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DESIRED ASPECTS OF RECRUITING FROM APPLICANTS' VIEWPOINT

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As the economy has taken a turn for the better, companies are hiring again. Therefore, finding and attracting capable workforce is getting increasingly difficult. Thus, the aim of the thesis is to investigate the question: what are the main expectations of recruiting by the potential applicants for a job. To achieve this, the recruiting process is divided into three distinct parts: pre- interview, interview, and post- interview. Pre- interview part of the research concentrates on the aspects of a successful job advertisement and screening process. The interview focuses on the aspects of a successful job interview, and the post- interview section discusses the aspects of a successful post- interview informing to all the participants.

The primary data was collected through an online questionnaire. To support the data gathered from the questionnaire, and to help in formulating it, five people were interviewed on their views on what kind aspects they would expect from a recruitment process. The secondary data was gained through a literature review, that focused on successful recruitment processes and practices.

The results show that the most important aspect of recruiting process for the applicants is information on daily tasks, responsibilities and other practical issues. As long as sufficient information on the job and tasks is delivered, applicants could be expected to be mostly happy.

The research findings can be used in creating a more successful recruiting process. Additionally, it can be used to pinpoint possible faults in the current recruiting processes of companies

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Yritykset ovat alkaneet rekrytoimaan uusia työntekijöitä talouden otettua käänteen kohti parempaa. Pätevän työvoiman kiinnostuksen herättäminen ja löytäminen käy koko ajan vaikeammaksi. Opinnäytetyön tavoite onkin selvittää mitkä ovat rekrytointiprosessin piirteet, jotka ovat työnhakijoiden mielestä kaikista oleellisimpia. Kysymykseen vastaamisen mahdollistamiseksi rekrytointiprosessi jaettiin kolmeen osaan: Ennen työhaastattelua tapahtuva osuus, työhaastattelu ja haastattelun jälkeinen osuus. Ennen työhaastattelua tapahtuva osuus opinnäytetyöstä keskittyy hyvän työpaikkailmoituksen piirteisiin. Työhaastattelu osuus keskittyy menestyksekkään työhaastattelun piirteisiin ja haastattelun jälkeinen osuus tutkii onnistuneen haastattelun jälkeisen tiedottamisen piirteitä.

Ensisijainen tiedonkeruu tapahtui netin välityksellä kyselyn avulla. Kyselyn muodostamisessa käytettiin apuna viittä haastattelua, joissa kartoitettiin haastateltavien näkemyksiä miellyttävästä rekrytointiprosessista. Toissijainen tiedonkeruu tapahtui menestyksekkäitä rekrytointiprosesseja käsittelevään kirjallisuuteen perehtymällä.

Tulosten mukaan tärkein rekrytointiprosessin piirre hakijoille on informaatio päivittäisistä työtehtävistä, vastuista ja muista käytännönläheisistä aiheista. Jos hakijoille välitetään riittävästi tietoutta työnkuvasta ja työtehtävistä, hakijoiden voi olettaa olevan pääasiassa tyytyväisiä.

Opinnäytetyön tuloksia voidaan käyttää apuna menestyksekkään rekrytointiprosessin luomisessa. Lisäksi, tuloksia voidaan hyödyntää mahdollisten rekrytointiprosessin heikkouksien tunnistamiseen.

ASIASANAT:

Rekrytointi, Henkilöstöhallinto, Markkinointi, Työnantaja brändi

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1 INTRODUCTION

Capable employees are the foundation of every successful company. Only a few years ago, there were 10 000 more unemployed than there are now (Tilastokeskus, 2018). Now that the economy has taking a turn for the better in Finland (Ministry of Finance, 2018), it can be expected that the unemployment keeps diminishing. Therefore, it is necessary for companies and especially recruiters to recognize and acknowledge what are the wanted aspects in the recruiting process by candidates. This enables the companies to attract the most skilled employees, and hopefully make the employees choose to work for them over competitors.

There are authors, such as Kaijala (2016) and Markkanen (2005), who have written about the subject. Literature is available on how the different parts of the recruiting process should be handled, but there is a lack of research on what the applicants expect from the recruiting process. Finding out the desires of applicants is the main object for the thesis, and that is the author's contribution to the field. The author is working in the field of recruitment, so there is professional interest too to find out how to attract the most candidates, and which aspects and characteristics of the recruiting process are seen as the most important from the applicant point of view.

As mentioned above, there are authors, such as Markkanen (2005) and Kaijala (2016), who have written on how to recruit in a successful way. The scientific reports on the subject are non- existent, or at least well hidden, since most studies that could be found in English concentrate on the recruitment of soldiers or students, not on workforce. Literature that is available, is mainly written by recruiters, and are based on their own experiences on what kind of recruiting processes work the best. Therefore, a further research is needed.

The main goal is to answer the following research questions:

- What aspects and characteristics of the recruiting process do the applicants see as the most important in deciding on joining a company?

- What are the differences between different educational backgrounds?

By answering these questions, the author can gain a more comprehensive understanding on what kind of aspects the applicants from different educational backgrounds expect from the recruiting process. With this information, recruiters can construct a more applicant friendly recruiting

process, and processes or aspects applicants do not see as crucial, can be eliminated to streamline the operation.

Below is illustrated the rough outline for a typical recruiting process by Gareth Roberts (1997, p. 5). As the thesis concentrates on what aspects the applicants' value most in the recruiting process, the author concentrates mostly on them. These parts of the flowchart are as shown in the figure 1: attract candidates, assess, decision, offer and induction.
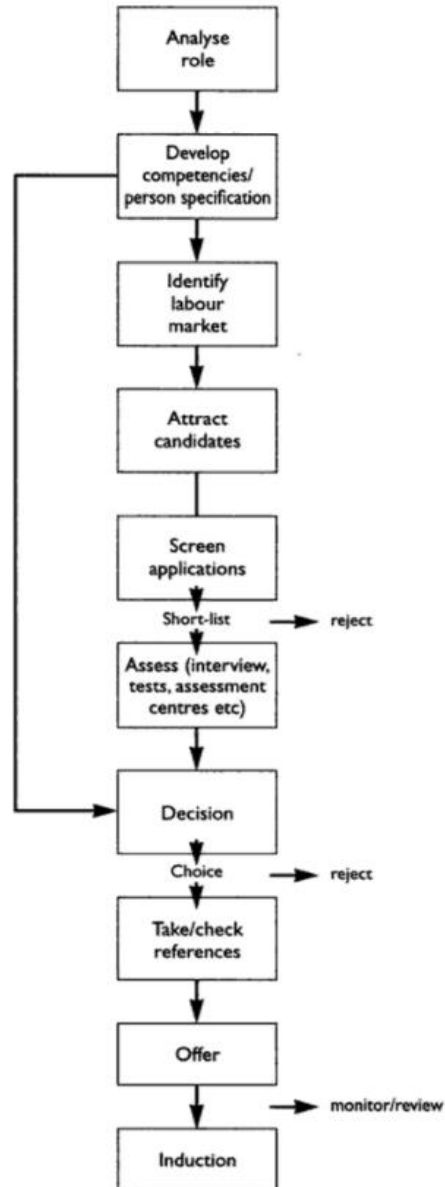
Figure 1. Selection process flowchart (Roberts, 1997, p. 5)

The author recognizes that, for example, role analysis shown in Figure 1 plays a major part in the recruiting process and is seen by the applicant through the initial job advertisement, in which the tasks and requirements announced are a direct derivative of the role analysis and person specification process. However, since that is mainly an invisible part on the applicant's side, that is not the focus in this study. The recruiting process itself has not changed in the recent years, rather the channels for recruiting have changed, making this flowchart still highly valid, despite its age.

2 SUCCESSFUL RECRUITING PRACTICES FROM THE RECRUITERS' VIEWPOINT

As mentioned before, the literature contains a lot of information on what the successful recruiting process are. Dessler (2017, p. 171) defines recruiting as "…finding, and/ or attracting applicants for the employer's open position." The importance of a professionally acting recruiter using appropriate practices of recruiting is crucial for companies, since an unqualified recruiter can ruin the company image, by presenting themselves in an inappropriate way. Stories about these kinds of recruiting practices spread amongst people quickly. (Vaahtio, 2005, p. 13) As a general guideline, the recruiter ,through their behavior and actions, should respect and value all the people asking about the job, all the applicants at all stages of the recruiting process and the ones who did not get chosen (Vaahtio, 2007, p. 12). The next part of the thesis discusses the theory of good recruiting practices of an individual face-to-face interview based recruiting process with a one interview phase. For the sake of clarity, the author has divided the recruiting process into three distinct stages: pre- interview, interview and post- interview.

