



# Recruiting and job search

Cecilia Lindström

Degree Thesis

International Business

2010

DEGREE THESIS	
Arcada	
Degree Programme:	International Business
Identification number:	8265
Author:	Cecilia Lindström
Title:	Recruiting and Job search
Supervisor (Arcada):	Sveinn Eldon
Commissioned by:	
<p><b>Abstract:</b>  Thesis is about recruiting and job search. In Finland, the importance of recruiting started to show in 1990's during the time of the depression. After that, the recruiting processes started to get more and more advanced and are an important tool for companies when looking for new employees and also plays a big role for the person looking for a job. When using a recruitment strategy it becomes clearer for the company to see what their needs are and how to fulfill expectations. Because of the importance of recruiting, many companies work in the area of consulting. The consultants have made it easier for companies to find suitable employees and job seekers to find a job. Companies also lay importance when marketing their open vacancies and themselves as a company. By marketing a position well, the company gives a positive image to the reader even if the reader might not be actively looking for a new job. Many companies today have made a decision to rent workforce, which has become more and more popular. From a telephone interview with a company that work in the field of renting employees will give a more detailed description of the employee renting business. From the job seekers angle, the author made a questionnaire where unemployed or people looking for a new job could answer questions concerning job seeking. How one is looking for a job, how often, gender, education etc. are examples of questions asked. The research showed that internet is the most common tool when looking for a job and, that women tend to look more actively and also receive a job faster than men.</p>	
Keywords:	Recruiting, HRM, strategy, job search
Number of pages:	
Language:	English
Date of acceptance:	

<b>EXAMENSARBETE</b>	
Arcada	
Utbildningsprogram:	International Business
Identifikationsnummer:	8265
Författare:	Cecilia Lindström
Arbetets namn:	Recruiting and Job search
Handledare (Arcada):	Sveinn Eldon
Uppdragsgivare:	
<p>Sammandrag</p> <p>Slutarbetet handlar om rekrytering och arbetsökning. I Finland fick rekryteringen en större betydelse under 1990- talet då depressionen rådde. Efter depressionen började rekryterings processen utvecklas mer och mer och är idag ett viktigt redskap för företag då nya arbetare är anställda. Rekryterings processen är också ytterst viktig för personer som söker ett nytt arbete. Rekryteringsstrategin gör det lättare för företaget att fastställa mål, förväntningar och behov. För arbetssökaren ger strategin en klarare bild av vad som krävs för att uppnå dessa krav. Nuförtiden har det också blivit vanligare för företag att marknadsföra stort en ledig position och samtidigt marknadsföra sig själv som företag. Genom att marknadsföra företaget väl, ger det en positiv bild av företaget för även dem som inte nödvändigtvis aktivt söker ett nytt arbete. En annan form av rekrytering är att hyra arbetskraft, vilket blir allt vanligare. En telefon intervju gjord med ett företag som hyr arbetskraft ger en mer detaljerad bild om hur den rekryteringsformen utövas. För att undersöka ämnet grundligare gjordes ett frågeformulär som gav svar på hur en arbetssökande person söker jobb, respondentens ålder, kön, utbildning mm. Undersökning kom fram till att internet är den vanligaste sök metoden och att kvinnor är mer aktiva än män då det gäller att söka arbete.</p>	
Nyckelord:	Rekrytering, HRM, strategi, arbetssökande
Sidantal:	
Språk:	Engelska
Datum för godkännande:	

## Contents

Foreword .....	7
1 Introduction.....	8
1.1 Purpose of the study and research question .....	8
1.2 Description of method.....	8
1.3 Limitations.....	9
2 Theoretical part.....	9
2.1 Recruiting and job search .....	9
2.1.1 Historical development .....	10
2.2 Human resource management (HRM) .....	11
2.2.1 Personnel management versus HRM.....	12
2.2.2 Recruitment strategy.....	12
2.2.3 Renting workforce .....	13
2.3 Recruitment advertising .....	14
2.3.1 Choice of media .....	15
2.3.2 Using internet as a recruiting tool .....	15
2.3.3 The recruiting message .....	16
2.4 Attracting applicants, sources of recruitment and shortlisting.....	18
2.4.1 The recruitment and selection process .....	18
2.4.2 Interviews as a selection tool .....	20
3 Articles.....	22
Article 1- Unemployed will get support on relieved conditions.....	23
Article 2- Sitkeä erottuja palkitaan.....	24
4 Questionnaire and Interview .....	26
4.1 Telephone Interview 7th April 2010: HR- House Hanna Lilius.....	43
4.2 Conclusion and discussion on main findings.....	44
5 Suggestions for further research .....	46

6 Bibliography .....	47
7 Appendices .....	48

**List of figures**

Figure 1. Steps in recruitment process	18
--	----

**List of tables**

Table 2. Media used when looking for a job	26
Table 3. The comparison between media used and time as unemployed	27
Table 4. Work experience and time as unemployed	28
Table 5. Job search activity and time as unemployed	29
Table 6. Job expectation	29
Table 7. Age of respondents	30
Table 8. Age and time as unemployed	31
Table 9. Age and job expectation	33
Table 10. Respondents gender	34
Table 11. Difference between genders when looking for a job	34
Table 12. Difference in genders in time as unemployed	35
Table 13. Level of education	36
Table 14. Gender and education	37
Table 15. Education and time as unemployed	40

## **Foreword**

I would like to thank the Employment and Economic Development office in Itäkeskus, Helsinki for their cooperation and help in my study and also Hanna Lilius at HR-House for all help. I would also like to help Sveinn Eldon for all help and guidance.

# **1 Introduction**

## **1.1 Purpose of the study and research question**

The purpose of this study was to find out the recruiting process in a company and to see how job seekers are looking for a job. The author was interested in knowing how the selection of new employees was made and how the decision on who to recruit is made. The method that the job seeker uses to find a new vacancy was also important to find out.

The author also wanted to know if for example it is a good idea for companies to put a lot of money on marketing on the internet or should the companies stick to the traditional way of marketing in the local newspapers. Is the job seeker using internet when looking for a job as much as discussed or is the job seeker looking for a new job more traditionally in the newspaper? The author also found it important to find a link between hiring new employees and looking for a job which was the intention when the questionnaire was made.

The author was also interested in finding out what the consequences of wrong choices in recruiting. What happens inside the company when wrong recruitment decision is made and how is the situation handled? Today a day does not pass where unemployment and importance of good employees isn't discussed in the society. This is one main reason why the author got very interested in this subject and wanted to know more.

Research questions:

**How is the recruiting process handled in a company?**

**How is the job seeker looking for a job?**

## ***1.2 Description of method***

The information and material for this thesis was gathered from books collected from public libraries. The author has also gathered some information from the internet.

For the quantitative research one questionnaire was used and one interview. The questionnaire included multiple choice questions and open questions. The questionnaire contained of 10 questions and was delivered to the employment and economic development office in Itäkeskus, Helsinki. All in all, 117 questionnaires were returned to author.

The interview was a telephone interview, where the author interviewed a person working for a company working with renting workforce. The person was asked seven questions regarding their company and business. The questions were related to the finding of new employees, challenges of the recruiting business and information on what the company does. The interview was done with the company HR House.

### ***1.3 Limitations***

In the quantitative research, the author could have received more questionnaires and therefore got more responses if there would have been more time. This would have meant that more time should have been spent but since time is limited the amount of questionnaires in the end of the research was 117. The questionnaire was also only delivered to one office in Helsinki so if the questionnaires would have been distributed to many economic and development offices around the country, the results would have been different. The author decided to only conduct the research in one specific area.

## **2 Theoretical part**

### **2.1 Recruiting and job search**

In Finland, the importance of recruiting started to show in the beginning of 1990's, in the time of the depression. During that time, many lost their job and many needed a new job. Many unemployed were looking for new challenges and needed help doing so by visiting agencies that specialized in recruiting. The actual recruitment is a very important decision that has many impacts on a company in the future. The decision is usually made by the board of directors. (Markkanen, 2005)

Many times when new people are hired, recruiting specialists are also hired to help the decision making process. In the end, it is always the CEO of the company that makes the final decision. If a wrong decision is made there are consequences that will affect the future of the company, most likely in a bad way. Other employees might have to fill in to cover up for him/her, someone might have to do the same job all over again because of an employees incompetence. This will also lead to stress and weaken the atmosphere. Also, if the company would decide to fire the recent employee, the company must start a new



recruitment process which will lead to further expenses. This is the reason why the company must make careful, no hasty decisions. Many specialists are needed and all doubts has to be sorted out and thought thru. The key is to make the tests necessary, have thorough interviews and think of who to interview by going thru applications and CV's that are considered relevant for the vacancy. (Koivisto, 2004)

### ***2.1.1 Historical development***

It started in the 1800s when personnel welfare started to develop in America. It was started by certain families with humane concerns that were involved in different businesses. Dealing with unemployment, sick pay and housing for employees were the main issues that started the concept of welfare personnel. The second stage was then personnel administration which was more engaged to management support, recruitment, discipline, time keeping, payment systems, training and keeping personnel records. The development of this system is explained by the fact that organizations were getting bigger. After the Second World War until the 1950s the personnel management developed to include more services, for example salary administration, basic training and advising on industrial relations. Most of it was more tactical than strategic. In the 1960s and 70s more and more employees was working with matters concerning personnel. One reason for this was that there were more laws now concerning employment. A lot of recruiting, selecting, training and payment system activities were made by the personnel management because there was labor shortage and because companies wanted to find skilled employees. (Mckenna & Beech, 1995)

In the 1980s the personnel management started to enter the entrepreneurial phase. It adapted itself to the market economy and enterprise culture. This new time changed the way companies were managed, the corporate culture developed and single unions was accepted to represent a company's workforce. Since there were more labour available, the importance of recruitment was now changed to the importance of selection. The need to attract was not as great anymore. The HRM started to attract skilled personnel. They were now moving towards an approach where they wanted to have a successful organization by having employees that were committed. The value of teamwork was emphasized. The main employees are important because they are committed to their work, flexible and important to the organization itself. Organizational success was the key word that got management to give HRM a serious thought. (Mckenna & Beech, 1995)

Today, human resource management refers to the practical tasks to be done in order to be able to manage personnel issues. For example to train, reward, acquire and appraising. For example policies like selecting job candidates, training new employees, employee commitment, managing salaries and providing benefits. Human resource management is very important for all managers because they need to have the knowledge in order to make the right decisions for the company. If a manager is unaware of the policies of HRM the company's result and image will suffer. For example, by hiring the wrong person and not offering enough training will not lead to efficient employees. (Dessler, Human resource management, 2003)

