

An ideal warehouse candidate profile for Barona Logistics

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<p>Barona Logistics suffers from a labor shortage regarding their warehouse positions. It has been hard to find competent candidates who are willing to stay in warehouse positions over the long term.</p> <p>The objective of this thesis was to find out what eight long-term warehouse employees of Barona Logistics have in common and to create candidate profile based on the results of the research. In addition to candidate profile, this thesis contains development ideas for the company according to findings of the research. Candidate profile presents the characteristics, interests and motivators of an ideal candidate and where and how to attract them. This thesis covers the positions of picker and packer in the warehouse, and it forms the basis of candidate marketing.</p> <p>The thesis includes theoretical framework and qualitative research. The theoretical framework introduces the most important factors involved in this topic, such as the recruitment process, the candidate profile as a recruitment tool, employee benefits and employee engagement. The qualitative research was conducted through phone interviews for eight employees of Barona Logistics. The thesis was done during the Autumn 2017 and the beginning of the year 2018. All the interviews were done in November 2017.</p> <p>According to this research, the most important characteristics of an ideal candidate are good physical condition and patience. Essential competencies of the candidate are ability to adopt new skills quickly, effectiveness and high routine-tolerance. New challenges and positive work environment are the biggest motivators in the work. The main objectives of the ideal candidate are to get permanent position and to learn new things continuously.</p>	
Keywords Recruitment, candidate profile, employee competencies, employee characteristics, employee engagement, employee motivation	

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1 Introduction

How to find an employee who will stay in blue-collar warehouse job for longer than one year and is able to improve their performance continuously? This has been a problematic question for Barona Logistics.

Eight employees who have worked in picker and packer warehouse positions and performed successfully were interviewed to observe their motivators, interests and competencies. The research defines what is in common with these eight workers and how could Barona Logistics attract more talents like them.

After the millennials entered the work life, the nature of work has changed. Today employees appreciate possibility of remote work and different bonuses and they are more ready to combine work and private life. Employees aim for personal development and chances for promotion. It is not that common to build a forty year long career in one company but to change both company and even the field of work continuously. (Burke, Jones & Vestman 2012, 17; Thomas 2009, 9.; Strauss 2016.) That sets a problem to traditional work, for example to warehouse work.

Now in 2018, when Finland enjoys a general economic upturn, many companies suffer for labor shortage. (Ministry of Finance, 2017.) That is the economic condition in which there are insufficient qualified candidates to fill the market demand for employment at any price. It is imbalanced situation between supply and demand, where quantity of workers exceeds the supply of work available. (Burt, Schede & Trutko 2013, 3.) Barona Logistics has to ensure that their employer image is beneficial in order to get enough applicants to fulfill their needs. Barona Logistics has made huge growth in recent years and filled a lot of their customers' needs. (Barona Logistics recruitment team, 30.10.2017.) In order to continue the growth, company has to be able to answer the needs and present high-quality and loyal candidates to their customers.

Barona Logistics is willing to know if there is something significant in common with the eight best employees and where could they find such people in the future. They want to know what motivates the current employees, what kind of benefits they would like to have, what improves their employee engagement and what are the main characteristics that they need to have in order to succeed in the warehouse work.

1.1 Objectives and the limitations of the research

The objective of this thesis is to find out what is in common among the eight most successful employees of Barona Logistics and where and how they could find and attract such candidates. This thesis concentrates on the job description of picker and packer in the warehouse, which is commonly filling the orders in a warehouse setting, helping to pack the goods and managing the warehouse and inventory. By Barona Logistics' recruitment team picker and packer is the most common open position for Barona Logistics.

The research is done by interviewing the employees with semi-structured questions. The employees' motivation, interests and competencies are researched and compared with each other. The employees present the recruiting channels where they were found and what channels they would use if they were looking for a work now. That is researched in order to develop the warehouse-worker recruiting process and planning of job-advertisements in Barona Logistics. The feelings and opinions about Barona Logistics as an employer were asked to clarify the employer image. The ways to attract the ideal candidate was analyzed by researching employee compensation.

Barona Logistics could use the results of the thesis in both their recruiting and marketing processes. In recruiting processes, the recruiter could compare the candidate to the results of this research by analyzing their motivation, interests and competencies. Recruiters can utilize this thesis when planning contents of job advertisements and channels to reach potential candidates. Barona Logistics could improve their employee engagement and candidate marketing by offering different benefits for their employees.

Presumably the employees will have common background in education and work experience and they will have clear motivators such as salary or regularity of work. In the beginning of a warehouse career, the worker's salary is usually measured by the collective bargain. That is an agreement of a minimum level of a salary made between the trade union and the employer. (Palvelualojen ammattiliitto 2018.) When it comes to the employees who have worked in warehouse positions for several years, the bonuses and incentives are added to the basic salary. (Barona Logistics' recruiting team 2017.) These can motivate the employee for better results and more effective work.

This thesis is limited to research the candidate profile of only picker and packer positions. It doesn't cover for example truck drivers, warehouse supervisors or machine operators.

The quality of the applicants, who are recruited with the candidate profile, is not researched. This thesis covers the basis of candidate marketing.

1.2 Research problem setting

The research questions are which motivators, interests and competencies an ideal candidate has, what are the best channels to reach and attract high quality candidates and what kind of benefits Barona Logistics should offer to the high quality employees to attract them and to keep them in the company.

This thesis presents the recruitment process from accessing the need of recruitment to launching the job advertisement, gathering applications, interviewing, selecting and decision-making. It covers different methods of recruitment and presents the importance, impact and challenges of employer image. By Valvisto (2005, 22-23.) and McLeod and Waldman (2011, 20.), employer image affects on attracting the candidate, and therefore should be well planned.

This thesis introduces candidate profile as a recruitment tool and presents the crucial elements in the candidate profile and how to use it as a part of sourcing talents. In addition, this thesis covers employee compensation and how that affects on employee engagement. Development ideas for Barona Logistics are gathered based on the results of this research. The final product of this thesis is the ideal candidate profile for Barona Logistics.

In chapter five, the research method used in this work and the relevance of the research are presented. The key findings are presented and crucial results are discussed together with the theoretical part of this work. In the end of this thesis, suggestions are given and personal learning and feedback are discussed.

1.3 Barona Logistics

Barona Logistics is one of the biggest Finnish logistics operators in staffing field. They have over fifteen year experience on the field of staffing in logistic industry. Barona Logistics concentrates on inhouse logistics, but some of their open vacancies are for other positions as well. Yearly they employ over 3000 employees in different tasks in logistic industry. At the moment, they have around 1400 employees. Last year the turnover was over 15.5 million euro and it has grown continuously. The headquarters of Barona Logistics is located in Vantaa, but there are many offices in the biggest cities of Finland. (Barona Logistics 2018.)

Barona Logistics provides new technology warehouse services, which they tailor for customers. They offer warehouse storages, employees and trucks under specific certificates. Barona Logistics offers staffing solutions from packers and pickers to warehouse and logistics managers. Barona Logistics handles over 30 000 job applications every year. Their main business is to offer staff leasing services for logistics companies. Other businesses are solely focused on company recruiting and recruiting to own warehouses. (Barona Logistics 2018.)

In staff leasing situations, Barona Logistics takes care of employment issues such as payroll, occupational health and employee insurance. At the moment, recruiting team of Barona Logistics consists of recruitment manager and eight recruiting consultants. In addition, recruiting department co-operate with different learning institutions. Recruiting devices and programs utilized by Barona Logistics follow the latest technology and innovations. Besides face to face interviews, the recruiting company uses different video interview techniques and aptitude tests. (Barona Logistics recruitment team.)

Barona Logistics is a part of Barona concept. Barona is the leading private employment agency in Finland. In addition, they operate in Sweden, Norway, Estonia, Spain, Poland and Russia. Main vision of the company is to solve the future challenges of finding the right employees with new and creative methods. Barona was established in Helsinki, Finland in 1999. Barona was founded by two construction students, Markus Oksa and Mikko Leppänen. At that time there was a large-scale job shortage of qualified employees in the construction industry and the need for high-quality employees was urgent. (Barona 2018.)

Oksa and Leppänen used their extensive network of skilled workers when looking for qualified employees. Today Barona serves their clients in over ten different business sectors. Their service covers a wide range of different personnel need from recruitment to outsourcing solutions. There are altogether over 500 administrative employees in Barona. Yearly Barona employs over 18 000 people to different open vacancies. Barona is one of the biggest companies in Barona Group. (Barona 2018.)

Barona Group was established in 1999, in same year as Barona itself. Barona Group includes a group of companies in several industries whose mission is to take society and the economy towards a better future. Turnover of Barona Group is estimated 270€ MEUR (2016). CEO of Barona Group is Markus Oksa. Barona Group itself has operations in nine countries. Barona Group consists of Barona, Opteam, Saranen Consulting, Luona,

Cresco, Uramuuntaja, Momentous, Talent Gate, Forenom, Finitec, Wunderdog and different smaller start-ups and technology innovations. (Barona Group 2018.)

1.3.1 Ideal warehouse candidate by the recruiting team

This chapter describes how the recruitment manager and his team determine the ideal warehouse employee. The material of this chapter is collected based on a face-to-face open interview with the recruiting consultants of Barona Logistics on 30.10.2017. Recruitment consultants recruit people to a wide range of different jobs in warehouse environment. Consultants were told that this open interview indicates an ideal candidate for picker and packer position.

Recruitment team of Barona Logistics summarizes that in a warehouse the proactive attitude towards work is definitely one of the most important element. Warehouse employees work in a physical and hectic environment, therefore they need to be physically fit. The most effective and active warehouse employees do a lot of sports in their leisure time or have a background in competitive sports.

Attending military service is beneficial when applying to physical warehouse work where employees need to have good routine tolerance and be ready to work fast under pressure. During military service, people learn how to answer to commands and communicate with supervisors. A one-year military service is more valued compared to six or nine months of service. (Recruitment team of Barona Logistics.)

Sufficient educational level is secondary school. Too highly educated people can easily get bored in warehouse work, which can be seen as short employment periods. Introverted habits with self-imposed attitude are seen as benefits in warehouse work. Too social people spend a lot of their working time talking to each other. Warehouse employees do a lot of work individually in their own working points, whereas collaboration skills are needed when they load the trucks or collect groceries to pallets. (Recruitment team of Barona Logistics.)

By the recruitment team of Barona Logistics, previous work experience is not required but the attitude matters. There are many people who have changed from other industries to a warehouse because they want to have physical work that is not stressful. Many years of unemployment is seen as a negative attribute for an applicant, because often unemployment is linked with lazy habits or inefficiency.

Warehouse work contains usually many similar work tasks, which repeat each other - this is why good employees always have routine tolerance to maintain the work with similar job tasks. However, in a warehouse job there are always things to learn or improve. For this reason, the best employees are always eager to improve their skills and learn more. An employee with high motivation, self-improving attitude and willingness to learn will easily get to higher positions and develop their own proficiency. (Recruitment team of Barona Logistics.)

The ideal candidate of the Barona Logistics' recruiting team is ready to work with the salary determined by the collective agreement. This is due to the fact that warehouse work does not require specific expertise or education. Barona Logistic's employ thousands of warehouse employees yearly. Increasing one worker's salary would be unfair to the rest and affect negatively to the employer image.