2.1 Pre- interview

The pre- interview phase consists of a large entity of actions, including everything from job analysis to writing and publishing the advertisement. Since this thesis focuses on the aspects what the employees wish from the recruiting process, the author concentrates on the parts of the processes that are visible to the applicant. Therefore, in the pre- interview part, the scope is on the characteristics of a good job advertisement. The job analysis is mainly excluded, since even though it is a central part in formulating the job description, it is a part of the process not seen by the applicants.

It is crucial for companies to know what their employees can do, and what is needed in the future. (Vaahtio, 2005, pp. 22-23) The lack of role analysis can be seen by the applicant throughout the recruiting process. If the company does not know what they are searching for, it is hard to even make the initial job advertisement. Also, if the requirements for the applicants are not clearly formulated, it increases the workload of the recruiters, since they most likely have more applications to go through, and they have to interview more people, since the criteria may not be crystal clear.

Kaijala (2016, pp. 94-95) refers to job advertising as marketing. For it to be successful, the advert should be interesting, aimed at a target segment and generate wanted actions amongst the targeted segment. A well-done job advertisement tends to generate well done applications from suitable applicants. Nowadays, there are many of different platforms to promote job openings, from the services of governmental employment office to LinkedIn. So, it is crucial to recognize which platforms certain segments use, in order to target the desired segments. In addition to these ways of attracting applicants, Dessler (Dessler, 2017, pp. 174-175) mentions the hidden job market, also known as informal recruiting. This means filling the positions before they become publicly available, through networks and coincidence. According to Dessler (Dessler, 2017, pp. 174-175) , almost half of the jobs available are filled without a formal, public recruiting process.

No matter where the job advertisement is, it should be easy to find and access (Pritchard, 2006, p. 125). Even if the job market is mainly in the internet nowadays, the more conventional ways of communicating job advertisements should not be forgotten, especially if the target group is experienced employees, whom might not use internet so actively (Dessler, 2017, p. 175).

Markkanen (2005, pp. 127-128), states that a successful job advertisement begins from the title of the advertisement. The more exact and rarer sounding the job title is, the less people are going to open the advert. In addition to this, the overall amount of the vacancies available influence how many views a certain advert is going to receive. Therefore, to maximize the amount of views on their job advertisements, and thus create the vastest possible applicant pool, companies and recruiters should avoid unnecessarily exact and complex titles for their vacancies and advertisements. An unsuccessful title can lead to a major decrease in the amount of views for the job advertisement, and thus lead to a narrower applicant pool. The job title should not be misleading either, since that can give a wrong picture about the job at hand (Vaahtio, 2005, p. 131). For example, a job advert for an IT support person might be listed as and IT engineer, which gives a completely wrong picture about the vacancy.

The text of the advertisement should have a clear overview about the open vacancy, to encourage suitable applicants to apply and discourage unsuitable applicants from applying. Vague job advertisements tend to generate applications from unsuitable applicants, which increases the recruiter's workload considerably (Salli & Takatalo, 2014, pp. 25-26). The language can be creative to certain extent, the cleverer the job advertisement is, more views, and thus, applications it may attract. Little playfulness can pay off. (Korpi, et al., 2012, p. 55) As Vaahtio (2005, p. 131)

describes, the job description must be so, that the segment it is aimed for, understands what is being meant and searched for. The picture given about the position must be truthful.

Salli and Takatalo (2014, p. 27) also state that it is recommended to state what kind of employee is being looked for, whether it is a fully capable professional, or if there is a possibility for a developable talent to come aboard. Markkanen (2005, p. 133) lists other requirements for a successful job advertisement. These include the future tasks stated in a clear manner, responsibilities that come with the vacancy and the position of the vacancy in the company's organization. According to Kaijala (2016, pp. 59-60), it is advised to steer away from the clichés of job advertisements and describe more concrete aspects of the job being filled. Aspects such as future career possibilities, how company values effects working methods, the working team's accomplishment and capabilities, alongside with the company's plans are important to communicate.

Arthur (2006, pp. 15-16) presents, that inaccurate presentation of the tasks and responsibilities of the job can lead to high employee turnover and quick resigning's after new employees start working. Salli and Takatalo (2014, pp. 28-29) conclude, that a good job advertisement ends with instructions on what to do next. Whether it is a link to an application or an e- mail where to send one's CV, it is vital to communicate what is needed for applying. For example, if the applicant is expected to fill out the information on a HR- database, it should be clearly stated that there is no need for a CV, so the applicant does not unnecessarily start to update their old one and waste time on it.

The job advertisement should have the requirements for success in the position being filled. It is also beneficial to describe what the working environment is like, and what kind of personality is being searched. (Markkanen, 2005, p. 133) Salli and Takatalo (2014, p. 27) suggest, that the job advertisement should have a maximum of five must- haves for the applicants know- how and education. These must- haves should be exact enough that they exclude unsuitable applicants from applying, but general enough to encourage all the suitable applicants to apply for the job. It is a fine line between a successful job advertisement and a failed effort.

On the contrary to the requirements, the job advertisements should also show what is being offered to the applicants. This does not only mean the pay they are going to receive, but the whole compensation package, including the company perks. (Arthur, 2006, pp. 15-16) Good compensation packages can activate otherwise passive potential applicants (Markkanen, 2005, p. 128). Kaijala (2016, p. 64) acknowledges the importance of compensation, but the more

demanding the job is, the less of a factor it is. Most professionals seek for a job, where they can have an impact on the company, gain power and trust and more responsibility. Thus, as long as the compensation package is on an acceptable level, the job itself and the possibilities it offers is more important, at least to on upper level positions. Dessler (Dessler, 2017, p. 172), describes these as nonrecruitment elements, which still have a remarkable part in a successful recruitment.

To sum up, the job advertisements should clearly state what the company is looking, the job title and a brief overview of the job. Also, the personal preconditions for the applicants should be stated. All the essentials are needed, nothing less, nothing more. The employer should also remember to tell what is being offered, in addition to the requirements for the applicants, the possibilities for advancing in the organization, possibilities for professional development and a great work environment attracts many applicants nowadays. These should only be stated when true. One of the aspects that the applicants are the most interested, which is pay, should also be stated. (Vaahtio, 2007, p. 35)

In addition to the contents of the job advertisement, *employer brand* is becoming more significant than ever. In strong economy, there is increased competition about skillful employees, and a strong employer brand gives an competitive edge, and maybe even motivation to apply for a job in a different company. (Markkanen, 2005, pp. 129-136) Employer brand refers to how the company is seen by the employees and the possible applicants. Employer brand consists of the truth of the working conditions inside the company and the desired and communicated employer image that suits the company, and the combability of all these factors. (Korpi, et al., 2012, p. 66) Even it may feel tempting to polish one's picture with the employer branding, the picture given about the company must be truthful (Vaahtio, 2005, p. 131). If the image given about a company is realistic, the employees will most likely stay with the company for a longer period (Korpi, et al., 2012, p. 57). For the employer brand to look positive from outside the company, the employees inside the company have to be happy, so no negative storied spread from amongst employees (Korpi, et al., 2012, p. 75).

The recruiting company's reputation plays a major part in the success of the recruitment process (Dessler, 2017, p. 172). Strong brand as an employer is one of the most effective ways of attracting

qualified applicants (Arthur, 2006, p. 11). Figure 2 below represents how the strong employer brand affects the applicants' behavior.