## **2.2 Human resource management (HRM)**

Human resource management is seen as a huge role of a company today. One important factor for HRM is that employees are valued as valuable assets of a company. According to HRM there should be one strategy for human resource and one strategy for the business. It is very important that a company has employees that are loyal and committed to the organization. According to HRM, if employees are committed to their employer they are less likely to change employer. In order to be able to keep employees, the company's attitude and culture has to match the employees' values. Commitment naturally is created by keeping the employee satisfied by offering challenges and encouragement. (Mckenna & Beech, 1995)

Human resource management is practically everything that has to do with your personnel. Selecting, planning needs of the company, training new employees, managing salaries and building a commitment are all included in HRM. A company usually has a human resource manager who knows all about relations, employee health and safety and equality. It is important that the HR manager is competent to avoid mistakes in the recruiting process. The company is also depends on the work of the HR manager. The more effective and skilled workers, the higher the turnover of the company will be in the future. A HR manager is also expected to find workers that aren't doing a good job and be able to find someone who does. It is also important for the HR manager to be able to keep the former employees by providing benefits and different incentives (for example bonuses etc.) (Dessler, Human resource management, 2003)

### ***2.2.1 Personnel management versus HRM***

Personnel management and HRM (human resource management) has a lot in common. They work in the same area of trying to find and select employees and train, develop and reward their employees. Although a lot of what they do is the same there are some differences in their behavior. The biggest difference is that personnel management tries to influence line managers and in HRM the role is already placed and is seen as a business sense. HRM is a new way of looking at personnel management. Personnel management is many times trying to control personnel systems and their personnel. This has changed throughout the years when new laws have taken form. HRM is trying to solve problems at the same time as they are looking for problems to solve. The HRM understand that their peoples´ problems are also their businesses problems. HRM wants to develop a system where the employee can develop and feel belonging. HRM is also trying to see the needs of a business and create a culture where good leadership is given. HRM is doing the same as personnel management, work with different activities concerning the company and the employee´s relationship but the HRM gives the business an even higher importance. HRM also concerns the flexibility of an employee and the relationship between employee and company goals. (Mckenna & Beech, 1995)

### ***2.2.2 Recruitment strategy***

The recruitment strategy should contain of a clear line of actions. The way recruitment functions, how the staff is provided occurs, and what are the providing strategy for different levels of the organisation. The questions that needs to be asked in order to know what the organisation needs are: Why are we recruiting? What are we looking for? How are we recruiting? (Markkanen, 2005)

The strategy itself is the long-term process where the company plans for the future and decides how to recruit in order to maintain a competitive advantage. Many things evolving the company also involves the HRM. If the company is going to set up a new division or start a new project in the next three (3) years, the company need to consider who and how they should recruit. For many companies, the competetiveness depends on their employees. If this is the case, the company should invest more in their human resource division. By linking HRM with future strategic goals in order to be able to make the company better when it comes to performance, innovation and flexibility the company uses strategic human

resource management. In best cases, the HR and the CEO and the board think about the strategy and how to succeed. (Dessler, Human resource management, 2003)

Strategic human resource management has developed a lot since the management realized that by having good employees the company will achieve competitive advantage. The HRM is connected with strategic goals and leads to improvement of the performance of the business and also creating cultures in the organisation. The strategy gives the company a course of action to take when planning new projects or when wanting to achieve a specific goal. In best case scenarios, the top management and the HR team work together in order to create a business strategy. When it works well, the HR team finds employees suitable for the company and employees that fits into the strategy and will help the company to achieve their goals. Obviously, it is never sure that the new employee will be a positive factor for the company. The company can hope that by following their goals and HR practices the new employee will have a positive influence in the company. (Dessler, Human resource management, 2003)

If the recruiting can occur inside the company or via friends and family within the organisation, the company can save a lot of money. Obviously it depends on the position. Usually management, specialist and middle management positions are advertised and selected through a long recruiting process. (Markkanen, 2005)

### ***2.2.3 Renting workforce***

Another way to recruit is to rent workforce. This has become very popular and there are many agencies offering rented workforce. Renting workforce might also be the cheapest alternative for a long recruitment process. Also many workers are interested in working half-time or whenever needed as extra help. For example, to rent workforce when there is a new project, maternity-leave or when many employees from the regular staff are on vacation, for example during the summer holidays. Renting workforce is a very quick process. If you have an agency that has rented workforce to you before, you can even get a worker to come to work by the end of the day or early next day. Even if renting is easy and time saving, the company should not forget that it is a temporary solution. It is not unusual

that a rented worker proves her skills and gets very familiar with the company and is offered a regular job at the company. (Koivisto, 2004)

The need to recruit is noticed when the existing organisation is overloaded with work and the company needs new employees to help. Another reason is when an employee resigns or retires. For the company it is an easier situation when an employee resigns or retires because this is known beforehand. The company can start a recruitment process early and have a new employee trained before the old employee quits. When an employee resigns, the company will not always have time to find a new employee since the employee might be leaving within a time of two weeks. (Markkanen, 2005)

## **2.3 Recruitment advertising**

The point with recruitment advertising is to make it easier for the person looking for a job to find the company that is recruiting. The job-seeker should find it easy and effortless to find a recruiting company. One thing that companies do and is seen as crucial for development is marketing. There is a huge market of job-announcements that are competitors to the company's own advertisement. A good way to advertise is to use both internet and newspapers. Many times internet is more popular because it reaches more people. Many tend to forget that newspapers are a good choice of media as well. Many might forget the importance of combination. The company should think like an applicant when advertising. What would attract to apply for this job? (Graham, 2000)

The way the advertisement is constructed is also very important. In order to make a great ad, advertisers use a four-point guide that takes into consideration attention, interest, desire and action. The advertisement has to stand out. Since the advertisement is not only trying to sell a position but also the company image and reputation it is important to have an ad that looks professional. (Dessler, Human resource management, 2003)

For a person looking for a job, what should be mentioned in an advertisement so that the applicant is able to write a good resumé? The employer needs to say everything that is required. Title, (salary), company profile, job description, job specifications, education level required, location, benefits and of course contact information. There should also be a key word that will attract the right people, the target group. For example, if an advertisement is posted on the internet their key word will be

showed when the applicant is looking for a specific job. The key word could be for example *õmechanicö*. (Graham, 2000)

### ***2.3.1 Choice of media***

So what media should the company choose to advertise their open vacancy? One way is to choose the media that will reach the most potential employees. Internet reaches a very broad community, where again in Finland; Helsingin Sanomat (newspaper) Sunday edition is a very popular job search tool. According to Mikko Markkanen the newspaper is defined as trustworthy and as an effective tool when potential employees are looking for a job. This is also the reason why so many companies decide to advertise in this specific newspaper. The internet obviously offers many channels that are specified in recruiting. They are very developed and offer the person who is looking for a job, many options to choose from. The person looking for a job can build up a profile where the employer/recruiter can see the profile. The internet site where the person is profiled also gives the job-searcher options for jobs to apply for according to listed wishes and demands when starting the profile. The author has made a questionnaire that was sent to the employment office in Itäkeskus, Helsinki to find out what media people look at when looking for a job. (Markkanen, 2005)

### ***2.3.2 Using internet as a recruiting tool***

Internet has in a short period of time aroused to be a central channel for job-search. Internet does not look for time or space and it is open day and night. There are many websites specialized in recruiting offering a lot of open vacancies. Internet has also made it easier and more convenient to look for a job. You can look for open vacancies at home whenever it suits you and when you have time. The websites are also made easy to so that the person looking for a job easily finds open positions. Even if there wouldn't be open vacancies available, you can always leave an open application that lets the employer know you are interested to work for them. This way the applicant can freely market herself over the internet and really look for what they want and consider suitable. When a company or a recruitment site has a form to fill in when applying for a job, the application has to be easy to fill in. There must be simple instructions and simple/ relevant questions. The point of the application is to get connected with each other. There is no need to ask questions that are too detailed at that stage. The most important details at that stage are education, experience and other qualifications. According to those facts the HR department can decide whether they are interested or not. Everything asked in the form/application has to be legal and strictly related to business. The potential applicants are classified either active or passive. The active applicants are constantly

trying to look for a job and visit the recruitment sites daily. The passive applicants are usually content with their present job and are looking what jobs are available on the market "just for fun". (Markkanen, 2005)

Many applicants have different opinions on what the best way to find potential employees is. Is it the newspapers or the internet? Usually the more traditional applicants like newspapers more when again young and modern applicants prefer internet. Many find that internet ads make newspapers less attractive and are afraid that one day you will only be able to look for a job on the internet. The problem is that not everybody has access to internet. Many argue that everyone can visit a library to get on the internet but this is not fair for those with no computer. To announce in a newspaper the company needs a lot of resources. The ad has to be designed and planned and to use colors and big sizes in a newspaper is very expensive. Although, putting an ad in a newspaper works as an advertisement for the company as well. An advertisement in *Helsingin Sanomat* with 2/1 half double page with a size of 20 x 260 mm in full color costs 35 100 e. (Helsingin Sanomat, 2010) Many times, a company announces both in the newspaper and on the internet. By doing this, a company receives a lot of publicity. The advantage of announcing on the internet is that it is visible day and night and does not have to be renewed every week. If an ad in the newspaper is renewed several weeks, it loses its effect. This might give the applicant the message that the available job is unattractive for many and might decide not to apply. (Koivisto, 2004)

There are many different services for the applicant. They are usually free and thru them the applicant can leave their CV for the employer to find. The applicant has to inform the data base what kind of positions he/she is looking for, in what city and what he/she is interested in. The applicant can choose what technique to use when receiving a notification of an interesting position. The applicant can choose from email, text-or multimedia message when receiving the information of a new position available. When the applicant is informed, he/she can apply if she wants. This is a really good system, but it requires the applicant to know in what direction and what field of business she desires to work in. The chance of success is therefore higher and the applicant is motivated to apply. (Markkanen, 2005)

### ***2.3.3 The recruiting message***

How can the employer catch the interest of an employee? A recruitment announcement is informative bait. The message sent is clearly goal searching. A recruitment announcement is supposed to sell and works as a marketing tool for the employer. (Markkanen, 2005)

When announcing in a newspaper, the size of the announcement is traditionally as big as the open position. The more responsibility, the higher up in the organization the bigger is the announcement. If the company is looking for a person to work in their storage, the announcement is not big and it will most likely not be on the first page. One reason for this is also that a person looking for a job in the storage will not automatically look for it on the first page. The person will look for a small announcement on the latest pages. The key is to target your target group. In a newspaper, you cannot choose a specific spot for your ad, but the biggest and most colorful advertisement will be seen. (Markkanen, 2005)