The best warehouse employees are not scared to use machinery, such as forklifts and trucks. They should carefully follow the safety rules. Basic math skills are an advantage in the job, because warehouse employees need to calculate the groceries and equipment in the warehouses. Nowadays warehouse employees need to handle the latest technology and different ERP systems, which are used to collect, store, manage and interpret data from business activities. (Recruitment team of Barona Logistics.)

Barona Logistics has many different customers and different types of warehouses. Based on this, it is important to match the right candidate to the right work environment and atmosphere. Recruitment consultants have to know in advance the atmosphere and the culture of each warehouse and know the warehouse managers. If the candidate will be employed, consultant knows which warehouse he would fit the best. (Recruitment team of Barona Logistics.)

1.3.2 Secondary research

This thesis is based on the database about Barona Logistics' eight most successful employees who have grown their potential in the company. The list of the employees is collected based on the employees' performance and motivation at the warehouse. The chosen eight employees have the best picker collecting outputs compared to other warehouse employees. Collecting outputs measures how many items employee is able to collect within a certain time range. According to the warehouse managers, these eight employees are highly motivated and are willing to develop their skills continuously. They are successful team workers, who get well along with their colleagues and management.

Interviewees were chosen from six different warehouses to get wider responses that are not only based on the atmosphere and environment in a certain warehouse. Warehouse managers of those six warehouses were suggested to choose these eight individuals to be a part of this research based on their overall potential and successful careers. Warehouse managers have followed continuously the employees' career steps. All eight employees who participated in the research have been working in the company for a long time and they have gotten opportunities for a promotion.

According to the warehouse managers, these eight successful employees have been motivated to grow and develop their ways of working. Based on that, the objective of this thesis is to find out what these eight successful warehouse employees have in common in order to broaden the understanding of an ideal warehouse candidate. This thesis researches where, how and when Barona Logistics can find talented and successful employees to work in the warehouse.

2 Recruitment: How to find the right candidates

Companies recruit when they need more capacity or special know-how. Recruitment is the starting point of an employee's career in the company. Recruitment is a process of getting someone into the organization. It covers everything from advertising to orientation. Recruiting without a clear vision can be very expensive to the company. When the hired person is not ideal, the money spent on their orientation and training has to be spent again on a new employee. (Rötkin 2015, 44-45.)

Companies should plan recruiting carefully. They should have clear vision on what kind of candidate they are looking for and have a recruiting process long enough to find out if the candidate is the right match for the company's values. The company should make a decision on what they are looking for. The company can look for an employee for a certain position or an employee who matches the team and the atmosphere of the company. (Rötkin 2015, 44-45; Sundvik 5.3.2018.)

The first step of a recruitment process is to recognize the need for a new employee, which requires the company to analyze their existing resources. At this step, the company has a possibility to reorganize and improve their work methods and think if there is a possibility to compensate the tasks. After analyzing the current resources, the company should think about job-rotation or recruitment. (Kauhanen 2010, 82-84.)

If a company decides to recruit a new employee, the job description should be clearly defined. The job advertisement should be based on a clear task definition and the selection criteria should be stated. It should be clearly defined what are demands for the tasks and what kind of future objects the employee will have in the position. Task analysis should be made carefully, because it saves time from other parts of the process. Task analysis helps with designing job advertisements and planning evaluation methods. (Laine & Äijälä 2013, 10). Vaahtio (2005, 56) adds that a job description, special requirements, future objectives and possibilities and demanded competences should be visible in the selection criteria.

A job advertisement should be detailed and clearly structured. It should include at least a job title, location, objectives, duties, terms and contact information. Company information should be included in the job advertisement as well. The main point of a job advertisement is to raise job applicants' interest to apply. At the same time all given information should be realistic. (Madia 2011, 22.; Vaahtio 2005, 56-57.)

By Kauhanen, (2010, 83.) job advertisement is usually published in various recruitment channels. The most common are websites, CV-banks, newspapers or employment agency websites. The choice of recruitment channel depends on the company image, way of influencing and budget. Big number of applicants is often the result of a well-done job advertisement.

It is crucial for recruitment consultants to think deeper than just the concrete tasks for the employees when planning the job advertisement. For instance, the following should be taken in consideration: how do these tasks further company's goals, values and objectives in a long run. How does this position affect to the structure of the company and how can this position be developed in the future. (Rötkin 2015, 45.)

In addition to the previously mentioned, it is important to be able to name concrete job tasks to give a clear image of the actual work. Company should give deeper knowledge on why the candidate will be doing these tasks, to what their work will lead and how do this work help to fill company's objectives. As a result, the tasks will become more valuable to the candidate and motivate them to operate more effectively. (Rötkin 2015, 47.)

The company should select carefully the most potential candidates to the interview after they have received the applications. The applicants who do not get to an interview, should be appraised by their effort of preparing an application and sending it. Notifying the non-selected applicants has a positive impact on the employer image. If the applicant is not selected to an interview, it is enough to send an email or text message for notification. If candidate was interviewed, but not selected, then a phone call is better and more personal option. (Österberg 2009, 86.)

An interview is the most commonly used research method. The interview examines the applicants' aptitude, motivators and competencies. Aim of an interview is to collect as much information as possible about the candidate to know if candidate is suitable for the open vacancy and company culture. The job interview should be well prepared. The interview can be done in free form or it can be structured. Structured interviews usually treat the applicants more equally. Half-structured interview is recommended by Kauhanen (2010, 83.), when interviewing candidates for similar positions. During the interview, notes should be written and school diplomas and references checked. Interview process does not only research candidate's potential for open vacancy, but give the candidate information about the company and its culture as well. (Hoevemeyer 2006, 27; Kauhanen 2010, 83.)

Decision process depends on how the recruitment process is organized. Some companies have two interview rounds and a possible aptitude test. The objectives, which were set before starting the interview, should be compared as objectively as possible with each interviewed applicant. The first step is to rate each candidate and then the scores should be compared against each other. (Yeung 2008, 137.)

Decision should be made as quickly as possible. All candidates should be informed about the final decision. Company should think carefully what is the right way to inform candidates who were not chosen to the open position. Well-planned candidate-communication affects positively to the company's employer image. (Österberg 2009, 86.) It's hard to measure after one interview if the candidate fits to the open vacancy. Therefore, it would be better to follow the candidate's behavior in different situations to know how the candidate behaves in different situations. (Sundvik 12.3.2018.)

By Rötkin (2015, 59.) the recruiting process is a great opportunity to develop employer image. Even though the company cannot say yes to every candidate, job interviews and rejecting messages are great places to polish the image of the company in the eyes of the candidate. By trying to make the process as transparent as possible, informing the candidates quickly and giving honest feedback, company can make the candidate apply again to a next position or market the company to their own networks.

Interaction between the candidate and the recruiter is important in order to get vital information concerning skills that are not found in the applicant's resume. (Ryan 2014.) Companies with human interaction manage to find and create longer employments compared to the companies where the hiring processes are automatized. (Cappelli 2013.) Donovan (2015.) states that recruiting is a dynamic process, where human interaction plays a big role. The recruiter monitors, evaluates and measures the process, but in addition creates important human contact.

2.1 Recruitment advertising

Recruitment communication and advertising should be well planned based on the company's strategy. The job advertisement is a communication tool from the organization or recruiting agent to the potential candidate. This recruitment advertisement should be inviting and informative. When the recruitment communication is well planned, it presents the job requirements clearly and avoids the unnecessary work of going through all

unsuitable applications. The possible candidate should find all relevant information in the advertisement. (Comaford, 2012, 44-45.)

There is huge amount of different recruitment methods, that have their advantages and disadvantages. The recruitment and selection methods should be already well planned in the company's strategy. Chosen recruitment methods can be improved and changed during the recruitment process. Shammot (2014, 67.) and Taylor (2008, 214-215.) remind that the existing labor market needs to be taken into account when planning the recruitment methods. When the labor market situation is tight, more attention is given to the recruitment methods and less to selective procedures. Instead, with loose talent, more attention is given to selection. Recruitment strategy should be planned together with the management, communication, marketing and human resource management departments while the employer image should be created together with all these factors. (Markkanen 2005, 20-11.)

Preparing a job description is an important part of the hiring process. Job description should not only cover the open position, but the company image as well. The company's strategy and the objectives of the company should be visible in the outcome of the job description. A job description should be carefully planned; it is likely to be used when the company is recruiting next time. Job description should cover tasks and responsibilities of the position. Essential functions should be clearly defined. The future employee will have a clear picture and understand their role and what are the expectations to perform well at the job. (Go2HR 2015; University of California 2015.)

Pictures, videos and overall visuality of a job advertisement support the employer brand and have a positive effect on the number and quality of the applicants. Utilizing blogs, videos and pictures the company can present their work culture, values, strategy and the working environment. Personal interaction with candidates can be added by telling more about vacancy and different career opportunities in, for example, a short video. (Madia 2011, 22; Salli & Takatalo 2014, 35.)

During labor shortage, more attention should be given to candidate marketing. The company should not only concentrate on those who are job applicants at that moment. They should find out how to reach those who have not started searching for a job yet, but are in the potential target group. (Sundvik 5.3.2018.)

2.2 Employer image

The employer image helps to attract the right talent to the company. The company needs to reach the right group of candidates with the support of well-planned employer image. Recruitment and company strategies need to be aligned with the employer image. The recruitment is most successful when the company truly understands their image and shows it through the right channel to the right target group. (Hubschmid 2015, 53; Macleod et al. 2011, 4.)

The image of the employer plays a big role when a company tries to attract candidates to apply for open positions. In fact, the employer image is an abstract concept, which depends on the person outside of the company. The good image of the company can be planned and formed slowly with a powerful strategy. One negative public announcement can damage the company image very quickly. A company can always work on its employer image and develop it. Moreover, the company image determines what kind of candidates apply for open positions in the company. (Valvisto 2005, 22-27.)

To stand out in the job market, the employer must offer different things than other companies. This should be well planned when creating the employer image. Employer image has an impact on how candidates respond to an open job posting. Many seasonal hiring employers have inability to offer permanent work. Moreover, full time job vacancies can set limits on the selection of candidates. This can be turned into a positive aspect by supporting employer image. For example, by offering ongoing seasonal employment from year to year. (go2HR 2015.)

3 Employee compensation and engagement

Employee compensations are special arrangements from the employer to the employee. They are a part of the total rewarding and engagement processes. (Armstrong 2007, 459.) Part of the compensation policy can be visible in the recruiting process as an attraction for the candidate, but mainly they are used to engage and reward the existing employee. Fisher (2015, 21.) states that the perks and benefits alone do very poor job when trying to encourage employees to better results. Employee engagement is a state where employees actively self-manage themselves. (Thomas 2009, 11.)

It is very problematic for the companies to lose the key employees. To replace them, the company has to either start a quite expensive recruiting process or try to compensate the person with extra work for the internal employees. (Lampikoski 2005, 25.)

The employees who are engaged to the company, are innovative and flexible. Employment engaging is stated to be the opposite of work-related burnout. (Bakker & Leiter 2010, 2.) If the employee feels that the company doesn't invest in them, it can lead to dissatisfaction, absences and low work motivation. The company's unrealistic expectations towards the employee, such as being available all the time, too tight deadlines and too much work, can lead to losing the key employees as well. (Lampikoski 2005, 27-37.)