Figure 2. "The pulling power of strong employer brands." (Mosley, 2014)
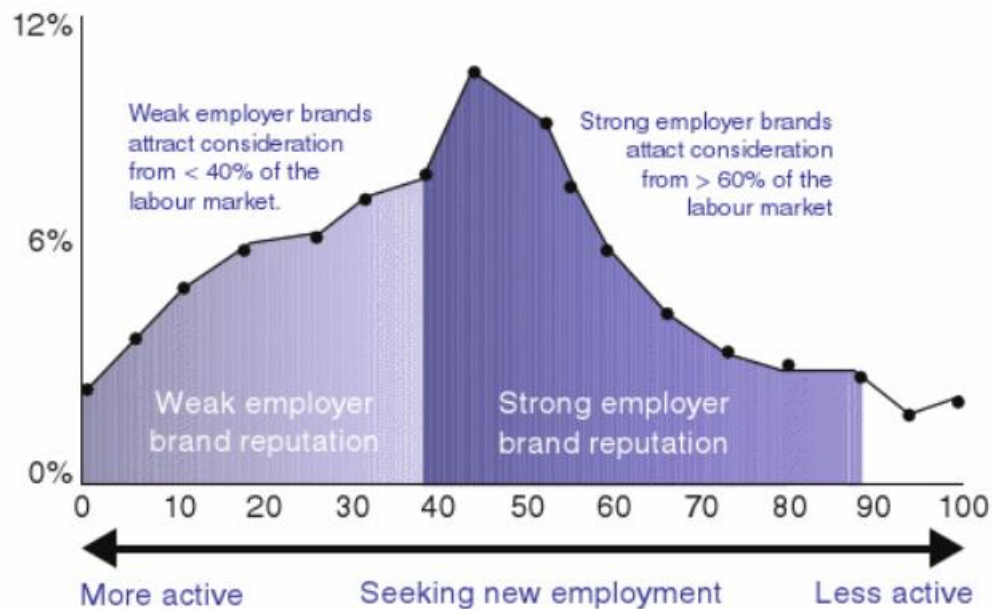
As can be seen, approximately 20% more of the labor market consider working for companies with a strong employer brand, rather than companies with a weaker employer brand.

The perception that employees are available as soon as one might happen to need one, is not true in the modern job market (Vaahtio, 2007, p. 16). A successful recruiting begins with creating a good reputation for the company, being the basis for everything. (Vaahtio, 2005, pp. 56-57) Companies with strong consumer brand usually attract the interest of applicants too. Strong employer brand also makes it easier for applicants to find a workplace into which they fit, since usually the employer brand also communicates the overall workplace culture. (Kaijala, 2016, p. 88)

When a person starts to look for a new job they do the same action as in most buying situations: they start to search for information. In recruiting, they start to search for information if the company is suitable for their future goals. (Korpi, et al., 2012, p. 89) It is crucial for companies to find good people, since a good person is like a magnet, that pulls another potential employee towards a company. This increases the employer brand of a company immensely. (Vaahtio, 2005, p. 129) In Finland, unemployment rate is expected to be 6,6% by the year 2020, compared to 7,4% in 2018 (Ministry of Finance, 2018), and thus companies should concentrate on strengthening and

developing their employer brand since there is bound to be increased competition over skilled workforce. Pritchard (2006, p. 132) reminds that all the materials aimed towards attracting employees should be made with thorough consideration. Something as trivial as a brochure is a part of the employee brand and should be in coordination with other materials. The job advertisements style and language must be consistent with the other marketing materials the company releases (Vaahtio, 2005, p. 129). Employer brand is an interesting part for the research, since authors seem to emphasize it increasingly more. It will be interesting to see how the applicants see the importance of employer brands.

2.2 Interview

The author considers the interview part to begin from the initial contact from the company side with the applicant. Even if there is a phone call made to ask for more information considering the application, the candidate still uses this opportunity to see how he feels about the candidate. The interview is the most important phase of the recruiting process (Vaahtio, 2007, p. 78).

According to Pritchard (2006, p. 117), the first contact, and the first impression, is equally as important to the employer as it is to the employee. The first impression of the company is vital, as it may influence the final decision a wanted employee makes on where he is going to land. Therefore, it is necessary for the recruiters to pay close attention on how they present themselves to the applicant. For example, the interviewer should dress accordingly for the interview, to show respect towards the applicants (Vaahtio, 2005, p. 150). Dessler (2017, p. 172) , that applicants have been turned off by various reasons concerning the recruiters. If the recruiter is not dressed for the occasion, seem rude or simpleminded or acts in an offensive manner, the applicants can change their mind, and no longer reach to land the job. Pritchard (2006, p. 119) explains that the recruiter should present themselves as "…friendly, courteous, knowledgeable, and enthusiastic." (Pritchard, 2006, p. 119). It is significant for the recruiter to come forward in a likeable manner, as the applicant is creating his initial opinion about the company and its people based on the recruiter. It is also easier for a relaxed candidate to present the best version of themselves, rather than a tense, anxious version of themselves. The recruiter should also present themselves as a person with knowledge about the company they are presenting, and the possibilities presented with the job opportunity at hand. Finally, the enthusiastic attitude of the recruiter can be contagious. It creates a more positive image about the company and the position available, if the recruiter is genuinely excited about it. This also encourages the applicant to showcase their possible

enthusiasm towards the position more openly. If the recruiter is obviously not excited about the position being offered, that can also raise some questions within the candidate about the position (Pritchard, 2006, pp. 119-120). Normal good manners, genuine interest and courteous attitude can take the interview a long way (Vaahtio, 2007, p. 78). Arthur (2006, pp. 10-12) states, that the communication towards the applicant should be open and as agreed.

The recruiter should stick to schedule, since the applicants' might travel a long distance for the interview. It is disrespectful to make applicants wait in the hallway with a load of other applicants just because the recruiter is running late. This can lead to giving a bad impression about the company. (Vaahtio, 2007, p. 79) If there are changes in the schedules, they should be communicated in a timely manner, and the recruiter should concentrate on the applicant every time they are in contact with one. If the applicant is invited for an interview, exhibiting rude manners should be avoided almost at all cost. Bad experiences spread rapidly through a word of mouth. It takes a long time to build a good reputation as an employer, but only one unsuccessful interview process can damage it greatly.

The interview situation should be arranged in a way, that the applicant feels welcomed. There should be enough time reserved for the interview, so that there is time to go through everything necessary, and the applicant does not feel too pressurized. (Arthur, 2006, pp. 10-12) The space for the interview should be equal, meaning that the interviewer is not sitting on a throne, while the applicant is sitting on a wobbly chair (Vaahtio, 2005, p. 142). It is suggested to try and keep the interview situation open and light in a sense, so that both parties can represent themselves in the most genuine way possible (Kaijala, 2016, p. 80). It is the interviewer's job to create a casual, relaxed atmosphere in order to help the candidate to relax. Most usual way for this is just a few sentences of small talk. (Vaahtio, 2005, p. 146) It is desirable to keep the atmosphere light, but too much joking and laughing can be interpreted to be aimed at the applicant or the job the applicant is being interviewed for (Vaahtio, 2007, pp. 84-85).

The main job for the recruiter in the interviews is to gather all the information about the applicant that they possibly can relating to the vacancy at hand. Getting to know the applicant's personality and real know-how is something, that cannot be done as effectively in any other way. This helps in achieving the goal of recruiting, which is finding the best possible applicant for the company, who can help the company to achieve its strategic and economical goals. (Markkanen, 2009, pp. 21-22) It is crucial to remember to keep the eye in the future too, since as Vaahtio puts it (2007,

p. 78), the job of the interview is to find out how the applicant would perform in the job, rather than finding out what they are like just now. To do this, the interviewer should give the stage for the applicant. The applicant should be given the chance to speak freely about themselves, their experiences and their know- how (Vaahtio, 2005, p. 148). For the interview situation itself to be successful, it is important that the interviewer genuinely understand the situation of the company and the opening they are trying to fill. This way they can concentrate in recognizing the qualities of the candidates, that are needed in the company. It is vital to remember to look beyond the skills and try to evaluate the personality of the candidate. A right kind of personality can make a lot of difference in a right place, even with lesser experience. (Kaijala, 2016, p. 81)

The interview itself can be a strict questioning, or a more of a casual conversation (Korpi, et al., 2012, p. 29). Niitamo (2000, p. 29) comments that more casual interviews seem like an appropriate method to do interviews in our time, since it us based on an equal, natural conversation. Dessler (2017, p. 239) divides interviews into structured and unstructured interviews. In an unstructured interview, the interviewer does not have a predetermined set of questions. They rather ask general questions, such as "Tell me about yourself?". In a structured interview, the interviewer has a predetermined set of questions, with a possible set of desired answers. The structured interview is generally seen as the more reliable method, since it ensures all the candidates are asked the same questions, and therefore the ranking of the applicants is more reliable. If the structure is followed too strictly, the absence of follow- up questions might lead to crucial information not being discussed.

The consensus amongst authors seems to be, that competence-based interviews are the go to method nowadays. As Salli and Takatalo (2014, pp. 60-64) explain, competence-based interviews concentrate on what the applicant has done, under which kind of circumstances, using what tools and what were the end results. This method enables the applicant to use their own words in describing their knowledge base. As Pritchard (2006, pp. 128-129) states, the competence-based interview eliminates the close- ended questions almost completely, which typically generates a "yes" or "no" answer. Using competence-based interviews, the recruiter gains a better picture of the true skillset of the applicant. It also enables the applicant to really showcase their skills and accomplishment, which would not be possible to the same extent through close- ended questions.

