Saimaa University of Applied Sciences
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# Attracting Generation Z to apply to job vacancies in Lappeenranta

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## Abstract

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The objective of this study was to discover what companies in Lappeenranta do to attract more Generation Z employees to their job vacancies. Additionally, the study aimed at finding out how the companies have changed their marketing methods and to what extent they are aware of the changes the Generation Z members have brought to the work environment. Moreover, the research was aimed at discovering how the companies plan to further advance their methods to fit the environment as well as whether they were aware of the increasing importance of employer branding.

The data for this thesis was collected from various literature and online sources as well as from a questionnaire. The literature sources varied all the way from handbooks to books which solely focused on Generation Z. The Online sources included articles and other publications. The questionnaire was self-made and distributed to seven notable employment agencies which had franchise branches in Lappeenranta. In addition to this, one job advertisement from each of these companies was selected for additional analysis.

The results of the study showed that even though the companies were, to some extent, aware of Generation Z's effect on the work environment, most of them failed to put their knowledge to practice. The social media platforms which they employed were not used to their full capabilities. These platforms were mostly used as a one-way communication channel. For Generation Z, which wants to be connected continuously, expects transparency and sharing of information from companies, this was clearly a shortcoming. Additionally, most of the companies seemed to be aware of the importance of employer branding for the Generation Z members. Despite this, majority of the companies failed to communicated their brand as an employer in the job advertisements.

Based on the abovementioned discoveries, the companies should invest more into developing the marketing channels and using their social media platform to their full capacities. In addition, the companies should concentrate on researching Generation Z characteristics further and adapt to the changing environment better. Moreover, the companies should attempt to build an improved, sustainable two-way communication channel for their current employees as well as potential employees. Establishing real time chat boxes as well as staying connected and using maintainable communication channels throughout their social media platforms can achieve this.

Keywords: Generation Z, employer branding, online recruiting, social media

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# 1   Introduction

The topic of this study was chosen based on the writer's interest on the continuously changing field of Human resources. The topic is relevant and vastly discussed. Human resources as a field was continuously changing and evolving with people. Every generation that enters the work-life brings changes to the field. Human resources, as the department which attracts, acquires and tries to retain the talent is always in the eye of this change. They try to continuously develop and change their methods to adapt to the changing environment.

Generation Z, also known as the Gen Z, is a term used to describe the people which were born after the year 1995 and onwards (Kleinschmit 2015). They are identified with different behavioural patterns, habits, characteristics as well as values than previous generations. Being born in to the social age of social media and technological advancement make their daily wants and needs different from Millennials', or any other generations before them.

Seeing that generation Z is beginning to infiltrate the workforce, the employers are beginning to realize that they need more to attract the younger generation of workers. These people have been born into the technological boom of social age. They are vastly different from any other previous generation.

In conclusion, attracting Generation Z to apply to certain positions requires different methods and sometimes a different approach entirely. For companies, this means changing how they run their operations. Increasingly more changes are expected to happen in the traditional organizational structures as they do not cater to Generation Z as they are (Tapscott 2010).

## 1.1   Objectives

The main objective of this study was to find out about the actions taken by the companies to heed to the phenomenon of Generation Z changing the work environment. In addition, the study aimed at examining to what extent the companies were aware of it. Additionally, the study discussed what kind of methods the sample companies in Lappeenranta use to reach the new generation of potential employees.

It makes sense that as the new Generation Z starts be a prominent workforce the companies also have to adapt to them. The companies have to be increasingly visible and adapt their hiring processes to be able to reach the desired workforce and talent. By heeding the positive changes that this new Generation brings with them, the employers can improve their competitiveness (Tapscott 2010).

## 1.2   Research questions

As the objectives of this study already alluded to, this study aimed at discovering about employers' view on the phenomenon of Generation Z entering the workforce. Additionally, the study planned on discovering how the employers have adapted to heed the aforementioned phenomenon.

The main research question of this study was the following:

➔ What do the companies in Lappeenranta do to attract Generation Z employees?

In addition to this main research question, the study also considered the following related questions to find supporting information for the main research question:

➔ To what extent are companies aware of the changes that Generation Z brings to the work environment?
➔ How the companies in Lappeenranta have changed their marketing methods to adapt to this new environment?
➔ How do the companies in Lappeenranta plan to further advance their methods and keep their job positions interesting?
➔ Are the companies in Lappeenranta aware of the importance of employer branding?

By answering the abovementioned questions, it was the objective of this study to find out how the work environment in Lappeenranta has morphed to better suit the younger generation. It is a wildly recognized phenomenon in the Human resources field that, the recruitment process in particular, will need to change to attract the Generation Z more. In addition, the job advertisements, job benefits as well as the actual recruitment process will need to increasingly comply with these changes.

This study in particular focused on the changes that have happened and will happen in the recruitment process as well as the attractiveness of the job positions for Generation Z. For this purpose, the companies chosen for the study all operate in the field of Human resources. The researcher concentrated on the companies located in Lappeenranta (see Chapter 3).

## 1.3 Delimitations

As with every study, there were some delimitations for this one as well. The researcher chose to concentrate on the Generation Z members for the study. Generation Z members are the people born from year 1995 onwards (Kleinschmit 2015). Because this was such a large time scale the researcher concentrated on 20-23-year olds in particular. This was because narrowing down the subjects was believed to provide more detailed information on the questionnaire. 20-23-year olds are often second to third year higher degree students beginning to contemplate their future careers. Choosing to focus on this fragment of Generation Z provided the study with an excellent concentration point. It also made it easier for the companies to focus their attention on this age class and enabled them to answer the presented questions with these people in mind.

Choosing the companies for the study demanded some limitations as well. As the researcher wanted to focus on Lappeenranta in particular, all the chosen sample companies had to have offices in Lappeenranta. The city being on the smaller side it offered only limited amount of options as sample companies. For this study, the researcher chose companies which had staffed offices in Lappeenranta and only reached out to these companies.

Another delimitation came in the form of the questionnaire. Commonly, the self-completing questionnaires more often than not employ closed questions (Bryman & Bell 2015). This is done for sake of accuracy, efficiency as well as clearness. However, this study required obtaining qualitative date in a relatively strict time frame. Consequently, this prompted the researcher to create a questionnaire which posed mostly open ended questions. The researcher chose to send the questionnaire to the sample companies as a link, which led to the actual survey platform, 'SmartSurvey'. Using traditional means of distributing questionnaire in

paper form would have been time consuming and cumbersome for the researcher.

As mentioned the study was conducted in Lappeenranta, Finland. This meant that all the respondents to were Finns. As a consequence, it created a problem with translation. It was required of the researcher to create the questionnaire in Finnish so that the response rate would not suffer. The writer of the study decided that communication with the sample companies would be established in Finnish because this reason. See Appendix 1 and 2 to see the invitation letter as well as the questionnaire questions sent to the companies.

As an added dimension to the research, the study also concentrates on the job advertisements that could catch the attention of the Generation Z members. To keep the parameters of the study the researcher decided to concentrate on the advertisements which were posted by the sample companies. The researcher chose one advertisement (Appendix 3) from each of the seven companies, more information on the sample companies can be found in Chapter 3.

## 2 Generation Z

This chapter focuses on explaining and analysing the Generation Z in a detailed manner. Firstly, the chapter concentrates on clarifying what Generation Z is and how it is characterized. This is followed by explaining key differences between the Generation Z members and Millennials. Lastly, the chapter focuses on describing the Generation Z in their work-life and how they differ from other generations in the work environment. To explain this, the chapter concentrates on three key areas where Generation Z brought in most changes as they entered the work-life. These areas are online recruiting, designing job advertisements as well as employer branding.

As mentioned previously, the Generation Z members are the people who were born after the year 1995 and onwards (Kleinschmit 2015). Nevertheless, there is heated debate on where the exact line between Millennials and Generation Z members is. Tapscott, for instance, defines the Generation Z members as people born after the year 1998 (Tapscott 2010). For the sake of clarity this study defined

Generation Z members as born from year 1995 onwards. The Figure 1 below shows the lines between the generations X, Y (Millennials) as well as Z.
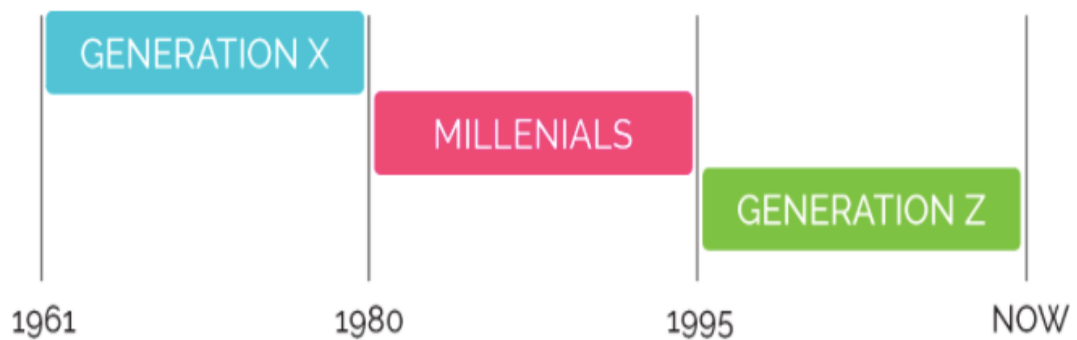


Figure 1 Who are Generation Z? (Carini 2017)

Above (Figure 1) Carini's definition on the generational gaps can be seen. Carini, defines Generation Z as 'digital natives' who cannot live their life without their iPad and are comfortable with modern technologies. Generation Z was described as a more cautious generation than Millennials, since they grew up through the 2008 recession. (Carini 2017.)

## 2.1   8 Miracles

The Generation Z members are the generation whose development of personality was largely influenced by social media and the feedback they receive from there (Tienari & Piekkari 2011). In his book, Grown Up Digital, Don Tapscott defined the Generation Z as more tolerable towards divergences, faster as well as smarter than their predecessors (Tapscott 2010). Tapscott has defined 8 characteristics which distinguished Generation Z from the previous generations.

1. They value freedom.

Generation Z members want the freedom to do everything. They want the freedom to choose whatever they want and they want the freedom to say whatever they want. Especially the freedom of choice is greatly valued for this generation. Whereas the older generations are confused on which brand, product or channel to choose, the Generation Z members have a shortcut in the form of technology which helps them to choose. The Generation Z seeks for freedom to change their jobs, express themselves and choose their own path in life.

They expect to be able to choose where and when they are going to work. Technology helps them to evade the traditional, stifling offices and work wherever, whenever they choose to. This is how they merge their social -, work-, and home life so efficiently. (Tapscott 2010.)

2. They want to seize things and objects and them make them suitable for themselves.

Generation Z members sculpt the world around them to fit themselves. Being born into the social media environment, they are used to change everything to fit their own liking. They want all the products that they use to reflect themselves. (Tapscott 2010.)

3. They have relations and teamwork instead of lecturing.

Generation Z members play multi-player video games, operate together in Facebook and text message each other all the time. They have networks which work in online, where the Generation Z members discuss brands, services and products. This is why they trust the fellow Generation Z member's opinion more than any other experts. (Tapscott 2010.)

