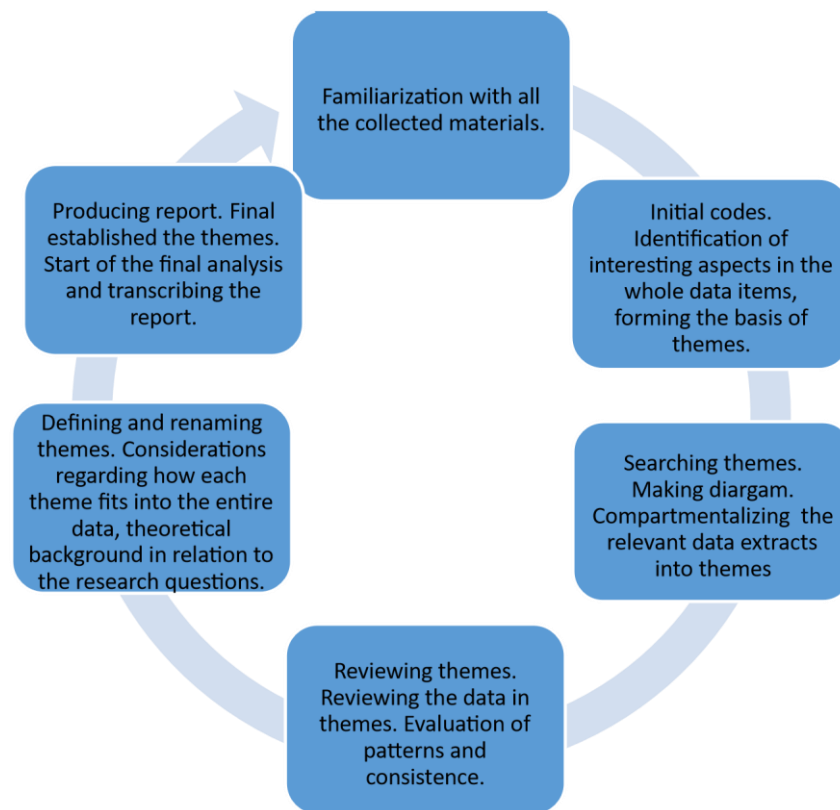


Figure 8. A modified version of Nowell et al. (2017, 4) illustration of promoting reliability in thematic analysis (Nowell et al. 2017, 4, 6-11).

Re-reading, reviewing the data, and possibly renaming the themes again were necessary actions when aiming toward a compressed understanding of this

thesis data content. Careful documentation, notes, and decision-making alongside the research aid in the assessment process and critical evaluation concerning the choice of the analysis method. (Nowell et. al 2017,2,4, 9.)

The figure above reflects well this master's thesis process concerning entire data handling. The aim was to follow the circle's action suggestions and allow time for processing each phase. Once again, the objective of commenting on progress and sharing ideas with the thesis supervisors and peer opponents was valued. Mastering the data analysis method was seen as a challenge, as there was no previous experience of using the method. The self-criticism and reflective thinking went on non-stop throughout the thesis writing process, so that the analyses and their results and outputs reflect the source material and data as objectively as possible.

5.4 Conclusions and suggestions for further development

The objectives of this thesis were to examine and comprehend the overall concept of employer brand image and its significance both for the employer and for the employee. The focus was on the thesis commissioner's employer brand image and on the factors shaping that perception.

That objective was achieved within its theoretical framework as comprehensively as the author's current researcher's skills allowed. When searching for source material, it became clear that the material available is extensive and the topic extensively studied, and it was impossible to establish an ambiguous understanding of the topic so inexorably. Therefore, the choice of source material naturally played a role in the synthesis of this thesis employer brand image concept.

The other focal point of interest was the thesis commissioner's employer brand image. Since a numerical rating was not requested for Ikifit's employer brand image, it was impossible to rate that image as good or bad or something in

between. One can only extract out the factors from the results that shape and influence Ikifit's employer image.

Based on the results of this thesis, the factors that influence Ikifit's employer brand image and its formation are as follows: As for attraction factors can be mentioned the job description, physical work environment, work community and company's reputation. The employment benefits and paying attention to and responding to the need for any kind of emotional or professional need were additionally considered significant reasons to stay, but also factors that should be improved at Ikifit. Also, according to the participants, commitment is influenced by work management methods and ways of communication and interaction relationships. Appreciation from the management level, hence from peer colleagues were considered as promoting the experience, and commitment but as one of the development pointers as well. (Chapters 5.2.2, 5.2.4.) The workshop received positive feedback from the participants, and it was clearly stated that the results of the workshop should be communicated to management. Therefore, it is hoped that the company's management will also express genuine interest in this thesis, either by listening to it or by reading about its findings and outputs.

As a conclusion can be stated that both outputs could promote the commitment and motivation of staff in existing employment relationships and attract new employees to the company. Efforts were made to influence the company's strategy entries, which then would be reflected in real practical changes and thus effect positively on the employer's brand image. Clear policies would serve as obligations, employer promises or, at the very least, recorded goals from employer to employee.

The purpose of the poster was to convey Ikifit's, as an employer, core message clearly and encouragingly and employees' authentic thoughts about their own job description and workplace. A condensed poster, personalized summary about the

company, its operations, and personnel, and above all about the atmosphere, could attract *the* job seekers who see themselves as suitable for Ikifit.

In the future it would be of interest to investigate the effectiveness of the strategy additions and the poster. They could be measured through the internal intranet of Ikifit's well-being centres. There could be a link to the correct strategy paragraph, a link to the poster, and a link to the feedback survey. The respondents would be asked to review both outputs and then answer a small-scale survey. It would be possible to answer the survey anonymously. The 5th research question (do the strategy suggestions entries and poster improve and give value to Ikifit's employer brand image?) and the 4th feedback question: (what do you think of the additional annotations of the strategy and the design and content of the poster?) could be used as the questions. In addition, new jobseekers should be asked in connection with recruitment: Did the poster affect their job search? If so, how?

Continuous and regular objective assessment on this topic is necessary for the company. Older people need motivated and committed caregivers, and caregivers deserve a meaningful job that is a good employer. In the future, Ikifit could arrange new workshops to investigate the thoughts of the personnel on the company's employer brand image. Workshops aim to evaluate and strengthen changes in selected operating methods or already-liked habits. The four main themes could be separated from the workshop model. The need for change brought about by a particular theme could be further studied among the employees of the work units. The implementation of changes and improvements would enable participation in development, as was mentioned in current strategy statement (Table 2).

If considered the topic globally, middle- and high-income countries, including Finland, are going to face severe difficulties, not only in recruitment of healthcare professionals but also with keeping their healthcare employees working in their professions and the field of their expertise. The workforce 2030 report stated that

the care needs of increasing numbers of the elderly population may not be met due to a shortage of skilled labour. (WHO 2010.)

The survey results from LinkedIn (2012) indicate that a strong employer brand image not only increases the interest of new employees, decreases the intention of staff turnover but also reduces the cost of the recruitment process (The LinkedIn... 2012, 1,4). Vacancies in a large company, as Ikifit, are constantly advertised on the website. This thesis enables a starting impetus among the whole staff members for a discussion about Ikifit's employer profile, and its improvement needs.

The analysis of the workshops revealed a topic that is relevant in today's Finland. Inequality. This topic was noted from the results of the workshop. It was mentioned, inter alia, that the language barrier existed in the work community and non-Finnish-speaking new employees were seen as an additional challenge. (Chapter 5.2.2.) The website of the Finnish Ministry of Social Affairs and Health has an open invitation to join the network community. The core goal of this community is to promote well-being, safety, and health. The reduction of inequalities is mentioned in the community agenda. (Sosiaali...2023). Therefore, it is recommended that Ikifit take up the "invitation" of the Ministry because that topic should also be addressed in Ikifit. Being involved in that community would not only raise Ikifit's visibility as an advocate of this important cause nationally but most importantly provide means for implementing the project's manifesto in its operating environment.