 To sum up, a structured, competence-based interview seems to be the most effective method in interviewing. Following these principles ensure that the necessary questions are asked, in a

consistent way from all the applicants, but in such a manner that the interviewee can give a comprehensive picture about their experience.

2.3 Post- interview

The post- interview communication is crucial, whether the news for a certain candidate are good or not. It should be ensured that the chosen employee feels welcome from this point forward (Vaahtio, 2007, p. 130).

Pritchard states, (2006, pp. 121-122), that it is a must to deliver rejection in a professional and personal manner. Saying "no thank you" should made in a timely manner, since there is no good in leaving the applicant to wait around for too long. It may also harm company's employer brand, if the rejections are not made in a professional manner, since a bad word of mouth tends to go around faster than its good counterpart. It is essential to inform the applicants that did not get chosen before they hear the news from somewhere else (Vaahtio, 2007, p. 130). Salli and Takatalo (2014, p. 87) explain that the applicants generally appreciate if the rejection is made as soon as possible and with respect and courtesy towards the applicant. The recruiter should prepare the reasoning behind the made decision, if the applicant is eager to know more about the reasons why they were not chosen. Doing rejections in a courteous manner help to preserve the employer image and helps in doing future recruitments, if even the rejected candidates have a positive image about the company.

Vaahtio (2007, pp. 130-131) informs that the interviewer should brace themselves for a feedback conversation with the rejected applicants. There should be clear reasons why the person who was chosen, got chosen over other candidates. Markkanen (2009) continues, that there may always be an opening where the second-best candidate would be an optional candidate. Thus, handling the post- interview tasks with honor can help in retaining the applicants' interest towards the company, even after being rejected. However, if the bridges have already been burned, there's no guarantee that the applicant is interested in working for the company ever again.

Even with the chosen candidates, recruitment process does not stop after the new employee has been chosen. It is the recruiter's responsibility to ensure, that the applicant shows up at the right place at the right time with necessary equipment with them. Recruiter should also make sure, that there is somebody to handle the orientation of the new employee. (Salli & Takatalo, 2014, p. 87)

A well-managed recruitment process from the writing of the job advertisement, to the announcements on who got recruited and who did not, is advisable. Participants in the process may be future clients, stakeholders or even your future manager. There are numerous aspects, that are seen crucial for the recruiting process to be successful, but there is no differentiation on which ones are the most important, and if there are differences in these aspects that should be taken into account when considering jobs that require different kinds of educational backgrounds.

3 RESEARCH METHODOLOGY

The author has two main motivators for researching the presented subject. First, to help the author become better in his own profession. The author works in the field of recruiting and personnel services. The plan and aim are to move to the position of a recruiting consultant after graduation. Researching what the expectations and wants of applicants and potential employees are, helps the author to perform better in his job through more efficient attraction of applicants. Second, the author can help his employee to meet their growth targets. If there are practices used in the company that might not be ideal, those practices can be aligned with the help of this thesis to better response to the needs and wants of the applicants.

The purpose of this research is to find out what kind of aspects applicants most appreciate in a recruiting process. This will be explored through the following questions:

- What aspects and characteristics of the recruiting process do the applicants see as the most important?

- What are the differences between different educational backgrounds?

3.1 Data collection methods

The main objective for the research is to gain an understanding of the variables in the recruiting process, that are the most important to the applicants and most desired by the applicants. The study is exploratory, since the aim of the study is to clarify the authors understanding of the research question at hand. (Saunder, et al., 2009, pp. 139-140)

The author wishes to formulate a clear picture of the most favored principles and attributes of an applicant friendly recruiting process by approaching the applicants themselves, thus the research strategy chosen is the survey strategy. This strategy allows the author to collect a large amount of data in an efficient way. The major drawback for survey strategy is however the high possibility of doing it in a wrong way with wrong kind of questions. (Saunder, et al., 2009, pp. 144-145)

For data collection, the author used mixed- model research. Mixed- model research combines the quantitative and qualitative analysis, and can be used, e.g., to generate survey questions. (Saunder, et al., 2009, pp. 152-153) There were five interviews, and the criteria was to have

interviewees from different genders, ages and backgrounds. The main idea of the interviews was to collect initial data on what aspects of the recruitment process do various applicants see as the most important. The interviews were conducted in a semi- structured way, and all the applicants were asked the same questions, but according to their answers, different clarifying questions were asked to specify their answers. The semi- structured method was chosen to ensure the same questions were asked from all the interviewees, and to enable further questions based on their answers at the same time. The language chosen for the interviews is Finnish, since some of the interviewees lack English skills. The points of the interviews were written down on a standard interview form (see Appendix 1.) during the interview. The answers and data collected from the interviews were used to generate the survey questions. The survey was then be piloted within the authors friends and family, which consists of all different ages, genders and backgrounds. Based on the findings of the pilot survey, the survey was modified as needed, and then distributed through the social media accounts of the author himself, as well as using the friends and family's social media accounts for distribution. The goal was to gain as much data as possible, and despite the fact that the use of social media sets certain limitations on the reliability and replicability of the research, this was seen as the most practical method to reach a wide audience. The survey was created and conducted through internet service Webropol.

The sampling method used was Non- probability sampling, self- selection sampling to be more precise. Self- selection sampling allows possible participants to decide themselves if they want to participate in the research. This can be done by publishing the need for participants and trying to reach them through suitable media. (Saunder, et al., 2009, p. 241) As the author desired to have as many people to answer the survey as possible, this was the sampling method to use.

4 RESEARCH ANALYSIS

As expressed above, the author interviewed five people from different backgrounds, age groups and genders, to help get a preliminary understanding on the aspects people see as the most important aspects of the recruiting process, and thus help the author to formulate the questionnaire. The interviews were done in Finnish language, with the same open-ended questions for all the interviewees. At the beginning of each interview, the author explained the purpose of his thesis, and the interviews role in the making of the thesis. The names used are pseudonyms

4.1 Interview No. 1

The first interviewee is Marjo, 54- years old, with a vocational education, who has been working for the same employee for about 30 years. The last time she has been to a job interview is also about 30 years ago.

The aspects Marjo saw the most important for a good job advertisement were a lot like the aspects the authors cited in the literacy review stated. First, she would like to know something about the company in the advert. After that, she appreciates a general breakdown of the tasks belonging to the vacancy, and the education level required. In her opinion there should be when the work begins, how long is the probationary period and how much is the salary. For her, the salary would be the deciding factor if she would apply for the job at all, so for her, the clear stating of the salary is crucial.

For the job interview itself, the first she would want is to learn more about the company and the job at hand. At the interview, Marjo would also want to hear about the possible employee benefits. She appreciates simple, standardized questions, so that the subject does not steer too much away from what the focus is. However, if additional answers arise from the discussions, she hopes that the interviewer asks more questions based on that. Still the interview should not be an interrogation, but rather a relaxed and conversational situation. For this to happen, she sees that a maximum of two interviewers per person is enough. Preferably, the space for the interview should be so, that the applicant can relax a little. The interviewer in her mind should be overall

presentable, since it gives the impression that the interviewer appreciates her is the interviewer has taken the time to show up in a neat outlook.

The most central issue for the after-interview part, is that the decision, no matter what it is, is given in a timely manner. She does not want to call the company herself and ask if she did get recruited. If she was not elected, she would like to hear proper reasoning. If she were to be chosen, she would like to know when she could start, how long is the orientation and what is included in the orientation. It would be also good to get to know her closest superiors name, so she would know who to look for on the first day at the new job.

As can be seen, her desires for the recruiting process are quite like the aspects that are discussed in the literacy review.

4.2 Interview No. 2

For the second interview, the author interviewed Tiia, 35- years old, with higher education from a university of applied science. She has been working for her current employee since 2011, and the last time she was in a job interview was in 2016.

For the job advertisement, Tiia does not have many requirements. All she wants to know where the workplace is, what are the tasks, how are the working hours and what the salary is.

She feels that it is desirable to meet the future superior at the job interview. She wishes for clear cut questions. The questions subject area should not be too vast, so that it does not take forever to answer one questions. The interviewer should not be a robot, rather he should be able to make the situation conversation- like and be able to ask specifying questions if needed. For her, group interviews are not out of the question, and she feels like they are an efficient way to make comparisons between candidates. Tiia hopes that the interviewer looks presentable but does not try to lift himself above the interviewees through his appearance. For her, it would feel awkward to get interviewed by a man in a suit. She also hopes that the interviewer seems genuinely interested in the interviewee. It is also necessary in her opinion, that the interviewer can answer the possible questions that arise during the interview. She also hopes that the company can limit the number of interviews to such amount, that the interviewer can get through them all with a consistent quality.