4. They want to get deeply acquainted with organizations and people.

Generation Z members are researchers. They think it is self-evident that they are granted access to all the information regarding the company. Additionally, they expect the company to be transparent. As the Generation Z members get older, the more committed to Internet they become. The Generation Z members are aware that they can demand more from the companies, products and their employers. The brands and companies should be prepared to be critiqued on their products and operations. (Tapscott 2010.)

5. They call for honesty.

While the Generation Z members make buying decisions and choose where to work, they pay attention to ethicality and transparenty of the operations. The global networks which the Internet provides, removes barriers between activist, different stakeholders and consumers. This provides Generation Z members with

abundance of opinions and reviews to evaluate before decision making. Generation Z members want the company values and their values match. (Tapscott 2010.)

6. They are fast.

Employers and marketers should realize that Generation Z members demand same kind of fast connectedness that they have. Generation Z members are used to fast replies and real time chatting. (Tapscott 2010.)

7. They want to have fun in their work-life as well as their school life.

Generation Z brings the playfulness to their workplace. This generation has been brought up with interactive experiences which the video games provide. This is how they know that there is always more than one way to reach the end result. (Tapscott 2010.)

8. Innovation is a large part of their life.

They search for jobs where innovation is a large part of operations. Additionally, they continuously search for new, more innovative ways to operate, have fun, study and work together. They do not buy the newest products simply because they are more trendy, they buy the products because they can do more with them. (Tapscott 2010.)

Knowing these 8 miracles helps to understand how the Generation Z is shifting the market, employment, studying, family as well as the society (Tapscott 2010). Essentially, Generation Z is redefining every aspect of the civilisation which they live in.

## 2.2 Generation Z vs. Millennials

It is widely known that each generation that emerges has some core characteristics, values and way of life that differ from each other. Thus, it was not a surprise that there is gap between Millennials and the emerging Generation of Z.

For a generation that has not known a life without social media platforms like YouTube, social media is integrated to nearly every aspect of Generation Z's life.

How social media has moulded Generation Z, and continues to do so, cannot be overlooked. Evidently, this lead to further changes in the work-life and operations. (Lufkin 2018.)

### 2.2.1   8 Key factors

Given the abovementioned, it is fundamental for companies to understand the core differences between the generations to be prepared for the new workforce and stay profitable. In his article George Beall emphasises this fact. He aptly summarizes these differences to 8 key factors.

Firstly, it is relevant to know that members of Generation Z are less focused than Millennials. Being born in the boom of social media makes them take in information much faster than their predecessors. This comes across as a shorter attention span. Technological boom has also made generation Z members gifted multitaskers. Multifaceted actions are common for this generation. (Beall 2017.)

Thirdly, Millennials, who came of age during recession, are more price conscious than Generation Z. They follow advertisements and gather coupons more than Generation Z members. Additionally, Beall defines Generation Z members as early starters. More and more of them opt out of higher educational degrees. Commonly, they choose to finish their schooling online. (Beall 2017.)

As a fifth difference Beall names entrepreneurship. According to research conducted, Generation Z wants to work more independently. Highly integrated high technology and networking capabilities have moulded Generation Z to think more independently and entrepreneurially. Additionally, being born into the technological boom and the age of social media has raised their expectations vastly in comparison to Millennials. This sociality also promotes a need for individuality. They pursue uniqueness more than the Millennials. (Beall 2017.)

Lastly, the advanced development of technology, internet and social media has promoted Generation Z to be more globally inclined than the Millennials. They are found to be more global in their thinking, relatability and interactions. (Beall 2017.)

## 2.3   Generation Z in work-life

There are many different opinions on Generation Z as workforce. Some employers express that Generation Z demands too much in way of compensation without being able to back the needed talent up with experience. Other experts say that Generation Z is too opinionated, cannot work in teams and lack motivation as well as the needed work ethic. (Tapscott 2010.)

Tapscott expresses in his book, Grown Up Digital, that what awaits the companies is a collision between the generations. The collision will not be about the generation as individual people but as a conflict of work culture. This collision will make the companies re-evaluate their hiring process completely. Already it can be seen that companies are changing their approach on recruitment processes. (Tapscott 2010.)

The Generation Z members enter the work-life excitedly. They are ready to use their many social networking platforms to communicate, establish cooperation as well as to innovate and carry out their own share of work. What happens is that they are shocked when they enter the work environment. They realize that the company's technological tools are inferior to ones used in their educational institutes. Their employers still believe that Internet was innovated for sharing information rather than a tool which could a base program for cooperation for employees. Previously mentioned scenarios are just examples. The problem is not only technological. Many of the companies are stuck in a hierarchical system which divides the company to leaders and followers. This kind of a company structure blocks innovation, creativity and creating new products as well as the satisfaction that come with achieving good customer service. In other words, all the fun elements that Generation Z members seek from their work-life. (Tapscott 2010.)

### 2.3.1   Online recruiting

Online recruiting is without a doubt one of the most popular recruiting processes employed in the Human resource field nowadays. According to Tapscott, trying to attract Generation Z to job positions by advertising in newspapers is a complete waste of time and money (Tapscott 2010). Recruiting through social networks is

seen as more than a clinical, cold, science process. The bottom line for the company is to get good people with the right talent to work for them. (Coine & Babbit 2014.)

It is argued that social recruiting is more human than a resume could ever hope to be. This is largely because the employer does not have to approve the presented resume as a fact. The employers have the opportunity of checking the applicants character and see if the presented information match with the real life person. They can check the applicants Facebook page, LinkedIn and Twitter accounts to determine the applicants level of passion for the industry as well as career. (Coine & Babbit 2014.)

Seeing as Generation Z spend more time online than any other generation previously, it is safe to say that this is a good way of reaching them. Below, Figure 2 describes the most used devices of Generation Z members and Millennials by average hours per week.
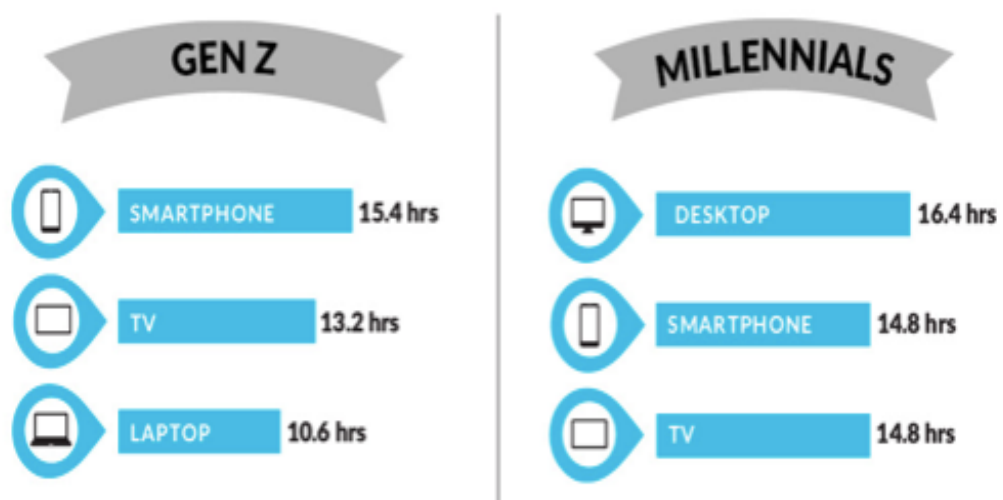


Figure 2 Most used devices (Kleinschmit 2015)

As seen on the above (Figure 2), on average a Generation Z member spends 15.4 hours/ week on their smartphone and only 13.2 hours/week on TV. Millennials on the other hand side, spend approximately 14.8 hours/week on their smartphones and 14.8 hours/week on TV. (Kleinschmit 2015.) Using the right type of social media platform to reach the Generation Z member is more important than ever as the people are shifting which devices they use so obviously.

Social network platforms allow companies to create a two-way communication channel between the company and the applicants. Generation Z members research their possible employers before applying to any job positions. The two-way communication channel is greatly appreciated by the Generation Z members; it allows them to evaluate the company more thoroughly. As they value creating relations and getting deeply acquainted with the companies they are interested in, giving them a chance to reach out is a step in the right direction in attracting Generation Z. (Tapscott 2010.)

Creating an effective social network platform is beneficial for the company as well. It allows the employers to productively express the job position's responsibilities, amount of work required as well as tell about professional advancement opportunities. Providing the applicants with a detailed company description also interest Generation Z members. They can be attracted more towards applying to the job positions by providing them with real, uncensored blog posts written by Generation Z members.  In addition, providing a frequently asked questions forum platform as well as real time chat-line will make the company more desirable as an employer. (Tapscott 2010.)

### 2.3.2  Designing job advertisements

Writing job descriptions and catching the attention of employees is one of the most crucial aspects of recruiting. Obtaining the right talent is what helps the company to become more profitable. Advertisements written by the experts often follow the AIDA model. This model consists of four different aspects; attention; interest; desire; action. (Dessler 2016.) The Figure 3 below illustrates the AIDA model aptly.

Figure 3 AIDA model (Zajdo 2018)

As the figure above shows, the four stages of the AIDA model aim on catching the attention of the person who perceives the advertisement.

Catching the attention of Generation Z is different from catching the attention of Millennials. Unlike the Millennials, Generation Z members pay more attention to videos than printed advertisements for example. According to a study performed, the easiest way to catch Generation Z's attention is through short videos which pitch the company's piece briefly and to the point. Kleinschmit also argues that the average attention span of a Generation Z member is approximately 8 seconds. This means that the beginning of the advertisement should capture their attention. Additionally, they pay attention to edgy and progressive advertisements even though the drug use, alcohol consumption as well as teenage pregnancy are on their lowest levels. (Kleinschmit 2015.)

The AIDA model explains that generating interest in the reader of the advertisement is the next step (Dessler 2016). 61% of Generation Z members are more interested in being entrepreneurs rather than employees after graduating from college. This spells out their interest in independency, consequently highlighting this aspect of the job in the advertisements would develop Generation Z's interest more.

Creating desire for the job position comes as the next aspect of the AIDA model. Spotlighting words that the reader would find interesting can accomplish this. (Dessler 2016.) Highlighting Generation Z's impact that occurs from performing the job will create large desire for the job position. This is because 60 % of the Generation Z wants to change the world to fit their needs and wants compared to 39% of Millennials. They appreciate positive and uplifting messages. (Kleinschmit 2015.)

Lastly, an effective advertisement should prompt to act. This is also one of the most difficult things to obtain. The reader might find the advertisement interesting and worth applying for but actually getting them to apply in a timely manner is a problem. This is why giving them tight deadlines or a prompting them with verbal commands has been some of the methods used by companies. (Dessler 2016.) Unfortunately, the independent and strongly opinionated Generation Z is difficult to prompt by these means. They are more interested in being free in their options on when and how to apply. (Kleinschmit 2015.)