When announcing on the internet, the employer doesn't have to think so much about how big the announcement has to be to reach a certain target group. When a person is looking for a job, he/she looks for a certain title in a certain city or area. Many announcements are colorful and the same size. For the applicant to catch interest, the announcement has to be informative. It has to say what is included in your duties, where the job is and on what level the position is placed in a big organization. The applicant is interested in where he/she is going to spend most of her daily time. It is also in the company's interest to be as informative as possible to avoid unnecessary phone calls. The company also has to make a reader-friendly text. For the CEO and the managers the inside terms are familiar, but not for the applicant who might be entering a new industry. The announcement has to be made so that the applicant/ target group is connected and so that they feel that the announcement is made "just for you". Facts that are required, for example the company may require a university degree, gives the applicant a direction whether to apply or not. When looking at an advertisement of a position, the applicant wants to know what the company has to offer. Many companies state what benefits they have to offer and sometimes say "benefits of a big house". This can be taken randomly and needs to be specified. Phrases like these are called common phrases used by many. By making an interesting, targeting and limited job advertisement, the greater is the probability of making a successful recruitment decision. (Markkanen, 2005)

The style of the announcement should not be sad or depressing. It is not trying to market a dream but to be neutral. The company has to keep a positive image. Obviously, the company usually always names all the good things they can think of. The applicant wants to see informative and serious announcements. A job is not a joke and therefore the company should always keep a professional touch and avoid over exaggeration. The company must refer to facts that are true and realistic. (Markkanen, 2005)



## ***2.4 Attracting applicants, sources of recruitment and shortlisting***

When attracting employees, the company must have a profile of their candidates that would be good for the open vacancy. All the information about the job, for example the specification and description will be used to attract employees. This process is important for the company because it will hopefully attract prospective candidates. It is obvious that you do not want too many candidates since many of them won't be prospective. If you get too many applications it will be very costly for the company to go thru all of them. Same applies if the advertisement attracts too few applications. In that case, there might not be any prospective candidates. (Mckenna & Beech, 1995)

After making a profile and having attracted employees, the company shortlists candidates with a suitable background and education and potentials that match the profile. From the CV: s received the company finds information needed. It is good for the applicant to send in a CV because there she can write all the qualifications she possesses. Sometimes applicants make their CV with a professional consultant and that is also something that the company should take into consideration. A regular application is very good because there the company gets a bigger picture and also the applicant has a possibility to express herself freely. Usually the CV is sent as an attachment to the application. (Mckenna & Beech, 1995)

### **2.4.1 The recruitment and selection process**

The first thing that the company does is to plan and forecast their need of employment. The company decides on what positions should be filled in the organization. After this has been made they start recruiting either external or internal. When recruiting internally, the organization posts the open position on for example a bulletin board inside the building. Another way is to look thru where each employee is working and considering if maybe this employee is working below her potential and educational level. Sometimes an organization saves money when recruiting internally. When finding candidates externally there are usually expensive media costs involved. (Dessler, Human resource management, 2003)

By hiring externally, the company has the opportunity to find someone who has a fresh touch and someone who can give the company new ideas and new perspectives. To hire externally is as mentioned, costly but another downside is that it might take longer to find a suitable employee

when recruiting externally. Not to mention that the company has to train the new employee who isn't familiar with rules and regulations. (Gomez-Mejia; Balkin; & Cardy, 2010)

The applicants make their job-application and the company starts looking at the potential candidates and starts deciding on whom to interview. When the interview is done the company considers who to invite to the next step. Many different tests can be used as a tool to help in deciding who the best candidate would be. Finally the company makes a decision on who to hire. Sometimes the company likes to ask for an outside specialist to help in making the final decision. (Dessler, Human resource management, 2003)

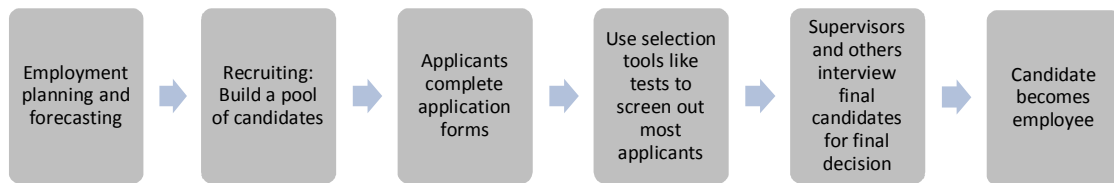
To be able to make the decision, the company use interviews, psychological tests, work based tests, assessment centers, biodata, references and graphology as tools. The most popular technique is interviewing the applicant. This technique gives a good idea of how two parties are able to communicate with each other. During an interview it is tested how well the applicant will fit into the organization. Is the applicant a person that will get along well with everybody or if the applicant is a trouble maker. There are problems with interviews as well. The interviewer might for example not be professional enough to make a lasting recruitment decision. The applicant might be judged too quickly and miss many key points. (Mckenna & Beech, 1995)

Psychological tests are tests that measure mostly intelligence and personality. If the company decides to have intelligence tests they want to measure verbal and numerical ability such as vocabulary, similarities, opposites, calculations and more. These tests are most often called general intelligence tests. The problem with this test is that it may only be suitable for a specific position. Personality tests measure personality and the ability to perform. Obviously, a motivated, inspired and happy employee is valuable for a company. When the personality test has been made, the company makes a profile of the applicant. They can compare one profile with another and see which of them would be most suitable. The ideal situation would be to hire an applicant who fits the profile but it is very hard to create the ideal worker. (Mckenna & Beech, 1995)

Using references is another good selection tool. Usually a candidate is asked to give one or more references that the company can contact and ask questions concerning former performances. Usually references are used when the company is considering the applicant for the final stage of the process. Sometimes the person looking for a job is not happy to give out a reference if the new position is not guaranteed because they might still be working for another company and would not like their current employer to know that she is looking for a new position with another employer.

Another way to see this issue is that some employees would like their current employer to know that they might want a new position, hoping that maybe the current employer would offer a raise in pay or more demanding tasks. The person looking for a job must be very careful when selecting their reference and be sure that this reference will not give negative comments instead of positive. (Mckenna & Beech, 1995)

*Steps in recruitment and selection process:*



*Figure 1* (Dessler, Human resource management, 2003)

## **2.4.2 Interviews as a selection tool**

Interviewing is the most popular tool of selection. The applicant who is able to handle stress, is motivated, fulfills the team and improves the organization is the applicant that the selection process is trying to find. Interviewers are trying to find out whether these qualifications are present in the applicant. The content of the interview focuses on some main points that are linked to a good job performance. Many times, questions that will lead to discussion about earlier job performances similar to the task in question will be asked. During the interview the applicant is also given an opportunity to ask questions concerning the open position. Interviews are very important since it is hard to make a decision without being able to meet in person and evaluate suitability to the position. (Clifford, 2006)

When all the candidates are interviewed, a decision on how to continue must be made. The company can decide to hire one of the candidates or continue looking for prospective employees. You may have many good applicants which make the decision making hard but you also might not have found a suitable person and decide to keep looking. A completely new interview process is costly for a company and very time consuming. This is the reason why the first recruiting process and the interviews have to be planned well and the questions made useful and relevant. You can plan many questions for the applicant. The questions should be made so that the interviewed must explain briefly and avoid questions that can be answered simply with a yes or a no. When you know

exactly what you are looking for it is easier to ask the right questions. The employer can make a list of what the company wants and another of what the candidate can offer and then compare them with each other. (Clifford, 2006)

For the applicant, it is important that the interviewer gives a good picture of the company. The job must attract the employer as well. It is not all about how to attract the employee. The candidate must be treated well during the interview. The candidate performs better during the interview if he/she feels as relaxed as possible and if the interviewer as a person makes the applicant feel uncomfortable and stressed the applicant is not able to perform as well as possible. The candidate should not be asked questions that discriminate or questions that clearly are trying to go around the legislation (for example trying to ask a woman when she wants to start a family). The candidate should be aware of her own rights. In a panel interview where there are many applicants at the same time, each candidate must remember their own role. The applicants are there to show what they are capable of and to be heard. The interviewers must also remember not to make a panel interview an unpleasant situation. It is a skill in itself to lighten the atmosphere and make the candidates feel secure and at ease. (Clifford, 2006)

Usually interviews are between two people, the interviewer and the applicant. Many times panel interviews can be used as well. In best case scenarios, there can be even three interviewers present. An HR representative, department manager and a department head can be present all at the same time. Panel interviews are many times used in order to save time, you can interview many at once or because you want to have an opinion from other interviewers and be able to discuss the applicant later on. The interviewers all have their own tasks. The HR representative's task can for example be to introduce everyone in the group and lighten up the atmosphere before the interview can begin and start a discussion. Another interviewer might be asking all the questions related to the job. The third interviewer might work as a listener and analyze the applicant's body language and personality. Before the interview begins the interviewers must plan the questions to ask. They must also plan what role each of them should have. It gives a very unprofessional image to the applicant if the interviewers come to the interview unprepared. The applicant should also be informed beforehand what kind of an interview it is going to be, the applicant need to prepare for the interview and be as relaxed as possible. Coming to the interview and realizing three people are going to interview you will add to the stress. The panel interview can be successful if everything is planned well beforehand. (Arthur, 2005)

### 3 Articles

# Studier&Jobb ■ 11



## Arbetslösa ska få stöd på lindrade villkor

Den tid i arbete som krävs för att man ska få arbetslöshetsdagpenning förkortas i början av nästa år. För dem som för första gången får arbetslöshetsdagpenning förkortas arbetsvillkoret från 43 till 34 veckor. Också företagarnas arbetsvillkor kortas av, från två år till 18 månader.

Det innebär att de som för första gången kommer ut på arbetsmarknaden lättare kan börja få inkomstrelaterad dagpenning eller grunddagpenning i stället för behovsprövat arbetsmarknadsstöd.

De som har varit i arbete tre år innan arbetslösheten började får för de 20 första arbetslöshetsdagarna förhöjningsdel i fråga om grunddagpenningen eller förhöjd förtjänstdel.

För den tid arbetslösa deltar i aktiveringsåtgärder som främjar sysselsättningen, t.ex. utbildning, arbetsförsök, arbetsverksamhet i rehabiliteringssyfte eller arbetslivsträning, betalas förhöjningsdelen av grunddagpenningen och arbetsmarknadsstödet eller den förhöjda förtjänstdelen av den inkomstrelaterade dagpenningen. Det gäller i alla fall för högst 200 dagar.

Tillägg för sysselsättningsplan, som hör till omställningsskyddet, börjar också betalas ut för 200 dagar i stället för 185 dagar som tidigare.

#### JOBBLINJEN

Arbetsförvaltningens Jobblinje betjänar i frågor som gäller arbetssökning och exempelvis omställningsskyddet på numret 010 194 905 och 010 60 767 22. Redaktionen beklagar det felaktiga numret i senaste nummer av tidningen.