When the employee's engagement is based on the benefits of the company, the employee sees that in this particular company they get the perks which they see useful and that there would be real financial loss or decrease in wellbeing if they left the company. The person who appreciates the benefits as a part of their overall wellbeing is likely to change companies rapidly if the benefits are not satisfactory. Loyalty and engagement to the company in the ideal situation means stability, increasing benefits and permanent social environment for the employee. (Lampikoski 2005, 49-81.)

3.1 Employee compensation and benefits

What is beneficial and what is only waste of money? That depends on the organizational situations and needs of staff members. (Fisher 2015, 23.) The choice of what to offer to the employees can be based on an internal questionnaire, the benefits offered by competitors and the financial situation. An employer can ask from the workers what kind of benefits they would like to have and what are the most important ones. It could be beneficial to survey what kind of benefits the competitors offer their staff in order to avoid

the situation where an employee needs to change the companies due to better benefits. The financial situation of the company affects to what kind of benefits the company can afford at the time. (Armstrong 2007, 464.)

Salary is the most significant reward from completed work. The salary motivates an individual person to search for a job. Salary pay can be de-motivator, cause if employees are not satisfied with the salary, it is hard to recruit or retain potential candidates. (Pitts 1995, 11.) Incentive pays are a good way of rewarding employees for their efforts and productivity. By Torrington, Hall, Taylor & Atkinson (2009, 162.), an employee will change their working to be more effective, if they know they will be rewarded. Incentives are a great way to encourage employees. In the long run it generates a positive outcome for employer and employee.

Employee benefits include for example insurance cover, paid holidays or different perks such as lunch or culture vouchers. These benefits are a very costly part of HR Management and are usually the first ones to be cut from the budget in the difficult financial situation. Some of the benefits, such as parental leave or occupational accident insurance, have to be provided by law. There are different kinds of benefits that the organization can offer to their employee. They can provide security, financial support or personal or voluntary benefit. (Armstrong 2007, 460.)

The benefits that provide personal security can be health care, insurance cover and career counselling. The company can provide acute health care in the case of illness and regular health screenings for proactive health care. The insurance that the company provides covers commonly in the case of business travel or in the case of an occupational accident. (Armstrong 2007, 460-461.) Sometimes the insurance can cover leisure time of the employee or even the whole family of an employee. The company can provide career counselling to their employees to help the employees deal with work and personal life or achieve goals in their career. The career counsellor can be from inside the company or outsourced, e.g. psychologist. (Academic Work 2018.)

As a personal or voluntary benefit, the company can offer longer paid parental leave and help the parent to adjust their new family life to working life by example offering the possibility to work shorter days or work remotely. The company can provide these benefits in different life situations: in the case of changes in personal life, after burnout or stressful situation of life or when the employee wants to concentrate on something else than work for a moment. The company can arrange childcare for parents or step-by-step retirement when needed. (Armstrong 2007, 460-461.)

One big part of both security and personal benefits are sports, wellbeing and social facilities. Many companies have noted this as a very important factor to prevent health problems and absence from work. Companies can encourage their personnel to come to work by foot or bike and implement internal meetings by doing some sport practice at the same time. Companies can attend to sports events or arrange own events when having recreation days or conference days. The company can provide health vouchers or finance the sports hobbies of the staff members. (Academic Work 2018.; Biron, Burke & Cooper 2014, 142.)

Social events can be financed and arranged to the whole staff or the teams to strengthen the co-operation between the workers and ensure their wellbeing at work. It is part of personal benefits to offer the possibility to enjoy unpaid holiday or flexible working time. Those are the ways of ensuring that the staff members have time to recover from work and concentrate better. It is important that the work is personalized according to the needs of the employee, for example one would like to start earlier and leave earlier when the other one needs to sleep later or do their physical exercises in the morning and start working later. (Academic Work 2018; Biron, Burke & Cooper 2014, 142.)

The company can arrange different kinds of breaks during the workday. The ways to implement different kinds of recreation can be offering the possibility to take a break for a walk or training, possibility to have nap during the workday, possibility to have a cup of coffee with a colleague to discuss something else than work or possibility to go home or deal with non-work-related issue during the work day. Hot or cold beverages, fruits, breakfast and snacks can be offered by the company. (Academic Work 2018. Biron, Burke & Cooper 2014, 135.)

The employer can offer discounts for the co-operative companies. There can be discounts to gyms, health companies, working clothes companies, travel companies or nearly anything. The company can offer their staff to buy goods with wholesale prices from their suppliers or shareholders. (Armstrong 2007, 462.)

3.2 Employee engagement

To engage the employees, the company needs an engagement strategy. To optimize the engagement, management has to see the employees as partners and equal colleagues. They have to recognize the different needs and expectations of the employees and meet those expectations as well as they can with their resources. Employees have to be seen

as a strategic advantage, and investing in employees can be seen as investing to the success of the company. When the engagement strategy is implemented successfully the company will have innovative, motivated and stable employees. (Lampikoski 2005, 36.)

When the employees are engaged, they are more likely to survive challenging tasks and get over disappointments easier. This helps the company to achieve goals, objectives and to be comfortable with their future. (Bakker & Leiter 2010, 2.) The rule for the employer according to Thomas (2009, 5.) is to define the task and see what they want the employees to be engaged to, and how they are going to recognize the engagement. Bakker and Leiter (2010, 5.) add that the level of engagement in the company is not solely depending on the management. The fact that the employees respond to the demands of the management and live by the values of the company is not enough; everyone in the company has to feel that it is their responsibility to foster the engagement.

The values and aims of the company have to be clear and visible to the employees so that they can feel engaged to the company and assimilate the company to their everyday work. When targets and values are clear, it is easier for an employee to make an effort towards them and to be a part of the company. The engagement can be based on feelings, values, loyalty, benefits, tasks, career navigation, environment or force. The amount of one's engagement can change during their career in the company - a change of life situation or organizational changes might stem these changes, for instance. (Lampikoski 2005, 48; Sale 2016, 46.)

When the employee's engagement is based on feelings and values, the employee is engaged to the work in the community and following the company values. The employee wants to be part of the company, participates actively the events outside the working hours and values the social relationships inside the company. When the employee is engaged by the loyalty, they see that the company has invested in them in the long run and do not want to betray the company by leaving. The employee can be engaged more to the tasks than to the company as well. In this case the work tasks themselves motivate the worker enough to stay in the company, and the values and environment are not the priority. (Lampikoski 2005, 49.)

The employee will be engaged to the work and the company that support their personal career objectives. The employee can see that there are possibilities to get a promotion in the company or move to the right direction in their career. The employee is likely to change the organization easily, if they don't get opportunities to move forward in the company. One reason to engage to the company can be engagement to the country, city

or facilities of the company. Sometimes the engagement is forced. It comes as pressure from the outside and the employee does not have any other possibilities than stay in this company. (Lampikoski 2005, 50.)

Social context such as colleagues and the atmosphere at work can be one big engagement factor. Colleagues give the employee good resource of knowledge and emotional support. This can decrease work-related stress, which is one big factor in employee engagement. (Bakker & Leiter 2010, 5.) The engagement can be based on the size and the stability of the company. If the employee wants to be sure that the business of the company works well and no employee co-operation negotiations are needed, the level of engagement can be increased. (Lampikoski 2005, 50.)

4 Candidate profile as a recruitment tool

A recruiter might have an image of a suitable candidate before seeing the candidates. This image is built subconsciously and has no precise model. When the recruiter compares the actual candidate to this subconsciously built image, they cannot be sure if the pictured candidate is valid for this position. When using candidate profile as a recruitment tool, a recruiter pays attention to building the profile. Therefore, no decisions are made based on solely mental pictures or feelings. This enables more opportunities for different people to enrich the company culture. (Tulgan 2015, 35.)

A candidate profile should be built for every position. The preferred soft skills and hard skills should be included in the profile. These skills should be detailed and taken into account carefully. The candidates who do not meet the requirements should not proceed in the recruitment process. (Arthur 1998, 106; Tulgan 2015, 23.)

Candidate profile contains the background of the ideal candidate: educational background, work experience and suitable courses and achievements. Mainly the candidate profile concentrates on the demanded skills and competences for the position. The profile scans what are the main motivators for this job. It presents what should be career goals for the ideal candidate. (Tulgan 2015, 35.)

Before announcing the job advertisement, the recruiter builds the candidate profile and carefully goes through what are the most important skills and competences for this exact position. When screening the applications for the position, recruiter compares the applications to the candidate profile and finds the applications that are similar to the ideal candidate profile. This way the recruiter can avoid the images and feelings affect to the selection process. (Arthur 1998, 111; Tulgan 2015, 38.)

4.1 Soft skills and hard skills

Hard skills are known as the traditional skills and contrasted as expertise, technical abilities, factual knowledge or intelligence. They are usually gained from previous education or experience. It is easy to test candidates' hard skills and evaluate those. (Rötkin 2015, 58.)

However, more and more companies have started to evaluate their candidates by their soft skills, or in other words their twenty-first century skills. (Claxton, Costa & Kallick 2016, 60.) These are the nontechnical traits and behavior such as trustworthiness,

conscientiousness, adaptability, self-control, organizational awareness and likeability. These skills are important for the person's own career navigation. Even if the candidate is a professional in their field, but has no capability to sell their ideas or communicate with the co-workers, their skills are not that valuable for the company. (Klaus 2009, 10.)

One right person hired is better than five mediocre people hired, when it comes to recruiting and soft skills. The trainer rarely feels that the hire has gone wrong due to lack of technical abilities but without demanded social skills the hire can fail. Some of the soft skills can be tested in the job interview. If the company needs an employee who is verbally and socially talented, they can ask the candidate to have a speech. The job-interviewer can ask the candidate to tell examples about their soft skills and the situations in which they have used them. Candidates who have gone through army are desirable employees. They know how to answer to commands, be punctual and work in a team. (Tuglan 2015, 36.)

The biggest difference between soft and hard skills of an employee is that soft skills are not evaluated in one's diploma and are not so easily measured. Soft skills are not so easily trained. Changing one's attitudes and behavior is a long process. (Balcar 2016, 454.) If the company has hired an employee who does not meet the requirements in soft skills, those should be trained the same way that hard skills are trained. In this situation it is crucial that the importance of soft skills is highlighted to the employee. (Tuglan 2015, 23.)

4.2 Employee motivation and objectives

People are subconsciously motivated to fulfill their primary needs; to get food, sleep and feel safe. This motivates people to go to work in the first place. Deeper needs of a person include the need to experience, to grow and to connect. Motivation is a need, an aspiration or a feeling. These are inner needs of a person and they can be conscious, non-conscious or semiconscious. Motivation is to be ambitious towards your work, colleagues and the company. It thrives one forward in their career. (Perl and Schmitt 2007, 49; Thomas 2004, 55.)

There is a rule called "50:50 rule". This means that half of one's motivation comes from within the person and the other half comes from external factors. (Thomas 2004, 53.) When recruiting, it can be difficult to measure candidates' motivation because of the fact that impact of external motivation is huge. One can have totally different motivation towards the same task depending on the environment.