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Table A. Descriptive data of the original studies

Study (bibliographic info)	Aim of the study	Study design and setting	Sample: patient group, sample size	Description of interventions	Outcome measures	Followup	Main results / conclusions
<p>Soeling, P.D, Arsanti, S.D.A. & Indriati, F. 2022. Organizational reputation: does it mediate the effect of employer brand attractiveness on intention to apply in Indonesia? E-journal. <i>Heliyon</i>, vol.8. Available at: https://doi.org/10.1016/j.heliyon.2022.e09208</p>	<p>to examine the role of the organizational reputation in mediating the influence of employer brand attractiveness on intention to apply</p>	<p>Cross-sectional study. Quantitative approach Send out questionnaire were distributed offline and online. Study used explanatory research. Data were taken in November 2019 Path analysis technique were conducted.</p>	<p>425 respondents, final grade students from public universities in Indonesia. 53,2% male and 46,8% female.</p>	<p>The study hypothesis 1-3 testing was conducted using simple regression analysis and multiple regression analysis to test hypothesis 4 of the data</p>	<p>EB has moderate influence on to apply. Employer brand attractiveness has moderate influence on organizational reputation, Organizational reputation has weak influence on the intention to apply.</p>	<p>N/A</p>	<p>EB (employer brand) attractiveness influences significantly on -intention to apply, -on organizational reputation</p>

<p>Dash, S. & Mohapatra, J. 2016. Employee Perception on the Role of HR for Creating and Managing Employer Branding towards its Brand: An Explorative Study. Ejournal. <i>Prabandhan: Indian Journal of management</i> 9(2), 41-45.</p> <p>Available at: https://www.researchgate.net/publication/295259159_Employee_Perception_on_the_Role_of_HR_for_Creating_and_Managing_Employer_Branding_towards_its_BrandAn_Explorative_Study</p>	<p>To find out the problem areas about employer branding and its influencing factors for stakeholders</p>	<p>Problem identification research. Survey (18 statements, 5-point scale ranking). Data collection 2015.</p>	<p>100 questionnaires were sent out to full time employed employees (located in Odisha), 60 were returned answered. 50% of respondents were executive and 50% were nonexecutive. 52% were younger than 35y. and 48% were older 35y. 48% identified as professional, 52% non-graduate.</p>	<p>To measure the employee value proposition</p>	<p>The factor analysis and loading categorized the 18 variables into 4 factors: scope and opportunities for EB, policies and systems for EB, communication for EB, accountability / responsibilities for EB. Cronbach alpha was chosen to test the reliability of collected. data. Cronbach alpha was found to be 0,782.</p>	<p>N/A</p>	<p>Conditions in markets impacts on HR management actions which influence on employer branding, Identification the employer brand objectives are important for gaining employer brand. Neutrality is important in recruitment process< may help to attract talented people who perform well. Better communication between all the stakeholders, employer engagement, training/development options, and external reputation is valuable for employer brand.</p>
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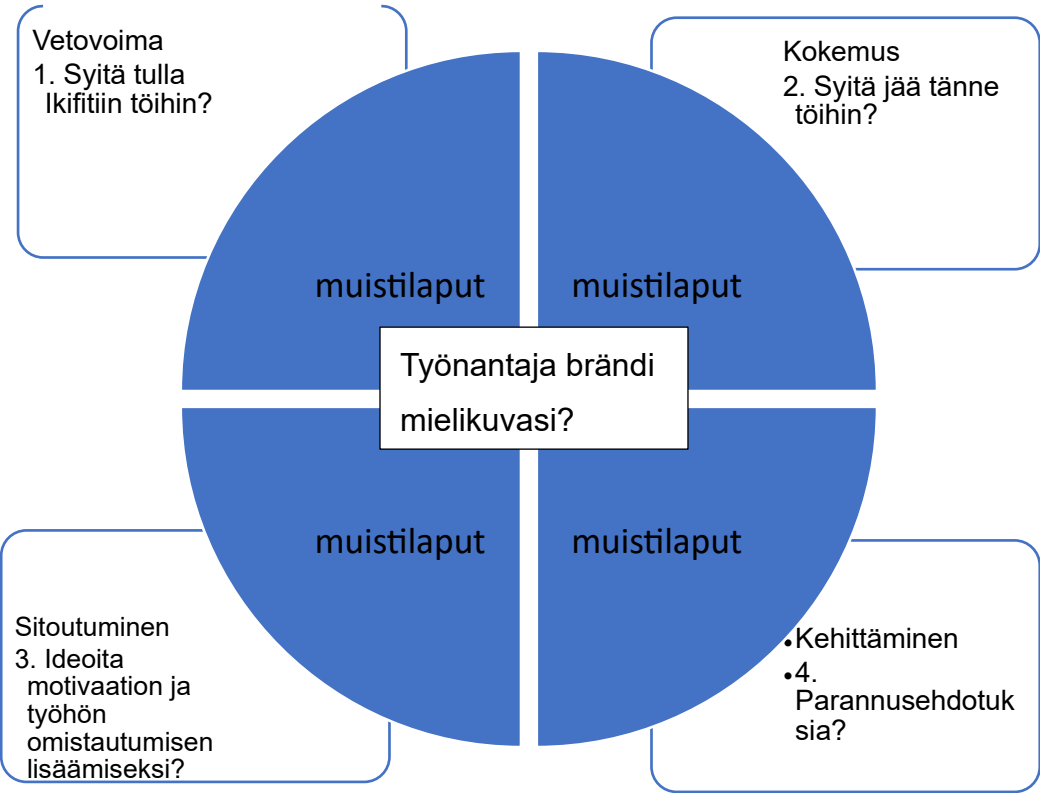
<p>Davies, G., Mete, M. & Whelan, S. 2018. When employer brand image aids employee satisfaction and engagement. E-journal. <i>Journal of organizational effectiveness : people and performance</i>, 5(1), pp. 64-80. Available at: doi:10.1108/JOEPP-03-2017-0028</p>	<p>to test whether employee characteristics (age, gender, role and experience) influence the effects of employer brand image, for warmth and competence, on employee satisfaction and engagement.</p>	<p>Empirical study. Research paper. Respondents were randomly assigned to one of the two versions of our survey, which differed only in the questions asked about employer brand image.</p>	<p>sample universe was of all (full time) employees and, members of the public. The “Competence” survey yielded 107 valid responses, while the “Warmth” survey yielded 111.</p>	<p>The need or a value in segmenting employees into groups that respond to employer branding in different ways.</p>	<p>Data showed strongly significant relationships for both warmth and competence Significant effects for age, overall experience, whether the employee’s role involved customer contact and for gender, but not for or experience with the current employer. The effects on the relationships governed by warmth and competence differed and the influence of warmth over the two outcomes proved more sensitive to differences in respondent type and role. Cronbach’s α and found to be well above the threshold of 0.7</p>	<p>The more positive employee views are of their employer’s image, the greater their satisfaction, the more positive employee views are of their employer’s image, the greater their engagement, the greater is employee satisfaction, the greater their engagement, the effects of employee views of their employer’s image on their engagement are mediated by their satisfaction. – The base model proved valid; satisfaction partially mediates the influence of employer brand image on engagement. Age, experience gender, and whether the role involved customer contact moderate both the influence of the employer brand image and of satisfaction on engagement.</p>
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Table B. Descriptive data of the reviews