Samtidigt slopas kravet på tio års arbetshistoria som villkor för att delta i frivillig utbildning. Det stöd som betalas under tiden för arbetskraftspolitisk vuxenutbildning räknas in i maximitiden på 500 dagar för arbetslöshetsdagpenningen.

#### Pensionsslussen senareläggs

Den ålder då man får rätt till tilläggsdaggar för arbetslöshetsdagpenningen, den s.k. pensionsslussen, höjs från 59 år till 60 år. Ändringen gäller de arbetssökande som är födda 1955 eller senare. Tilläggsdagpenning kan trots att maximitiden är 500 dagar betalas till utgången av den kalendermånad under vilken den arbetssökande fyller 65 år om han har fyllt 60 år före utgången av maximitiden och varit minst fem år i arbete under de senaste 20 åren.

#### Lättare återgång till arbetet

De som lyfter invalid- eller sjukpension kan från och med början av nästa år ha inkomster på åtminstone 600 euro i månaden utan att det inverkar på deras pension. Dessutom har de möjlighet att lämna sin sjukpension vilande och utan bedömning av arbetsförmågan börja lyfta pensionen på nytt om arbetet upphör eller arbetsinkomsterna sjunker under de lagstadgade inkomstgränserna. En lag som gäller försöket är i kraft under tiden 1.1.2010-21.12.2013. **Hilkka Nakari**

#### STÖD FÖR STUDIER

Stöd	Till vem?	Belopp
<b>Studiestöd</b> Ytterligare information: FPA <a href="http://www.fpa.fi/studiestod">www.fpa.fi/studiestod</a>	• Gymnasie-, yrkes- och högskolestuderande samt för tillägg- och kompletterande utbildning	• Studiepenning 246 – 298 e/mån beroende på studierna. • Bostedstillägg max. 201,60 e/mån • Statsgaranti för studielån max. 300 e/mån.
<b>Vuxenutbildningsstöd</b> Ytterligare information: Utbildningsfonden <a href="http://www.koulutusrahasto.fi">www.koulutusrahasto.fi</a> > Vuxenutbildningsstöd	• Studier under studieledighet eller annan oavlönad ledighet i minst 2 mån. • Kräver minst 5 års arbetshistoria.	• Grundlön 500 e+ förtjänstdel utgående fr. lönen. • Möjlighet till statsgaranti för studielån.
<b>Stöd för läroavtalsutbildning</b> Ytterligare information: Utbildningsstyrelsen <a href="http://www.edu.fi">www.edu.fi</a>	• Läroavtalsstuderande • 15 e/dag under teoristudier om inte arbetsgivaren betalar lön. • Eventuell inkvarterings- och resekostnadsättning. • Familjeunderstöd 17 e/undervisningsdag till vårdnadshavare med minderåriga barn. • Rehabiliteringspenning till personer med nedsatt funktionsförmåga. • Arbetsgivaren kan få utbildningsersättning och lönebidrag för utbildning av arbetslös.	
<b>Stöd för arbetskraftsutbildning (OBS! Andras 1.1.2010)</b> Ytterligare information: Arbets- och näringsbyrån <a href="http://www.mol.fi">www.mol.fi</a> , <a href="http://www.opintaluotsi.fi">www.opintaluotsi.fi</a>	• Över 17-åringar som uppfyller arbetsvillkoren, men inte fått max. tid arbetslöshetsdagpenning • De som har rätt till arbetsmarknadsstöd, men inte uppfyller arbetsvillkoret.	• Lika stort som arbetslöshetsskyddet. • Ev. ersättning för uppehälle.

Andra stöd för studier: **Studiepenning för lantbruksföretagare** TE-centralen [www.te-keskus.fi](http://www.te-keskus.fi). **Yrkesexamensstipendium** Utbildningsfonden [www.koulutusrahasto.fi](http://www.koulutusrahasto.fi). **Stipendier för bl.a. fortbildning** Förteckning över fonder och organisationer som beviljar stipendier: Finlands studentkårens förbund: <http://apurahat.syl.fi/>

4 • 2009 • MITT I ALLT

Article 1-Arbeitslösa skall få stöd på lindrade villkor- Unemployed will get support on relieved conditions (Nakari, 2009)

## ***Article 1- Unemployed will get support on relieved conditions***

In article 1 written by Hilikka Nakari, "Unemployed will get support on relieved conditions" tells about the compensations that are given to unemployed and on what basis. According to the article, the time spent employed in order to get unemployment allowance will be made shorter than it is today. For those who receive unemployment allowance for the first time, the employment condition will shorten from 43 to 34 weeks. Also for entrepreneurs the conditions will be shortened from two (2) years to 18 months. This means that employees will receive income related allowances instead of labor market support. For those who have been working for three (3) years before the unemployment receives the 20 first days a higher share of earnings. As long as the unemployed takes part in different educations, courses and training events the higher share of earnings is paid on the allowance for 200 days the most. (Nakari, 2009)

The education benefits for unemployed will also be better when the adult education support allowance and education allowance will be united. This means that the unemployed will get the same amount of allowance whether they themselves found the place of education or if the employment and economic development office found the alternative of education. At the same time, the requirement of ten years of work experience in order to be able to take part in voluntary education is abolished. (Nakari, 2009)

The age for when you are allowed to receive additional days on unemployment allowance is raised from 59 years to 60 years. The change concerns job seekers that are born 1955 or later. It will also become easier for people with early retirement pension to receive income for at least 600 e without having an impact on the pension. They also have the possibility to leave their early retirement pension waiting if they receive an income during a certain time and then again start to use the early retirement pension when the employment/ project ends. A law that concerns this matter is valid from the beginning of year 2010 until the 21<sup>st</sup> of December 2012. (Nakari, 2009)

Uusi ura Metron työpaikka- ja koulutusliite joka keskiviikko

# Sitkeä erottuja palkataan

## Työnhaku vaatii nyt malttia ja uskoa tulevaan

**TYÖNHAKU.** Syyskuussa työ- ja elinkeinotoimistoihin ilmoitettiin noin 30 000 uutta avointa työpaikkaa. Työtörmä oli Tilastokeskuksen mukaan samaan aikaan 192 000. Yhtä työpaikkaa kohden työnantaja saattaa saada satoja hakemuksia, ja työnhakijan suurin ongelma onkin erottautuminen.

–Suunnittelu, huolellisuus ja valmistautuminen ovat niitä, millä nyt erottautua hakijamassasta, sanoo Virpi Ojakangas-Palmunen henkilöstöpalveluyritys Adeccosta.

Työnhakuun liittyviä koulutuksia järjestävät Ojakangas-Palmunen kertoo, että yksi suurimmista haasteista on nettilomakkeisiin pohjautuvien hakemusten yleistyminen.

–Lomake on näennä-

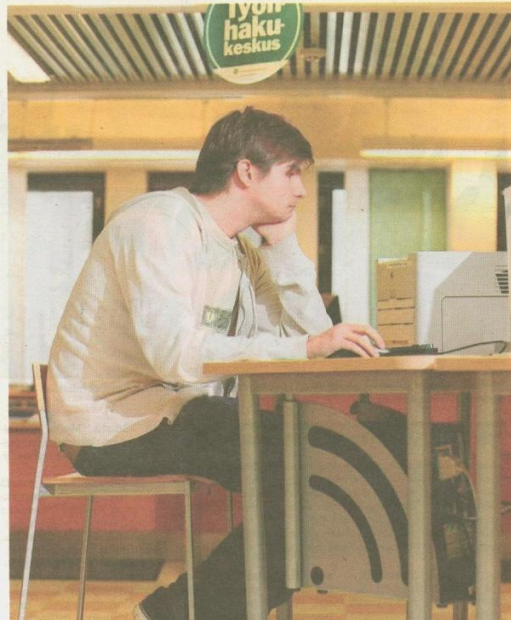
**”Suunnittelu, huolellisuus ja valmistautuminen ovat niitä, millä erottaututaan.”**

Virpi Ojakangas-Palmunen

sesti helppo, kun sen voi napin painalluksella lähettää, mutta hakemus ja erityisesti CV pitää muistaa kohdentaa tiettyyn haakuun. Rekrytoijat näkevät, kuka on motivoitunut tekemään juuri tätä työtä, eikä samalla kahtakymmentä muuta.

Adeccolla on netissä CV-klinikka, jonne työnhakija voi lähettää ansioluettelonsa asiantuntijoiden kommentoitavaksi.

–Korjauksemme liittyvät



usein rakenteeseen, asetteluun ja kirjoitussasuun. CV menee monesti liian pitkäksi, ja niissä saattaa näkyä ylimalkaisuus. Usein CV:ssä ei myöskään ajatella työpaikan vaatimuksia, vaan katsotaan kapeasti omaa osaamista.

**TYÖNHAKUVALMENNUSTA** järjestävät myös työ- ja elinkeinotoimistot sekä opiskelijajärjestöt. Niidenkin koulutukselle on ollut kysyntää viime aikoina.

–Järjestämällemme CV-klinikalla kävi ilmi, että työnhaku on monelle aika myyttinen asia. Eihän missään samota, miten työnhaku toimii, kertoo puheenjohtaja Jussi Nuortimo Suomen valtiotieteitä opiskelevien liiton Helsingin paikallisyhdistyksestä.

Ojakangas-Palmunen Adeccosta muistuttaa, että huonoinakin aikoina joku saa uuden työpaikan.

–Työnhakijan kannattaa olla sitkeä ja pysyä positiivisena. Työnhakua täytyy tehdä paljon ja säännöllisesti, jotta siinä kehittyy. Avoimia paikkoja alkaa pikkuhiljaa tulla enemmän. Työnantajat tiedostavat, että ne ketkä nyt osaavat rekrytoida oikein ja riittävän ajoissa ennen nousukauden alkua, tulevat voittamaan markkinoilla.

577

Huonossa taloustilantees-

### Kouluttajan vinkit työnhakuun

#### 1. Verkostoidu

Kerro lähipiirillesi työnhastasi. Selvitä, mitä verkostoja naapureilla ja tuttavillasi on. Listaa kiinnostavat yritykset, hanki niistä tietoja ja ota yhteyttä.

#### 2. Kirjoita CV ja hakemus huolella

Kohdista CV ja hakemus tiettyyn haakuun. Jos et ole opiskellut esimerkiksi työpaikan vaatimaa markkinointia, taito saattaa löytyä harrastuksistasi.

#### Tiivistä.

Karsi kirjoitusvirheet

#### 3. Valmistaudu haastatteluun

Perähdy yrityksen nettisivuihin.

Mieti muutama kysymys valmiiksi.

Muista perussäännöt hyvästä käyttäytymisestä ja pukeutuksesta.