### 2.3.3 Employer branding

Employer branding refers to the concept of employees' perspective on the company as an employer. Employer brand is of summation company's popularity and reputation. A strong employer brand offers many possibilities for a company. (TalentLyft 2018.) Below Figure 4 shows the employer branding process.
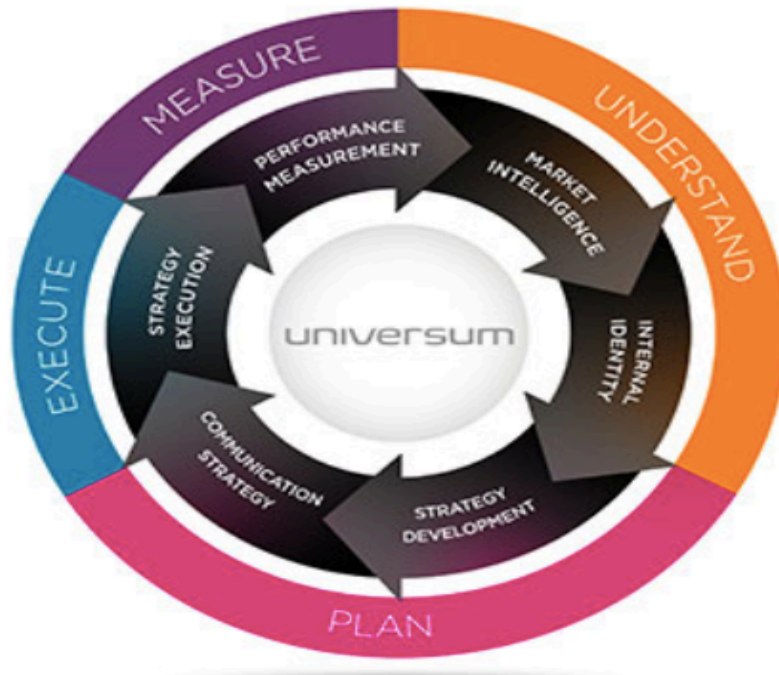
Figure 4 Employer branding process (Van Mossevelde 2018)

As the Figure 4 shows, employer branding is a multi-staged venture. First and foremost, it requires the employers themselves to understand their brand. The employers need to know how they want to portrait themselves to the outside world. Additionally, they need to be aware of their internal identity. The companies need to establish a realistic plan as well as a communication strategy. Thus, it is essential to have an execution strategy. Measuring their performance is essential as well, since knowing whether their execution plan has worked or not is vital for the continuous development of the strategy. (Van Mossevelde 2018.)

As stated previously Generation Z wants to connect with the company that they plan to work for. They want to be sure that the company values as well as the work culture aligns with theirs. This is why they like to research the company before applying. Consequently, they often come to interviews with list of questions to gather more information. (Tapscott 2010.) This is where employer branding comes into play. It has become more important than ever for companies to be transparent and communicate their values, culture, mission and vision.

Social media and social recruiting have made communicating the company brand rather easy for companies. Whereas previously the employer had to spend millions to increase company visibility, show the company culture as well as to attract

potential employees, now all this become a side-effect of social recruiting. Companies demonstrate their willingness to engage, their organizational culture as well as their principles and values. This makes them consistently increase their visibility. (Coine & Babbit 2014.)

It is crucial for companies to build a personalized vision for skilful employees. This vision should be built in accordance to 8 characteristic miracles that Tapscott describes the Generation Z with. Generation Z starts to think about their career earlier that Millennials, for example. This should prompt the companies to start building their brand as early as possible. (Tapscott 2010.)

## 3  Sample companies

The chosen, seven, companies for the study are private employment agencies which specifically operate in the business of recruitment. They are professionals in their field and have a lot of experience in employer branding, designing job advertisements, social recruiting as well as the latest recruiting environment.

All the chosen companies have offices in Lappeenranta, which makes them reachable. Most of the chosen sample companies operate on a franchise basis. This means that most of them operate nationwide and have fellow franchisees outside Lappeenranta. As said, to keep the research parameter only the Lappeenranta offices were contacted. All the chosen companies have a HR-manager or an assistant dealing with human resource portion of their operations.

## 4  Research method

The following chapter focuses on detailing the research method used to conclude this study. Comprehensive information on the research method used, facets of the research as well as thorough information on the reliability and validity can be found below.

A qualitative data collection method was chosen for this study. This method allowed the writer to make connections between the theory and the collected data

more freely. As is the nature of the qualitative data it allows for an inductive inter-pretation between the theory and the study. (Bryman & Bell 2015.) As shown below (Figure 5), this study followed the established main steps in qualitative re-search method.
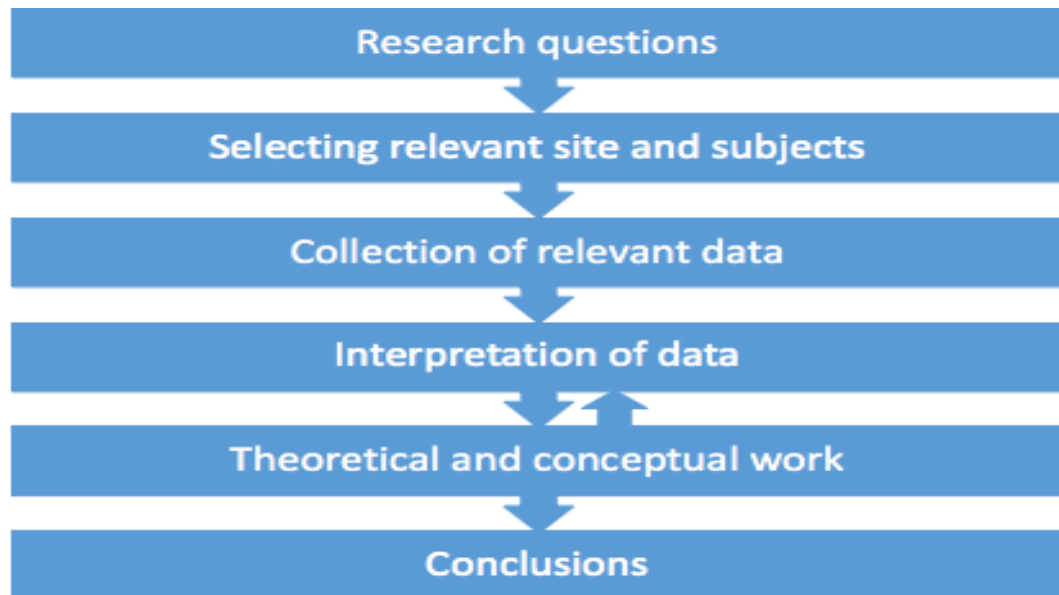


Figure 5 Outline of main steps of qualitative research (Bryman & Bell 2015)

As seen from the Figure 5 above, the main steps for qualitative research are made up of six steps. The first step refers to the research problem, through which the researcher determines the research questions (Bryman & Bell 2015). For this study, the research phenomenon and the research questions were stated out in Chapter 1.

The second step is about selecting the relevant sites and subjects for the study (Bryman & Bell 2015). This study is concentrated on the companies and how they perceive the Human resource environment which has been influenced by the Generation Z right now as well as how they are evolving their operations to com-ply to this influence. Accordingly, the researcher has chosen to select private em-ployment agencies as the sample group, more information on these companies can be found in Chapter 3. In addition, the researcher will focus on the job adver-tisements designed by the sample companies to interpret whether the companies take Generation Z into consideration while designing the advertisements.

Following the selection of the relevant sites and subjects, the researcher focused on the collection of the relevant data (Bryman & Bell 2015). The researcher used

an online survey as a data collection tool for this study. The data collected from the questionnaire added to the theoretical knowledge gathered as well as to the knowledge gathered from interpreting the job advertisements.

After the relevant data was gathered, interpretation followed. Interpretation of the data was of great importance to the study as it prompted the final results. The interpretation process was very closely linked with the next step, which was conceptual and theoretical work. These two steps provided a back-and-forth debate for the study where the theoretical knowledge was often compared to the gathered empirical data. This method allowed the researcher to point out any differences that the gathered theoretical knowledge and the empirical data might have had. (Bryman & Bell 2015.)

Lastly, the main steps of the qualitative research concluded with writing up the final findings. This step was also closely connected to the previous two step on interpretation and theoretical knowledge, as it was based on these two. Additionally, the researcher was free to express any views and conclusions that the collected data had raised. (Bryman & Bell 2015.)

## 4.1 Online survey

As previously mentioned, one of the tools to gather data for this study was an online questionnaire. The link for this questionnaire was sent to the sample companies. Appendix 1 shows the invitation letter sent to the companies which is in Finnish.  The questionnaire in itself was in Finnish as well. For the sake of accuracy Appendix 2 shows the employed questionnaire in its original language, Finnish. Nevertheless, the results of the questionnaire will be examined in English and Chapter 5 gives detailed information on the employed questions as well as the gathered data. This section of the report was dedicated to explaining the elements of the questionnaire.

The questionnaire consisted of five different sections and 20 questions. The first section was aimed at finding basic information about the company. It consisted of questions like; how long has the company been in business; how many people work in the office; and if the company operates online as well or not. All of the

questions presented in this section were closed questions aimed at gathering ru-dimental data.

The second section of the questionnaire was dedicated on finding out how the companies attract Generation Z members. This section consisted of 2 different open ended questions which the respondents could answer in their own words. These questions concentrated on finding out about the marketing channels em-ployed by the sample companies.

The following section aimed at finding out about how aware the sample compa-nies were of the phenomenon. It was made up of open ended questions as well as couple of close ended questions. All in all, this section consisted of six different questions. The questions inquired about changes that the companies have made to their marketing solutions. The queries asked the companies to compare the situation to the processes used five years ago.

Similar to the previous section, the fourth section posed both open - and close ended questions. The topic of the fourth section was about adapting to the chang-ing work environment. This sections also consisted of six queries. Lastly, the fifth section only presented the respondents with one question. This final section was aimed at finding more about the companies' future prospects.

All the questions of the questionnaire were created by the researcher of this study. The writer shaped the questions based on the theoretical knowledge gath-ered and the research questions presented in Chapter 1.

## 4.2   Job advertisements

The second part of gathering data was examining the job advertisements that the sample companies had posted. For this purpose, the researcher chose job ad-vertisements posted by the sample companies in varying sectors. Appendix 3 shows the chosen advertisements that this study was examined.

All the chosen advertisements were in Finnish but the examination was con-cluded in English. Relevant parts of the advertisements have been translated by the researcher. Furthermore, only seven advertisements were chosen. These ad-vertisements were gathered from varying webpages. Nevertheless, nearly all of

the advertisements were obtained from the sample companies' webpage. For the sake of the anonymity of the sample companies, none of the advertisements showcase any identification as to which company they belong to.

## 4.3 Reliability and validity

Reliability and the validity are some of the most important criteria on evaluating business and management researches (Bryman & Bell 2015.) The following segment of this report concentrates on explaining the reliability and the validity of this research in particular.

### 4.3.1 Reliability

Reliability of the qualitative research is divided to external and internal reliability. The external reliability of the research refers to the fact if the research can be replicated or not. (Bryman & Bell 2015.) For this study, replicating is entirely possible. A fellow researcher would need to assume the same standpoint as the researcher of this study. Additionally, the same questionnaire would need to be employed with the same type of sample companies as to not shift the parameters of the study.