Study (bibliographic info)	Aim of the study	Type of review and analysis	Patient group and sample size	Description of studied interventions	Outcomes	Follow up	Main results / conclusions
Singh, R.P. 2021. Employer branding literature review. Ejournal. <i>Journal of human resource</i> , 1(2). Available at: https://www.researchgate.net/publication/355908874_EMPLOYER_BRANDING_LITERATURE_REVIEW	to understand employer branding on a broader spectrum and to clarify the definitions and the outcomes of employer branding.	Literature review	number of referred literature sources 36	Integration of the existing works of literature	Identification of employer branding variables (employee engagement, retention, and satisfaction) and the outcomes of employer branding.	N/A	provides an overview of the topic of interest: employer branding is incorporating strategies portray preferable image to current and future employees. Companies must build a good reputation to attract the talented workforce.
Ahmed, R. R., Azam, M., Qureshi, J. A., Hashem E, A. R., Parmar, V., & Md Salleh, N. Z. 2022. The Relationship Between Internal Employer Branding and Talent Retention: A Theoretical Investigation for the Development of a Conceptual Framework. E-journal. <i>Frontiers in Psychology</i> . Available at: https://doi.org/10.3389/fpsyg.2022.859614	to develop a comprehensive conceptual framework for the relationship between internal employer brand image and talent retention	semisystematic literature review. Topical approach.	200 research articles of which 66 articles qualified the high recency and relevance. The selected papers from reputed indexing Web of science, Scopus, ABDC and ABS	review findings were segregated based on related themes and subthemes; then clubbing of related themes (more abstract), and discerned and synthesized	conceptual framework based on study's objective purpose was constructed	N/A	Competitive compensation, organizational environment, career progression, employer prestige, job design, employee's engagement, talent retention are the main variables of employer brand image, and employee engagement has significant value for employer branding and talent retention
Dassler, A., Khapova, S. N., Lysova, E. I. & Korotov, K. 2022. Employer Attractiveness from an Employee	to provide structured analysis of organizational	A Systematic Literature Review	From Web of science data base total nr. of 387 items	the variables related to employer attractiveness,	The identification of the factors that influence employee- related employer attractiveness,	N/A	high levels of attractiveness are beneficial for employers, and good leadership and management may raise that attractiveness, and increase retention/ decrease turnover. Employer attractiveness, organizational commitment/-

<p>Perspective: A Systematic Literature Review. <i>Frontiers in psychology</i>, 13(June), pp. 1-16. doi:10.3389/fpsyg.2022.858217</p>	<p>actions that influence current employees perceptions of employer attractiveness and consequences</p>		<p>resulted from the search, 321 assessed for eligibility, 48 quantitative studies included into study.</p>	<p>from the quantitative studies were identified and summarized</p>	<p>and mediate/moderate factors that relationship. Also, outcomes where employer attractiveness including relationships acts as a mediator.</p>		<p>identification are somewhat related concepts, while having antecedents/consequences alike.</p>
<p>Lievens, F. & Slaughter, J. 2016. Employer image and employer branding. What we know and what we need to know. Pdf document. <i>Annual Review of Organizational Psychology and Organizational Behavior</i> 2016 3(1), 407-440 Available at: https://www.annualreviews.org/doi/10.1146/annurev-orgpsych-041015-062501</p>	<p>Aims to understand the shift in understanding employer image concept and the abilities to manage it since 2001.</p>	<p>Literature review</p>	<p>19 research articles included</p>	<p>the variables from the articles were organized in heuristic model that brings together the knowledge gained about employer image and employer image management</p>	<p>2 conceptualizations of employer images. The effects of favourable organizational images, the antecedents and formation of the image. The theoretical mediating mechanisms responsible for image effects and the moderators of imageoutcome relationships. The practical implications in the form of employer brand management.</p>	<p>N/A</p>	<p>Two conceptualizations' images are an elementalistic and a holistic perspective. The organizational images, includes better recruitment outcomes, more differentiation, stronger emotional bonds, and financial returns. The antecedents and formation of employer images (organizational (e.g., recruiters) and nonorganizational sources) are firm profitability, size, and advertising; information disseminated by organizations, including through web pages, advertisements, and recruiters; and information disseminated by nonorganizational sources, such as through WOM and the news media. It is useful for organizations to emphasize in their recruitment efforts their specific organizational/job attributes that fit the culture of interest.</p>

Kuvio 3. Esimerkki työpajassa käytetystä muistilappu taulusta.



The self-assessment test information and the test.

Vanhustyön vetovoiman itsearviointi - Vetovoimainen vanhustyö
(vetovoimainenvanhustyo.fi) Available at: <https://vetovoimainenvanhustyo.fi/vetovoiman-itsearviointi/>

Levey, Y. 2016. How to run a Crazy Eights exercise to generate design ideas. Web page. Available at: <https://www.iamnotmypixels.com/how-to-use-crazy-8s-to-generatedesignideas/> [Accessed 27 November 2022]



AGREEMENT ON MASTER'S THESIS

THESIS

Subject: Strong employer image strengthens commitment amongst the employee's and attracts new employee's. **Topics:** Employer image, Employer brand. **Subtopics:** The identification of the organization as an employer, on identification the value system, policies and practices, strategy, mission of the organization. To recognize the actions in relation to employees, on employer promise, on what makes organization, the commissioner a distinctive and desired employer or does not.

Goals of research and development, commission and any secret background material excluded from the thesis (theses are public documents). The purpose of this thesis is to examine extensively the concept of employer image, and its significance for the employer, and to examine the current employer perception of the thesis commissioner from the perspective of its senior managers and nursing staff. The goal of the thesis is to create an employer brand manual that would follow and support the company's strategy guidelines. A handbook that would serve as a red thread in the recruitment and orientation process and strengthen the individual experience of the relevance and commitment to the work of existing employees of the company. Any personal data received in data collection process are excluded from thesis. Xamm's ethical data collection and storage guidelines are followed.

Essential methods:
Literature review and synthesis, survey (send via email) to superior staff members, workshop(s) to nursing staff members. Data analysis: thematic analysis, development method: service design (creative approach)

Started (date) 25.8.22	Assignment to the commissioner 22.8.22
---------------------------	---

The thesis qualifies for the definition of Statistics Finland concerning R & D *)

	Yes	No x
--	-----	------

*) The definition of R & D is available at the student affairs office or on the website of Statistics Finland http://www.tilastokeskus.fi/ti/ltkke/kas_en.html

TERMS OF AGREEMENT

<p>Student counselling and responsibilities related to the thesis The student is responsible for the completion and results of the thesis. The responsibility of South-Eastern Finland University of Applied Sciences is limited to normal student counselling.</p> <p>The commissioner adheres to give the student any information and material needed in making the thesis and to supervise the work from the commissioner's or organizational standpoint. If problems occurs the agreement can be negotiated afresh, or dissolve if needed.</p>	<p>Publication of the results and confidentiality The whole thesis is public. If the thesis includes commercial or technical business secrets or other confidential information, the report must keep the confidentiality of the thesis. The confidential information has to be kept in the background material, when necessary. The thesis can also be published in the Internet.</p> <p>The contracting parties (the student, the commissioner and the supervising teacher) adhere to keep secret all confidential information and documents that have come up in making the thesis and the negotiations before and after that and to restrain themselves from utilising the confidential information of the other party without a separate permission.</p>
<p>Rights to the results or other material, equipment and applications related to the thesis The copyright and ownership to the results of the thesis belongs to the maker. The commissioner obtains the right to use and commercially utilise the results of the thesis only by agreement with the maker. The maker of the thesis is liable for reporting the results of the thesis to the commissioner.</p>	<p>Expenses and compensation The commissioner and the student agree together upon the compensation of eventual expenses due to the thesis (e.g. acquisition of tripartite agreement raw materials, travels, wages etc.). The main rule is that South-Eastern Finland University of Applied Sciences does not compensate the expenses of an individual thesis.</p>

We have made this tripartite agreement on the realisation of the bachelor's/master's thesis as written above.

SIGNATURES

PLACE, DATE AND COMMISSIONER'S REPRESENTATIVE	10.10.2022	<i>[Signature]</i>
PLACE, DATE AND STUDENT	10.10.2022	<i>[Signature]</i>
PLACE, DATE AND COUNSELLING TEACHER	10.10.2022	<i>[Signature]</i>

This agreement has been written in two identical copies, one for the commissioner's enterprise, one for the student. Save this agreement in WHI.