Article 2: Sitkeä erottuja palkitaan, Metro (STT- Suomen Tieto Toimisto, 2009)

## Article 2- Sitkeä erottuja palkitaan

In the second article, ösitkeä erottuja palkitaanö, öThe stubborn and outstanding is hiredö is about öhow a job seeker today is needs to be patient and believe in the futureö. According to the article, 30 000 open vacancies was announced at the employment and economic development office. At the same time about 192 000 was unemployed. This means that for one open vacancy there was over hundreds of applications received and the biggest problem for the applicant is to stand out from the crowd. According to Virpi Ojakangas-Palmunen from Adecco, planning, carefulness and preparedness are factors that make the applicant stand out. Ojakangas-Palmunen has also been arranging courses in job search and she says that one of the greatest challenges is that the internet applications has become very common and when applying true the internet it is easy to fill in the missing parts and send the application but it is important to understand that the application and the CV are the most important when measuring whether the applicant is motivated to do the specific task and not any of the 20 open vacancies available. At Adecco they have a öCV-clinicö where the

job seeker can send his CV for judgment and get a better CV by receiving constructive feedback. There corrections for the CV are usually related to the structure, formatting and the wording. Many times the CV is too long and too confident. Many times, the applicant is not thinking of what is required for the open position; instead the applicant concentrates narrowly at her/ his own qualifications. (STT- Suomen Tieto Toimisto, 2009)

According to the article, there are many places where the job seeker can seek consultancy regarding job search. For example the employment and economic development office and student organizations arranges courses in job search that has been very popular. According to Jussi Nuortimo, many that uses the CV clinic or visit the courses, job search is quite challenging and not familiar, according to Nuortimo it is hard to know how to apply for a job if no one tells you how to apply. Ojakangas- Palmunen from Addecco points out that even at economically bad times someone is hired. The job seeker must stay positive and tough and regularly apply for many positions in order to develop and become more confident and better in writing CV: s and applications. Employers said that those who did well in their recruiting during the recession will do well on the market when the economy starts to rise again. (STT- Suomen Tieto Toimisto, 2009)

The trainer is also giving three good tips for when applying for a job. First, it is important to network. Tell your friends and family that you are trying to find a job and ask them if they know someone who works in the field of business that you are interested in. The job seeker should also look for companies that are interesting and contact them. The other tip is to write your application and CV so that they are directed to a certain company and position. You should write as correctly as possible in order to give a professional impression. The last tip is to prepare for the interview. Read thru the company website and think of questions to ask in the interview. (STT- Suomen Tieto Toimisto, 2009)



## 4 Questionnaire and Interview

I have analyzed my questionnaire that contained of 10 questions. Education, work experience, time as unemployed, choice of media when looking for a job, how actively the person is looking for a job, age, gender and whether the respondent has received help from former employer were questions that were asked. Another question asked was what the respondents former or present occupation. This question was an open question (see appendix 1). I have analyzed my questionnaire's results by using the SPSS program. I have received a total of 117 questionnaires. The questionnaires were delivered to the employment and economic development office in Itäkeskus, Helsinki. All tables are from the SPSS program.

To be able to distribute the questionnaire, the author had to ask for permission to make the survey. The permission was asked from counsel of labor market Jarmo Palm who works for the Ministry of the Employment and Economy. After the permission was given, the author was able to conduct a questionnaire that was accepted by the employment and economic development office in Itäkeskus, Helsinki. After this, the author distributed her questionnaires to the employees at the office in Itäkeskus who distributed the questionnaires to their customers looking for a job and suggested that they would fill in the questionnaire in order to help a student in her thesis work.

My analysis showed that when asking which media was used, out of 117 respondents, the total percentage of cases was 169, 2% because in this question the respondent was able to answer to all 4 alternatives (newspapers, internet, radio or TV or other media). The question asked and alternatives given in the questionnaire was:

What methods are you using to find a job?

- a) Newspapers
- b) The Internet
- c) Other media (TV, Radio)

Other, what? \_\_\_\_\_

Of all the cases, 43, 6% said that they look in newspapers, 91, 5% search on the internet, 6% uses TV or radio and 28,2% uses other media, like for example the library or former employers.

	Responses		Percent of Cases
	N	Percent	
Media Newspapers	51	25,8%	43,6%
Internet	107	54,0%	91,5%
TV, radio	7	3,5%	6,0%
other	33	16,7%	28,2%
Total	198	100,0%	169,2%

Table 2 ó Table shows media used

For the respondents who used other source, 9, 4% said they ask around, 7, 7% uses contact, friends and former colleagues. 6% uses the employment and economic development office and 0, 9% uses the library.

I then compared the media used with time as unemployed. The question asked and alternatives given in the questionnaire was:

How long have you been unemployed?

- a) 0-4 months
- b) 5-11 months
- c) 1-2 years

If longer, how long? \_\_\_\_\_

The result showed that respondents that had been unemployed for 0-4 months, 42, 6% used newspapers, 91, 5% used internet, 8, 5% used TV or radio and 27, 7% used another source. Within this group the internet was most popular. For those who had been unemployed for 5-11 months, 42,1% used newspapers as a source, 89,5% used the internet, only 2,6% used TV or radio and 26,3% used another source. The third group was those who had been unemployed for 1-2 years. In this group 48, 1% used newspapers, 96, 3% used internet, 3, 7% used TV or radio and 29, 6% used another source. The last group was those who had been unemployed for more than 2 years. In this group, 40% used newspapers when looking for a job, 80% used internet, 20% used TV or radio and 40% used another source. This analysis tells us that internet is the most common tool when looking for a job. The longer a person has been unemployed, the more she is trying to look from different places. We can see that when a person has been unemployed for more than 2 years, the person is

looking more from other sources than in the other groups. This could be explained by the fact that the longer one has been unemployed, the more desperate are the means to find a job.

**Time as unemployed\*Media Cross tabulation**

			Media <sup>a</sup>				Total
			Newspapers	Internet	TV, radio	other	
Time as unemployed	0-4	Count	20	43	4	13	47
	5-11	Count	16	34	1	10	38
	1-2y	Count	13	26	1	8	27
	more than 2y	Count	2	4	1	2	5
Total		Count	51	107	7	33	117

Percentages and totals are based on respondents.

*Table 3- Comparison between media used when looking for a job and the time as unemployed.*

Another analysis that I made was that I analyzed the time as unemployed and work experience in years. The question asked and alternatives given were:

Work experience in years?

- a) 0-5
- b) 5-8
- c) 8-15
- d) 15-25
- e) Over 25 years

I found out that those who had been unemployed for 0-11 months, 32, 4% had a work experience of 0-5 years. For those who had a work experience of 5-8 years, 63, 6% had been unemployed for only 0-4 months and only 18, 2% unemployed for 5-11 months. For those who had been unemployed for more than 2 years, 0% had a work experience of 5-8 years. This result clearly shows that you find a job faster if you have a longer work experience. When it comes to the groups where a person has over 25 years of work experience, the figures again turn. In this case, 4, 5% had been unemployed for over two years. One factor to explain this result is that the person's age is against them. 52 % of those with a work experience of 15-25 years had been unemployed for only

0-4 months. The table below shows that respondents that been working from 5-15 years find jobs faster since no one in that group has been unemployed for more than 2 years.

**Work experience in years \* Time as unemployed Cross tabulation**

			Time as unemployed				Total
			0-4	5-11	1-2y	more than 2y	
Work experience in years	0-5	Count	12	12	11	2	37
		% within Work experience in years	32,4%	32,4%	29,7%	5,4%	100,0%
	5-8	Count	7	2	2	0	11
		% within Work experience in years	63,6%	18,2%	18,2%	,0%	100,0%
	8-15	Count	8	10	5	0	23
		% within Work experience in years	34,8%	43,5%	21,7%	,0%	100,0%
	15-25	Count	12	7	2	2	23
		% within Work experience in years	52,2%	30,4%	8,7%	8,7%	100,0%
	over 25y	Count	8	6	7	1	22
		% within Work experience in years	36,4%	27,3%	31,8%	4,5%	100,0%
Total		Count	47	37	27	5	116
		% within Work experience in years	40,5%	31,9%	23,3%	4,3%	100,0%

*Table 4 ó Table shows how work experience in years are related to time as unemployed*

Another analysis I made was on how actively a person is looking for a job and the time as unemployed. The question asked and alternatives given in the questionnaire were:

How actively are you looking for a job?

- a) Every day
- b) Couple of times in a week
- c) Couple of times in a month

d) More seldom

It is clear in the results, that the actively a person is looking the shorter is the time they have been unemployed. For example, those who have been unemployed for 0-4 months, 44, 2% is looking every day and 46, 2% is looking a couple times a week. Only 13, 3% is looking only a couple times a month. When it comes to people that has been unemployed for 1-2 years, only 2,3% is looking for a new job every day when 16,7 % is looking more seldom. One reason for this might be that they have lost hope on finding a new job.

**How actively are you looking \* Time as unemployed Cross tabulation**

			Time as unemployed				Total
			0-4	5-11	1-2y	more than 2y	
How actively are you looking?	Every day	Count	19	15	8	1	43
		% within How actively are you looking	44,2%	34,9%	18,6%	2,3%	100,0%
	Couple times a week	Count	24	15	10	3	52
		% within How actively are you looking	46,2%	28,8%	19,2%	5,8%	100,0%
Couple times a month	Count	2	5	8	0	15	
	% within How actively are you looking	13,3%	33,3%	53,3%	,0%	100,0%	
More seldom	Count	2	2	1	1	6	
	% within How actively are you looking	33,3%	33,3%	16,7%	16,7%	100,0%	
Total	Count	47	37	27	5	116	
	% within How actively are you looking	40,5%	31,9%	23,3%	4,3%	100,0%	

*Table 5- The table shows how actively the respondents are looking for a job and how it relates to the time as unemployed*

The table above shows the results from how the time as unemployed and activity of the respondents relates to each other.

In the questionnaire I asked whether they had got any help from a former employer. The question asked alternatives given were:

Have you got any assistance from your former employer in finding a job?

- a) Yes
- b) No

If you answered yes to the question above, how have you been assisted?

82, 1% of the respondents answered no and 17,9% answered yes. It is then quite clear that not many employers offer help after terminating a contract. For those who answered yes had got help on advice on how to apply, promises of recommendations, information on potential employers, consulting agencies, job offering now and then and some had even got information on how to be able to get further education.

I also asked how fast the respondents were hoping to find a job. This question was open ended so no alternatives were given. As we can see from the histogram below, most of the respondents hope to find a job as soon as possible but many aren't as hopeful and are hoping to find a new job during one year.