As for the internal reliability, it raises the question of whether the researcher is conducting the research alone or if he or she has a team. In addition, it considers if the team agree on what they see and hear. (Bryman & Bell 2015.) For this particular study, the researcher did not have a team so all the research as well as interpretations are made by the researcher.

### 4.3.2 Validity

Similar to the reliability of the study validity also is divided to internal and external validity. The internal validity raises the question whether there is a strong connection between the researcher's interpretations and theoretical knowledge gathered. (Bryman & Bell 2015). This study concentrated on seeing if the sample companies have adjusted their operations to garner the attention of Generation Z members. Consequently, this lead the researcher to interpret the data gathered with the help of the theoretical knowledge gathered.

The external validity on the other hand side, raises the question of to what extent the outcomes of the study can be generalized (Bryman & Bell 2015). The outcomes of this research can be generalized to the sample companies and how they operate their recruitment process.

# 5 Empirical research

As explained previously in Chapter 4, the empirical research of this study included an online survey as well as an analysis on job advertisements posted by the sample companies. This chapter begins with an analysis of the questionnaire results followed by examination of the job advertisement analysis results. The advertisements were examined using the AIDA model.

## 5.1 Questionnaire results

For efficient understanding, the questionnaire results were divided section by section according to the theme of the corresponding questionnaire section. The result of the questions, as well as questions themselves, were explained in each corresponding section. As previously stated, some of the questionnaire questions posed were open and some close ended questions. The link to the questionnaire was sent to the sample companies as an e-mail. Attached to this e-mail was an invitation letter (Appendix 1). The questionnaire was created using the 'Smart-Survey' platform and was left open for the respondents for a week.

### 5.1.1 Basic information

On this section the respondents were asked about basic information regarding their businesses. This was to achieve better understanding about the companies and the franchise offices which were contacted.

#### 5.1.1.1 Question 1

The first question was a closed question about how long their businesses have already operated. All the respondents chose the last presented option, which meant that they had operated for more than 10 years. For the research, this meant that the respondents were able to produce expert opinions on the subjects presented as they had experience on the HR-field.

### 5.1.1.2 Question 2

The following question was about how many people the office employed. The result is displayed in Figure 6 below.
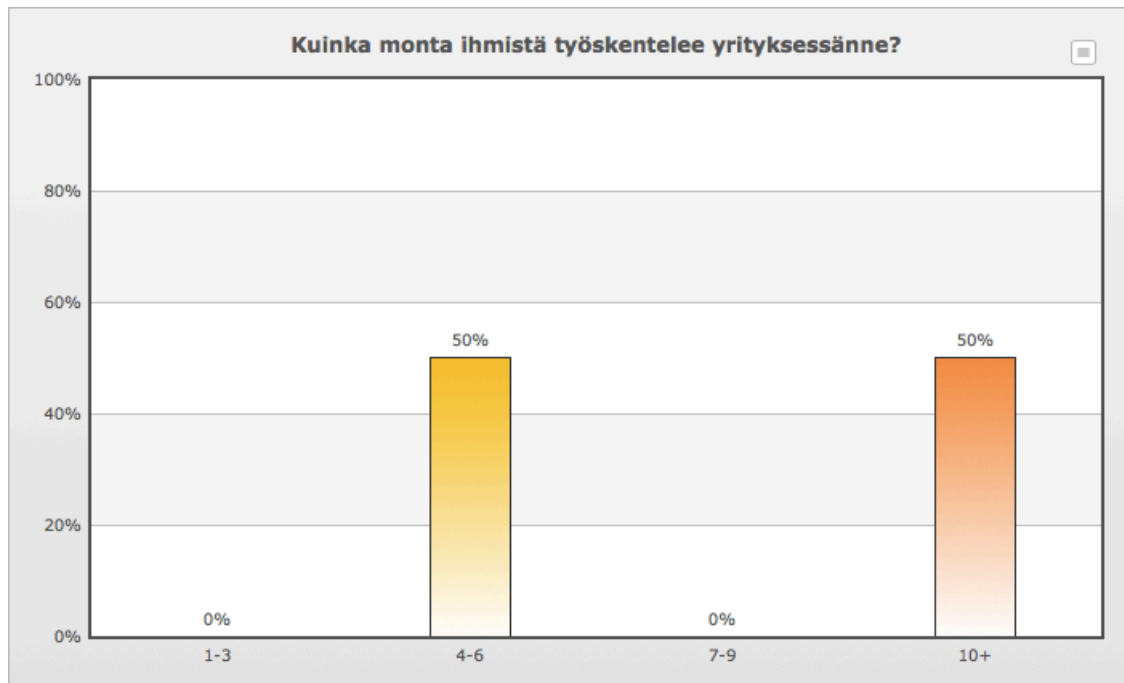


Figure 6 Question 2: How many people are employed in the office?

As seen from the figure above, half of the respondents answered that they worked with 4-6 colleagues and the other half that they worked with 10 or more colleagues. This means that they have time to dedicate to developing their recruitment operations, if they so wish. As mentioned previously, all the companies have a HR-manager or at least an assistant working in their office.

### 5.1.1.3 Question 3

The third question on the survey dealt with the operational base of the company. The question posed was whether they have offices somewhere else than Lappeenranta. On this question, nearly half of the respondents answered that they have offices outside Lappeenranta as well. This means that as there was only one HR-manager or an assistant in each sample company, the HR department has to stretch its resources. It translates as not having time or resource to dedicate to developing recruitment process as much as might be needed.

### 5.1.1.4  Question 4

Lastly, the final question on section of the survey asked whether the company operated online or not. The results are shown below (Figure 7).
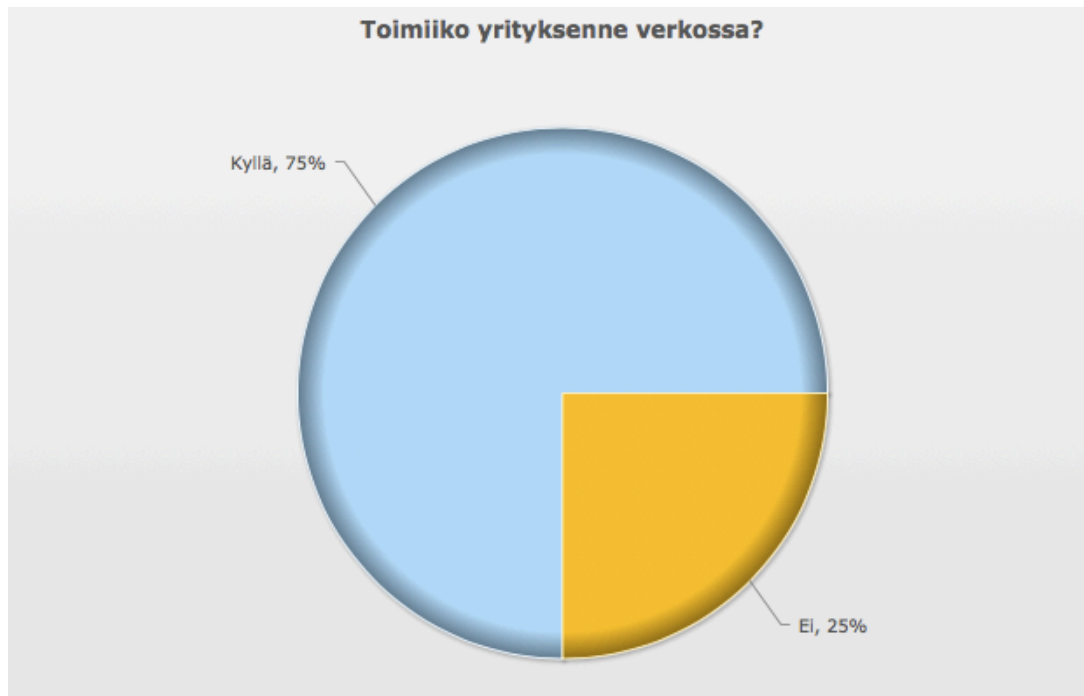


Figure 7 Question 4: Does your business have online operations?

As the Figure 7 illustrates, 75% of the respondents said that they operate online, whereas the remaining 25% said that they do not operate online. As explained on Chapter 2, the Generation Z is a generation that is heavily reliant on being connected all the time. A large part of their life is integrated with various social networking platforms. Consequently, for companies not to operate online is a big missed opportunity in their part. An average Generation Z member spends 13.2 hours per week watching TV and 15.4 hours per week on their smartphone (Klein-schmit 2015). Furthermore, when watching TV Generation Z members treat it as background noise thus, not really paying attention to advertisements (Tapscott 2010).

### 5.1.2  Attracting Generation Z

The second section of the survey questioned the respondents about what they thought would attract Generation Z members who were 20-to-23 years old. This section was made up of three different questions which were all open ended.

### 5.1.2.1 Question 1

The first question of this section of the questionnaire asked the respondents about what they thought was the best method to attract Generation Z members and why they thought so.

All the respondents answered with saying social media with some of them specifically naming a few platforms. Most of the named platforms were social networking platforms such as Instagram and Snapchat. Half of the respondents named YouTube and specifically mentioned how video advertisements capture the attention of 20-to-23 year olds more. According to Kleinschmit, the most used social media platforms for Generation Z are Facebook, YouTube, Snapchat and Instagram (Kleinschmit 2015).

### 5.1.2.2 Question 2

Respondents capability to name the abovementioned social media platforms showed that they knew which social media platforms to utilize to reach Generation Z. This was also explained by the answer they gave the second question of this section. The question asked which marketing channels they think are the most effective.

Whilst some respondents plainly just stated social media, over half of them clarified by stating the names of the platforms. These platforms were Facebook, LinkedIn, Instagram as well as YouTube. Only one of the respondents specifically named paid advertisement channels such as Google advertisements as well as stating visual channels as most effective.

This shows that some of the sample companies are aware of the fact that Generation Z pays more attention to video feeds. Additionally, employing paid advertisement channels shows that the sample companies are aware of the fact that Generation Z uses exponentially more ad-blocking software's than previous generations. (Kleinschmit 2015.)

### 5.1.2.3 Question 3

As for the last question on this sections of the survey, it invited the respondents to explain why they thought that previously mentioned marketing channels were the best options to attract the 20-to-23 year olds to apply to job vacancies.

Most of the respondents answered that by using these marketing channels they can reach their desired audience and because they think that it is where the youngsters dwell. One respondent specified that using the abovementioned social media channels reacts to 20-to-23 year olds' natural habits. Stating this so plainly further solidified the interpretation that the sample companies in Lappeenranta are becoming increasingly more aware of the behavioural habits of Generation Z members.

### 5.1.3 Awareness of the phenomenon

The previously explained section of the survey gave the researcher already an immense impression that the sample companies had started to adapt and develop their operations. Nevertheless, to gather as detailed information as possible the third section of the survey dealt with sample companies' awareness of the phenomenon. This section was made up of six questions, four of these questions were open ended questions and the rest closed questions.