There is no simple rule to what motivates a worker. Motivation depends on the person's own attitude and feeling. As stated by Mckenna (2011, 10.) there are two types of motivators that one can give to the employee: extrinsic and intrinsic motivators. Extrinsic motivators are prizes that can be given to the employee from good work. Intrinsic motivators are more immaterial, such as feelings of satisfaction and succeeding. The extrinsic motivators usually cost the company quite a lot and do not support permanent performance as effectively as intrinsic motivators. According to Perl and Schmitt (2007, 53.) developing oneself is more far-reaching objective than waiting for a promotion. People who get motivated by other people, are usually not seeking for money, promotion or power.

As stated by Mathe (2011, 86-88.) according to motivation spectrum, there are different areas that affect motivation. Working conditions and working environment are factors that can in the best situation support the employee to do their work better. According to Burke & al. (2012, 185.) balancing between one's work life and private life can be very challenging, but the employer can try to be flexible and personalize the work for the current needs of an employee. Lack of this balance can be a very demotivating factor and cause work related stress, illness and increased absence from work.

The regularity of recognition and validity of feedback affect to the motivation of the employee. Sharing the company's mission and vision can be a huge motivation factor. If the employee sees the company as trustworthy and fair towards the employees, they are more likely to be engaged to the company. (Mathe 2011, 86-88; Sheppard 2006, 14.)

4.3 Employee competences and characteristics

Competency is one's ability to utilize skills, knowledge and characteristics in order to succeed in the demanded tasks. The most common competences are skills in communication, teamwork, leadership, planning and organizing. Competences can be personality traits such as being customer focused, result-oriented or being good at building relationships. When using candidate profile as a recruitment tool, the recruiter needs to think and measure the key competencies for the position. (Payne & Wood 1998, 19-34; Tulgan 2015, 23.)

Competences are underlying characteristics such as motivation, skills, self-image or the social role of a person. Competences separate employees from each other. (Chandan & Rama 2016, 347.) People have their internal characteristics, which remain the same regardless of the situation or the surroundings. People have characteristics that are

experiential or context-dependent. (Payne & Wood 1998, 32) Context-dependent competences are related to motivation. When an employee has more motivation in a certain position, they can perform better. The company is seen to be at its most effective when it has functional strategy and employees with the most suitable competences. (Chandan & Rama 2016, 351.)

According to Chandan and Rama (2016, 353.) competences can be divided into three different categories: team competency, change competency and ethical competency. Employee's team competency is one's capability to manage, evolve and support a team to better performance and achievements. Change competency measures the employee's ability to survive in the present environment, the changing environment and the upcoming environment. This quantifies how well one can manage through the change. Ethical competency is the employee's skill to adopt the company's values and principles and make choices to support them in everyday tasks.

By Furnham (2018, 114.) employees' internal characteristics affect on how they behave at work. Characteristics affect to the work community and working in teams. Usually characteristics are divided roughly into two opposite manners, but mostly people are a mix of those opposites. Furnham (2008, 114.) presents different characteristics that affect work situations. The employee can have extraverted characteristics. This kind of a person gets easily bored with long and slow job tasks. They participate in new tasks actively and quickly. The opposite of an extraversion person is introversion person. People with introverted characteristics like to work by themselves or in a small group and like to focus on the same tasks for a long time without interruptions.

People with judging characteristics work most efficiently when they have a plan and can work accordingly. They enjoy finishing their tasks and want to focus on one thing at the time. Employees with judging characteristics want a job where they can be structured and managed, they want clear rules and schedules. The opposite of this characteristic is the perceiving characteristic. This kind of a person wants their job to be flexible and changing. They can start a task and then finish it when already started a new task. They feel stressed if the work is too structured and there is no room for changes. (Furnham 2008, 114.)

5 Research methodology

The main objective of this research is to find out what is in common among eight successfully performed employees of Barona Logistics. Data collection was carried out through a semistructured interview. The main objective of the research is to gain more information and reveal hidden thoughts of the interviewees.

The research problem is that Barona Logistics doesn't have enough high-quality candidates for their picker and packer warehouse worker positions. Chosen research method was based on the most effective way of collecting data from a small number of candidates. Thus, the researchers have a great influence in choosing how the data will be evaluated. Compared to quantitative methods, which set up an emphasis on testing and authenticating, qualitative research method emphasis on understanding and behavior. In qualitative research, there are fewer people to answer the questions, but the questions are open and dig deeper into the answers. (Ghauri & Gronhaug, 86-87.)

Interview as a qualitative research method was chosen over observation method. Interviewing helps in understanding why something is happening, whereas observation helps in understanding the behavior of people. Observation method suits researches that are collecting data from digital sources, for instance. For this research, observation method would not observe any thoughts or feelings of the target group and therefore would not reveal important findings. (Celsi, Hair, Money, & Samouel 2016, 196.)

One method of conducting this research could have been ethnographic research. This is a method where the behavior of the target group is researched through long-term observation of actual life. (Celsi et al. 2016, 196.) In this case, researches could have spent periods of several months in the warehouses and follow the employees. This could have revealed behavioral things that are subconscious for the interviewees.

After the most suitable method was chosen to be an interview, different interviewing methods were compared. Interview can either be structured, semistructured or unstructured. The semistructured method was chosen due to the fact that it leaves more opportunities for unexpected and insightful information. Unstructured interviews are commonly used in the researches that are unexplored. When using that method, the interviewer tries to build deep conversation with the interviewee. Unstructured interview method could be used in future research, where testing the functionality of the created candidate profile. (Celsi et al. 2016, 196.)

5.1 Qualitative semi-structured interview

The participants of the semi-structured interview were chosen based on the database of Barona Logistics. The employees were chosen by observing their potential and performance at the workplace. Chosen employees have the best collecting outputs and according to the warehouse managers, high motivation level and willingness to develop their skills continuously. Warehouse managers of six different warehouses suggested to choose those eight employees to be a part of this research based on their overall success. The length of employment was taken in consideration in the results of the research. Intake of the research is eight candidates, which is a relevant amount based on saturation of qualitative research.

This research method limits the number of research participants to a smaller group, which gives deeper and more accurate information of the research problem. Qualitative research method has inside assistant questions, which helps the interviewee focus deeper on the questions. Chosen research method is based on the seeked information, where the information is desired to be obtained and from where and when it is searched for. (Hirsjärvi 2009,184.)

Semi-structured interview has questions in advance, but the order of question can be random. Nevertheless, all questions need to be answered. Formulation of the questions can be modified and updated during the process if necessary. Additional questions can be added to get more detailed information. Strength of a semi-structured interview is that it increases the amount of information due to its approach. In this research method, unique characteristics of interviewees can be taken into account individually. (Teijlingen 2014, 17, 21.)

5.2 Data collection and analysis

In a qualitative research, database has an important role that shows the matter of studies. The researcher gathers data from the respondents and analyzes it in the context of theoretical framework. The most common way to present data is in written form. Data from qualitative research is based on the interaction between the respondent and the researcher. In conclusion, qualitative data lies on evidence of experiential one. (Polkinghome, D. 2005, 138.)

According to Taylor, DeVault and Bogdan (2016, 101.) qualitative interviews, also known as in-depth interviews, give deeper understanding of beliefs and values of the interviewee.

The data is gathered primarily in the form of a conversation. Before beginning the interview, precise objectives of the data should be defined.

The core problem is that Barona Logistics doesn't have enough high-quality candidates for their picker and packer warehouse worker positions. After defining the research problem, the research questions are defined based on the core problem. The research problem is an area where there is a gap in knowledge and base needed for professional practices. (Hirsjärvi 2009,184.) By Kerlinger (1973, 23, 231, 234.) in order to understand the phenomenon, the object should be approached from varying perspectives. The research questions help in both doing the research itself and in the limitation of the work. They support the future researches and help the reader to understand what are the questions that are answered in this thesis.

The most crucial element of a successful interview is well planned questions asked in the correct form. One of the most important things is to make sure interviewees understand the questions entirely. The questions should be formed so that the interviewees reveal insights and bring more valuable data. (Merriam 2014, 96-97.)

The data of this thesis is collected with qualitative method to get to know deeper what are the motivators of the warehouse workers and what are the sources to find and hire such candidates. Different kinds of characteristics, life situations and the age of the interviewees are taken into account when going through the semistructured interview. Interview questions are stated in a simple way to avoid misunderstandings and to help in expressing the data. Each interview started with explaining the purpose of this thesis. Furthermore, all interviewees participated in the interview in their own will.

All eight interviews were conducted by phone in November 2017. The interviews are transcribed and compared to each other. In addition to the basic information, the questions are divided into five main categories: recruiting, soft skills and hard skills, motivation and objectives, competences and characteristics and employee compensation and engagement. The answers are analyzed and divided into groups that have similar thoughts, reasons and motivators. Names are not visible in this thesis to protect the privacy of the interviewees. The interviewees are named with numbers from one to eight, in the order of the interview. The key findings are presented in the chapter six.

5.3 Validity and reliability

This thesis is written by instruction of educational institution and under control of supervisor. Requested format is used when reporting this thesis. The research is conducted in a valid and reliable manner. The research problem is clearly stated. Value of this thesis is clear for the company and readers.

Thomson (2011) has measured validity of qualitative research method by following points: descriptive validity, interpretative validity, theoretical validity, generalizability and evaluative validity. Descriptive validity stands for quality of collected data, correctness of transcription and reporting. Interpretative validity measures that interpretations are based on interviewees' understanding, not the authors'. Theoretical validity analyzes the phenomenon itself and how reliable and correct the data is based on the phenomenon. Generalizability refers to how transferable the data is based on the regular context. Finally, evaluative validity measured how accurately data of research is evaluated.

The results are opened based on collected data of semi-structured research and reported based on what was heard by the authors. Reports can be transferred on a daily basis and applied towards future researches. The material of this research is meant to be used by the recruiting and marketing team of Barona Logistics. Collected data meets required academic guidelines and evaluation is done according to rules of validity.

The reliability of qualitative research is measured by the content being continual regardless the time. The results of this research are reliable due to the age differences of the interviewees. Interviewees have different are in different stages of life and therefore have different values. On the other hand, the research may decrease its reliability due to the fact that the values of people and the nature of the work change within time. Semi-structured phone interview was implemented anonymously, not under the company's name. Anonymity increases the reliability of research, because interviewees answer questions more open-minded and bravely unnamed. (Golafarani, 2003, 597.)

The interviews are semi-structured and all the interviewees have the same structure of 19 open questions. Similarity of questions is the objective for getting comparable results. All of the interviews were carried out ethically with permission from the employees. The recruiting team of Barona Logistics had an opportunity to share their opinion on the structure of the survey, before interviews were held. Authors made sure that respondents understood all parts of the survey. If there was uncertainty, clear clarifications were given.

Compared to an email questionnaire, interviewing by phone gives a better opportunity to collect more detailed information. (Merriam 2014, 97-99.)

Since the range of interviewees covers different personality types, life situations and length of employment, it is valuable to support the theoretical basis and conclude qualitative research suggestions. A couple of the respondents were part-time workers who study at the same time. Some of them were young adults with no previous work experience. In addition to that, there were strong experts, who have worked many years in logistics. Three of the respondents were women and five men in order to keep results gender equal.