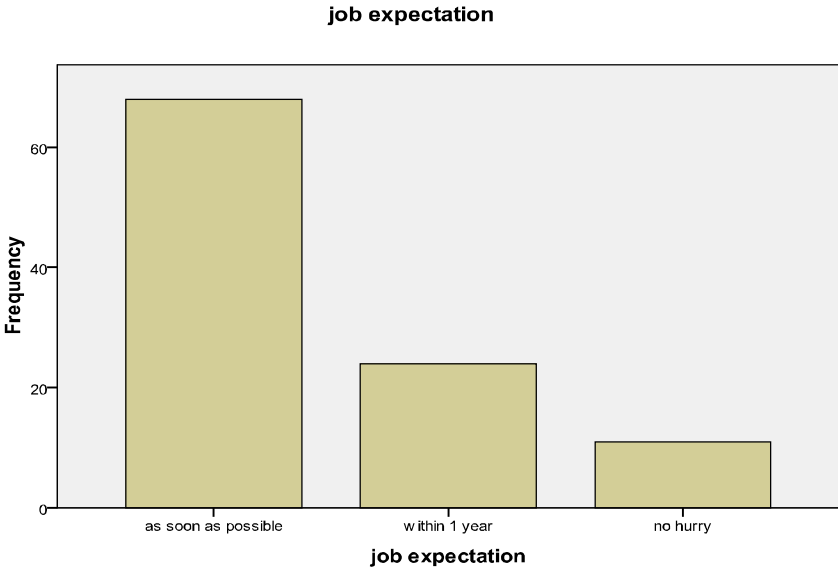
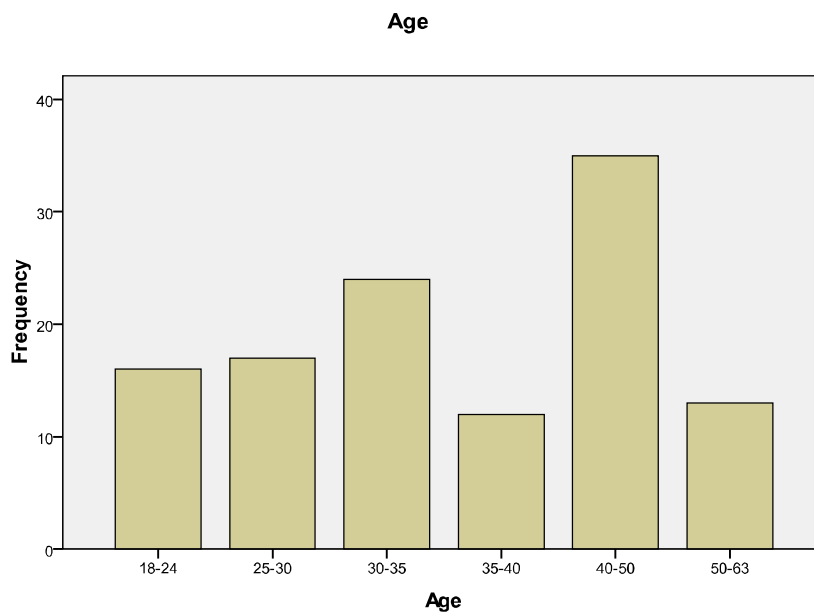


Table 6- Table shows the respondents job expectation

In the questionnaire the author was also interested in finding out the ages of the respondents. The question was the age of the respondent and the alternatives given were:

- a) 18-24
- b) 25-30
- c) 30-35
- d) 35-40
- e) 40-50
- f) 50-63

The author wanted to know how the age affects the time as unemployed, the way the respondent is looking for a job, if the age changes the time the respondent is hoping to find a job and how respondents in different ages are educated. As we can see from the histogram below, the biggest age group is respondents in the age of 40-50years. The second biggest unemployed age group is between 30-35 years.



*Table 7- The table shows the age of respondents*

When comparing how old the respondents were with the time as unemployed the results came out as expected. Many of the young respondents (18-24 years) had been unemployed 0-4 months or 5-11 months. This is quite expected since these respondents are young and do not have a lot of experience to begin with. 0% of the young respondents had been unemployed for more than 2 years.

The same result goes for the second and the third age group (25-30 years and 30-35 years respectively). No one in these age groups had been unemployed for more than 2 years. In the second age group 52, 9 % had been unemployed for 0-4 months and 29, 4 % had been unemployed for 1-2 years.

In the third age group 33, 3 % had been unemployed for 0-4 months and the same percentage for 1-2 years. When we come to the fourth, fifth and sixth age group (35-40 years, 40-50 years and 50-63 years respectively) the results changes. For the fourth age group, 25 % has been unemployed for 0-4 months, 41, 7 % for 5-11 months and 16, 7 % for more than 2 years. This is the first age group where a respondent has been unemployed for more than 2 years. In the fifth age group 45, 7% has been unemployed for 0-4 months, 34, 3 % for 5-11 months and only 2, 9% for over 2 years. In the sixth and the last age group 30, 8 % of the respondents has been unemployed for 0-4 months, 23,1 % 5-11 months, 30,8 % for 1-2 years and 15, 4% for more than 2 years. Many of the respondents who were in the last age group did not think they were able to find a job anymore because of their age when I asked how fast one is hoping to find a job.



### Age\* time as unemployed

			Time as unemployed				Total
			0-4	5-11	1-2y	more than 2y	
Age	18-24	Count	7	7	2	0	16
		% within Age	43,8%	43,8%	12,5%	,0%	100,0%
	25-30	Count	9	3	5	0	17
		% within Age	52,9%	17,6%	29,4%	,0%	100,0%
	30-35	Count	8	8	8	0	24
		% within Age	33,3%	33,3%	33,3%	,0%	100,0%
	35-40	Count	3	5	2	2	12
		% within Age	25,0%	41,7%	16,7%	16,7%	100,0%
	40-50	Count	16	12	6	1	35
		% within Age	45,7%	34,3%	17,1%	2,9%	100,0%
	50-63	Count	4	3	4	2	13
		% within Age	30,8%	23,1%	30,8%	15,4%	100,0%
Total		Count	47	38	27	5	117
		% within Age	40,2%	32,5%	23,1%	4,3%	100,0%

Table 8- The table shows how age and time as unemployed relate to each other

The way the age of the respondents affects the expectation on when to find a job is shown in the table below. From the results it seems like the youngest age group (18-24 years) is the most impatient. 86, 7% of that age group says they are expecting a job as soon as possible. 13, 3% of the youngest age group is not in a hurry to find a new job. In the second age group (25-30 years) 68, 8% says that they want a job as soon as possible but 25% are aware that it might take up to a year before they find a new job. In this age group, fewer respondents are in no hurry than the first age group. In the third age group (30-35 years) the respondents that expect to find a job as soon as possible again decreases. Only half of the respondents in this age group are expecting a new job as soon as possible. The percentage of those who expects to find a job within a year is higher than the second age group. In this age group the percentage is 35%. In the fourth age group (35-40 years) the respondents who says they expect a new job as soon as possible again increases and is in this group 54,5 %. 27, 3% is expecting a new job within a year and 18, 2 % says they are in no hurry which is

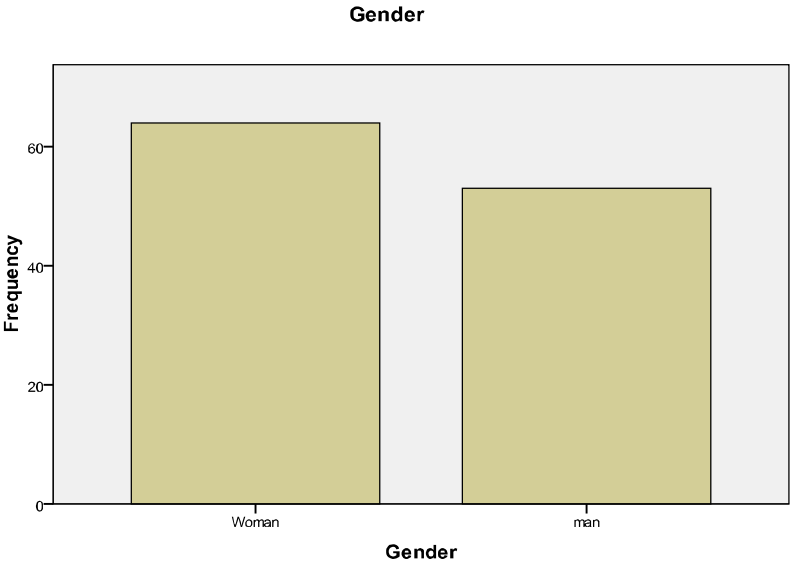
the second highest percentage of respondents that they are in no hurry. In the fifth age group (40-50 years) the percentage of the respondents that says that they expect a job as soon as possible is 67,7 % which is quite high. 29 % is expecting a job within a year which makes this the age group where most respondents are expecting a job within one year. Only 3,2 % of this group has responded not to be in a hurry. In the sixth and last age group (50-63 years) 70 % is expecting to find a job as soon as possible. This percentage is very close to the percentage in the fifth age group. One reason for this might be that they are aware of their age and knows that they need do not find a job soon, before it is too late. 10 % of the respondents of this group expect to find a job within one year but 20 % of the respondents say that they are not in a hurry. This is the group with the largest percentage in this question. One reason for this might be that many have given up the thought of finding a new job because of their age.

**Age \* job expectation Cross tabulation**

			job expectation			Total
			as soon as possible	within 1 year	no hurry	
Age	18-24	Count	13	0	2	15
		% within Age	86,7%	,0%	13,3%	100,0%
	25-30	Count	11	4	1	16
		% within Age	68,8%	25,0%	6,3%	100,0%
	30-35	Count	10	7	3	20
		% within Age	50,0%	35,0%	15,0%	100,0%
	35-40	Count	6	3	2	11
		% within Age	54,5%	27,3%	18,2%	100,0%
	40-50	Count	21	9	1	31
		% within Age	67,7%	29,0%	3,2%	100,0%
	50-63	Count	7	1	2	10
		% within Age	70,0%	10,0%	20,0%	100,0%
Total		Count	68	24	11	103
		% within Age	66,0%	23,3%	10,7%	100,0%

*Table 9- The table shows the relevance between age and job expectation*

Until now, the author hasn't talked at all about the gender of the respondents. In my questionnaire I also asked what gender the respondent is representing. As we can see from the histogram below, both of the genders were represented well in my questionnaire. Of 117 respondents 54, 7 % were women and 45, 3 % men.