5.1.3.1 Question 1

The first question on this section of the survey asked about which characteristics the respondents thought had increased in 20-to-23 year olds. This question produces mixed results. Nevertheless, there were some reoccurring themes in answers. The following list details the consistently stated answers amongst the respondents about the 20-to-23 year olds:

- ❖ They display job hopping.
- ❖ Demands on project-type work has increased.
- ❖ They wish for higher salary levels.
- ❖ They want to decide when, where and how they are going to work.
- ❖ They are more international.
- ❖ The relevance which the tasks have for the world outside the company walls has increased.
- ❖ The importance of the contentment which the work-life offers has increased.
- ❖ They want to fuse relaxing recreational time with working and good jobs.

These answers show that the sample companies in Lappeenranta are aware that the future workforce is changing.

Additionally, all the listed characteristics matched with the expected characteristics which the theoretical research provides. Generation Z members are surer than any other generation of what they want and need. When they enter the work-life Generation Z members see that the reality does not match the expectations, because the organizational structures in the companies do not allow for the freedom that the Generation Z members thrive on. Thus, it leads to job hopping and more entrepreneurial advances. As stated before, Generation Z members want the values of the employer and their own values to match so that they can be sure that their work place represents their character. (Tapscott 2010.)

### 5.1.3.2  Question 2

The second question of this section asked the respondents about which marketing channels they use more compared to five years ago. According to the responses, all the respondents have started using social media platforms more to advertise. Some of the respondents specifically named social networking platforms such as Instagram, Facebook, LinkedIn as well as Twitter. However, only one of respondents raised the importance of the company's own personal posts on social media.

As mentioned previously, the Generation Z members want to be sure that the company values as well as the work culture aligns with their own. Generation Z members also want to know as much as possible about the company that they apply to work for. Posting about the daily life of the company and its operations would provide Generation Z with a great information source. In addition, this would promote visibility for the company without spending thousands on marketing. (Tapscott 2010.)

### 5.1.3.3  Question 3

The third question asked whether the company posts its job vacancies more online compared to the situation from five years ago. To this question all the respondents answered yes. This shows that they companies have realized that without posting online it is nearly impossible to reach employees of certain age.

Generation Z members think globally and are connect more than any other generation previously (Kleinschmit 2015).

### 5.1.3.4 Question 4

This, fourth in this sector, question asked whether the respondents use social media more in their day-to-day activities. Nearly all the respondents answered that they use social media more. Nevertheless, one of the respondents was not sure about how to separate their operations. As one of the respondents specified, in more operational processes Facebook was used. On the other hand, the company preferred to use LinkedIn for operations pertaining the middle management, office as well as the senior experts and the top management.

Social networking platforms are a big part of Generation Z's life. When companies do not allow the Generation Z members to use them because they think that the Generation Z would just waste time chatting with their friends, they kill that aspect of their life instantly. Generation Z members see it as an important aspect that they can have fun while working. If the company prohibits such large part of their life, they would not be able to have fun. And, if fun left the work place, the talent would soon follow. (Tapscott 2010.)

### 5.1.3.5 Question 5

The second last question on this section inquired whether the companies measure the impact social media has on their operations or not (Figure 8). Whereas, the majority of the respondents said that they do not in fact measure this impact, 25 % of the respondents said that they measure the impact.

Measuring the impact social media has on ones' operations is imperative for evaluating the effectiveness and the importance of that social media channel. The fact that marketers cannot measure social media's impact as effectively as they do other channels' is a testament that they are not as well-versed on social media than the other marketing channels (Farhangian 2017).

**Mittaatteko sosiaalisen median vaikutusta yrityksen toimintaan?**
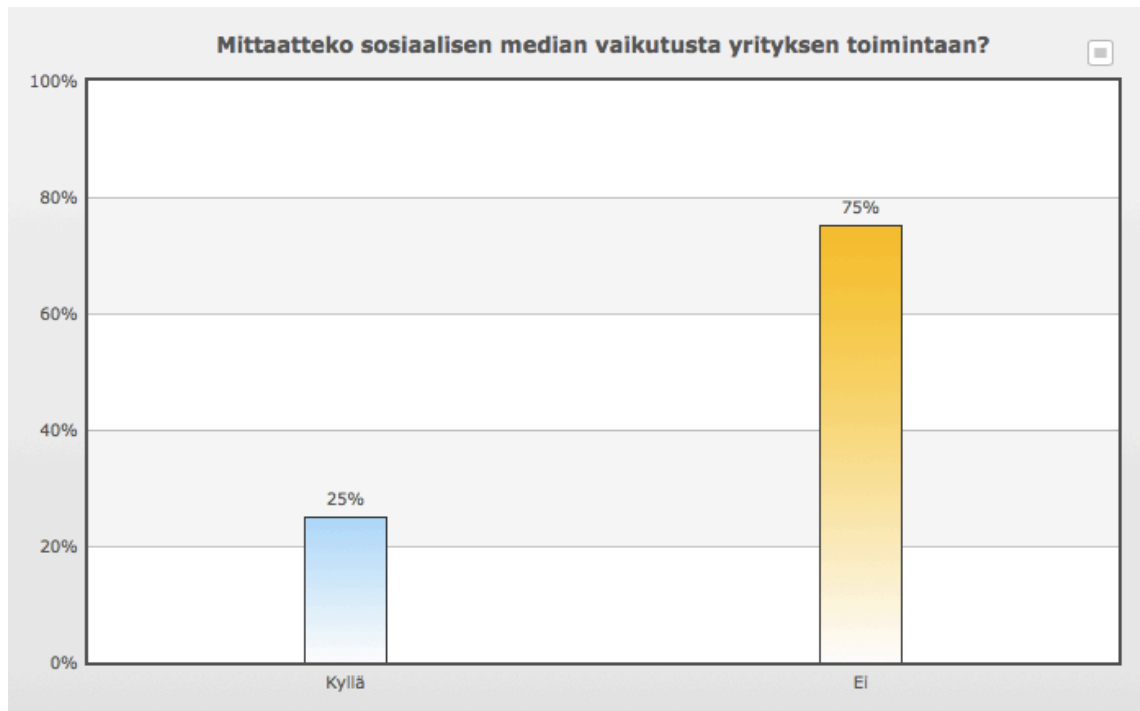
Figure 8 Question 5: Do you measure the impact social media has on your operations?

As the Figure 8 above indicates, many of the sample companies have not yet found an effective way to measure the impact of their social media has on their operations.

### 5.1.3.6  Question 6

The last question on this sector was optional for respondents who answered no to the previous question. The question inquires after what methods the companies use to measure the impact social media has on their operations. The respondents listed aspects such as; producing the media; clicks; the price; the amount of posts; and the effect of the job applications.

It is safe to say that there is not a set method to measure the impact of social media. According to Farhangian, lacking a set way to measure the impact might stem from the fact that the company does not yet have established key performance indicators, KPI's, for their social media marketing. There are four metrics that can be used as a way of measuring the social media impact. These are:

❖ return on investment on social media
❖ engagement rate of the audience

- ❖ amplification rate
- ❖ advocacy of the customers
  (Farhangian 2017.)

Return on investment, ROI, on the social media marketing is calculated by generated revenue. To calculated the ROI, the company must have the costs of the social media marketing. For example, the revenue of Facebook advertisements is the sum of revenues from consumers who went to company's webpage from their Facebook advertisements and posts. (Farhangian 2017.) As established previously, Generation Z members are active social media users. It is vastly easier to re-direct them to company's webpage through, for example, Facebook posts, than TV advertisements.

Engagement rate of the audience, on the other hand, is about measuring the engagement audience has with the social media post company has posted. This metric can be calculated with quantifying the total number of like, shares and comments per social media post against the number of viewers. (Farhangian 2017.) Generation Z members like to be involved with things important to them, especially on social media (Tapscott 2010). Developing unique campaigns which provide visual depth with storytelling is an apt way to catch their attention and get them involved (Kleinschmit 2015).

The number of shares, reposts or retweets a post has, is called the amplification rate. This metric is very important for the company as it promotes visibility as well as garners more audience and possible customers. (Farhangian 2017.) It is a well-known fact that consumers trust recommendation of their friends more than company recommendation. This is also true for Generation Z members.

As already stated, Generation Z is a really opinionated generation. Getting them to express their opinions is not difficult. For marketers, providing edgy and progressive campaigns is a key for getting them involved. (Kleinschmit 2015.) These type of campaigns would get Generation Z members to comment and express their opinion as well as show how they perceive the brand. The advocacy metric can be calculated based on these comments of customers which is the percentage of promoters minus the percentage of critics. (Farhangian 2017.)

### 5.1.4 Adapting to the new environment

The following section on the survey concentrated on discovering how the sample companies have adapted to the new environment that Generation Z brings with them. Similar to the previous section, this section of the survey also consisted of six questions. Four of these questions were close ended questions with the remaining two being open ended questions.

#### 5.1.4.1 Question 1

The first question of this section asked the respondents whether they had updated their devices to match the technological environment that they operate in.

All the respondents answered with a yes to this question. Nevertheless, oftentimes the devices Generation Z members use at home are much more advanced than those offered in their offices. Generation Z members often are early adapters of new technology and keep up with the changes and new innovations. As stated previously, most of the companies perceive Internet as a platform for information sharing rather considering it as Generation Z members do, as a software which provides a networking platform. Often the organizational structure does not allow the companies to adapt as much as they would need to and change how they use the devices offered to them. Most of the companies prohibit using social media platforms while working, for example. (Tapscott 2010.) Nevertheless, using these platforms in their work place between colleagues would enhance cooperation and the overall atmosphere of the office.

#### 5.1.4.2 Question 2

The second question on this section of the survey was about what new social media platforms the sample companies have integrated in their work processes. The question asked the company to compare the current situation to the situation of five years ago.

All the respondents named the same social media platforms; LinkedIn; Instagram; Facebook. This showed that the sample companies had started to go where their targeted audience was. Nevertheless, they should be aware that social media usage of Generation Z members differs from Millennial's. Generation Z members prefer social media platforms such as Snapchat and Instagram more

than Millennials (Kleinschmit 2015). Figure 9 below shows top daily social media usage of Generation Z versus Millennials.
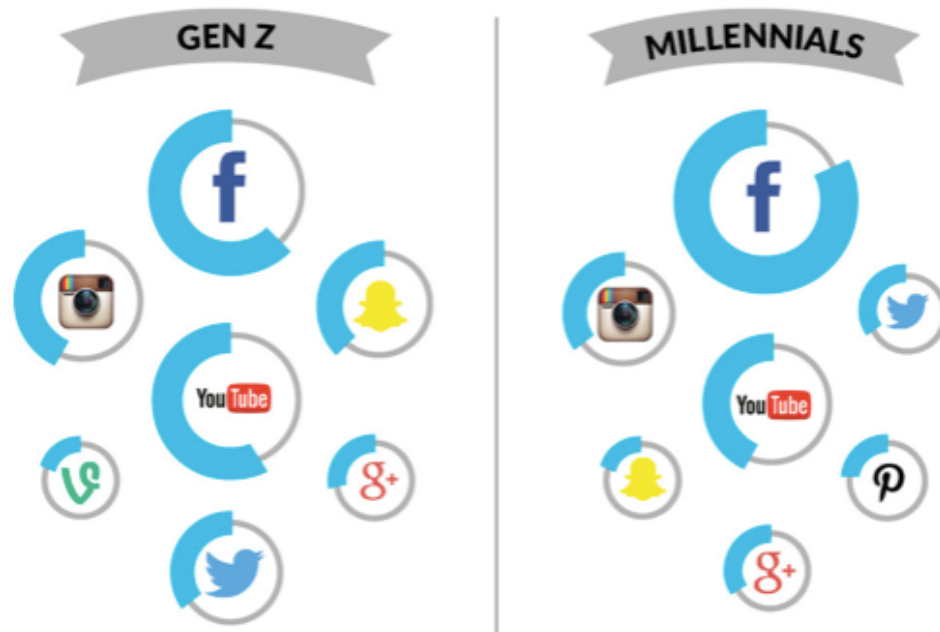


Figure 9 Top social media sites used daily (Kleinschmit 2015)

As the figure above suggests, Generation Z members prefer using social media platforms which are heavier on the video content, such as Snapchat, than Millennials.