South-Eastern Finland
University of Applied Sciences

AGREEMENT ON MASTER'S THESIS

Print

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COMMISSION OF BACHELOR'S / MASTER'S THESIS

<input type="checkbox"/>	The commissioner pays to the student or South-Eastern Finland University of Applied Sciences a fee, upon which the parties have in written form agreed before the student starts the implementation of the thesis.
<input checked="" type="checkbox"/>	X The commissioner has appointed a supervisor for the work before the student starts the implementation of the thesis.
<input checked="" type="checkbox"/>	X The commissioner initially intends to utilise the results of the thesis in business activities.

COUNSELLING AND SUPERVISION

Counselling teacher(s) Ilves Outi and Lifflander Päivi
E-mail outi.ilves@xamk.fi, paivi.lifflander@xamk.fi
Supervisor(s) in the company/organization Seppälä Heli
E-mail heli.seppala@ikifit.fi

Open ended questions for inquiring feedback (in Finnish)

Avoimet kysymykset palautteen pyytämistä varten

1. Miten koit työpajaan osallistumisen tai itsearviointitestin tekemisen?
2. Mikä oli hyvää?
3. Mikä ei ollut niin hyvää?
4. Mitä mieltä olet strategian lisämerkinnöistä ja julisteen ulkoasusta ja sisällöstä?

Saatekirje 8plus8-avoriihityöpajaan osallistumista varten

Hyvä osallistuja tai osallistujat

Olen Taija Siira, fysioterapeutti ja työskentelen Kuntoutus Tampereella, Ikifit Oy:ssä. Opiskelen kuntoutuksen ylempää ammattikorkeakoulututkintoa (YAMK) KaakkoisSuomen ammattikorkeakoulussa (Xank) ja teen parhaillani opinnäytetyötäni. Opinnäytetyöni kehittämistehtävä on keskeinen, että tärkeä osa opintojani. Opinnäytetyöni aihe on työnantajamielikuva ja sen merkitys työnantajalle ja työntekijälle. Tämä on **kutsu** osallistua kehittämistehtäväni tiedonkeruu osioon. **Tervetuloa.**

Vapaaehtoinen 8plus8 avoriihi työpaja aktiviteetti on suunniteltu pidettäväksi Ikifitin tiloissa Niemenrannassa ja **työaikanas**i. Kunkin työpajan kesto on noin 60 minuutista enintään 1 1/2 tuntiin. Ennen varsinaista 8plus8-avoriihi työskentelyä on lyhyt, noin 10 minuuttia kestävä alustus työnantaja brändi mielikuvasta sekä työpajan sisällöstä.

Työpajat järjestetään syyskuussa 2023. Aikataulutus osallistumiselle sovitaan osastosi esimiehen avulla. **Ilmoittautuminen työpajaan tehdään suoraan omalle esihenkilöllesi. Työjärjestelyistä työpajojen ajankohtana sovitaan suoraan oman osastosi esihenkilön kanssa.**

8plus8 nimisessä -avoriihi työpajassa, kootaan yhteen ajatuksia Ikifitin työnantajamielikuvaan liittyen. Työpajasta saatu tieto mahdollistaa opinnäytetyön tavoitteiden, työnantajabrändi käsikirjan ja työnantajabrändi julisteen luomisen. Niiden tavoitteena on mm. ilmaista Ikifitin visio, missio ja työnantajan lupaus, tukien siten yhtiön strategisia suuntaviivoja. Juliste toimisi punaisena lankana ja mainostyökaluna rekrytointi- ja perehdytysprosessissa. Molempien tuotosten tarkoituksena on vahvistaa nykyisten työntekijöiden sitoutumista ja motivaatiota omaan työhönsä Ikifitissä.

Henkilökohtaisia kysymyksiä ei testissä kysytä. Anonymiteetin takaavat salassapitovelvollinen opinnäytetyön tekijä (Taija Siira), joka tulee noudattamaan Xamkin opinnäytetöiden tiedonkeruu- ja hallussapito ohjeita, opinnäytetyö opiskelijoiden ohjeita, sekä Tutkimuseettisen neuvottelukunnan ohjeita. Kaakkois-Suomen ammattikorkeakoulu ja Ikifit oy:n auktorisoima Heli Seppälä ovat hyväksyneet tämän työpaja tiedonkeruu menetelmäksi opinnäytetyötäni varten.

Kiitoksia osallistumisesta 8plus8 avoriihi työpajaan ja **avustasi** lopullisten tavoitteiden, eli työnantajabrändikäsikirjan ja julisteen luomiseen.

Jos sinulla on kysyttävää tai huolenaiheita työpajaan osallistumiseen liittyen tai opinnäytetyöstäni, **älä epäröi ottaa minuun yhteyttä.**

Kiitos osallistumisestanne, ajastanne ja mielenkiinnostanne kehitystehtäväni kohtaan.

Nähdään 8plus8 työpajassa!

Terveisin Taija Siira

Appendix 7

Saatekirje itsearviointi testiin osallistumista varten

Hyvä osallistuja tai osallistujat

Olen Taija Siira, fysioterapeutti ja työskentelen Kuntoutus Tampereella, Ikifit Oy:ssä. Opiskelen kuntoutuksen ylempää ammattikorkeakoulututkintoa (YAMK) Kaakkois-Suomen ammattikorkeakoulussa (Xank) ja teen parhaillani opinnäytetyötäni. Opinnäytetyöni kehittämistehtävä on keskeinen, että tärkeä osa opintojani. Opinnäytetyöni aihe on työnantajamielikuva ja sen merkitys työnantajalle ja työntekijälle.

Tämä on **kutsu** osallistua kehittämistehtäväni tiedonkeruu osioon. **Tervetuloa.**

Opinnäytetyöni **vapaaehtoisen** tiedonkeruu osan eli **itsearviointitestin** tarkoituksena on selvittää Ikifit oy:n työnantajamielikuvaa. Testistä saatu tieto mahdollistaa opinnäytetyön tavoitteiden, työnantajabrändi käsikirjan ja työnantajabrändi julisteen luomisen. Niiden tavoitteena on mm. ilmaista Ikifitin visio, missio ja työnantajan lupaus, tukien siten yhtiön strategisia suuntaviivoja. Juliste toimisi punaisena lankana ja mainostyökaluna Ikifitin rekrytointi- ja perehdytysprosessissa. Molempien tuotosten tarkoituksena on vahvistaa myös nykyisten työntekijöiden sitoutumista ja motivaatiota omaan työhönsä Ikifitissä.

Vanhustyön vetovoiman itsearviointi testi on testi kokonaisuus, **avoin kaikille** aiheesta kiinnostuneille. Testin on kehittänyt Pohjois-Savon ”magnetismi vanhustenhoitoon -hanke”. Tähän saate kirjeeseen on lisätty **suora linkki** testiin, jossa hankkeesta ja testin suorittamisesta kerrotaan yksityiskohtaisemmin. Tutustu niihin ennen testin tekoa. Itse kyselyyn vastaaminen kestää 60 minuuttia tai enemmän, riippuen siitä, teetkö sen yhteen menoon vai osissa. Linkki: [Vanhustyön vetovoiman itsearviointi - Vetovoimainen vanhustyö \(vetovoimainenvanhustyo.fi\)](https://www.vetovoimainen.vanhustyo.fi)

Itsearviointitestin päätteeksi saat raportin sähköpostiisi työyhteisösi vetovoimasta ja pitokyvystä. Printtaa raportti ja lähetä se minulle, Taija Siiralle nimettömänä postitse. Postimerkillä ja osoitteella varustettu kirjekuori on toimitettu sinulle etukäteen. **Mikäli raportti printissä näkyy nimesi tai jokin muu henkilöllisytesi paljastava tieto, niin YLIVIVAA se.** Kiitos.

Henkilökohtaisia kysymyksiä ei testissä kysytä. Anonymiteetin takaavat salassapitovelvollinen opinnäytetyön tekijä (Taija Siira), joka tulee noudattamaan Xamkin opinnäytetöiden tiedonkeruu- ja hallussapito ohjeita, opinnäytetyö opiskelijoiden ohjeita, sekä Tutkimuseettisen neuvottelukunnan ohjeita.