*Table 10- Table shows the gender of the respondents*

The author also compared if men and women are looking for jobs differently. There seems to be certain differences. 50% of women who responded search for a new job from newspapers whereas only 35, 8% of men who responded are looking from newspapers. Women are looking more for a new job on the internet than men. 93, 8% of women use this technique and 88, 7 % of men uses internet. We can still say that internet is very popular among both men and women. Using TV or radio as a source is not as popular, only 9, 4 % of women uses it and only 1, 9 % of men are using this source. Using another source than mentioned is quite popular among both men and women. 32, 8% of women and 22, 6 % of men are trying to find a job via other sources.

**Gender \* job expectation cross tabulation**

			job expectation			Total
			as soon as possible	within 1 year	no hurry	
Gender	Woman	Count	33	15	8	56
		% within Gender	58,9%	26,8%	14,3%	100,0%
	man	Count	35	9	3	47
		% within Gender	74,5%	19,1%	6,4%	100,0%
Total		Count	68	24	11	103
		% within Gender	66,0%	23,3%	10,7%	100,0%

*Table 11- The table shows how job expectation and gender relates*

The table above shows the way the genders job expectation differs. 58, 9% of women answered that they expect to find a job as soon as possible whereas men seem to be more positive with a higher percentage of 74, 5%. 26, 8% of women and 19, 1% of men said they expect to find a job within one (1) year and 6,4 % of men and 14,3 % of women were in no hurry.

**Gender \* Media cross tabulation**

			Media <sup>a</sup>				Total
			Newspapers	Internet	TV, radio	other	
Gender	Woman	Count	32	60	6	21	64
		% within Q10	50,0%	93,8%	9,4%	32,8%	
	man	Count	19	47	1	12	53
		% within Q10	35,8%	88,7%	1,9%	22,6%	
Total		Count	51	107	7	33	117

*Table 12 ó Table shows how men and women are looking for a job*

According to another analysis I made, women tend to be unemployed for a shorter period than men. This might have something to do with the differences in the way they are looking for a new job. 46,

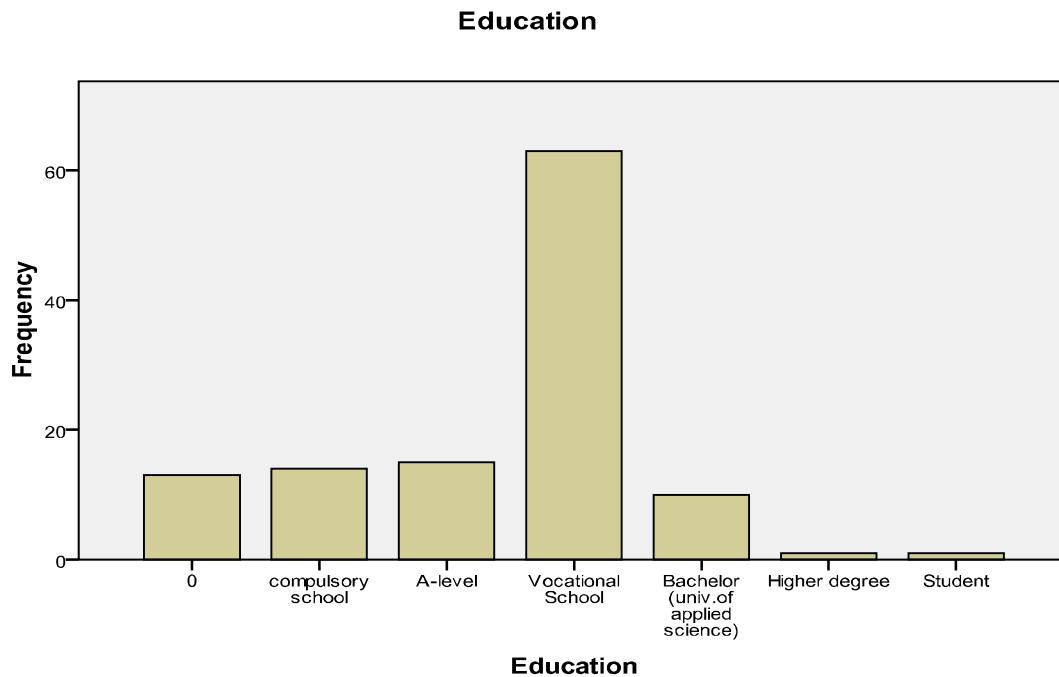
9 % of women who responded had been unemployed for 0-4 months whereas 32, 1 % of men who responded had been unemployed for the same amount of time. Of respondents who had been unemployed for 5-11 months, 35, 8% were men and 29, 7% were women. For those who had been unemployed for 1-2 years, 26, 4% were men and only 20, 3 % were women. 5, 7% of men who responded had been unemployed for over 2 years where the same figure for women was only 3, 1 %. From this result we can see that there are more women in the group where respondents had been only 0-4 months unemployed but in all the other groups there were more men than women, meaning that women tend to find a job faster than men.

**Gender \* Time as unemployed Cross tabulation**

			Time as unemployed				Total
			0-4	5-11	1-2y	more than 2y	
Gender	Woman	Count	30	19	13	2	64
		% within Gender	46,9%	29,7%	20,3%	3,1%	100,0%
	man	Count	17	19	14	3	53
		% within Gender	32,1%	35,8%	26,4%	5,7%	100,0%
Total		Count	47	38	27	5	117
		% within Gender	40,2%	32,5%	23,1%	4,3%	100,0%

*Table 12- The table shows the difference in genders in the time as unemployed*

When it comes to education, the results show that the most common education among the respondents is vocational school representing 53, 8% of the respondents. As we can see from the histogram below 12, 8% of the respondents have completed the A-level, 12 % compulsory school, 11% have no education, 8, 5% has a bachelor's degree and 0,9 % has a higher degree and 0,9 % are still studying.



*Table 13- Table shows the level of education among the respondents*

When it comes to age and education, my results show that within the first age group (18-24) the most common form of education that the respondents have completed is their A-levels representing 26,7% of the respondents. The next most common education is not to have any education at all. In my opinion, many of the respondents that are studying might have responded that they do not have any education, since they are so young. In the second age group (25-30 years) the most common form of education is vocational school and no education at all. The fact that some again have responded that they do not have any education might mean that they are still studying. In the third age group (30-35 years) the most common form of education is vocational school and the second most common is the A-levels. In the fourth, fifth and sixth age group (35-40 and 40-50 and 50-63 years respectively) the most common form of education is once again vocational school and the second most common is compulsory school. From all the respondents (117) only 1 respondent has said to have a higher degree. This respondent represents the fifth age group (40-50 years).

I have also tried to see how education and gender are related to each other. According to the results in general, it seems like women in general are more educated than men. The most common form of education, vocational school in my study is more popular for women than men. Out of 117 respondents, 37 women and 26 men had completed vocational school. There are more men than women that have responded to have completed compulsory school, which means that many women have continued studying after compulsory school. A bachelors degree is also far more popular for women. 80% of those who said to have a bachelors degree are women. There are also more men than women that said that they do not have any education.

#### Education and gender crosstabulation

			Gender		Total
			Woman	man	
Education 0	Count	4	9	13	
	% within Education	30,8%	69,2%	100,0%	
compulsory school	Count	6	8	14	
	% within Education	42,9%	57,1%	100,0%	
A-level	Count	8	7	15	
	% within Education	53,3%	46,7%	100,0%	
Vocational School	Count	37	26	63	
	% within Education	58,7%	41,3%	100,0%	
Bachelor (univ.of applied science)	Count	8	2	10	
	% within Education	80,0%	20,0%	100,0%	
Higher degree	Count	0	1	1	
	% within Education	,0%	100,0%	100,0%	
Student	Count	1	0	1	
	% within Education	100,0%	,0%	100,0%	
Total	Count	64	53	117	
	% within Education	54,7%	45,3%	100,0%	

Table 14- The table shows how gender and education relates to each other

Another comparison that I made was how education and the time as unemployed relate to each other. In general terms, it can be said that none of the respondents with a higher degree, bachelors degree or a student had been unemployed for more than 2 years. One respondent with a bachelor's degree had been unemployed for 1-2 years. Those who said not to have any education, 7,7 % had been unemployed for more than 2 years when only 3,2 % who had completed vocational school had been unemployed for more than 2 years. The respondents who completed vocational school, representing the largest group, 39,7 % had been unemployed for 0-4 months, 36,5% for 5-11 months and 20,6% for 1-2 years.



**Education \* Time as unemployed Cross tabulation**

		Time as unemployed				Total
		0-4	5-11	1-2y	more than 2y	
Education 0	Count	4	3	5	1	13
	% within Education	30,8%	23,1%	38,5%	7,7%	100,0%
compulsory school	Count	6	4	3	1	14
	% within Education	42,9%	28,6%	21,4%	7,1%	100,0%
A-level	Count	6	4	4	1	15
	% within Education	40,0%	26,7%	26,7%	6,7%	100,0%
Vocational School	Count	25	23	13	2	63
	% within Education	39,7%	36,5%	20,6%	3,2%	100,0%
Bachelor (univ. of applied science)	Count	5	4	1	0	10
	% within Education	50,0%	40,0%	10,0%	,0%	100,0%
Higher degree	Count	1	0	0	0	1
	% within Education	100,0%	,0%	,0%	,0%	100,0%
Student	Count	0	0	1	0	1
	% within Education	,0%	,0%	100,0%	,0%	100,0%
Total	Count	47	38	27	5	117
	% within Education	40,2%	32,5%	23,1%	4,3%	100,0%

*Table 15 ó Table shows how education relates to the time as unemployed*

#### **4.1 Telephone Interview 7th April 2010: HR- House Hanna Lilius**

1. *How many employees does HR-house employ?*
2. *How many hours/year does HR-house rent?*
3. *How many companies are your clients?*
4. *Approximately, how many receives an employment from a specific company after a period of working as rented?*
5. *What line of business is the most common to rent workforce?*
6. *What are the greatest challenges in the recruitment business?*
7. *How do you recruit people to work for you? Ads, internet, newspapers?*

The questions above were questions asked and answered by Hanna Lilius. HR-House has all in all around 30 000 employees but only 10% of those are active and receives a monthly payment. When asked how many hours HR-House rents the answer was that approximately 270 000 h/ year is rented. The company has many clients from many different areas of business, approximately 2500 companies are their clients at the moment. According to H.Lilius, it is very hard to say how many of their employees receives a job from a place where they've been working as rented for a certain time because some quit without saying if they have been employed but approximately 5% in the largest fields (restaurant and cleaning). The most common line of business that rents their workforce is the restaurant business, HR-House started their business by renting to restaurants. Other big fields are cleaning area and grocery stores. I was curious on finding out what HR-House thought about the biggest challenges of the business. Competition, economic condition was mentioned as challenges but also the fact that it is challenging to find good workers who are ready to commit to an employment. When recruiting and trying to find good employees, HR-House uses mostly internet. Their own site [www.hrhouse.fi](http://www.hrhouse.fi) has open vacancies and they also have ads on [www.mol.fi](http://www.mol.fi). Once they had an advertisement in television but that did not reach expected results. In small towns occasionally local newspaper ads are used.