### 5.1.4.3 Question 3

This question on the survey aimed at finding out about whether the sample companies use online interviewing. All the respondents answered no to this question. It is understandable that the companies prefer employing more traditional means of interviewing face-to-face. However, Generation Z members are dubbed as 'digital natives' for a reason. They are connected over 10 hours a day and are technological experts. (Kleinchmit 2015.) Offering Generation Z members options to choose from would appeal to their freedom of choice as well as their appreciation of fast actions (Tapscott 2010).

Additionally, connecting with Generation Z through social media also helps companies to find out more about the them. As stated previously, checking the social media pages of the applicant can give a much better idea on who the applicant really is than a short face-to-face interview. Moreover, through these online

means of reaching out to the applicants the companies can establish a two-way communication channel easier. In addition, by employing online interviewing tools and platforms the company can expand their possible employer base.

### 5.1.4.4  Question 4

The fourth question on this section of the survey was aimed at finding out more about how the sample companies handle their employer brand. The question asked if the companies communicate their employer brand more compared to the situation five years ago. Figure 10 below shows their response.



Figure 10 Question 4: Do you communicate your employer brand more compared to the situation five years ago?

As seen from the figure above (Figure 10), well over half of the respondents, 75%, answered that they do communicate their brand as an employer more. Whereas 25% answered that they do not in fact communicate their brand more. This aspect is imperative for Generation Z. As stated in Chapter 2, Generation Z members want the company's values, norms and morals to align with theirs. This genera-tion wants their work-life to include key norms that they value in their life. These norms are, freedom, having fun and cooperating with others. (Tapscott 2010.)

Communicating their employer brand is a great way for the companies to show what kind of values, morals and norms the company holds. If the company showcases these aspects the Generation Z applicant has an easy way of analysing if the company matches with her or his values, morals and norms. This, could reduce the shock the Generation Z member receives when she or he starts working for company, thus reducing job hopping.

### 5.1.4.5 Question 5

The second to last question on this section of the survey, inquired whether the sample companies utilized online recruiting more compared to five years ago. All the respondents answered yes to this question. This shows that the employment agencies in Lappeenranta are well aware of the importance of online recruiting and have adapted to the needs of Generation Z. As Tapscott stated in his book, Grown Up Digital, trying to catch the attention of Generation Z member by traditional mean, such as newspaper advertising, is a waste of resources and time (Tapscott 2010).

### 5.1.4.6 Question 6

The last question of this section of the questionnaire, aimed at finding out how the sample companies have adjusted their marketing expenditure. The question asked the companies on which marketing areas they have made changes on their spending compared to five years ago.

All the respondents' answers had the same theme of having reduced expenditure on printed advertising as well visibility which is harder to measure. Additionally, half of the respondents specified that they have prioritized their online-visibility and presence. This solidified the assumption that the companies have indeed realized the positive effects of social media and are aware of its effectiveness in reaching the Generation Z members.

### 5.1.5 Future endevours

The last section of the survey had only one question which was an open ended question. This question was aimed at finding out about what kind of development projects the sample companies wished to execute to reach the 20-to-23 year olds better in the future.

Over half of the answers gathered form this question, were related to technology. Some of respondents aimed at developing aps which might help them, others wanted to establish a continuous and active two-way communication channel aimed at the target group. One of the respondents expressed their wish to attract more employees through social media, but was not sure how to achieve this.

These answers showed that the sample companies were aware that they need to adapt to Generation Z members more. Half of the respondents gave an image of being more knowledgeable about Generation Z members than the other half. This was important for the companies as the Generation Z is an aggressive and demanding generation. They trust fellow Generation Z members more than any other experts or advertisements. It is clear that the companies which can and are willing to adapt will boost their competitive advantage. (Tapscott 2010)

## 5.2 Advertisement analysis results

This part of Chapter 5 concentrates on explaining on the advertisement analysis results which was a part of the empirical research. As stated previously in the beginning of this Chapter, the selected advertisements were examined with the help of the AIDA model. For more detailed information on this model see Chapter 2, segment 2.3.2.

For this study, the researcher chose one job advertisement from each sample company. All of these advertisements are from different business fields, ranging from chef positions to more industrial career positions. For the sake of clarity and efficiency all the advertisement can be found in Appendix 3. Furthermore, all the advertisements are numbered from one to seven, so the reader can follow the analysis easier. Nevertheless, all the advertisements are in Finnish. Thus, the following paragraphs before the actual the research results on the job advertisements are dedicated to shortly explaining each advertisement.

The first advertisement is a vacancy for a cleaner. The job position is offered as a long-term position. The advertisement describes what the job entails and continues on explaining what is required of the applicant. This is followed by giving out the contact information of the person who posted the advertisement so the

applicant can contact and ask for more detailed information. On the left-side column the advertisement lists more detailed information on the position such as the minimum duration of the position, when it is expected to begin as well as the location of the position. On the bottom right corner there is a link which allows the interested party to apply directly. Advertisements number four and five have similar outlines to the first advertisement. Advertisement number four is a vacancy for a chef position, whereas advertisement number five is a vacancy for a welder.

Unlike the abovementioned advertisements, the second, third and sixth advertisements are brief and to the point. These three advertisements only detail the most necessary information without any finesse at all. Advertisement number two is a vacancy for store equipment mechanic, whereas the advertisement number three is for a coffee shop worker. Advertisement number six is call for an experienced press brake operator.

The last advertisement, number seven, is a vacancy for a service salesperson. It cannot be seen on the appendix, but this advertisement included an interesting and informative video. The video was presented before the applicant had to click on the advertisement to see the details of the position. Additionally, the layout of the actual job advertisement is vastly different from the other six chosen advertisements. The post begins with explaining type of people who work in such positions and then continues with explaining the benefits of the position. Next, the post details the work atmosphere at the organization and continues with explaining the inclusiveness that they exhibit towards the employees. Following this, the advertisement concludes with explaining further opportunities that they offer for their employees in the form of employee exchange between their offices. Lastly, the advertisement briefly details the more practical aspects of the position such as the work hours and the salary. At the very bottom the applicant can find the link to send in their application. The same link is provided also on the right-side of the advertisement below the contact information.

### 5.2.1 Attention

As far as catching the attention of the Generation Z members go, advertisement number 7 would have achieved this without a problem. As previously explained

Generation Z members watch more videos more than any other generation (Kleinschmit 2015). However, the provided video was approximately 1,5 minutes long. It is worth remembering that the attention span of an average Generation Z member is much shorter than a Millennial's (Kleinschmit 2015).

It was previously explained in Chapter 2 that Generation Z members respond to edgy advertisements which catch their attention better (Kleinschmit 2015). Having a captivating heading on the advertisement would have achieved this without a doubt. None of the presented advertisements had a particularly memorable heading. Regardless, the most attention catching heading belonged to advertisement number four. This advertisement provided a concise description of the position, where the job position was expressed as well as restaurant it was going to be. All of this information was provided in the form of a bold statement.

Where the advertisement number four succeeded in providing a relatively memorable heading, rest of the advertisements failed. The majority of them just provided the name of the position which they hoped to fill. This would deter the Generation Z from reading the rest of the job advertisement as the advertisements failed to capture their attention.

Failing to catch the attention of a Generation whose attention span 8 seconds, is truly detrimental to the applicant rate of the job advertisements (Kleinschmit 2015).

**5.2.2 Interest**

As the AIDA model detailed the second aspect of this model is creating interest in the receiver of the advertisement. Creating interest on the job position is very difficult if the creator of the advertisement does not know the wants and needs of the receiver. Offering the receiver something they want would achieve this without a problem (Zajdo 2018).

Chapter 2, part 2.3.2, detailed how 61% of Generation Z members are more entrepreneurial and how this spells out their interest in independency (Kleinschmit 2015). Thus, highlighting this aspect of the job in the advertisement would develop Generation Z's, who value freedom, interest more. Additionally, Generation

Z members value having fun in their work (Tapscott 2010). Emphasising this aspect of the job as well would further enhance the chance of creating interest in Generation Z member.

Only the advertisements three, five and seven achieved in highlighting one of the aspects of the work which might have been perceived as interesting to Generation Z members. These sample companies achieved in highlighting the need of freedom, independency as well as respect on every employers own way of working. Emphasising these aspects would certainly speak out to the abovementioned characteristics of Generation Z members. Nonetheless, only two of these advertisements, number seven and five, achieved in highlighting the fun side of the job position. They achieved this by emphasising the work atmosphere in the company. Simply stating that the work atmosphere is relaxed, enjoyable as well as positive, helps the Generation Z member to imagine what the atmosphere in the company would be like.

To summarize, only three out of seven chosen advertisements would have accomplished in creating interest for the Generation Z members. The questionnaire results indicated that most of the sample companies seemed to be aware of the phenomenon. Nevertheless, over half the sample companies have failed to adequately put their knowledge of this phenomenon in practice.

### 5.2.3 Desire

The third aspect of the AIDA model is desire. This aspect of the model can be achieved with painting a possibility of a future for the receiver (Zajda 2018). Additionally, stressing words that the reader would find interesting can accomplish this (Dessler 2016). As previously explained, 60 % of the Generation Z wants to change the world to fit their needs and wants compared to 39% of Millennials. They appreciate positive and uplifting messages. (Kleinschmit 2015.) In addition, Generation Z members are early starters, most of them choose to complete their schooling online or with other means (Beall 2017). Moreover, they want that the company's values match theirs. Thus they want to have as much information about the company as possible before starting work. (Tapscott 2010).

As far as providing information on the company the applicants would work for, only three sample companies did this. Advertisements number one, four, five as well as seven all gave a brief information on the company that the applicant would be working in. Although, advertisement number seven had the added video feature which provided an abundant amount of information on the company. Additionally, this video also briefly described the company values. For the other three advertisements which included a brief company description, adding a link to the company webpage or the social media platforms would have prompted the Generation Z members to research the company straight away. Advertisements number two, three and six, explained nothing about the company. These sample companies only provided contact information for applicants to use if they wanted more information. Providing brief information, or none at all, about the company unfortunately also does not offer any inclination on the company values for the Generation Z members.