6 Results of the research and key findings

All of the interviewees (21.11.2017.) have worked in warehouse positions for five to ten years. Three women and five men, aged 19-41 were interviewed. All of them have gained more responsibility, widened their knowledge and learned to do more tasks than the one they were hired for in the beginning. Despite the long-term employment and grown responsibility, none of them have been promoted to a manager position. Interviewee number two mentioned that it is his own decision to work in blue-collar lever rather than in manager position.

Interviewees one and four have their educational background from comprehensive school. Interviewees two, five, six and seven have graduated from high school or have vocational qualification in business and administration. Interviewees three and eight have background from polytechnics. None of the interviewees have warehouse keeper qualification or have studied at university level. Recruitment process of Barona Logistic concentrates more on soft skills, for instance adaptability, instead of hard skills that can be expertise or factual knowledge in logistic sector as Klaus (2009,10.) describes.

The findings of the research are divided in five groups: recruiting, soft skills and hard skills, employee motivation and objectives, employee competences and characteristics and employee compensation and engagement.

The key findings of this semi-structured qualitative research are that a potential warehouse worker can be found at any educational level. Some of the interviewees have graduated from high school and applied for a warehouse position because in their opinion warehouse workers do not need any special educational background. The leisure activities of the interviewees include maintaining a good physical condition.

Barona is seen as a fast and flexible partner for the employees. Recruiting process has been a positive experience for most of the interviewees. For the interviewees, Barona is at the top of mind when they would need a job quickly. Job advertisements for warehouse positions need to be simple and concrete in order to appear to the target group. There should not be too many requirements. Vaahtio (2005, 57-58.) identifies that the job advertisement should be clearly collected, realistic and easy to apply.

New challenges motivate the interviewees the most. Moreover, the right group of colleagues and a good atmosphere are the key factors for the motivation. According to the 50:50 rule, half of the motivation comes from inside the person and other half comes from

people around him. (Thomas 2004, 53.) The most common objective for the career among the interviewees is to get permanent contract from the warehouse. According to the interviewees, high routine-tolerance, effectiveness and steadfastness are the key competencies to succeed in warehouse work.

6.1 Recruiting

The interviewees were asked to describe Barona Logistics as an employer. All eight described it with positive adjectives such as flexible, fair, versatile and effective. The employer image is very positive for the interviewees. No one had bad opinions of Barona as their employer. Valvisto (2005, 22-27.) summarizes that carefully planned and well-implemented strategy forms a good employer image. There was disagreement of what are Barona's operations and businesses. Some of the interviewees thought that Barona operates only in personal leasing sector.

Interviewees two, six and seven found the open vacancy with help of a friend who recommended Barona Logistics for them. Especially the young employees appreciate the fact that Barona Logistics has well-known companies as their customers. They appreciate that they can have a chance to work for some brand they already know or a brand that they can share values with. Students point out that there could be more school collaboration, as Barona Logistic has a lot of open part-time positions in which students could be interested.

Many of the interviewees point out the importance of the flexibility of Barona Logistics when it comes to changing life situations. Interviewee five had her maternity leave and returned back to the same work step-by-step when at the same time took care of her baby. The size of Barona Logistics feels safe for the interviewees. The interviewees know that if the life situation demands a move to another city, they have possibility to continue working in Barona Logistics in almost everywhere in Finland. Even if the employees would like to change the industry, Barona concern offers them a lot of different work possibilities in various sectors. Mathe (2011, 86-88.) and Burke & al. (2012, 185.) agree, that a flexible work environment increases the motivation of the employees.

Recruitments of Barona Logistics are usually short and fast. A new employee must be found in a week. (Barona Logistic recruitment team) By Kauhanen (2010, 82-84) even in short recruitment processes, it is important to have time to analyze the company's culture and combine it with employee's characteristics and interests. Interviewees three, four and eight needed to get a job very fast. Barona Logistics was the first option that came to their mind when thinking about open positions in logistics sector.

The other sources for finding Barona Logistics were via recruiting websites www.mol.fi and www.monster.fi or that the employment agency recommended the position for them. For interviewees two, three, four, six and eight, Barona Logistics was the first company that contacted them after starting the job search. Interviewee eight appreciated that Barona Logistics contacted her so fast. She took the job immediately and did not even give a chance to any other companies. Interviewees see Barona's fast recruiting process as a very strong competitive advantage. When it comes to the decision making, Österberg (2009, 86.) reminds that non-selected applicant must be informed about the decision as soon as the selection is done.

If the interviewees were starting to search for new job now, interviewees one, two and four would start to search for a new job by contacting Barona Logistics recruitment team. Donovan (2015.) and Cappelli (2013.) convince that during the recruitment process, recruiter and candidate create an important human contact that can lead to long and trustful employment. Few of the interviewees mentioned that Barona does not publish all their open vacancies on the internet. If the employee contacts the recruitment consultants personally, they could easily get bigger variation of different jobs. They know that Barona Logistics is a very flexible employer and they would find suitable job for them easily. Interviewees three, five, six, seven and eight would start searching from the recruiting websites but they see Barona Careers as a considerable alternative. None of the interviewees would start to search for a job from social media, for instance LinkedIn.

According to interviewee six, simplicity and clarity are the most important elements in a job advertisement. Another important element is that there are not too high criteria for the employees. A description of the team one is going to work in would be beneficial. Interviewee eight pointed out that it is very important for her to have a named contact person in the job advertisement. According to the interviewee five a job advertisement that appears visually, has pictures and videos would increase his interest to the position. A short video of daily routines gives a concrete example of the tasks and demands for the position. Videos, pictures and blogs increase personal interaction with the candidates as well. That has positive effect on the quality and the number of applicants. (Madia 2011, 22; Salli & Takatalo 2014, 35.)

All of the interviewees are satisfied with the recruiting process of Barona Logistics, which has been very quick, easy and effective. Interviewee three feels that he did not get enough information of what kind of person Barona Logistics is looking for exactly. He would like to have short comments from the team of what kind of a colleague they are

looking for in the job advertisement. Valvisto (2005, 22-27.) sums up that the given company information determines what kind of candidates apply for the open position.

Interviewee four feels that he has a very talented consultant manager in Barona Logistics. From the very early stage his recruitment consultant analyzed his personality and matched it with the right warehouse position. Ryan (2014.) states that interaction during the interview is important in order to get vital information concerning skills that are not found in resumes, for instance soft skills of a candidate. Interviewee four has worked in the same warehouse for five years now because he matches to the team so well. Interviewee four sees that it is very crucial that the consultant manager has wide knowledge of the logistics sector.

6.2 Soft skills and hard skills

Possibility to work independently, get responsibility and have versatile tasks are the best liked features in the current job for the interviewee two. Good colleagues and impartial management team are key factors when it comes to succeeding at work. Interviewees get motivated from different opportunities and work environments. By “50:50” rule, Thomas (2004, 55.) adds that work environments have different influences on employees’ motivation and are hardly measured.

Interviewee three appreciates that there is no work related stress in warehouse work. The work is done during the working hours and there is no need to think work-related things at home. He is able to work besides school and succeed in both excellently. He wants his work to be appreciated and that everyone in the team works towards the common goals and support each other. He worked earlier as an entrepreneur. Due to the high stress level and the busy combination of work and personal life, he sees the change to warehouse work as the best choice in his life. The primary needs like feeling safe, sleeping and eating motivates employees. (Thomas 2004, 55.) Burke & al. (2012, 185.) remind that long work-related stress can cause problems with one’s health.

Work atmosphere is seen as the biggest motivator in the warehouse work. By McKenna (2011, 20.) work atmosphere is an intrinsic motivator. Some of the interviewees wanted to stay in a warehouse position just because they really enjoy their work community and do not want to change it. It is clearly noted if somebody doesn’t want to be at work and it affects immediately the work culture, says interviewee four. If everyone likes their work and at the same time are willing to help each other and have fun at work, the atmosphere at work is as its best. No one should be left outside the group.

All the eight interviewees see that it is easy for them to learn new tasks and methods. This is a crucial element in the warehouse, because the most experienced employees have to be able to change tasks very quickly and unexpectedly. Change competency measures employee's ability of adapting to different environments and how well change is managed. (Chandan & Rama, 2016, 363.) The positive thing in the warehouse job is that you are able to change your shifts or get extra shifts to gain more salary. (Interviewee two.) Rewarding by salary and prizes are extrinsic motivators. (Mckenna 2011, 10.)

Interviewee one sees that to learn new tasks and face challenges are the most rewarding elements in his work. He sees this as a challenge: one can continue to work in the same, familiar way or try to figure out a way that is more effective. This way of thinking has made him successful in his career.

Interviewee two and three mentioned that it is easy to get managerial tasks in a warehouse if employees are willing to have them. Interviewee two got some supervisory tasks already after working a couple of months in the warehouse. Competences like leadership, planning and organizing help employees to succeed in their tasks. (Payne & Wood, 1998, 19-34.) Many of the blue-collar employees want to work as a subordinate. This is why it is quite easy to get promotion in a short time. In the warehouse industry, managerial tasks do not need a corresponding educational level. (Interviewee two.)

6.3 Motivation and objectives

New challenges are the biggest motivator for interviewees one, two and three. One can go forward and widen their knowledge, which motivates in a work where one has to have very high routine-tolerance. By Thomas (2004, 55.), motivation encourages one forward in their career. Interviewee eight searches endlessly for chances to compete against herself and gets motivated when facing new challenges and small difficulties.

Interviewee four had been unemployed before and he feels that it is important that the work he does has an impact on the society. He feels that now he can help the government by paying taxes, for example. He thinks of his work as a part of a bigger picture - where the products are going after the warehouse and how they affect people's lives. According to Thomas (2004, 55.) aforementioned situation is a need to be connected to society and people around us. Bakker and Leiter (2010, 2.) respond that a feeling of belonging to a certain group is an important engagement factor.

Interviewee two gets motivated by people. For him, it doesn't matter what the work consists of exactly, if the people around him are the right ones. He does not think that warehouse job was his dream, but due to good working community and nice supervisors, he stayed in the industry. Working conditions and environment affect person's motivation. (Mathe, 2011, 86-88.) Interviewee two points out that compared to his previous experience in security industry, he says that in a warehouse there is no high hierarchy. This makes it easier to communicate with managers and affect the atmosphere positively.

For the interviewees three and four who are students and work part time in logistics sector, the motivators are quite different compared to other interviewees. Mckenna (2011, 10.) reminds that motivation depends on the person's own feeling and life situation. Due to the fact that working in a warehouse is not the work interviewee three and four see themselves doing in the future, the biggest motivator for them is money. They would like to work in the evenings and nights in the frost environment, where the salary is better. By the interviewees who have a permanent position, money is not an important motivator in their job. (Interviewee one, two, five, six, seven & eight.)

For interviewee four, it is very important that someone says that he does good work. Feedback is an intrinsic motivator, because it is immaterial. (Mckenna 2011, 10.) Interviewees one, two and three see financial reward as the most effective and concrete way of thanking good employees. By Mckenna (2011,10.) financial prizes are a part of extrinsic motivators. Interviewee three appreciates public rewarding or group level rewarding so that he could share the success with his managers and colleagues.