After the interview, if Tiia was not elected, she would expect at least a e- mail or a letter about the decision. She does not need to know who got the job, but she would appreciate if there was a possibility to ask for the reasoning behind why she did not get chosen. If she were chosen, she would like to get the notification through a phone call, so that they can discuss practical matters, such as possible health check- up, when she starts and so on.

Tiia does not require too much info on the job advertisement, which is different from the information shown in the literacy review. Also, something that the authors cited in the literature review have overlooked, is the possible desire to meet the future closest superior in the interview. This most likely can be a deciding factor in many jobs, since according to the authors experience, one's closest superior often has a great impact on how the employees feel about their job and job environment.

4.3 Interview No. 3

For the third interviewee, there was a university student Mari, 20- years old. She has had many short-term jobs in the span of a couple of years. Last time she searched for a job was in the spring of 2018.

From the job advertisement, she hopes to learn what are the requirements for the job, if there is an education or a certificate the applicants must have. Mari would want to see the kind of qualities that are being searched for and the overall job description in a detailed manner. The length of the job and the salary should also be stated clearly in her opinion. For her, it is also important that there is the contact information for somebody that can be called, and who can tell more about the place being filled.

For the job interview, Mari hopes the space to be peaceful, and that interviewee is directly face to face with the interviewer. For the interviewer, she expects him seem professional and well prepared for the interview. The interviewer should take charge of the interview, and even if the interviewee speaks most of the time, the interviewer should be able to guide the interview in the right direction. The interviewer should also be able to make the situation relaxed, since for her it is a stressful situation to begin with. She would hope for a structured interview with standard questions, but she hopes that the interviewer is also clever enough to come up with questions of their own if they are needed. At the interview, Mari would also hope to learn more about the job and the company.

For the post- interview, she would be excited if there even was something notified for the ones who did not get chosen. If the job she had been applying for had been a temporary job, Mari would be fine with just a e- mail notification if she was not selected. If it had been a more long-term job, she would expect a phone call to let her know that she did not get the position. In both cases, she would expect the announcements to be made as soon as possible. If she were chosen, she would expect a phone call, to get all the possible info that can be given at this point, for example the starting date, where to go and so on.

Mari's wishes for the recruitment process are mostly in line with the aspects shown in the literacy review. One issue that the authors may have overlooked, is the possible importance of the possibility to call someone and ask for more information about the job being filled.

4.4 Interview No. 4

The fourth interviewee was Pasi, 56- years old with a vocational education. He has been working at the same place and position since 1985, and that is the last time he has been in the search for a job.

The hopes he has for a job advertisement are quite simple. He wants that the requirements are stated clearly, for example the needed education and additional qualifications. For the job descriptions, Pasi only requires a brief overview on the daily tasks. Since the pay and such are most of the time negotiable, he feels that they are not crucial to be discussed in a job advertisement. These issues can be discussed in the possible interview.

For the interview situation, he hopes to be the only applicant being interviewed, but there can be numerous interviewers. One aspect Pasi sees highly crucial, is that there are coffee and water available, since the situation is stressful and one's mouth is going to get dry because of that. The interviewer he expects to have a clean appearance and to seem like a good person. There can be humor, but the interviewer should not be a clown. The interviewer should have knowledge about the vacancy and practices of the company, if questions arise. Pasi hopes the questions to be open ended, so he can tell about his know-how more openly, and give background to his answers if needed. He would also hope to have more info about the salary, working hours and other practical details of the job.

If Pasi does not get the position, he hopes to get a notification by e- mail, in his opinion there is no need for a phone call. He would like to know some reasons behind why he did not get chosen, or some reasons why somebody else got chosen. If Pasi is chosen, an e- mail is enough in that case too, but he would hope there to be instructions where to call for more information. He hopes the notice to come as soon as possible.

Pasi's hopes for the recruitment process are quite similar as the other interviewees, but he feels that the interviewer should be more knowledgeable than the other interviewees required. Pasi also brought up the possible importance of refreshments being available at the interview.

4.5 Interview No. 5

The fifth interviewee was Lauri, a 30- year old. He has an upper level degree from a university of applied science. He has worked at his current job for a year, and the last time he has been applying for jobs was in 2012. After that, he has been offered different positions, so he has not had the need to search for a job.

The most important part of the job advertisement for him is the job description. He does not need a history lesson on the company, but Lauri wants to know more about the part of the organization he would be applying for. There should a realistic list of qualifications and education that are required for the job, and a similar list of qualifications and education that are beneficial. Lauri also would want to know, what are the expectations when one gets chosen for the job. For the salary, Lauri does not need it in the job advertisement, but he would want there to be contact info, from where one can get information on what the level of the salary is.

For the interview space, Lauri does not have any requirements other than that there is a sense of privacy. Also, some refreshments, such as coffee and water, are nice to be available. The interviewer must have a clean outlook, and a sense of personal hygiene. A certain kind of relaxed output and a sense of humor is positive, but the interviewer should still be confident and take charge of the situation. Since the interviewer is the representative of the organization, the image the interviewer lefts behind should be professional all in all. As the interview itself, Lauri hopes for open ended questions, that still ensure that all the necessary info about the applicant's know-how are discussed. It cannot be the interviewees responsibility to steer the interview to the issues

necessary. Mainly the interview should be successful in going through the same aspects of every applicant's knowledge, that are crucial for succeeding in the vacancy.

If Lauri does not get the job, he would be satisfied with an e- mail notification, with the reasons behind why he did not get chosen. If he gets chosen, he would expect a phone call, so the starting date, possible health inspection and other practical matters can be arranged.

As before, Lauri's hopes for the recruiting process are quite similar to the literacy review. The importance of coffee and water seems to be higher for males than females according to these interviews. Lauri also put more emphasis on the professionalism of the interviewer than other interviewees. The possible reason for that is, that since he is an expert in his own field, he expects the opposite side to be one too. This taken into consideration, the higher educated candidates might be more demanding in terms of the interviewer's appearance and manners.

To sum up, the interviewees desires are mainly along the lines of the aspects discussed in the literature. Only Tiia differed from the rest with his expectations for the job advertisement, which were quite simple. Other than that, the interviews brought up valid points that the authors cited did not mention. Mari mentioned that she would want to have some contact information for a contact person who is handling the recruiting process. Pasi and Lauri brought up the possibly important aspect of having coffee and other refreshments available at the interview. Tiia mentioned that she would like to meet her superior in the job interview, and that is a valid point as it can have a great influence in deciding if a job seems tempting or not.

4.6 The questionnaire

The main tool for the research was a questionnaire, hosted via Webropol from the 5 September 2018 until 12 September 2018 and published through social media channels Facebook, Instagram and LinkedIn, using profiles from different genders, ages and educational backgrounds to as wide audience as possible. The base for the questionnaires questions was the literature review and the five interviews held. Before being published for a wider audience, the questionnaire was tested with a group of 10 people, to ensure the questions are adequate in a sense, that there is spread amongst the answers. Also, the grammatical errors were eliminated, and a few answers modified and added according to the feedback from the test group. The language of the questionnaire was Finnish, since the goal was to get as many answers as possible,

All in all, the questionnaire link was opened 467 times without being filled and the questionnaire was answered 81 times. Combined, the link was opened 548 times, thus the answer percentage being 14,8%. 58 of the respondents, a great majority, were from ages 21-30. From ages 31 to 40, there were 13 respondents. From ages 41 and up, there were 10 respondents, two of the oldest ones being over 60- years old. This fact makes the study more viable amongst young adults, as the representation amongst more mature participants was quite small in amount. This can also be seen as a positive side, as young adults most companies are most likely looking to recruit. Table 1 illustrates the age groups and the number of answers representing each of them.

Table 1. The age distribution of the respondents.

Age	Amount	Percentage
-15	0	0 %
16-20	0	0 %
21-30	58	71,60 %
31-40	13	16,05 %
41-50	4	4,94 %
51-60	4	4,94 %
60+	2	2,47 %

The gender of the respondents was mainly female, as out of the 81 answers 56 answers came from females, and 23 from males. Two respondents marked their gender as "other". This leads to the answers being a bit more female dominant, since the male representation amongst the answers was more than half less compared to females, and therefore the respondent pool cannot be seen as a representative of the Finnish population. Table 2 represents the gender distribution amongst the respondents.