Furthermore, Generation Z members would value that the work experience adds to their knowledge and offers them further career paths. As stated previously, Generation Z members choose to finish their schooling with alternative methods such as online schooling. It seemed that advertisement numbers seven was aware of this fact. They provided the applicants with an option of receiving a sales diploma and altering their contract to fit this if the applicants so wished. Additionally, the sample company which created advertisement number seven had an additional advantage of providing an employee- exchange program. This program offered an exchange period for employees to re-locate to overseas office if they wished. Moreover, they provided a quick link to see the lives of the employees which were currently on exchange. Considering that Generation Z values having fun in their workplace, these type of programs and opportunities increase desire to work for the company.

Advertisements number two, three and six offered none of the abovementioned features like the rest of the advertisements. Nevertheless, four out of three advertisements were aware of certain standards that are increasingly more important for the applicants.

To summarise, creating desire for the job position is crucial to get the Generation Z members to apply. Without having desire to work at the position offered the Generation Z member would feel unhappy and be driven to job hopping.

### 5.2.4 Action

The last aspect of the AIDA model is about prompting the applicant to act and apply to the job position. As previously explained, even though the receiver would find the advertisement interesting, actually getting them to apply is rather difficult. (Dessler 2016.) Especially Generation Z members who are strongly opinionated and independent. They appreciate freedom to apply when and how they want. (Kleinschmit 2015.)

Offering Generation Z members options on how and when to apply is crucial. Having just one medium through which to apply is very restricting for this generation. As said, on average Generation Z members spend 15.4 hours per week on their smartphones. Additionally, they receive approximately over 3000 text messages a month. (Kleinschmit 2015.)

All the chosen advertisements from the sample companies, expect advertisement number seven, had only one or two channels through which the applicants could apply. These channels were a link which lead to a pre-designed application form or just providing an e-mail address to which the applicant could send their application form. Advertisement number 7, on the other hand side, also included their telephone number and informed the applicant that they employed a popular free messaging platform called WhatsApp. Providing this type of a communication channel to applicants truly helps in creating an effective two-way communication channel for the applicants and the company.

Establishing a two-way communication with Generation Z members is truly important. This would help the companies to learn more about the applicants than through a resume. Additionally, the applicant also would have a way of gathering inside information about the company. For a generation which appreciates opinions of their fellow Generation Z members this is very important.

# 6 Conclusions

To recapitulate, this study mainly aimed at discovering how the HR companies in Lappeenranta were changing their operations to attract more Generation Z members. Additionally, more information was discovered on the extent of awareness shown towards this phenomenon. The study additionally concentrated on the following questions; how the marketing methods in particular were developed; what the plans had the companies made for future; and whether they were aware of the importance of the employer branding or not.

Based on the result on of the questionnaire as well as the job advertisement analysis, it is plain to see that awareness towards the characteristics of Generation Z members has increased. Nevertheless, despite most companies being aware of these characteristics, putting that knowledge to practise seemed to be a challenge for most companies. Most companies signified knowing about changes in Generation Z members in their answers to the questionnaire. However, the way they designed their job advertisements indicated otherwise. Over half of the chosen job advertisements were clearly designed with the older generations in mind.

As the data gathered from the questionnaires indicated, the companies had started to change their marketing methods. They placed more importance on the online aspect of their marketing. All of the companies had started to employ more social media platforms to reach their targeted audience better. Despite this, the job advertisements and application process in use, indicated that the employed social media platforms were not used to their full potential. Even though most of the companies posted their job advertisement in their social media platform the link provided took the applicant straight to the pre-designed application form or the company asked the applicants to send in their resume through e-mails. This practice did nothing to establish a sustainable two-way channel that Generation Z members value. Despite this, the sample companies indicated of being aware of the increasing importance of employer branding. Nevertheless, only the minority of the companies tried to communicate their brand as an employer in the job advertisements.

As for their future plans, all the companies mentioned the importance of the social media. However only a minority mentioned building a sustainable two-way street communication channel for their potential employees. This indicated that most of the companies were indeed aware of the importance of the social media but did not know exactly how to use it to its full capabilities.

In conclusion, whilst the Generation Z members increasingly influenced the changing marketing environment this in turn had a great consequence on the changing Human resources field. This spells out the need for change in the old organisational structure the companies' have. The old organisational structure does not fit the free spirited, strongly opinionated and fun having Generation Z. The companies should concentrate on the positive characteristics of Generation Z and accommodate them. The Generation Z has a great deal to offer the organisations who are open to change and ready to develop their operations.

Additionally, the increasing importance of the employer branding is very evident in the HR field. Potential employees, Generation Z members in particular, spend immense amount of time researching their possible employers. The fit between the organization and the employee is not just a one-way street nowadays. Potential employees want their careers to reflect who they are as person.

Altogether, the war of obtaining the best, most talented employees is more evident than ever. The increasingly globalized talent market and the connectedness of the Generation Z members makes obtaining the right type of people with required talents a challenge for companies which do not fit the new environment.

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# Appendices

## Appendix 1 Invitation letter for the online survey

Arvoisa vastaanottaja

Opiskelen Saimaan ammattikorkeakoulussa liiketalouden yksikössä kansainvälisen tradenomin tutkintoon johtavassa koulutuksessa, ja olen 3. vuosikurssin opiskelija. Selvitän opinnäytetyönäni miten tietoisia yritykset ovat Z-sukupolven nuorista ja mitä toimia toteutetaan, jotta Z-sukupolvi saadaan kiinnostumaan avoimista työpaikoista enemmän. Keskityn opinnäytetyössäni 20-23-vuotiasiin nuoriin, ja siihen miten he muotoilevat työelämää siihen astuessaan. Kuten olette varmasti tietoisia, Z-sukupolvi on edellisiin sukupolviin verrattuna huomattavasti erilaisempi.

Syvennyn kyselylomakkeessani juuri tähän ilmiöön. Tähtään selvittämään, miten yritykset ovat käytännössä tietoisia tästä ilmiöstä ja miten he toimivat saavuttaakseen Z-sukupolven. Tämän vuoksi otan yhteyttä HR-alan ammattilaisiin, kuten te, jotka ovat tekemisissä kymmenien työntekijöiden kanssa päivittäin ja omaavat korkealaatuistatietoa alaltaan.

Kutsun teitä osallistumaan tutkimukseen, joka on vapaaehtoinen ja täysin luottamuksellinen. Osallistumalla kyselyyn autatte minua saattamaan opinnäytetyöni päätökseen. Ilman apuanne tätä tutkimusta ei ole mahdollista tehdä.

Kysely suoritetaan SmartSurvey:n kautta ja kenenkään yksittäistä vastausta ei voida aineistosta erottaa. Tämä takaa, että vastaajaa ei voida tunnistaa. Käsittelen vastauksenne ehdottoman luottamuksellisesti. Kyselylomake on lyhyt ja sen täyttämiseen menee noin 10 minuuttia.

Tämän vastauslinkin Z-sukupolvi kyselylomake kautta pääsette suoraan kyselyyn. Kyselyyn voi vasta älypuhelimella, tabletilla sekä tietokoneella. Pyydän vastaamaan mahdollisimman pian, kuitenkin viimeistään 25.10.2018 mennessä.

Julkaisen oppinäytetyöni Ammattikorkeakoulujen opinnäytetyö-tietokanassa, www.theseus.fi, joten pääsette lukemaan tutkimukseni tulokset sieltä 9.11.2018 mennessä. Toivoin, että opinnäytetyöni tulokset tuleva auttamaan myös teitä.

Lisätietoja kyselystä annan puhelimitse 0404846722, tai sähköpostitse berivan.a@live.fi.

Kiitän lämpimästi vaivannäöstänne ja vastauksestanne.

Ystävällisin terveisin,

Berivan Altun

**Appendix 2 Online survey template**

Sukupolven Z houkutteleminen töihin

Yhtiön tiedot

1. Kuinka kauan yrityksenne on ollut toiminnassa? *

Kyllä/Ei

2. Kuinka monta ihmistä työskentelee yrityksessänne? *

Kyllä/Ei

3. Onko yrityksellänne useampi kuin yksi toimipaikka? *

Kyllä/Ei

4. Toimiiko yrityksenne verkossa? *

Kyllä/Ei

Sukupolven Z houkutteleminen

5. Mikä mainonta menetelmä mielestänne herättää nuorten (20-23-vuotiaat) mielenkiintoa hakemaan avoimiin työpaikkoihin enemmän? Miksi? *

6. Mitkä markkinointikanavat ovat mielestänne tehokkaimmat? *

7. Miksi yllä mainitsemanne markkinointikanavat ovat mielestänne parhaat houkuttelemaan nuoria (20-23-vuotiaita) hakemaan avoimiin työpaikkoihin? *

Ilmiöön perehtyneisyys

8. Mitä piirteitä olette huomanneet lisääntyneen nuorissa (20-23-vuotiaat) mielestänne? *

9. Mitä markkinointikanavia käytätte enemmän verrattuna viiden vuoden takaiseen tilanteeseen? *

10. Verrattuna viiden vuoden takaiseen tilanteeseen, tiedotatteko avoimia työpaikkoja enemmän verkossa? *

Kyllä/Ei

11. Verrattuna viiden vuoden takaiseen tilanteeseen, missä työtehtävissä olette huomanneet muutosta sosiaalisen median käytössänne eniten? Käytättekö sosiaalista mediaa enemmän/vähemmän mainituissa työtehtävissä? *

12. Mittaatteko sosiaalisen median vaikutusta yrityksen toimintaan? *

Kyllä/Ei

13. Jos vastasitte kyllä edelliseen kysymykseen, vastatkaa myös tähän kysymykseen. Jos vastasitte ei voit siirtyä seuraavalle sivulle.Miten mittaatte sosiaalisen median vaikutusta?

Uuteen ympäristöön mukautuminen

14. Oletteko päivittäneet laitteenne nykyajan teknologiseen ympäristöön sopiviksi? *

Kyllä/Ei

15. Verrattuna viiden vuoden takaiseen tilanteeseen, mitä sosiaalisen median alustoja olette ottaneet käyttöön? *

16. Käytättekö yrityksessänne verkko-haastatteluja? *

Kyllä/Ei

17. Verrattuna viiden vuoden takaiseen tilanteeseen, kommunikoitteko brändiänne työnantajana enemmän? *

Kyllä/Ei

18. Verrattuna viiden vuoden takaiseen tilanteeseen, käytättekö sosiaalista rekrytointia enemmän? *

Kyllä/Ei

19. Verrattuna viiden vuoden takaiseen tilanteeseen, millä mainonta osa-alueilla yrityksenne on muuttanut kulutuksiaan? *

Tulevaisuuden suunnitelmat

20. Minkälaisia kehityshankkeita haluatte toimeenpanna jotta voitte tavoittaa Z sukupolven (20-23-vuotiaat) paremmin? *

**Appendix 3 Job advertisements**

Advertisement 1



## Siivooja pitkäaikaiseen työsuhteeseen

TYÖ ALKAA
01.11.2018

HAKU PÄÄTTYY
05.11.2018

TYÖN KESTO
6 kk tai pidempään

TEHTÄVÄ
siivooja

TOIMIALA
Kiinteistöhuolto ja siivous

TYÖSUHDE
Määräaikainen työsuhde

TYÖAIKA
Osa-aikainen

SIJAINTI
Lappeenranta, Suomi

### TOIMENKUVA

Haemme kiinteistöpalvelualan asiakasyrityksellemme henkilöä siivoustehtäviin. Yrityksellä on uusi kohde, johon etsitään siivojaa toimitilasiivoukseen. Lisäksi työhön kuuluu rappukäytävien siivoustehtävät. Työtä on tarjolla noin 20 tuntia viikossa ja mahdollisesti töitä on jatkossa tarjolla täydet tunnit.