The interviewees do not have any specific objectives in their work according to the responses. Managerial tasks were offered to interviewee six, but he wanted to continue with basic warehouse tasks. Interviewee two wants to do his daily tasks at work and try to do them as well as he can. He is very happy with his job at the moment. The interviewees mentioned that their objective is to get permanent work from the warehouse. For them, the best thing in the work is that there is no work-related stress and not too many objectives. According to Perl and Schmitt (2007, 53.) colleagues and positive atmosphere are more far-reaching motivators for a worker than money and chances to promote.

All the interviewees mentioned regular working time, breaks and holidays as important aspects of their work in the future. Aforementioned things are related to primary needs, that motivate people in first place. (Thomas 2004,55.) Possibilities of continuous learning and developing are the most important elements in the future work according to interviewee one. (Interviewee one.) For the interviewees two, three and four these

elements are the location of the workplace, good team and satisfying salary. Interviewee four mentions that the reputation of the company plays a big role.

6.4 Competencies and characteristics

The interviewees have a very active lifestyle that includes going to gym, playing football, playing ice hockey, jogging or riding in their leisure time. Women that participated in the research, emphasize that their hobbies are usually seen as quite masculine. They do voluntary fire brigade, crossfit and weightlifting. Interviewee three says that physical fitness is necessary in order to perform successfully in the warehouse environment. Physical fitness is related to the competency that helps people in handling their demanded tasks. (Payne & Wood, 1998, 19-34.) Other leisure time activities of the interviewees include travelling, coding and photographing. No one pays special interest in music or other arts.

Seven out of eight interviewees have participated the Finnish military service. Six men have completed the compulsory service from six to twelve months and one woman has completed the voluntary service of one year. This is an advantage in warehouse work where one has to be routine-tolerant. The advantages of the candidates who have gone through army are knowing how to answer to commands, being punctual and working in a team. (Barona Logistics recruitment team; Tulgan 2015, 36.)

Interviewee eight writes her own blog online. She uses different social media platforms, where she publishes pictures and thoughts about fashion, fitness and cosmetics. She follows different fitness stars and models regularly in the internet. Interviewee two watches different Youtube starts and listens to podcasts often. Almost all respondents watch Netflix or HBO in their free time.

Almost all of the interviewees describe themselves as patient, honest and trustworthy. Almost half of the respondents define their personality as independent and shy. Interviewee four says that he has leadership potential, he is self-driven and ambitious. None of the interviewees say that they have good social skills, high emotional intelligence or a creative personality type. By Chandan and Rama (2016, 347.) characteristics are underlying competences of a person that correlates to how the employee performs at work.

The balance between work and family life is the most important value for the respondents. Interviewee five and six pointed out that for them, wellbeing is one of the most important

value in their lives. They have healthy lifestyle to prevent health problems. According to Barona Logistics' recruitment team, it is important to know candidate's values in order to match the candidate with the right warehouse, where culture and atmosphere meet the candidate's needs. Burke & al. (2012, 185.) add that the employer can try to customize the work according to the current situation of the employee to avoid work-related stress. None of interviewees see high work position as an important factor in their life. Having an own house and a car were seen as important things. Having children is one of the main objectives for the future for almost all of the interviewees.

High routine-tolerance and patience are the characteristics that are needed most in the warehouse work according to interviewee three. Aforementioned characters are non-technical traits and related to soft skills. (Klaus 2009,10.) Interviewee four mentions that the characteristics and competencies that help him succeed in her daily work are that he is a quick learner, conscientious, careful and very interested in logistics sector. Carefulness is seen as characteristic of a judging employee by Furnham (2008, 114.) Quickness and steadfastness are the key characteristics for interviewee five. By Furnham (2018, 114.) extraverted employees participate in tasks quickly.

6.5 Employee compensation and engagement

Interviewees say that Barona Logistics offers Terveystalo healthcare as a benefit that they are able to use when they are sick. By Armstrong (2009, 459.) benefits are special arrangement to engage employee to company. Interviewee five says that Barona's healthcare is quite limited and she is not able to utilize for instance special doctor consultancy. She adds that during the first month of employment, the new employees are not able to use free healthcare at all. Armstrong (2009, 460.) reminds that some benefits can be really costly for company and they should be well planned in the strategy of HR department.

By Lampikoski (2005,36.) company needs to recognize needs and expectations of the employees and answer them as well as they have resources. Almost all interviewees mention that the employment benefits are not the reason why they work at Barona Logistics. Interviewees two, three and four told that they are unsatisfied with their employee benefits.

Interviewee two (pointed out that he is disappointed with the fact that Barona Logistics does not cover the commute costs for their employees. Commute costs are related to financial support benefits and are not required by law. (Armstrong 2007, 460.) Interviewee

two says that one fifth of his salary goes to paying for gasoline. Interviewee three commutes daily to work by public transportation through three different zones. His single ticket only to go to work and come back costs almost fourteen euros. He says that if Barona Logistics would even pay some part of his commuting to work, it would be a big motivator.

Interviewee eight mentions that usually in the logistic industry, employment benefits are not the best compared to other industries. For that reason, she is quite satisfied with her benefits in Barona Logistics. According to her, the most important benefit is healthcare. The only benefit that she would wish to have is a personal accident insurance. According to her, quite many other logistic companies offer that for their employees. Armstrong (2007, 460.) states that insurances provide security for the employees.

Younger interviewees one, two, three and five would like to have different sports and activity benefits to increase their engagement to Barona Logistics. Different sport and activity vouchers prevent employees from burning out and engage employees to the company. (Bakker & Leiter, 2010, 2.) Some of the interviewees are surprised that Barona Logistics doesn't have recreational vouchers for their employees. Interview four would like it if Barona Logistics could arrange different gym possibilities for their employees.

Most of the interviewees mentioned that they do not have enough recreational days or employee celebrations. Interviewee one mentioned that Barona Logistics did not arrange last year even a Christmas party for their employees. Employees arranged a party themselves. Interviewee three mentioned that since he started working at Barona Logistics in 2014, there have been no recreational days arranged for the staff. He mentioned that Barona Logistics' managers at the warehouse have regularly different managers' days as recreational days. Supervisors' recreational days consist of various different training sessions, eating and drinking. He would be happy if Barona Logistics could arrange similar kind of events for their blue-collar employees too. Social events arranged to the staff strengthen the co-operation between employees and increase wellbeing at work. (Academic Work 2018)

Interviewee four mentioned that he would like to have new working clothes. He has worked for a long time in old and worn out working clothes. Barona Logistics has not delivered new clothes for him. He says that if he wears the same clothes for forty hours per week, it would be good to have a few sets of similar clothes. Barona Logistics offers one set per employee. As comparison, the interviewee five says that it is a really good

benefit to get all working clothes from Barona Logistics. In her previous work places, it was her responsibility to buy or find required work clothes and equipment.

Interviewee seven mentions that if Barona Logistics tries to polish employer image, they should offer something unusual for their employees. In his opinion that could be, for instance, trips to some other cities in Finland or abroad, free lunches, gym cards or free commuting. Interviewee eight as a mother of two, mentions that daycare for their children would be the best possible employee benefit that the company could offer for her. To stand out for job-market employer must offer different benefits compared to its competitors. (Go2HR2015; University of California 2015.)

Interviewees two and three mention that their salary did not grow after two years of hard work in the company. Dissatisfaction towards employee benefits can lead to absences and low work motivation. (Lampikoski 2005, 27-37) Barona Logistics increases the salaries on the basis of collective agreement. In addition to this, interviewee two says that if the company really wants to keep their key employees in the company, they should think about an individual rewarding system. If the salary grows only every third year with twenty cents, it is not a motivator for the employee. The interviewee six questions that if Barona Logistics cannot raise the salary of an individual employee, could there be some other way in which the company could reward the trustful and hardworking employees.

7 Discussion

The first part of this chapter covers how results of this research answer Barona Logistics' expectations and the theoretical framework. In this chapter we will compound the results and give suggestions for improvement in order to answer research questions and tackle the research problems. Suggestions for future research are given. Finally, our personal learning is discussed.

Recruiting

The employer image of Barona Logistics, based on the results of the research, is positive. The company has succeeded in creating the right employer image to reach the right, passionate people to work in the company. By Valvisto (2005, 22-27.) and McLeod et al. (2011, 20.) a desirable employer image is the premise for attracting the right candidates and presenting the high-quality image. As predicted, Barona Logistics' recruitment strategy is well-planned to support the desirable employer image.

The biggest advantage, as over half of the respondents stated, is that Barona Logistics was the first company to come into their mind when they thought about open positions in logistics sector. As Hubschmid (2015, 53) and McLeod et al. (2011, 4.) stated, the employer image correlates on what kind of candidates the company gets. Overall, Barona Logistics has worked well with their employer image and succeeded in showing this through the right channels to the right target group.

The competitive advantage of Barona Logistics is to contact the job-applicants quickly, which almost all respondents mentioned in the survey. As we are facing economic upturn and labor shortage, competition for good employees in logistic field is high. (Ministry of Finance, 2017.) Fast actions are advantage in keeping the market-leader position. As Sundvik (5.3.2018) reminds, during labor shortage company should concentrate on candidates who do no search for a job at the moment, but who are potential candidates and haven't start their job search yet. Potential candidates can be found from different institutions, gyms, sport centers or they can be reached through different social media channels.

As it could be predicted, most of the candidates started their job search from the recruitment sites. Some of them looked for information from Barona's own page as well. Most of the respondents mention that they would start their job search from Monster and Mol. Barona Logistics publishes their job advertisement in four different pages: Barona

Career, Monster, Oikotie and Mol. Overall, Barona Logistics has planned their candidate marketing well concerning the market channels. Based on the results of the research, LinkedIn and social media channels should not necessarily be added to the candidate marketing strategy.

The biggest advantage of Barona Logistics' job descriptions is the visuality. Almost half of the respondents mention that videos and pictures increase their interest and show well what the job contains. Visuality of the job-advertisement helps the candidate to understand the content of the role. Tasks and responsibilities should be clearly defined. (Go2HR 2015; University of California 2015.) Contact person and contact information are important facts for the candidate and should be part of the job advertisement. Previously mentioned things increase personal interaction that is beneficial to employer image. (Madia 2011, 22; Salli & Takatalo 2014, 35.)

Some of the respondents mentioned that if the organization is youthful and baby boomers are even not considered for the open positions, description of the work environment and the team should be clarified. To attract the right talent, the job description should be planned in a clear and precise way; it should include detailed company information and a reliable description of the working environment. (go2HR 2015; University of California 2015.)

Barona Logistics' recruitment team got positive feedback from their work in the research. Recruitment consultants were seen as experts who know how to fit the right talent to the right workplace. The consultants support employees' long employment periods and give them different opportunities to grow and learn more from logistics sector. Successful candidate marketing and recruitment covers many small elements, but mostly the human contact is remembered, which is an inarguably important part of the process. (Cappelli 2013; Ryan 2014.)