Table 2. The gender distribution of the respondents.

Gender	Amount	Percent
Female	56	69,14 %
Male	23	28,39 %
Other	2	2,47 %

The educational background amongst the answers was diverse. Of the 81 answers, 42 had, or were the students of, an upper level education from a university or from a university of applied science. Amongst the 42, 19 had a university background, and 23 had a background from a university of applied science. There were 24 respondents with a vocational education and 14 with a high school education. One respondent had only the elementary level education. As can be seen from the illustration below, different educational backgrounds were all well represented, only respondents with a higher-level university of applied science degree were missing completely.

Table 3. The educational background of the respondents.

Education	Amount	Percent
Elementary School	1	1,23 %
High School	14	17,28 %
Vocational School	24	29,63 %
University of applied science, Bachelors degree	23	28,40 %
University of applied science, Masters degree	0	0 %
University, Bachelors Degree	10	12,35 %
University, Masters Degree	8	9,88 %
University, PhD	1	1,23 %

Only seven of the respondents had not sent a single job application in the past 10 years. The young average age of the people who answered the question must reflect on the fact, that 25 attendees had sent over 21 job applications in the past ten years. Generally, most of the attendees had been quite active job seekers, since over half of the 81 respondents had applied for a job more than eleven time in the past ten years. This is positive for the outcome of this study, since the respondents clearly have been reading job advertisements lately, and thus most likely have an opinion on which kind of advertisements are good and which are not.

Table 4. Job applications sent by the respondents in the past ten years.

Amount	Answers	Percent
0	7	8,64 %
1-5	15	18,52 %
6-10	14	17,28 %
11-15	14	17,28 %
16-20	6	7,41 %
21+	25	30,87 %

Considering interviews, eight respondents had not had a job interview in the past ten years. Great majority, 64 respondents, had had from one to ten job interviews in the past ten years, as evident in table 5. Almost all the people whom had applied for a job, with one person being an exception, have had the opportunity to go to a job interview in the past ten years, but the number of interviews is significantly lower compared to the amount of applications sent by the group of respondents. As mentioned once above too, the fact that the respondents have been to job interviews in the near past is positive for the outcome of the interview. They most likely remember their interview experiences quite clearly and are thus able to differentiate which kind of aspects they liked most in an interview, and perhaps what they would have liked differently.

Table 5. Amount of job interviews attended in the past ten years by the respondents.

Amount	Answers	Percentage
0	8	9,88%
1-5	44	54,32 %
6-10	20	24,69 %
11-15	8	9,88 %
16-20	0	0 %
21+	1	1,23 %

When the respondents were asked to rank different aspects of a job advertisement, there were a few of clear cut most important aspects and some other, that do not mean that much to the respondents. Below is the table on how the answers divided. When analyzing the answers, seems that basic information is the most essential part of the job advertisement, and more trivial aspects are not seen as vital. Overall, all the aspects listed were rated on average at least as "somewhat important", which was to be expected, as all the aspects are taken from books or interviews, where they are already mentioned as a possibly necessary part of a job advertisement. The exception is the language having to be clever on the job advertisement, even when Korpi et al (2012) saw it as a possibly deciding factor in receiving a lot of good attention to one's job advertisement. As illustrated in table 6, at least the respondents of this questionnaire seemed to differ from this opinion.

Table 6. "How important are the following aspects of a job advertisement to you?"

	Not important	Not very important	Somewhat important	Important	Very important	Total	Average
Heading describing the job	1	3	5	44	28	81	4,17
Company introduction	3	4	30	32	12	81	3,57
Job description	2	0	0	7	72	81	4,81
How company values affect working	1	10	32	27	11	81	3,46
Description of responsibilities	1	1	9	36	34	81	4,25
Introduction of the team	4	21	28	18	10	81	3,11
Where the position locates in the orga	1	12	39	23	6	81	3,26
Educational requirements	2	4	19	29	27	81	3,93
Employer brand of the company	3	15	31	25	7	81	3,22
Consumer brand of the company	4	21	29	21	6	81	3,05
Required knowhow	1	2	16	37	25	81	4,02
Requirements for success	1	9	27	33	11	81	3,54
Provided challenges	1	4	20	36	20	81	3,86
The description of the desired persona	2	15	19	27	18	81	3,54
Base of the salary	3	2	14	34	28	81	4,01
Company benefits	9	15	28	16	13	81	3,11
The language is clever	10	31	20	12	8	81	2,72
The language is professional	1	10	24	25	21	81	3,68
Career development opportunities	2	8	29	26	16	81	3,57
Personal development opportunities	1	6	20	31	23	81	3,85
Beginning date	3	4	8	25	41	81	4,2
Working hours	3	1	4	24	49	81	4,42
Contact information for the recruiter	1	4	9	17	50	81	4,37
Total	60	202	460	605	536	1863	3,73

As can be seen from table 6, the basics of every job advertisement are the most important according to the answers. The main aspect over everything else is the job description. The working hours is the next issue that is seen as the most important factor of the job advertisement, followed by the contact information of the person responsible for the recruiting process, the description of responsibilities and when the work is to begin. More trivial aspects, such as the above-mentioned clever language or both the employer and consumer brands are not seen as crucial factors of this stage of the recruiting process.

All the characteristics that the respondents deemed as more important, are aspects that in a sense give more information about the job itself, and what is needed to perform in the job. At least when speaking about a group dominantly exhibiting the desires of under 40-year-olds, they seem to appreciate delivering practical information about the job, rather than branding and other more trivial aspects. Even when authors such as Markkanen (2005) states that employer brand and consumer brand are one of the most vital aspects for job applicants, it does not seem to be that way at least with younger workforce. Instead they seem to value more practical aspects of the job advertisement. Reason for this may be that younger workforce does not necessarily have expertise on their respective fields, and thus do not care about the brand of the company as much

as more experienced workforce, the main goal for the younger workforce is just to get a job in their own field. There is also the possibility that the question was badly phrased, since that is one of risks of survey based researches (Saunder, et al., 2009, pp. 144-145) Therefore, aspects of job advertisement such as where the job is positioned in the organization seems less essential than the career development possibilities of the future. What is noteworthy too, is that three out of the five most important aspects for the respondents of the questionnaire came up during the interviews used in formulating the questionnaire. These aspects were the contact information for the person responsible of the recruiting process, when is the beginning date of the job and how are the working hours. The authors cited in the literacy review failed completely to even mention the contact information for a responsible person of the recruiting process. The two other aspects were brought up, but only in the post- interview section of the process. According to this questionnaire, it seems that the information about the working hours and the beginning date of the work are important from early on.

When comparing the respondents with a higher education with the respondents with an upper secondary education at the most, there are some differences to be found. When asked about the importance of expressing the company benefits and how the pay is determined in the job advertisement, the respondents with a higher-level education do not rate them as wanted, as people with an upper secondary education. The difference may come from the fact, that if person has studied for three to six additional years to get a profession they desire, the pay is not deemed as crucial, than being able to practice said profession. As Kaijala states (2016, p. 64), the compensation is not as important in more demanding professions, as the applicants normally see opportunities to gain power and influence as more crucial than the compensation package itself, as long as it is on an acceptable level. According to the questionnaire this may not be the case, since there are no major differences in how the respondents from different educational backgrounds rate the importance of career and personal development possibilities being discussed in the job advertisements. To have a comprehensive answer on what caused this difference in answers, individual interviews should be held to discuss the more exact motives behind the answers. Overall, there are no major differences in any other questions of this part of this questionnaire.

After the ranking of the importance of the characteristics and aspects of a job advertisement, the respondents were asked to do the same with characteristics and aspects of a job interview. There are more spread amongst the difference of certain aspects compared to other in this part of the

questionnaire, compared to the previous part which concentrated on job advertisement. Table 7 illustrates the answers given.

Table 7. "How important are the following aspects of a job interview to you?"