Kaakkois-Suomen ammattikorkeakoulu ja Ikifit oy:n auktorisoima Heli Seppälä ovat hyväksyneet tämän itsearviointi testin tiedonkeruu menetelmäksi opinnäytetyötäni varten.

Olisin kiitollinen, jos voisit suorittaa testin ja lähettää raportin minulle syyskuun 2023 loppuun mennessä.

Kiitoksia osallistumisesta itsearviointi testiin ja **avustasi** lopullisten tavoitteiden, eli työnantajabrändikäsikirjan ja julisteen luomiseen.

Jos sinulla on kysyttävää tai huolenaiheita testin tekemiseen liittyen tai opinnäytetyöstäni, **älä epäröi ottaa minuun yhteyttä.** Kiitän sinua osallistumisestanne, ajastanne ja vaivannäköisestänne tätä kehitystehtävää kohtaan. **Kirjettäsi odotellen.**

Taija Siira

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Mail: Taija Siira, Ikifit oy, Meesakatu 3, 33400 Tampere

Phone: 0440435731

FAST AND FURIOUS WORKSHOP !

Come and join me to the crazy8 workshop .

We will have a cuppa and talk about IKIFIT`S employer brand image and strategy

DATE

TIME

WHERE

Why should anyone want to come and work here?

Why should anyone want to stay and work here?

How to raise motivation and dedication?

Contact
Taija.siira@ikifit.fi or phone
nr.....



Privacy notice concerning a master's thesis (in Finnish)

Tietosuojailmoitus sovellettavaksi opiskelijoiden opinnäytetöihin

(Tietosuojalaki 2018/1050, EU:n yleinen tietosuoja-asetus 2016/679)

Pyydämme sinua osallistumaan Kaakkois-Suomen ammattikorkeakoulun (Xamk) opintoihin sisältyvään opinnäytetyöhön liittyvään tutkimukseen.

Tämä tietosuojailmoitus kuvaa, miten henkilötietojasi käsitellään tutkimuksessa.

Opinnäytetyöhön osallistuminen on täysin vapaaehtoista. Voit myös halutessasi keskeyttää osallistumisesi koska tahansa. Mikäli keskeytät tutkimuksen tai peruutat suostumuksen käsitellä henkilötietojasi, keskeyttämiseen ja suostumuksen peruuttamiseen mennessä kerättyjä tietoja voidaan anonymisoiduna käyttää osana tutkimusaineistoa.

1. Opinnäytetyön rekisterin pitäjä

Opiskelijan nimi: Taija Siira

2. Opinnäytetyön aihe, kesto ja suorittajat

Työnantaja brändimielikuva – sen merkitys työnantajalle ja työntekijälle, 05/202212/2023, Taija Siira (RHSA21SY)

3. Mihin tarkoitukseen henkilötietojani kerätään ja käsitellään?

Henkilötietoja ei kerätä.

4. Millä perusteella henkilötietojani käsitellään opinnäytetyössä?

Henkilötietoja käsitellään seuraavalla yleisen tietosuoja-asetuksen 6 artiklan 1 kohdan mukaisella perusteella: tutkittavan suostumus

Henkilötietoja ei kerätä.

5. Mitä tietoja minusta käsitellään?

Henkilötietoja ei kerätä.

7. Mistä lähteistä tietoni kerätään?

Henkilötietoja ei kerätä.

8. Luovutetaanko henkilötietojani kolmansille osapuolille?

Rekisteristä ei luovuteta tietoja kolmansille osapuolille”

9. Käsitelläänkö tietojani EU:n tai ETA:n ulkopuolella?

Ei käsitellä

Xamkissa käytetään tallennustilana Microsoft pilvipalveluita (Teams ja OneDrive). Microsoft käsittelee pääsääntöisesti tietoja EU/ETA-alueella ja alueellisissa tietokeskuksissa. Microsoft on sitoutunut toimimaan EU:n yleisen tietosuoja-asetuksen mukaisesti. Microsoftin tietosuojalauseke on luettavissa osoitteesta:

<https://privacy.microsoft.com/fi-FI/privacystatement>

10. Kuinka kauan henkilötietojani säilytetään?

Henkilötietoja ei kerätä.

11. Miten henkilötietoni suojataan?

Henkilötietoja ei kerätä.

12. Miten voin käyttää tietosuoja-asetuksen mukaisia oikeuksiani?

Henkilötietoja ei kerätä.

Yhteyshenkilö tutkittavan oikeuksiin liittyvissä asioissa, johon voi ottaa yhteyttä on:

Opiskelijan nimi: Taija Siira

a) Suostumuksen peruuttaminen (tietosuoja-asetuksen 7 artikla)

Sinulla on oikeus peruuttaa antamasi suostumus, mikäli henkilötietojen käsittely perustuu suostumukseen. Suostumuksen peruuttaminen ei vaikuta suostumuksen perusteella ennen sen peruuttamista suoritetun käsittelyn lainmukaisuuteen.

b) Oikeus saada pääsy tietoihin (tietosuoja-asetuksen 15 artikla)

Sinulla on oikeus saada tieto siitä, käsitelläänkö henkilötietojasi ja mitä henkilötietojasi käsitellään. Voit myös halutessasi pyytää jäljennöksen käsiteltävistä henkilötiedoista.

c) Oikeus tietojen oikaisemiseen (tietosuoja-asetuksen 16 artikla)

Jos käsiteltävissä henkilötiedoissasi on epätarkkuuksia tai virheitä, sinulla on oikeus pyytää niiden oikaisua tai täydennystä.

d) Oikeus tietojen poistamiseen (tietosuoja-asetuksen 17 artikla)

Sinulla on oikeus vaatia henkilötietojesi poistamista tietyissä tapauksissa.

e) Oikeus käsittelyn rajoittamiseen (tietosuoja-asetuksen 18 artikla)

Sinulla on oikeus henkilötietojesi käsittelyn rajoittamiseen tietyissä tilanteissa kuten, jos kiistät henkilötietojesi paikkansapitävyyden.

f) Vastustamisoikeus (tietosuoja-asetuksen 21 artikla)

Sinulla on oikeus vastustaa henkilötietojesi käsittelyä, jos käsittely perustuu yleiseen etuun tai oikeutettuun etuun. Tällöin ammattikorkeakoulu ei voi käsitellä henkilötietojasi, paitsi jos se voi osoittaa, että käsittelyyn on olemassa huomattavan tärkeä ja perusteltu syy, joka syrjäyttää oikeutesi.

Oikeuksista poikkeaminen

Tässä kuvatuista oikeuksista saatetaan tietyissä yksittäistapauksissa poiketa tietosuojaasetuksessa ja Suomen tietosuojalaissa säädetyillä perusteilla siltä osin, kuin oikeudet estävät tieteellisen tai historiallisen tutkimustarkoituksen tai tilastollisen tarkoituksen saavuttamisen tai vaikeuttavat sitä suuresti. Tarvetta poiketa oikeuksista arvioidaan aina tapauskohtaisesti.