### ODOTAMME SINULTA

Toivomme valittavalta henkilöltä kokemusta toimitilasiivouksesta ja porrassiivouksesta. Lisäksi hyvä yleiskunto auttaa työssä onnistumista. Oma auto on eduksi, mutta ei välttämätön. Ajokortti on oltava, jotta pääsee liikkumaan kohteiden välillä.

### MUUT TIEDOT

Lisätietoja voi kysyä numerosta ma - pe
tai laittaa sähköpostia

**HAE TYÖPAIKKAA**

(Cleaner vacancy)

Advertisement 2

# Myymäläkalusteden asentajia viikon projektiin, Lappeenranta

Etsimme pikaisella aikataululla kalusteasentajia uuteen Lappeenrannan keskustassa avattavaan liikeeseen.

Etsimme henkilöitä, joilla ruuviväännin pysyy käsissä ja olet ehkä nikkaroinut aikaisemmin tai jopa saanut kokemusta kalusteiden kasaamisesta. Olet huolellinen, mutta pystyt silti tekemään kasaustyötä tehokkaasti.

Työtä tehdään ajalla 9.-14.11.2018.

Jätä hakemuksesi pikaisesti tai laita sähköpostia

Mikäli sinulla on mahdollisuus käyttää omia työkaluja, katsomme sen eduksi, mutta tämä ei ole edellytys.

**Hae paikkaa** viimeistään 31.10.2018 mennessä **klikkaamalla tästä**.

**Lisätietoja** tehtävästä:

(Store equipment mechanic)

Advertisement 3

Etsimme asiakkaallemme Lappeenrantaan

KAHVILATYÖNTEKIJÄÄ

määräaikaiseen työsuhteeseen.

Toivomme sinulta jo hieman kokemusta kahvilassa työskentelystä sekä runsaasti oma-aloitteisuutta ja joustavuutta.

Olethan luonteeltasi positiivinen ja avoin sekä reipas ja asiakaspalvelualtis tekijä.

Tarjoamme määräaikaista työsuhdetta hyvillä tuntimäärillä. Vuorot sijoittuvat sekä aamuun että iltaan ja mahdollisesti myös viikonloppuihin.

Edellytämme voimassaolevaa hygieniapassia.

Laitathan hakemuksesi pian osoitteessa                Sähköpostilla saapuneita hakemuksia emme käsittele.

Aikaisempi työkokemus: 1-3 v

Palkkaus: TES

(Coffee shop worker)

Advertisement 4

## Kokiksi Vaalimaan Outlet Villageen!

**Kokiksi Vaalimaalle avattavaan Outlet Villagen ravintoloihin!**

Vaalimaalle avataan marraskuussa ainutlaatuinen Zsar Outlet Village. Zsar on ensimmäinen outlet-kauppakeskus Suomessa ja tulee tarjoamaan asiakkaille kansainvälisiä huippumerkkejä aina alennettuin hinnoin.

Zsarissa viihtyy koko perhe, vaikka koko päivän. Siksi Zsarin ravintolat ja kahvilat tarjoavat jokaiselle jotain.

**Mitä etsimme**

Etsimme nyt kokkeja Italialaiseen ravintolaan sekä burgereita isompaankin nälkään tarjoavaan Amerikkalaiseen Diner-ravintolaan.

Hakemamme henkilö on intohimoinen ruoanlaittoa kohtaan, positiviinen ja reipas sekä pärjää kiireisessäkin ympäristössä.

**Me tarjoamme**

Tarjoamme sinulle mahdollisuuden päästä työskentelemään aivan uudenlaisiin konsepteihin täysin uudessa ja ainutlaatuisessa liikekeskuksessa Vaalimaalla.

Lisäksi tarjoamme sinulle hyvät henkilöstöedut sekä halutessasi mahdollisuuden uralla etenemiseen!
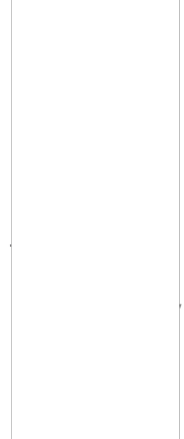
**Hakemukset ja lisätiedot**

> [ HAE TYÖPAIKKAA ]

(Chef vacancy)

Advertisement 5

# LEVYSEPPÄHITSAAJA

**Hae työpaikkaa**

Olemme aidosti välittävin vuodesta ____ toiminut rekrytointialan yritys. Työllistimme viime vuonna yli ____ henkilöä ja suuri joukko hakijoita sai kauttamme uusia työmahdollisuuksia. Miksi valita meidät työnantajaksesi? Olemme kotimainen ja vakavarainen yritys. Kauttamme voit rekrytoitua suoraan asiakasyritykseen tai työllistyä vuokrauksen kautta. Jokainen työntekijä on meille arvokas voimavara. Liity joukkoomme ja hae meille nyt!

Etsimme Lappeenrannassa sijaitsevalle asiakasyrityksellemme **levyseppähitsaajaa.**

Hakijalta edellytämme kone- ja metallialan koulutusta (esim. levyseppähitsaaja), sekä kokemusta ja osaamista alan työtehtävistä, kuten MIG-MAG-puikko-hitsauksesta. Lisäksi hakijalla tulee olla voimassa olevat työturva- ja tulityökortit.

Etsimämme hakija kykenee itsenäiseen ja tarkkaan työskentelyyn, sekä pyrkii laadukkaaseen lopputulokseen. Odotamme myös, että omaat reippaan ja motivoituneen asenteen, etkä pelkkää tarttua toimeen! Vastineeksi tarjoamme mukavan työpaikan, ja hyvälle työntekijälle mahdollisuuden pitkäaikaisempaankin työsuhteeseen!

Mikäli kiinnostuit, jätäthän hakemuksesi kotisivujemme kautta!

Lisätietoja tarvittaessa antaa:

Henkilöstöassistentti ____

**Työpaikka lyhyesti**

**Työtehtävä:** Levyseppähitsaaja
**Sijainti:** Lappeenranta
**Toimiala:** Teollisuus
**Työ alkaa:** Sopimuksen mukaan
**Haku päättyy:** 18.11.2018

❤ **Lisää muistilistalle**

**Hae työpaikkaa**

(Vacancy for a welder)

Advertisement 6

# Särmääjä / Lappeenranta

Haemme asiakasyrityksellemme Lappeenrantaan SÄRMÄÄJÄÄ.

Odotamme sinulta:
-Alan koulusta
-Työkokemusta
-Voimassa olevaa työturvallisuus- ja tulityökorttia

Tarjoamme:
-Kokopäivätyön vakavaraisessa ja alansa huippua olevassa yrityksessä
-Vähintään TES:n mukaisen palkan

Käy täyttämässä hakemus mahdollisimman pian osoitteessa ____ tai ____ Paikka täytetään syksyn akana.

(Press brake operator)

Advertisement 7

# DNA PALVELUMYYJA LAPPEEN-RANTA

LAPPEENRANTA    MYYNTITEHTÄVÄT    DNA KAUPPA OY

**Hakuaika päättyy 05.11.2018**

DNA:n puhelinpalvelukeskuksissa työskentelee myynnin huippuammattilaisia ja DNA:n jengi onkin tehokkain puhelinmyyntiketju koko Pohjoismaissa! Haluaisitko sinä päästä osaksi tällaista jengiä ja päästä itsekin kehittymään huippumyyjäksi?

**Kontaktoit rohkeasti, kartoitat kokonaisvaltaisesti!**

Työssäsi kontaktoit niin uusia kuin nykyisiäkin asiakkaita. Nykyasiakkaiden tilanteet kartoitat kokonaisvaltaisesti ja tarjoat juuri heille sopivia palveluratkaisuja. Uusasiakkaille tarjoat uusia palveluita ennakkoluulottomasti ja rohkeasti.

**Laadukkaat tuotteet ja kattava perehdytys!**

Palvelumyyjänä DNA:lla pääset myymään DNA:n laadukkaita tuotteita aina kiinteästä ja liikkuvasta laajakaistasta tv-palveluihin, puhelinliittymiin, puhelimiin, tabletteihin ja tietoturvapalveluihin. Alan asiantuntija sinun ei kuitenkaan tarvitse olla, vaan saat tehtävään kattavan perehdytyksen ja jatkuvan koulutuksen. Kehittymistäsi tukee myös mahdollisuus hankkia kaupallinen tutkinto oppisopimuksella työn ohessa.

**Huipputiimi ja esimiehet tukena!**

DNA:lla töissä on kivaa ja työyhteisö puhaltaa yhteen hiileen. Asiantuntevat esimiehet tukevat sinua työssäsi ja ohjaavat läpi haasteiden. Ilmapiiri toimistolla on rento ja positiivinen.

Katso video linkin takaa ja tutustu tehtävään sekä mahdollisiin työkavereihin

**Tule sellaisena kuin olet!**

Emme etsi tietyllä muotilla muovattua hakijaa vaan meidän mielestämme myyjiä on yhtä monta erilaista kuin on tekijöitäkin! Tule siis sellaisena kuin olet, kunhan asenne on kohdallaan. Meillä saat tehdä myyntityötä omana itsenäsi ja omilla vahvuuksillasi.

**Mahdollisuus työntekijävaihtoon auringon alla!**

DNA:lla on puhelinpalvelukeskus myös Espanjassa Fuengirolassa, ja työssään menestyville huippumyyjille tarjoutuu mahdollisuus hakea työntekijävaihtoon Espanjan auringon alle.

Lisää fiiliksiä Fuengirolasta täältä:

Työtä tehdään 30 tuntia viikossa, 6 tunnin työvuoroissa. (arkisin aamuvuoro 8.45-14.45 ja iltavuoro 14.30.-20.30 sekä satunnaisesti lauantaisin 10-16). Työsuhde solmitaan kanssa ja työsuhde on vakituinen. Palkka koostuu pohjapalkasta ja myyntiprovisiosta, tienaat kuitenkin aina vähintään ICT-alan TES:in mukaisen takuupalkan 10,77 e/h. Onnistuminen työssä mahdollistaa huomattavasti takuupalkkaa korkeammat ansiot ja keskituntiansio myyjillä on 19e/h .

**Meille voit hakea helposti nyt myös WhatsAppin kautta. Katso ohjeet täältä**
**ja laita hakemus tulemaan niin jutellaan lisää!**

HAE TYÖPAIKKAA >

(Service sales person)

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