	Not important	Not very important	Somewhat important	Important	Very important	Total	Average
Interviewers first impression given	2	0	4	35	40	81	4,37
Interviewers appereance	3	4	26	34	14	81	3,64
Interviewers good manners	2	0	9	31	39	81	4,3
Interviewer treats you as an equal	2	0	6	36	37	81	4,31
Interviewer is excited about the job at hand	2	1	13	32	33	81	4,15
Interviewer can answer your questions	2	0	2	24	53	81	4,56
Interviewer takes charge of the situation	2	3	17	25	34	81	4,06
The interview is relaxed	2	0	10	33	36	81	4,25
The interview space is peaceful	2	1	10	31	37	81	4,23
Refreshments are available	36	33	10	2	0	81	1,73
The interview is held at your future workplace	8	19	26	15	13	81	3,07
The interview is held somewhere else than your future workplace	43	30	6	1	1	81	1,6
Small talk	7	23	26	22	3	81	2,89
Additional information about the company is provided	2	1	15	39	24	81	4,01
Additional information about the job is provided	2	0	7	21	51	81	4,47
Ypu can set the interview time in a flexible way	2	6	19	30	24	81	3,84
You get to meet your future superior	2	8	22	23	26	81	3,78
The timeline of the decision making is provided	2	0	8	30	41	81	4,33
You get to meet your future collagues	7	32	19	16	7	81	2,8
There is enough time reserved for the interview	2	0	14	36	29	81	4,11
Interview happens as scheduled	2	3	15	25	36	81	4,11
The questions are yes/ no- based	36	30	12	3	0	81	1,78
The questions are open ended	8	8	12	35	18	81	3,58
The interview focuses on you as a person	7	10	28	26	10	81	3,27
The interview focuses on your knowhow	2	3	12	46	18	81	3,93
You are the sole interviewee	13	10	16	24	18	81	3,3
There are multiple interviewees	41	26	9	5	0	81	1,73
Total	241	251	373	680	642	2187	3,56

As can be seen from the table 7 above, the most important aspects according to the respondents have to do with getting more information about the job or are related to the interview situation itself. Clearly the most vital factor is the importance of the interviewer being able to answer all the questions one may have at the interview, followed by the aspect of getting more information about the job at the interview. These follow the same trend that was visible from the answers of the first table, that the respondents seem to appreciate all the information about the job and tasks they possibly can be given. What is also seen as significant according to the answers, is the first impression about the interviewer and his manner and actions during the interview. As Pritchard (2006, p. 117) states, the first impression can influence the applicant's final decision on whether they want to accept the offered job, and the questionnaire seems to confirm the importance of first impressions. Respondents seem to favor open ended questions over yes or no questions at the interview. Crucial part of the interview, according to the respondents, is also informing the

applicants about the intended timeline of the decision-making process. It can be seen from the answers, that the situation itself and the information received is more significant to the interviewees, rather than the characteristics of the interview itself. For example, the importance of a peaceful interview space, the interviewer taking charge of the interview and the interview taking place as scheduled are more important on average, than where the interview is being held and if the interview is a group interview or an individual interview.

The factor by far that is the least important, is the availability of refreshments. Two of the interviewees, Pasi and Lauri, felt that the availability of water and coffee is highly desirable in the interview situation, but the larger majority does not seem to agree with them. The value that is most vital to be delivered to the applicant at this point seems to be even more additional information about the job and the tasks related to it, since the most frequently desired aspects are "Interviewer can answer your questions" and "Additional information about the job is provided". The average applicant of the younger generations seems to be highly information driven during the recruitment process according to the answers of the questionnaire thus far.

When comparing these answers amongst respondents with an upper secondary education at highest with the respondents with a higher education, there is only one question where there is a noteworthy difference between education background. This is the importance of being the lone applicant in a job interview. Respondents with an upper secondary education at highest considered it more important that they are the only interviewee in an interview situation, than those with a higher education. The reason behind this may be, that respondents with a higher education are more accustomed to work and function in group situations. As anyone who has been studying in a higher education institution, group work is a central part of the education nowadays. This may influence why respondents with a higher education do not see being the sole interviewee as crucial as those with upper secondary education at the most.

The final part of the questionnaire concentrates on the characteristics and aspects of the post interview informing. Table 8 shows how the answers divided amongst the options given.

Table 8. "How important are the following aspects of post- interview informing to you?"

	Not important	Not very important	Somewhat important	Important	Very important	Total	Average
The decision is available quickly	2	3	12	33	31	81	4,09
Not being chosen is informed	2	0	2	27	50	81	4,52
The made decision is reasoned	2	6	19	29	25	81	3,85
The decision is announced via telephone	10	21	20	14	16	81	3,06
The decision is announced via e- mail	6	17	23	20	15	81	3,26
The salary is agreed upon	2	0	2	28	49	81	4,51
The starting date is agreed upon	2	0	2	21	56	81	4,59
The signing date of the contract is agreed upon	2	2	6	20	51	81	4,43
You are informed who to look for on the first day	3	3	11	17	47	81	4,26
Needed healt chekups are agreed upon	4	9	15	20	33	81	3,85
The delivery of essential documents are agreed upon	2	4	11	24	40	81	4,19
Orientations lenght and contents are informed	2	5	18	30	26	81	3,9
Total	39	70	141	283	439	972	4,04

As can be seen from the table 8 above, it is seen crucial by the respondents that even the negative outcome of the recruiting process is informed to the applicants that did not get chosen. There is no major difference between a telephone call or an e-mail as the preferred way of informing about the outcome of the recruiting process, as long as the informing is done. The reasoning behind the made decision is also seen as quite an important part of the informing. The desire for practical information is visible from the answers of this section, as it was in the previous parts of the questionnaire. On average, the most preferred information during the post interview informing is close to practice. These aspects are such as agreeing on the wage, agreeing on the beginning date of the and agreeing on when to sign the employment contract. Aspects, that are equally crucial to being able to begin working are not seen as vital, such as getting to know the length and contents of the orientation process.

Differences in the answers between different educational levels are mainly nonexistent. Respondents with a higher education level seem to be slightly more inclined to know the reasoning behind the made recruiting decision. The reason behind this might be, that since higher educated people apply for jobs where their personality and other such aspects have more effect on if they get recruited or not, compared to applicants with upper secondary educations at most, who could be expected to apply for jobs, where their skill set plays the most important part. If a company is looking for a welder, the most skilled and experienced welder will most likely get hired, and there is not much reasoning to do to justify the made decision. If a company is looking for a team leader for IT- engineers, the applicant with the most IT- engineering experience most likely will not be chosen, if they do not possess the required personality and managerial attributes. In this case, the

applicants might desire to hear the feedback on their part, and the reasoning behind the made decision, since it might not be as clear than with the welder example.

To summarize, most aspects were seen on average at least somewhat important, which was to be expected since most of the aspects to be rated were seen as crucial parts of the recruiting process by authors. Nevertheless, certain kinds of aspects seemed to rise above other at all phases of the recruiting process and should be emphasized in recruiting new employees.

5 CONCLUSIONS

The aim of this thesis is to find out, what are the most valued aspects of the recruiting process from the applicants' point of view. The aim is also to explore, if there are notable differences between applicants from different educational backgrounds. This was researched via a questionnaire hosted through webtool Webropol and spreading it to a wide as possible audience. The answers of the questionnaire were used to answer the following questions:

- What aspects and characteristics of the recruiting process do the applicants see as the most important?
- What are the differences between different educational backgrounds?

Thus, the thesis provides an overview on the aspects and characteristics that the applicants see as the most important in a recruiting process, and the plausible differences in them by different educational backgrounds. The literature review is concentrates on finding out practices that have been successful by recruiters regarding job advertisements, the interview and the post- interview informing. In addition to the literature, five participants were interviewed to gain a more concrete picture on what applicants might see as important aspects of the recruiting process. This information was then used to form a public questionnaire.

The analysis of the answers of the questionnaire heavily indicate that the main aspect that applicants' value is information. The writing style of the job advertisement or the type of questions asked in the job interview are not as important as the information delivered to the applicants. The more successful the recruiters are in delivering information about the job and its related tasks, the happier the applicants can be expected to be.

There are no major differences on the respondent's answers from different educational backgrounds. The most noteworthy difference can be seen in how the different groups rate the importance of compensation package being discussed at the job advertisement. People with a lower education level see the compensation as a more important part of the job advertisement, than people with higher education do. The reason behind this seems to be that people with higher education are more motivated by the tasks, rather than the compensation, as long as it is on an acceptable level.

This thesis can be used as a guideline by recruiters in Finland on what kind of recruiting process applicants may want to have, to have the most satisfied applicants. However, there are certain limitations in the usability of this thesis. The main respondent group was formed of people under 40- years old, so the results mainly represent younger generations. With more mature audience, the results might differ greatly. The amount of the respondents, 81, is quite low compared to the amount of people in the working life in Finland. Thus, this provides an opportunity for further research amongst the more mature generations on a larger scale. For a more exact answers, a research done as interview based should be done in the future.