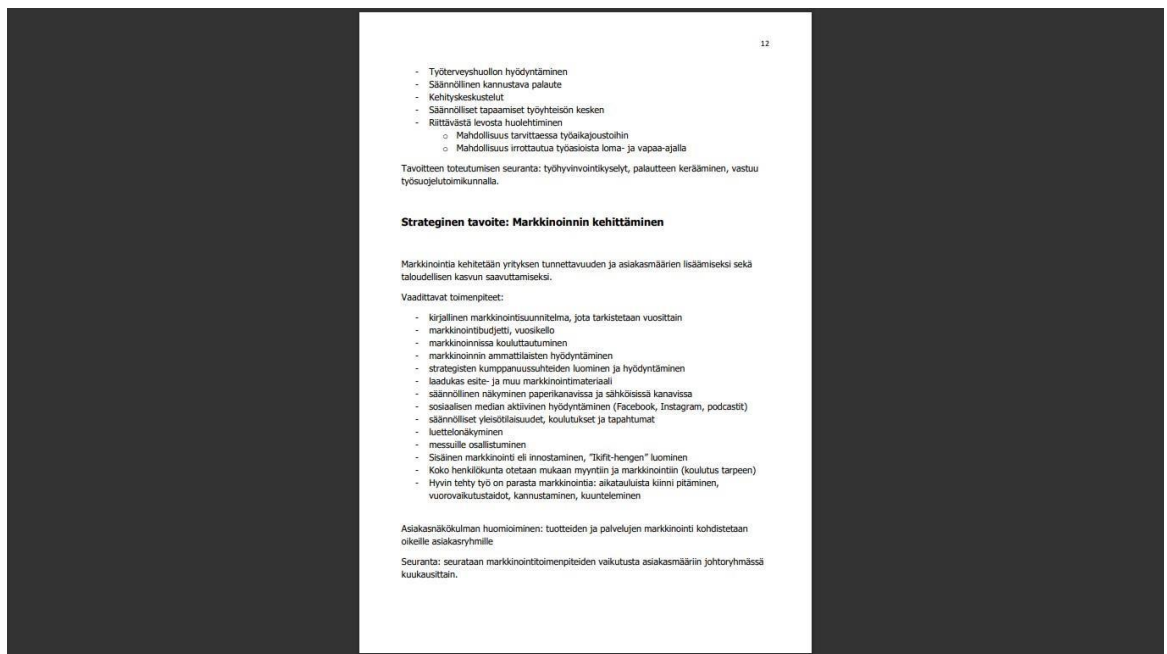
Valitusoikeus

Sinulla on oikeus tehdä valitus erityisesti vakinaisen asuin- tai työpaikkasi sijainnin mukaiselle valvontaviranomaiselle, mikäli katsot, että henkilötietojen käsittelyssä rikotaan EU:n yleistä tietosuoja-asetusta (EU) 2016/679. Suomessa valvontaviranomainen on tietosuojavaltuutettu.

13. Tietosuojavastaavan yhteystiedot

Xamkin tietosuojavastaavaan saa yhteyden sähköpostiosoitteesta tietosuojavastaava@xamk.fi

Pdf version of the strategy exist only in authors personal computer C files and IKIFIT's intranet. Therefor only screenshots material from the original strategy is presented.



Strateginen tavoite: Ammattitaitoinen ja hyvinvoiva henkilöstö on yrityksemme tärkein voimavara

Strateginen alataavoite 1: Ikifit'n henkilöstö muodostuu alan parhaista ammattilaisista. Henkilöstöä on riittävästi ja sitä kasvatetaan asiakasmäärien kasvua ennakoiden.

Vaadittavat toimenpiteet:

- Rekrytointi: seurataan jatkuvasti työmarkkinatilannetta ja etsitään mahdollisia rekrytointivaihtoehtoja
- Henkilöstön osaamisen ja vuorovaikutustaitojen tulee vastata yrityksen tavoitteita
- Huolehditaan henkilöstön säännöllisestä täydennyskoulutuksesta
- Toimintaa tarvittaessa tehostetaan ulkoistamalla tehtäviä, joihin ei tarvita terveydenhuoltoalan koulutusta

Strateginen alataavoite 2: Huolehditaan henkilöstön jatkuvasta täydennyskoulutuksesta

Vaadittavat toimenpiteet:

- Laaditaan koulutussuunnitelma henkilöstölle ja seurataan sen toteutumista
- Käynnistetään säännöllinen sisäinen koulutus kuukausittain
- Hyödynnämme oman henkilöstömme laaja-alaista osaamista työntekijöiden ammattitaidon ylläpitämiseen ja kasvatamiseen

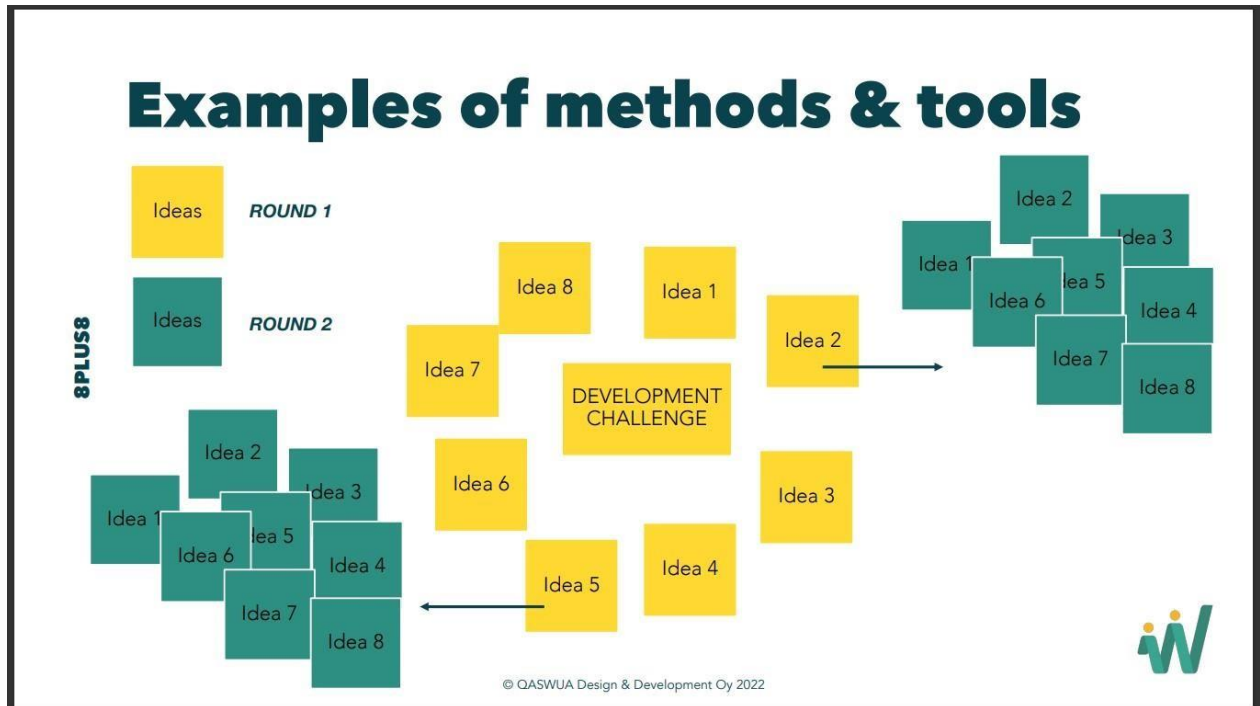
Tavoitteiden toteutumisen seuranta:

- 3 kk välein palvelualueittain

Strateginen alataavoite 3: Ikifit on arvostettu ja haluttu työnantaja, jonka palveluksessa viihdytään

Vaadittavat toimenpiteet:

- "Ikifit-hengen" luominen: mitä teemme ja miksi; työntekijöiden tutustuttaminen kaikkiin palveluihimme sekä strategiaan
- Kilpailukykyinen palkkaus, joka vastaa työn vaatimuksia
- Kuullaan ja kuunnellaan työntekijöitä, mahdollistetaan osallistuminen palvelujen kehittämiseen
- TYKY-toiminta





PRISMA Flow Diagram

1.3 Identification

Records identified through Kaakkuri database search
 Keywords search were "employer image" OR "employer brand image" OR "employer brand" AND attractiveness AND "commitment" AND "employee"
 (n = 233)

Additional records identified through other sources. Researchgate account applied keywords and search terms were "employer image, employer brand image" AND "attraction"
 (n= 11)

1.1 Screening

Records after duplicates removed
 (n = 167)

Records screened
 (n = 20)

Records excluded.
 Published before 2016
 (n = 5)

1.2 Eligibility

Full-text articles assessed for eligibility (matched the year of publication (2016-2022), the English language, the prevalence of keywords in the title, in abstract, was peer-reviewed, and there was free of charge and availability of full text. Plus The identity (professional background) of the authors could be verified or/and DOI add.
 (n = 15)

Full-text articles excluded, with reasons (not free of charge, not available, no DOI add., not review or original study)
 (n = 8)

1.4 Included

Studies/articles included in theoretical framework
 (n = 7)



CONSENT TO PARTICIPATE IN THE STUDY

Topic. Aihe: Employer brand image- applying service design to employer branding/ Työnantaja brändi mielikuva- palvelumuotoilu työnantaja brändäyksessä.