Soft skills and hard skills

Low stress level of warehouse work was a highly appreciated factor according to the interviewees. This is an important fact when compared that to the objective of Barona Logistics, to have warehouse workers who will stay for more than one year. As stated by Thomas (2004, 55.) and Burke & al. (2012,185.) when stress level is high, the employees are more likely to leave the work due to the problems with mental or physical health.

When creating the candidate profile, the company should take into account their different working places and plan in advance, what kind of employees would fit in different companies. There are differences in age groups, personality types and ways of working. By the recruitment team of Barona Logistics, the objective of the recruiter is to match the right talent with the right warehouse.

Above all, the educational background of the candidate is not a key factor and experience from other business fields are not seen as weaknesses of a candidate. According to Balcar (2016, 454.) and Rötken (2015, 58.) hard skills can be trained and therefore should not play too big of a role in recruiting. In conclusion, a candidate profile should not have a too strong of a standard in candidates' education or work experience. The interviewees stated that it is easy to get promoted in the warehouse and get more responsible tasks.

Almost all of the respondent remark that their objective is to have permanent work. It shows that many of the best candidates are not looking for development opportunities in their career. Instead, recruitment consultants of Barona Logistics' say that the best warehouse employees are eager to develop their skills continuously. According to this, it can be stated that warehouse employees have objective in their daily work, but not for the future. Opportunities for full time permanent contracts should be offered to get more applications from the most potential candidates in the logistics field. Future objectives of most of the employees lay in having a big family or own house, instead of having high status at work.

Motivators & objectives

To learn new tasks and gain more know-how were seen as the biggest motivators in the work. Progressing attitude and willingness to learn can be defined as the most important personality characteristics of the candidates according to the recruitment team of Barona Logistics. This is proved by the recruitment consultants and the applicants. According to the recruitment team, job experience is not always required, but there should be motivation to do physical work. (Barona Logistic's recruitment team.)

Minimal work related stress and possibilities to improve one's physical condition can be defined as key motivators for the warehouse employees. Based on Mckenna (2011,10.), no work-related stress is linked to intrinsic motivators, which are immaterial motivators. Other motivators were new challenges and the people. New challenges should be taken into consideration and think of what kind of challenges the company is eager to provide for their employees to give them more motivation and to have better results. Above all, the

warehouse workers are willing to develop their professionalism continuously and learn new things.

As mentioned by the recruitment team of Barona Logistic's, warehouse employees need to have high routine tolerance, as work tasks can be sometimes really similar to each other. The team should work well and people should feel comfortable with each other in order to discuss the possible negative sides of the warehouse work. Happy and satisfied employees are more likely to be engaged to the company. (Lampikoski 2005, 49; Mathe 2011, 86-88.)

To have an impact on the society was mentioned as a motivator and the objective of work. That matches to Barona Group's mission, which is to take society towards a better future. (Barona Group 2018.) Money was only mentioned by one respondent as a key motivator to work in warehouse. The person who mentioned it was a part-time working student who wants to work later in the banking field. For the company, it is beneficial that the employees are not motivated by extrinsic prizes, due to the expenses for the company. (Mckenna 2011, 10.) On the other hand, incentive pays would be way to encourage employees and increase their motivation. (Torrington, Hall, Taylor & Atkinson 2009, 162.) As stated by the recruitment team of Barona Logistics, an ideal candidate is willing to work with the salary measured in the collective agreement.

As mentioned in the beginning of this thesis, the candidate profile will be built based on the profile of packer and picker. In these professions, salary is usually measured by the collective agreements which increase the salary linearly correlating with the amount of experience in the field. (Palvelualojen ammattiliitto 2018.) Workers who end up working in the warehouse, know probably beforehand that is not the field where you can earn millions, but the key motivators are elsewhere. (Barona Logistic's recruiting team 2017.) The candidate profile should not concentrate too closely on the salary objectives.

Money was mentioned as a rewarding element by almost half of the respondents. For others, verbal rewarding individually and at the group level was seen as a good practice to gain feedback from one's own performance. By Pitts (2015, 11.) money is a good option of rewarding employees for their physical performance. An incentive pay on the top of the salary could be a way of having the most effective employees. (Barona Logistics' recruitment team; Torrington et al. 2009, 162.)

Based on the results of the research, the ideal candidates are not career driven. Career opportunities and promotion are not the way to engage warehouse employees or to grow

their motivation. As a contrast, Lampikoski (2005, 50.) claims that people who do not have opportunities to move forward in the company are likely to change the organization in a short time.

Regular working hours, precise breaks and holidays were mentioned as the biggest advantages of working at a warehouse. This is a way for an employer to ensure that the staff members have time to recover from work and concentrate better. (Academic Work 2018; Biron, Burke & Cooper 2014, 135.) The main objectives of warehouse workers are mostly in their private life. They see their ideal work life as a stress-free, relaxing and enjoyable part of their life, which has added value for improving their physical condition as well. Aforementioned sentiments can be related to the perceiving characteristic type. Perceiving characteristic type wants their job to be flexible and changing. (Furnham 2008, 114.) In conclusion, flexibility and opportunities to change working environment should be taken into account when planning candidate marketing.

Competencies & characteristics

According to Barona Logistics recruitment team, the most important characteristic in order to succeed in the warehouse work is to be physically fit. According to the respondents of the research, the ideal candidate has an active lifestyle including many physical activities like gym, hockey and riding. The fact that almost all the interviewees have participated in the Finnish military service supports the idea of Barona Logistics' recruiting team's (2017.) ideal candidate. Physical fitness can be attributed to change competency, because it improves the performance in the present and changing work tasks. (Academic Work 2018; Chandan & Rama 2016, 353.) In conclusion, the ideal warehouse candidate should have an active lifestyle in order to perform in the warehouse successfully. Other leisure activities such as music and art are not beneficial in the warehouse work.

Patience and carefulness were mentioned as important personal characteristics of an ideal employee. According to Furnham (2008, 114.) these are characteristics of an introverted person. The importance of these characteristics in this position is based on the routine nature of the warehouse work. Patience and carefulness are characteristics that help with planning and organizing the work, which can be seen as an important factor when dealing with pick and pack working tasks. (Barona Logistics' recruitment team.)

None of the interviewees see themselves in leadership positions or as having characteristics of leader. In other words, Barona Logistics search for not too highly educated people who have high work moral. The ideal candidate is not willing to build

their career strongly, because their main objective of life leans on family. The choice of recruiting channel depends on whom the company wants to reach. (Kauhanen 2010, 83.) Candidate marketing of Barona Logistics should not concentrate on professional fairs and universities. Instead, the most potential candidates can be found from local markets, football grounds or gyms based on their leisure activities.

Personal characteristics are contradictory compared to what motivates the eight employees. According to the results of the research we can indicate that most of the respondents have shy, calm and not too talkative personalities. These are introverted characteristics. (Furnham 2008, 114.) As found in the research, other people are the reason why most of the warehouse employees like their job. Aforementioned is typical for extroverted people. (Furnham 2008, 114.) In the beginning of their employment, the ideal candidate is shy and likes to stay alone, but when they slowly get familiar with their colleagues, they like to keep them really close and consider them as good friends. According to Bakker and Leiter (2010, 5.) and Lampikoski (2005, 49.), the social context is one big engagement factor. It gives emotional support for the employees at work.

Comparing to the characteristics mentioned in previous paragraph, learning quickly and adapting skills were considered as the most important competences of a good warehouse employee by the interviewees. Learning skills are usually based on the motivation and interest in particular tasks or certain position. They help employees to survive in different tasks, changing environment and upcoming events. (Chandan & Rama 2016, 353.)

Compensation and engagement

The interviewees of this research are mainly unsatisfied with their current benefits as an employee of Barona Logistics. It is important to plan how to engage the key employees to stay with the company. In addition to this, Barona Logistics should think what kind of benefits to offer for the new candidates so that they would apply and want to work for them. On the other hand, Fisher (2015, 21.) says that benefits alone do not encourage employees for better results.

Free healthcare was said to be the best employee benefit that Barona Logistic offers at the moment. Due to their limited healthcare service, it can be stated that the employees could probably not get help from a psychologist or a physiotherapist when needed. Based on the results of the research, healthcare services are not available during the first month of employment. Good healthcare benefits would not be the best way of attracting talents to work with Barona Logistics. Armstrong (2007, 460-461.) points out that health benefits

improve the feeling of security for the employee. It can be declared that healthcare is one of the benefits of Barona Logistics, but it is not the benefit that keeps employees engaged to the company.

Commute was pointed out in the results of this research. Due to the fact that warehouses are not usually located in the metropolitan area, the commute to the workplace can take time. According to the results of research, the basic salary in a warehouse is not high. For this reason, the employees need to pay attention to the expenditure. Due to the fact that some employment relationships in warehouses last under three months, it is not profitable for the company to offer costly benefits, such as free gasoline or public transportation tickets for their employees. (Barona Logistics' recruitment team.) One alternative is to start recruiting only locally. The employees can easily come to work by foot or bike and the money for the transportation is saved.

As found in the results, personal accident insurance would be a good benefit for engaging employees. This could be one way for Barona Logistics to have more potential candidates. It can be indicated that personal accident insurance would bring more elderly candidates to work with Barona Logistics, because high schoolers might not know how good of a benefit that insurance would be. Some of the insurances have to be provided by law, but the additional insurances increase the employee engagement. (Academic Work 2018; Armstrong 2007, 460.)

Almost all of the young interviewees want to have more recreational benefits and activities from Barona Logistics. According to Barona Logistics' recruitment team, the ideal candidates of Barona Logistics have an active lifestyle and they do lots of sports in their leisure time. Therefore, different recreational vouchers could be good motivators for the employees as Armstrong (2007, 460.) mentions. On the other hand, Barona Logistics has now around 3000 employees (Barona 2018.). Offering recreational benefit for everyone would be quite costly and might not be profitable in the long run.

The results measured that the employees of Barona Logistics would like to have more recreational days, trainings, staff parties and events. More trainings and recreational days could be offered. Everyone who is interested could participate. Recreational days may not be an attraction alone, but things like that are important when people tell about their experiences to each other. Recreational events outside working hours are an important factor in preventing health problems and absence from work. (Academic Work 2018; Bakker & Leiter 2010, 5.) Barona Logistics should think what they could do to keep their employer image at the level where everyone wants to work with them.

As Burt, Schede & Trutko (2013, 3.) state, during labor shortage, company needs to do something unusual that would bring the most potential employees to them. Candidate marketing should be based on our ideal candidate profile, what the candidate wants and what Barona Logistics could offer to them as an employee. Armstrong (200, 4-6.) and Fisher (2015, 23.) advice to research the employee compensation and engagement with an employee questionnaire and comparing the results against the competitors.

According to the results of the research, compensation for the employees should increase by the years of employment. That is proved by Lampikoski (2003, 36.), who argues that in the long run employees are the company's strategic advantages and investing to them is the same as investing to the success of the company. In conclusion, candidate marketing should be well and fruitfully planned, but keeping in mind that the benefits should be available for the employee during their whole career in Barona Logistics.

7.1 Development ideas

This section concentrates on concrete development ideas based on theoretical and empirical part of the research. Development ideas are given for further development. Ideas are based on the interview of the warehouse employees. These development ideas answer to the research questions: which motivators, interests and competencies an ideal candidate has, what are the best channels to reach and attract high quality candidates and what kind of benefits Barona Logistics should offer to the high quality employees to attract them and to keep them in the company?