HR-House is a company that recruits workforce to rent. It helps their clients to find workforce. Their clients has outsourced their recruiting. As part of their job is to define the job and define what qualities the person looking for a job should have. They also deal with

the ads by posting on the internet and receiving and handling the applications. As part of the process they also interview and have suitable tests and in the end they recommend an applicant to their client. Hanna Lilius said that their most common clients are restaurants. HR House fused with Saima group who recruits people to the technology fields, so now one of their big group is also the IT-business. (Haaja, 2010)

## ***4.2 Conclusion and discussion on main findings***

It is very important that the recruitment process is done well in a company. A wrong choice in recruitment will lead to extra costs. In order to eliminate the risk of wrong recruitment decision, recruiting specialists are also hired to help the decision making process. Human resource management also makes decisions that have to do with personnel. The last decision is always made by the CEO of the company. Selecting, planning, training new employees, managing salaries and building a commitment are also all included in the HRM.

The recruitment strategy is the long-term process where the company plans for the future and decides how to recruit in order to maintain a competitive advantage. The way recruitment functions, and what the providing strategy for different levels of the organisation is. The company needs to consider who and how they should recruit. For many companies, the competitiveness depends on their employees. In best cases, the HR and the CEO and the board think about the strategy and how to succeed.

Another way to recruit is to rent workforce. This is a very popular tool of recruitment and there are many agencies offering rented workforce. As we can see from our interview with HR-house, it is popular among companies to rent their workforce when needed.

Competition, economic condition was mentioned as challenges for the renting business but it is also challenging to find good employees who are ready to commit to an employment and be reliable. Renting workforce might also be the cheapest and the quickest alternative instead of a long recruitment process.

As also discussed in the theory of this thesis, is that internet is a very popular tool when it comes to looking for a job. When using the internet as a tool you can look for a job day and night no matter where you are. Obviously, in order to be able to search the internet no matter of time and space it is

required that you have access to the internet, which not every job seeker has. Newspapers comes as second most used tool and according to our analysis and theory we can say that companies should still continue marketing in the newspapers as well. When marketing an open vacancy in a newspaper, the advertisement is more costly than an advertisement on the internet. It is also harder to catch the interest of a job seeker in a newspaper because of the colors and size needed to be noticed. The higher the position advertised the bigger and more colorful the advertisement is in the newspaper. On the internet the advertisement will show depending on search criteria and suitability of the job seeker. Since the range of people looking for a job is so different from each other, it is important that there is a suitable search tool available for everyone.

From the analysis of the questionnaire we can see that women are a bit more active when it comes to looking for a job than men but both groups use internet a lot. Women also look more from newspapers than men. It seems like the more actively a person is looking for a job the faster they tend to find a job. According to this study, women are looking for a job more actively and tend to find a job faster than men. When a person has been unemployed for more than 2 years, the person is looking more actively from several places. The job search becomes more desperate after a long period of unemployment so the person is looking from every place she can find.

The most common form of education in my study was vocational school. The second most common was the A-levels. Among the respondents there were also those who had a bachelor's degree or a higher degree. None of these two last groups had respondents that had been unemployed for more than 2 years.

Work experience also matters when you are trying to find a new job. In my study, the results show that the longer the work experience, the shorter is the period of being unemployed. When an applicant is getting older the figures again turn because many might have their age against them.

It is not very common to receive any help from the former employer. Those who did say they had been helped had for example received information on potential employers and information on consultant agencies.

## **5 Suggestions for further research**

For further research, training development and compensation could be researched and how these factors affect when recruiting. For example, is a company more attracting as an employer if the new occupation offers a lot of training or is that experienced as a negative factor that increases the amount of work? Also, more research could be made on different tests that companies uses when recruiting and how the tests are used in practice, for example psychological tests etc.

## 6 Bibliography

- Arthur, D. (2005). *Recruiting, interviewing, selecting and orienting new employees*. Amacom.
- Clifford, L. (2006). *Steps to success: Interview others*. London: A&C Black Publishers Ltd.
- Dessler, G. (2003). *Human resource management*. Upper saddle river, New Jersey: Prentice Hall.
- Dessler, G. (2003). *Human resource management*. Upper saddle river, New Jersey: Prentice Hall.
- Dessler, G. (2003). *Human resource management*. Upper saddle river, New Jersey: Prentice Hall.
- Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2010). *Managing human resources*. Upper saddle river, New Jersey: Prentice Hall.
- Graham, D. (2000). *Online Recruiting*. Palo Alto, California: Davies-Black Publishing.
- Haaja. (2010). *HR House*. Retrieved 4 9, 2010, from <https://www.saimanet.com/norppahome/hr-rekrytointi.html>
- Helsingin Sanomat*. (2010). Retrieved 3 31, 2010, from <http://medianetti.helsinginsanomat.fi/Recruitment+Rates+2010/1135249136535>
- Koivisto, K. (2004). *Oikea valinta-rekrytoinnin menetelmät*. Jyväskylä: Gummerus Kirjapaino oy.
- Markkanen, M. (2005). *Henkilöstön hankinta sähköistyy*. Juva: WSOY.
- Mckenna, E., & Beech, N. (1995). *The essence of human resource management*. Hertfordshire: Prentice Hall Europe .
- Nakari, H. (2009, Huhtikuu). Arbetslösa ska få stöd på lindrade villkor. *Mitt I Allt* .
- STT- Suomen Tieto Toimisto. (2009, November 4). Sitkeä erottuja palkataan. *Metro* .

## 7 Appendices

### Questionnaire 2010- How are you looking for a job?

I am a 24 year old BBA (Bachelor of Business Administration) student from Helsinki, I study at a polytechnic. I am at the end of my studies and I am working on my final thesis. The thesis concerns recruiting and job searching. To be able to research the process of looking for a job, I need your help. By answering the following ten (10) questions, you help me in my research. All answers are very important to me, and completely anonymous. Thank You for Your help!

1. What methods are you using to find a job?

- a) Newspapers
- b) The Internet
- c) Other media (TV, Radio)
- d) Other, what? \_\_\_\_\_

2. How long have you been unemployed?

- a) 0-4 months
  - b) 5-11 months
  - c) 1-2 years
- If longer, how long? \_\_\_\_\_

3. Work experience in years?

- a) 0-5
- b) 5-8
- c) 8-15
- d) 15-25

f) Over 25 years

4. Profession? \_\_\_\_\_

5. Education? \_\_\_\_\_

6. How actively are you looking for a job?

a) Every day

b) Couple of times in a week

c) Couple of times in a month

d) More seldom

7. Have you got any assistance from your former employer in finding a job?

a) Yes

b) No

If you answered yes to the question above, how have you been assisted?

\_\_\_\_\_

8. How fast are you expecting to find a job?

\_\_\_\_\_

9. Age?

a)18-24

b)25-30

c)30-35

d)35-40



e)40-50

g) 50-63

10. Gender?

a) Woman

b) Man

## Occupation and level of education of respondents in questionnaire

### Q4- Occupation

Decorator  
no  
Customer serv.  
Graphic designer  
no  
Restorer  
practical nurse  
Travel agent  
Social worker  
Target manager  
student  
secretary  
Salary dept. worker  
no  
Cleaner  
Sales clerk  
Bachelor of social services  
Restaurant chef  
Flight attendant  
Travel agent  
Florist  
Car salesman  
Office worker  
Many  
Insurance agent  
Cosmetologist  
Head of accounting

### Q5a- education

Vocational school  
compulsory school  
Vocational school  
Bachelor of media  
A-level (YO)  
A-level, painter  
Vocational school  
Certificate in travelling. A-level  
Vocational qualification  
Vocational school  
A-level  
Vocational school  
Vocational school  
no  
A-level  
A-level  
Bachelor of social services  
Ship Chef, general upper secondary qual.  
Vocational school  
Vocational school  
Dressmaker  
Vocational school  
Compulsory school  
A-level  
Vocational qualification in Bus. And admin.  
Vocational school  
Vocational school

Social instructor	University of applied sciences
Artisan	Artisan
no	no
Printing office ass.	Vocational school
Assistant	Bachelor of business admin.
Pictorial artist	University of applied sciences
sewer	sewer
many	Vocational school
no	compulsory school
cook	Vocational school
Sales clerk	compulsory school
Laboratory worker	Vocational school
Practical nurse, dental nurse, office worker.	Vocational school
Children´s nurse	Vocational school
Vocation qualification in bus. Inform.tech.	Vocational school
No	Bachelor of business admin.
No	A-level
Guard	A-level
Sales clerk	Sales clerk
Expert in services	Vocational qualification in Bus. And admin.
Nurse	Vocational school
Sales clerk	Vocational school
no	University of applied sciences
cook	Restaurant chef
Travel agent	compulsory school
Assistant nurse	Vocational school
engineer	engineer
no	Vocational school
cook	Vocational school
Product manager	Vocational qualification in Bus. And admin.
manager	compulsory school
Project manager	Vocational school
practical nurse	Practical nurse
no	no
no	Student
Sales clerk	Vocational school
cook	cook
Car repair shop worker	Vocational school
It-project manager	Unfinished
Mit (Measure and information techn.- technician	Higher
No	A-level
	51

Electrician	Vocational school
Bachelor of business admin.	Bachelor of business admin.
Construction worker	compulsory school
Builder	compulsory school
No	no
Logistics	Degree in logistics TTS
Transport worker	no
Printing office ass.	Graphic area
Technician	Vocational school
Construction worker	Vocational school
No	Vocational school
No	no
Park worker	A-level
Asphalt worker	A-level
Carpenter	Vocational school
Janitor	A-level
Caretaker	Vocational school
Insurance worker	compulsory school
No	Electrician
Lawyer, bus driver	TTS
Visual	visual
Car salesman	Vocational school
No	A-level
Fitness instructor	Bachelor of hospitality mgmt, fitness instruc.
Account manager	Vocational school
No	A-level
Driver	no
Machine technician	Institute of technology
Driver, superior	compulsory school
mechanic	Mechanical engineering (mechatronics)
no	no
Footballer and coaching	secondary school
Bachelor of hospitality management	University of applied sciences
It-consultant	Vocational qualification in Bus.inf.tech.
Pictorial artist	Vocational school
many	no
IT- installer	Vocational school
Mechanic	Vocational school
carpenter	Vocational school
Production operator	Installer
Construction worker	no

Service Occupation

carpenter

Waitress

no

Electrician

no

mechanic

Electrician

compulsory school

compulsory school

Vocational school

no

Electrician/ Vocational school

Commercial

compulsory school

compulsory school