Paikka/ Site: Ikifit oy. Research facilitator/ Tutkimuksen toteuttaja: Taija Siira

I have read and understood the research bulletin I received. Olen lukenut ja ymmärtänyt saamani tutkimustiedotteen ja tietosuojaselosteen.

Tiedotteesta olen saanut riittävän selvityksen tutkimuksesta ja tietosuojailmoituksesta tarkemman kuvauksen tutkimuksen yhteydessä suoritettavasta henkilötietojen keräämisestä, käsittelystä ja luovuttamisesta. Ymmärrän, että tietojani käsitellään luottamuksellisesti. Minulla on ollut mahdollisuus esittää kysymyksiä ja olen saanut riittävän vastauksen kaikkiin tutkimusta koskeviin kysymyksiini.

Minulla on ollut riittävästi aikaa harkita osallistumistani tutkimukseen. Olen saanut riittävät tiedot oikeuksistani, tutkimuksen tarkoituksesta ja sen toteutuksesta sekä tutkimuksen hyödyistä ja riskeistä. Minua ei ole painostettu eikä houkuteltu osallistumaan tutkimukseen.

Ymmärrän, että osallistumiseni on vapaaehtoista ja että voin peruuttaa tämän suostumukseni koska tahansa syytä ilmoittamatta. Olen tietoinen siitä, että mikäli keskeytän tutkimuksen tai peruutan suostumukseni, minusta keskeyttämiseen ja suostumuksen peruuttamiseen mennessä kerättyjä tietoja ja näytteitä voidaan käyttää osana tutkimusaineistoa.

Allekirjoituksellani vahvistan, että annan suostumukseni henkilötietojeni käsittelyyn ja tutkimukseen osallistumiseen.

Päiväys ja paikka

Tutkittavan allekirjoitus

Tutkittavan nimenselvennös

Appendix 14

VL: Koontiraportti vanhustyön vetovoiman itsearviosta

Siira Taija la 28.10.2023 17.41

Vastaanottaja: Taija Siira

Lähetäjä: Vetovoimainen vanhustyö <vetovoimainenvanhustyö@gmail.com>

Lähetetty: maanantai 23. tammikuuta 2023 10.59

Vastaanottaja: Siira Taija

Aihe: Koontiraportti vanhustyön vetovoiman itsearviosta

Koontiraportti vetovoiman itsearviosta

Olette täyttäneet vanhustyön vetovoiman itsearvion. Alta löydätte vastauksenne väitteisiin ja kehitettävät aiheet. Suositeltu etenemistapa tästä eteenpäin on seuraava:

1. Jakakaa tätä koontiraporttia työyhteisössänne tarpeen mukaan ja tarvittaessa varatkaa aikaa yhdessä sen läpikäymiseen.
2. Tutustukaa työyhteisössänne raporttiin. Tunnistakaa vahvuutenne ja kehitettävät asiat.
3. Valitkaa kehitettävät asiat, laittakaa ne tärkeysjärjestykseen ja keskittykää kehittämään yhtä asiaa kerrallaan.
4. Tutustukaa [vetovoimamallin](#) tarjoamiin vinkkeihin ja päättäkää työyhteisössänne, mitkä vetovoimamallin tarjoamat vinkit ovat teille hyödyllisiä ja mitä lähдете viemään eteenpäin.

Vastausten tarkastelu, muuttaminen ja vertailu

Voitte tarkastella ja muuttaa vastauksianne [täällä](#), jos olitte kirjautuneet sisään lähettäessänne itsearviointiin. Näette myös tämän koontiraportin kirjautumalla sisään.

Näette tilastoja kaikkien itsearviointiin täyttäneiden vastauksista [tästä linkistä](#). Omat vastauksennekin ovat mukana tilastoissa. Voitte verrata tilastoja omiin alla oleviin tuloksiinne. Oletteko jossain aiheessa keskimääräistä parempia tai huonompia?

Kaikki vastauksenne

Alla ovat vastauksenne kaikkiin 56 väittämään. Väittämien asteikko oli 1 - 5 ("Ei lainkaan" - "Erittäin paljon").

Kiinnittäkää huomiota erityisesti väittämiin, joihin valitsitte vaihtoehdoksi 1 = "Ei lainkaan" tai 2 = "Vähän". Nämä ovat työyhteisönne kehittämiskohteita!

Kehittämiskohteet on korostettu **punaisella värillä** ja vahvuusalueenne vastaavasti **vihreällä**.

Jokaisesta aihealueesta on laskettu keskiarvo, joka kuvaa vetovoimatekijän tasoa työyhteisössänne. Asteikon jaottelu on seuraava:

- **1.00-2.59:** Aihealueessa on kehitettävää työyhteisössänne.
- **2.60-3.99:** Aihe on työyhteisössänne kohtalaisella/hyvällä tasolla, mutta kehitettävää vielä on.
- **4.00-5.00:** Aihe on työyhteisössänne erinomaisessa kunnossa.

Arvostus

Väittäjä	Vastauksenne
1. Työyhteisömme jäsenet arvostavat omaa ja toisten työtä.	Paljon - 4
2. Työntekijät saavat arvostavaa palautetta asiakkailta ja omaisilta.	Kohtalaisesti - 3
3. Työntekijät saavat arvostavaa palautetta työkavereilta.	Paljon - 4
4. Työntekijät saavat arvostavaa palautetta lähijohtajalta tai ylemmältä johdolta.	Kohtalaisesti - 3
5. Työnantaja palkitsee työntekijöitä hyvästä työstä.	Kohtalaisesti - 3
6. Työyhteisössämme keskustellaan perustehtävästä ja työn merkityksellisyydestä.	Kohtalaisesti - 3

Arvostus keskiarvo: **3.33**

Muistiinpanojanne arvostukseen liittyen:

Henkilöstöresurssi

Väittämä	Vastauksenne
7. Käytämme sosiaalista mediaa myönteisen arkemme esille tuomisessa ja myös rekrytoinnissa.	Paljon - 4
8. Työnantajalla on käytössä kannustimia, jotka lisäävät työyksikkömme veto- ja pitovoimaa.	Kohtalaisesti - 3
9. Ehdimme tehdä työmme hyvin suunnitellun työajan sisällä.	Paljon - 4
10. Henkilöstöresurssi on määritelty asiakkaiden tarpeiden mukaisesti.	Kohtalaisesti - 3

11. Työyksikössämme on toimivat sijaisjärjestelyt (esim. varahenkilöstö, vakituiset sijaiset).	Kohtalaisesti - 3
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Henkilöstöresurssi keskiarvo: **3.40**

Muistiinpanojanne henkilöstöresurssiin liittyen:

Joustavat työelämäratkaisut

Väittämä	Vastauksenne
12. Käytössämme on autonominen työvuorosuunnittelu, joka toimii tasa-arvoisesti.	Kohtalaisesti - 3
13. Työyksikössämme mahdollistetaan työn ja yksityiselämän yhteensovittaminen.	Erittäin paljon - 5
14. Työyksikössämme on mahdollisuudet erilaisiin työaikatarkoituksiin, esim. osa-aikatyöhön.	Paljon - 4

Joustavat työelämäratkaisut keskiarvo: **4.00** Muistiinpanojanne joustaviin työelämäratkaisuihin liittyen:

Osallistava ja henkilöstöä tukeva johtaminen

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Väittäjä	Vastauksenne
15. Työyksikössämme on käytössä toimivat palaverikäytännöt.	Erittäin paljon - 5
16. Työyhteisössämme jokainen saa kertoa mielipiteensä.	Erittäin paljon - 5
17. Työntekijöillä ja lähijohtajalla on avoimet ja luottamukselliset suhteet.	Erittäin paljon - 5
18. Työyksikössämme on tehty yhdessä suunnitelmat toiminnasta ja sen kehittämisestä.	Paljon - 4
19. Työyksikössämme on käytössä toimivat viestintäkanavat.	Paljon - 4

20. Työyhteisönä saamme tehdä työtämme koskevia itsenäisiä päätöksiä.	Erittäin paljon - 5
21. Työyksikössämme lähijohtaja on läsnä arjessa.	Paljon - 4

Osallistava ja henkilö stoa a tukeva johtaminen keskiarvo: 4.57

Muistiinpanojanne osallistavaan ja henkilö stoa a tukevaan johtamiseen liittyen:

Perehdyttäminen ja opiskelijan ohjaus

Väittämä	Vastauksenne
22. Työyksikössämme on käytössä toimiva ja ajan tasalla oleva perehdytysohjelma.	Paljon - 4
23. Perehdytystä/perehdytysprosessia on kehitetty.	Erittäin paljon - 5

24. Perehdytykseen varataan työyksikössämme riittävästi aikaa.	Paljon - 4
25. Työyksikössämme valmistaudutaan uuden työntekijän tuloon.	Paljon - 4
26. Työyksikössämme opiskelijan ohjauksesta huolehtivat siihen perehtyneet työntekijät.	Erittäin paljon - 5
27. Työyksikössämme valmistaudutaan opiskelijan tuloon.	Erittäin paljon - 5
28. Opiskelijan ohjauksen käytännöt ja ohjeet ovat selkeät.	Paljon - 4
29. Työyksikössämme on hyvin aikaa opiskelijan ohjaukseen.	Kohtalaisesti - 3

Perehdyttäminen ja opiskelijan ohjaus keskiarvo: 4.25

Muistiinpanojanne perehdyttämisestä ja opiskelijan ohjaukseen liittyen:

Toimiva ja hyvinvoiva työyhteisö

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Väittäjä	Vastauksenne
30. Työyksikkömme tavoitteet, vastuut ja käytännöt ovat kaikille selkeät.	Paljon - 4
31. Työyksikkömme palveluprosessit ja toimintamallit ovat selkeät.	Paljon - 4
32. Työyksikössämme on riittävästi säännöllisiä keskustelutilanteita.	Kohtalaisesti - 3
33. Työyksikössämme vallitsee avoin keskustelukulttuuri.	Paljon - 4
34. Työyksikkömme toimivuutta ja hyvinvointia kehitetään.	Kohtalaisesti - 3

35. Työyksikössämme on hyvä yhteishenki.	Erittäin paljon - 5
36. Työyksikömmme työntekijät viestivät keskenään arvostavasti.	Erittäin paljon - 5
37. Työyksikössämme ristiriidat selvitetään mahdollisimman pian.	Paljon - 4
38. Työyhteisössämme voidaan hyvin.	Paljon - 4

Toimiva ja hyvinvoiva työyhteisö keskiarvo: **4.00**

Muistiinpanojanne toimivaan ja hyvinvoivaan työyhteisöön liittyen:

Ulkoinen viestintä

Väittäjä	Vastauksenne

39. Työyksikössämme on aktiivinen viestintävastaava.	Erittäin paljon - 5
40. Työyksikössämme on selkeä viestintäsuunnitelma.	Paljon - 4
41. Työyksikössämme on hankittu kirjalliset kuvaus- ja julkaisuluvat viestinnän kuvamateriaaleille.	Erittäin paljon - 5
42. Työyhteisömme jäsenet osallistuvat aktiivisesti ulkoiseen viestintään.	Vähän - 2
43. Työyksikössämme kehitetään yhdessä viestintää.	Vähän - 2
44. Työyksikössämme kehitetään aktiivisesti omaisviestintää.	Vähän - 2

Muistiinpanojanne ulkoiseen viestintään liittyen:

Vahva ammattiosaaminen ja työn kehittäminen

Väittämä	Vastauksenne
45. Työyksikössämme tunnustetaan osaamisen tarpeita.	Kohtalaisesti - 3
Väittämä	Vastauksenne
46. Työyksikössämme kehitetään osaamista säännöllisesti.	Paljon - 4
47. Työyksikössämme kehitetään työtä systemaattisesti.	Kohtalaisesti - 3
48. Työyksikössämme hyödynnetään ja jaetaan jokaisen työntekijän osaamista.	Kohtalaisesti - 3
49. Työyksikössämme on käytössä mentorointi.	Kohtalaisesti - 3
50. Työyksikössämme on käytössä työnohjaus tai työyksikön sisäiset työnohjausselliset purkutilanteet.	Vähän - 2
51. Työyksikössämme hyödynnetään näyttöön perustuvaa toimintaa.	Erittäin paljon - 5

Vahva ammattiosaaminen ja työn kehittäminen keskiarvo: 3.29

Muistiinpanojanne ammattiosaamiseen ja työn kehittämiseen liittyen:

Vanhustyön voimavaralähtöinen toimintatapa

Väittämä	Vastauksenne
52. Työyhteisössämme voimavaralähtöisyys näkyy toiminnan lähtökohtana.	Erittäin paljon - 5
53. Työyhteisössämme asiakkaat kohdataan tasa-arvoisesti, arvostavasti tai ymmärtävästi.	Paljon - 4
Väittämä	Vastauksenne
54. Voimavaralähtöisyyttä kehitetään asiakastyössä.	Paljon - 4

55. Työyhteisössämme tuetaan asiakkaan hyvää elämää.	Erittäin paljon - 5
56. Voimavaralähtöisyyttä kehitetään ja hyödynnetään tiimin työskentelyssä.	Paljon - 4

Vanhustyön voimavaralähtöinen toimintatapa keskiarvo: **4.40**

Muistiinpanojanne vanhustyön voimavaralähtöiseen toimintatapaan liittyen:

Kaikkien väittämien keskiarvo

Väittämien keskiarvo: **3.86**

Vinkkejä työyhteisönne kehittämiseen

Vinkkejä työyhteisönne kehittämiseen saatte tutustumalla [vetovoimamallin veto- ja pitovoimatekijöihin](#). Katsokaa erityisesti kohdat "**Asian edistäminen työyhteisössä**" ja "**Hyvät käytännöt**" niistä aihealueista, joissa teillä oli alhaiset pisteet. Voitte ladata kaikki vetovoimamallin kuvaukset ja vinkit PDF-muodossa [tästä](#).

Vanhustyön vetovoimamalli on luotu Vetovoimainen vanhustyö –hankkeessa vuonna 2022. <https://vetovoimainenvanhustyö.fi/>

Standard Deviation Calculator

Standard Deviation, s: **0.50039984012787**

Count, N: 9

Sum, Σx : 31.71

Mean, \bar{x} : 3.52333333333333

Variance, s^2 : 0.2504

Steps

$$s = \sqrt{\frac{1}{N - 1} \sum_{i=1}^N (x_i - \bar{x})^2},$$

$$s^2 = \frac{\sum (x_i - \bar{x})^2}{N - 1}$$

$$= \frac{(3.17 - 3.52333333333333)^2 + \dots + (3.40 - 3.52333333333333)^2}{9 - 1}$$

$$= \frac{2.0032}{8}$$

$$= 0.2504 \text{ s}$$

$$= \sqrt{0.2504}$$

$$= 0.50039984012787$$

Margin of Error (Confidence Interval)

The sampling mean most likely follows a normal distribution. In this case, the standard error of the mean (SEM) can be calculated using the following equation:

$$s_{\bar{x}} = \frac{s}{\sqrt{N}} = 0.16679994670929$$