Employer image is already well planned, but Barona Logistics should still keep working to obtain a clear leader position in logistic sector. In their candidate marketing, company should concentrate in being the first company that comes to a candidates' mind when they start job searching.

Fast recruitment process is Barona Logistics' competitive advantage. According to candidate profile, ideal candidate has active lifestyle and could be found from sport grounds and gyms. As a trailblazer, recruitment could be taken to next step and potential candidates could be interviewed and hired straight from their hobbies. In addition, interviewing students straight from school could be a possibility to reach a lot of potential candidates.

Candidate marketing should be taken to different media channels like Youtube, Netlix, Ruutu and blogs, which Barona Logistics target group uses on a daily basis. Ideal candidate uses a lot of different social media platforms. Therefore, social media should be taken into account when planning marketing channels. Some of the interviewees are writing blogs and having their own Youtube channels. Company could use them as brand ambassadors who would share their work experiences and empower Barona Logistics' employer image.

Barona Logistics could arise the interest of the applicant if they would highlight more benefits, for example free health care or working clothes in the job advertisement. In addition to this, a 'straight to work attitude' could attract optimal candidates and should be taken into account when planning candidate marketing.

Visual job advertisement attracts the candidates. Pictures and videos should be added to Barona Logistics job advertisements. Specific description of ideal candidate and work environment should be more detailed. Information of the contact person must be part of a job advertisement, because it should be easy to get more information if candidate is interested in certain position. Benefits of employment should be at least partly presented in the job advertisements.

Job advertisement should not concentrate too much on candidate's hard skills – instead, soft skills should be underlined. Possibility to learn new tasks and gain more know-how in the position ought to be highlighted. An ideal candidate has progressing attitude and has willingness to improve their own skills continuously. Previous work-experience should not play a big role in the job advertisement.

Based on the ideal candidate's active lifestyle, new employee benefits could be added. In the long run, attracting employees with free gym card or sport voucher could bring more potential candidates, extend employment times and be profitable. As alternative, Barona Logistics could reward their employees after a couple of years of employment with an opportunity to get recreational vouchers or free access to gyms. In that case, engagement of the employee grows and motivation increases.

Even though money was not a key motivator of the employees, some improvement could be done to engage and attract more potential candidates. As an alternative, Barona Logistics could create their own incentive pay system or reward the employees after they have worked for a certain period in the company. That supports ideal candidate's objective of getting a permanent position and having a long-term employment relationship.

Incentive pay is a good compensation for candidates' motivation to perform physical tasks.

As mentioned, permanent employment is the biggest objective of an ideal candidate. Barona Logistics should think of how they could use that objective to motivate the employees. Permanent work contract should be a reward after a part-time contract. Family-oriented candidate, who is looking for stability and regular working hours, does not need a specific career prospects or possibilities to promote.

Based on the results and the created candidate profile, colleagues, management team and no work-related stress are an important part of the employees' motivation. Aforementioned things should be revealed in job advertisement and during the recruitment process. Ideal candidate is a team player. The recruitment consultant should continue paying attention on how to match the right talent with right team in order to engage the employee.

Personal characteristics of an ideal candidate are calmness and shyness, which are related to the introverted personality type. During the job interview, more attention should be paid to the fact that for an introvert person it is hard to highlight the strengths of their soft skills. The recruiter should take into account the differences between introverted and extroverted personalities and remember that patience and carefulness are important characteristics of an ideal warehouse worker candidate. During the interview, more attention should be paid in learning skills and motivation to different tasks in a warehouse.

Free healthcare is valued benefit that brings the employees a feeling of security. The additional value of extended healthcare, that includes psychologists' services, should be analyzed. In addition to this, profitability of gasoline compensations could be calculated. Improvements to benefits that concern healthcare, transportation and insurances should be done based on profitability calculations and this research.

Recreational days motivate and attract the candidates. Barona Logistics should add more recreational days for their employees. Recreational days bring employees together and engage them to the team and the workplace. Recreational days could attract candidates if the material from recreational days is used in marketing. Recreational days can be arranged outside working hours. Recreational days could consist of physical activities or training, because they are the motivators for an ideal candidate.

New challenges should be offered for employees regularly during the employment. An ideal candidate gets motivated from learning new and getting more responsibilities. Possibilities to beat one's old results should be available. In candidate marketing, Barona Logistics should emphasize their career opportunities in different sectors and warehouses. On the other hand, flexibility and ability to change can be a demand for a candidate.

7.2 Suggestions for future research

This thesis contribute on mainly how the ideal candidate of Barona Logistics would look like, what are candidates' interests, competences and motivators. In addition, the research examined where the ideal candidate is looking for job related information and what are the most important things in job advertisements.

Future research should concentrate more on the details of the candidate marketing. The research question could be "How marketing should be done to reach the ideal candidate of Barona Logistics." The research should concentrate more on marketing and the communication side of the recruitment. In the future, focus should be on the certain level of employee's and interview more people to understand comprehensively what factors affect the commitment reasons and ability to go forward in the career.

In addition, the future research should give deeper information on how the candidate profile works and research how the it affects to the recruiting process. Based on this, improvements could be added to the profile. Feedback from the stakeholders should be collected and the recruitment marketing campaign should be planned. Later on, with feedback from the sales department, improvements and changes for the candidate profile can be conducted.

7.3 Feedback and personal learning

This thesis was a great opportunity to learn both project management and academic writing in English. One of the most important things has been creating a schedule and following it along the way. It has ensured that all the topics have been covered and nothing has been left hanging. The results of the research answer to the research problem. Deadlines were set every week and they were followed systematically.

The topic of the thesis was a huge motivator. Barona Logistics will use results of this thesis in their everyday work and it helped with solving a huge problem. The concrete commission company and the fact that the research was needed was important. It was great to work with one kind of a preconception, finding deeper reasons to stay in

warehouse worker position. Blue-collar jobs are seen as being an interphase for young people. It was motivating to find out that this is not the case and the ways that Barona Logistics could use this information to help in recruiting warehouse workers.

The biggest learning happened when writing the theory of this thesis. Unfortunately, the courses from Haaga-Helia have not been very helpful with writing and no material from courses were used for this thesis. Writing references and searching for them were a great learning curve. We aimed to learn where and how to find references and how to refer within the text. It was interesting to search and read all the articles and books around the topic and see the different points of view. That knowledge will be helpful in the future careers.

It is clear that one should use a lot of time to plan and create framework for the thesis. Planning takes a lot of time but afterwards creating a table of contents and the viewpoint for the theory is clear. When observing the writing process afterwards, the planning process could have been still a bit longer. This way returning to conversation about the framework every week could have been avoided. The writing process has been very well organized and structured. That has led to well-structured thesis as well. Analyzing the results has been fruitful and led to concrete development ideas for the company. All the material and documents have been saved in online folders and were available all the time. Thesis meetings have been organized the same days of the week every week and the writing has been top priority constantly. The authors of this thesis participated in all the thesis seminars held by the advisor.

Both supervisors from Haaga-Helia and from Barona Logistics have been very helpful and key factors in the succeeded project. The amount of challenges and encouragement has been in balance and helpful in developing the thesis. The supervisors from Barona Logistics gave excellent feedback from the thesis. In their opinion, the created candidate profile responds their needs and challenges at the time. Supervisors state that the candidate profile is implemented in detail and all the important things have been taken into account. The candidate profile has been taken to use and presented to management, recruitment and marketing teams of Barona Logistics. The marketing department of Barona Logistics launches new campaign through the recruitment channels presented in the thesis. The target group of this campaign is measured by the candidate profile. Marketing and recruitment managers follow the results of the campaign.

The teamwork has been a success and very balanced as well. This kind of a project, when two people are writing a thesis, needs participants who are flexible but at the same

time very organized and result-oriented. There has to be personal similarities for being able to work together and some differences for challenging each other and being able to find blind spots of the thesis. It has been a great opportunity to develop personally, when seeing concrete weak spots in writing and structuring the text, for example. Feedback has been given regularly and directly, because the common objective was to develop as an academic writer and learn to analyze texts critically. There have been discussions about the reliability of the resources and ways to reference. Not working alone gives more motivation to long writing process and one does not get too blind for their own work.

The strategy of writing this thesis was to take small steps continuously and write small parts often. It was decided in the beginning that by writing huge parts in short time will not be effective in this case and writing smaller parts more often will keep the project in mind little bit all the time and giving opportunity for new ideas to arise. This led to a smaller level of stress when there was time for some days off and then getting back to writing. Development of the thesis after the thesis advisor gave his first feedback has been remarkable. Improvements have been done to all chapters. The quality of the references was verified and examined critically. The definitions of the key concepts were clarified. The choice of research methods was justified more deeply and compared to other possible research methods. After the first feedback and the followed improvements, the final thesis has sent for evaluation in a week.

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Appendices

Appendix 1 Interview questions

1. Name
2. Position
3. Relevant work experience
4. Educational background
5. Interests/hobbies/background from army
6. Your thoughts about Barona Logistics? Describe.
7. Through which channel did you apply for Barona Logistics? Had you been looking work actively for a long time before?
8. What do you like most in your work? What work tasks inspire you the most?
9. What is important for you in work culture?
10. Which characteristics help you to succeed in your work?
11. What are the biggest objectives in your work? What are your goals in the future?
12. What are the most important elements in your future work? (Location, culture, salary, projects, remote work.)
13. If you started searching a work now, where would you start looking for it? (social media, recruiting channels)
14. What irritates you the most in recruiting processes and job adverts?
15. From which channels you can get the most relevant information about your career?
16. What kind of job advert gets your attention?
17. What went well in Barona Logistics' recruiting process?
18. What could they improve?
19. What kind of benefits you get from Barona Logistics and what kind of benefits you would like to have?

Appendix 2 Candidate profile

Candidate profile – warehouse positions



PERSONAL CHARACTERISTICS

Calm

Shy in new situations

Willingness to work in team

Sporty and active

Family oriented

EDUCATION

Possible studies in polytechnics

Vocational school or high school

Comprehensive school

EXPERIENCE

Possible work-experience in warehouse, blue-collar position

Background from army

COMPETENCIES & CHARACTERISTICS

Active lifestyle: e.g. gym, running, playing football, weightlifting

Soft skills: patience and carefulness, high routine-tolerance, effectiveness, steadfastness, quick learner

Hard skills: using machinery, basic math skills

MOTIVATION FACTORS

New challenges and responsibilities

Colleagues

Fair management

Can separate the working life from the personal life > no work-related stress

Possibility to work independently

Regular working hours, breaks and holidays

Want to make impact to the society

Physical tasks

OBJECTIVES IN WORK

Get a permanent position

To do the daily tasks as good as one can

Receive verbal rewarding

Continuous learning possibilities

Growing responsibilities

BENEFITS TO ATTRACT THE CANDIDATE

Free health care

Work community compensation

Comfortable working hours

Recreational benefits and activities

Training programs

WHERE AND HOW TO ATTRACT CANDIDATE?

Recruitment sites

BaronaCareers

Youtube, Netflix, Ruutu & Blogs

Visuality, picture and videos as important elements

Sport hobbies and gyms

School co-operation