The thesis is successful in answering the two research questions mentioned above. The thesis writing process was all in all successful and rewarding. The main struggles were in finding adequate literature in English or Finnish, as most suitable articles are categorized under employee branding, rather than recruiting. Therefore, the literature is mainly based on books written by recruiters and their experiences on what works well in recruiting. The difficulties in finding literature caused some of the information to be quite old, but mainly it was in line with the more recent sources.

Despite some of the sources being old, it does not compromise the validity of the research, as the research itself was done through a questionnaire, and the answers gained from it was used as the main data for the analysis done and the conclusions given. If the thesis were completely literature based, the case would be different. The reliability of the research is better amongst younger applicants, than it is with more mature generations. To further the reliability of the research, a larger respondent pool would be needed, but with the tools available at the time of the thesis, this was not possible.

In conclusion, the job applicants seem to be mostly information driven nowadays, no matter their educational background. To ensure that most participants of the recruiting process are happy, all the possible information about the process and the job itself should be available for the participants.

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Appendix 1. The interview Base

Profiili:

Millaista työpaikkailmoitusta pidät hyvänä?

Mitä odotat työhaastattelulta? (Tila, haastattelu, haastattelija)

Mitä odotat työhaastattelun jälkeiseltä tiedotukselta?

Appendix 2. The questionnaire

Rekrytointiprosessin piirteiden tärkeys työnhakijoille

Hei ja tervetuloa! Opinnäytetyöni käsittelee työnhakuprosessia työnhakijan näkökulmasta, ja tämän kyselyn tarkoituksena onkin selvittää mitkä asiat ovat kaikista tärkeimpiä asioita työnhakuprosessissa työnhakijoiden mielestä. Tämä kysely on siis suunnattu kaikille työtä joskus hakeneille tai työnhakua harkinneille. Kyselyyn vastaaminen vie vain noin 5-10 minuuttia ja sähköpostiosoitteensa jättäneiden kesken arvotaan kaksi kahden kappaleen Finnkino- leffalippupakettia. Sähköpostiosoitteita ei ole mahdollista yhdistää kyselyn vastauksiin, eikä niitä hyödynnetä muihin tarkoituksiin tai luovuteta kolmansille osapuolille. Tähdellä merkityt kysymykset ovat pakollisia.

1. Ikä *

○ -15
○ 16-20
○ 21-30
○ 31-40
○ 41-50

○ 51-60

○ 60+

2. Sukupuoli *

○ Nainen

○ Mies

○ Muu

3. Koulutustaso *

○ Peruskoulu

○ Ylioppilastutkinto

○ Ammattitutkinto

○ Ammattikorkeakoulututkinto

○ Ylempi ammattikorkeakoulututkinto

○ Yliopiston kandidaatin tutkinto

○ Yliopiston maisterin tutkinto

○ Tohtorikoulutettu

4. Kuinka monta työhakemusta olet lähettänyt viimeisen kymmenen vuoden aikana?
*

○ 0

○ 1-5

○ 6-10

○ 11-15

○ 16-20

○ 21+

5. Kuinka monessa työhaastattelussa olet ollut viimeisen kymmenen vuoden aikana?
*

○ 0
○ 1-5
○ 6-10
○ 11-15
○ 16-20
○ 21+

6. Kuinka tärkeitä seuraavat työpaikkailmoituksen piirteet ovat sinulle? *

	Ei tärkeä	Ei juurikaan tärkeä	Jonkin verran tärkeä	Tärkeä	Erittäin tärkeä
Työtä kuvaava otsikko	○	○	○	○	○
Yritysesittely	○	○	○	○	○
Tehtävänkuvaus	○	○	○	○	○
Kuinka yhtiön arvot näkyvät työskentelyssä	○	○	○	○	○
Kuvaus vastuualueista	○	○	○	○	○
Tulevan tiimisi esittely	○	○	○	○	○
Paikan sijoittuminen organisaatiossa	○	○	○	○	○
Koulutusvaatimukset	○	○	○	○	○
Yhtiön työnantajabrändi	○	○	○	○	○
Yhtiön kuluttajabrändi	○	○	○	○	○

	Ei tärkeä	Ei juurikaan tärkeä	Jonkin verran tärkeä	Tärkeä	Erittäin tärkeä
Tarvittava tietotaito	○	○	○	○	○
Menestymisen edellytykset	○	○	○	○	○
Tarjolla olevat haasteet	○	○	○	○	○
Haettavan persoonan kuvaus	○	○	○	○	○
Palkkauksen perusteet	○	○	○	○	○
Luontaisedut	○	○	○	○	○
Ilmoitus on kieleltään kekseliäs	○	○	○	○	○
Ilmoitus on kieleltään ammattimainen	○	○	○	○	○
Urakehitysmahdollisuudet	○	○	○	○	○
Henkilökohtaisen kehittymisen mahdollisuudet	○	○	○	○	○
Työn aloitusajankohta	○	○	○	○	○
Työaikamuoto	○	○	○	○	○
Haun vastuuhenkilön yhteystiedot	○	○	○	○	○

7. Kuinka tärkeitä seuraavat työhaastattelun piirteet ovat sinulle? *

	Ei tärkeä	Ei juurikaan tärkeä	Jonkin verran tärkeä	Tärkeä	Erittäin tärkeä
Haastattelijan antama ensivaikutelma	○	○	○	○	○
Haastattelijan ulkoinen olemus	○	○	○	○	○
Haastattelijan hyvät käytöstavat	○	○	○	○	○

Haastattelija kohtelee sinua vertaisenaan	○	○	○	○	○
Haastettelija on innostunut tarjolla olevasta tehtävästä	○	○	○	○	○
Haastattelija osaa vastata esittämiisi kysymyksiin	○	○	○	○	○
Haastattelija ottaa vetovastuun haastattelusta	○	○	○	○	○
Haastattelutilanne on rentoutunut	○	○	○	○	○
Haastattelutila on rauhallinen	○	○	○	○	○
Tarjolla on virvokkeita	○	○	○	○	○
Haastattelu järjestetään tulevassa työpaikassasi	○	○	○	○	○
Haastattelu järjestetään muualla kuin tulevassa työpaikassasi	○	○	○	○	○
Small talk ennen haastattelun alkua	○	○	○	○	○
Saat lisätietoa yrityksestä	○	○	○	○	○
Saat lisätietoa tehtävästä	○	○	○	○	○
Saat sovittua joustavasti haastattelun ajankohdan	○	○	○	○	○
Saat tavata tulevan esimiehesi	○	○	○	○	○
Saat tietoosi päätöksenteon aikataulun	○	○	○	○	○
Saat tavata haastattelussa tulevia kollegoitasi	○	○	○	○	○

Haastattelulle on varattu tarpeeksi aikaa	○	○	○	○	○
Haastattelu tapahtuu sovitussa aikataulussa	○	○	○	○	○
Kysymykset ovat kyllä-/ei-tyyppisiä	○	○	○	○	○
Kysymykset ovat avoimia	○	○	○	○	○
Haastattelu keskittyy sinuun ihmisenä	○	○	○	○	○
Haastattelu keskittyy osaamiseesi	○	○	○	○	○
Olet haastattelutilanteessa ainoa hakija	○	○	○	○	○
Haastattelutilanteessa on muitakin hakijoita	○	○	○	○	○

8. Kuinka tärkeitä seuraavat työhaastattelun jälkeisen tiedotuksen piirteet ovat sinulle? *

	Ei tärkeä	Ei juurikaan tärkeä	Jonkin verran tärkeä	Tärkeä	Erittäin tärkeä
Valinnoista ilmoitetaan nopealla aikataululla	○	○	○	○	○
Valitsematta jäämisestä ilmoitetaan	○	○	○	○	○
Valinnan lopputulos perustellaan	○	○	○	○	○

Valinnoista ilmoitetaan puhelimitse	○	○	○	○	○
Valinnoista ilmoitetaan sähköpostitse	○	○	○	○	○
Palkkauksesta sovitaan	○	○	○	○	○
Aloituspäivämäärä sovitaan	○	○	○	○	○
Sopimuksen allekirjoituspäivämäärä sovitaan	○	○	○	○	○
Saat tietää kenelle ilmoittautua ensimmäisenä päivänä	○	○	○	○	○
Tarvittavista terveystarkastuksista sovitaan	○	○	○	○	○
Tarvittavien dokumenttien toimituksesta sovitaan	○	○	○	○	○
Orientaation sisältö ja kesto ilmoitetaan	○	○	○	○	○

9. Sähköpostiosoitteesi, jos haluat osallistua leffalippuarvontaan.

Email _____