

## The recruitment process of Nazar Nordic AB

Mira Santala



<b>Author(s)</b> Santala, Mira	
<b>Degree programme</b> Degree programme in Tourism	
<b>Report/thesis title</b> The recruitment process of Nazar Nordic AB	<b>Number of pages and appendix pages</b> 32 + 6
<p>The commissioner of the thesis, Nazar Nordic AB, has been recruiting destination workers successfully year after year. Their recruitment process is working, but a question was raised if there is space for further improvements.</p> <p>Successfully planned recruitment is the key to hire suitable and qualified workers to an organization. This thesis introduces the main factors for an efficient and well working recruitment process.</p> <p>The thesis also investigates the recruitment process of the commissioning party and introduces all its steps. The new applicants of season 2020, who applied to work for Nazar Nordic AB, gave their insights of the recruitment process. Most of them took part in a questionnaire and few of them were interviewed to gain deeper insights of the process for recruitment.</p> <p>The results showed that the recruitment process of Nazar Nordic AB is efficient, simple and successful. Few improvements to the recruitment process steps were suggested as presented in the discussion chapter.</p>	
<b>Keywords</b> recruitment, recruitment process, tourism	

## Table of contents

1	Introduction .....	1
2	Recruitment process .....	3
2.1	Planning.....	3
2.1.1	Defining the requirements .....	4
2.1.2	Planning process in Nazar Nordic AB.....	5
2.2	Attracting applicants.....	6
2.2.1	Social media .....	7
2.2.2	Recruitment marketing in Nazar Nordic AB .....	8
2.3	Selection process.....	11
2.3.1	Interviews.....	11
2.3.2	Recruitment event.....	12
2.3.3	Selection process of Nazar Nordic AB.....	13
2.4	Hiring .....	17
2.4.1	Hiring at Nazar Nordic AB .....	17
3	Research Methodology .....	18
3.1	Research design.....	18
3.1.1	Questionnaires.....	18
3.1.2	Interviews.....	20
4	Results summary .....	21
4.1	Questionnaire results of the recruitment day .....	21
4.2	Questionnaire results from the interviewed applicants.....	24
4.3	Applicant interview analysis .....	28
4.4	Destination Guide Service and Concept Manager interview analysis .....	30
5	Discussion.....	32
	References .....	34
	Appendices.....	36
	Appendix 1. Questionnaire for the recruitment day applicants .....	36
	Appendix 2. Questionnaire for the interviewed applicants .....	38
	Appendix 3. Interview questions for the applicants .....	40
	Appendix 4. Interview board for Destination Guide Service and Concept Manager at Nazar Nordic AB .....	41

# **1 Introduction**

The chapter gives a short introduction to what the research is about. The first subchapter discusses the research problem, and the second subchapter introduces the commissioning party. In the last subchapter the research methods are presented.

## **1.1 Research problem**

Recruitment is the start of the employment. Likewise, recruitment is commonly the first encounter of employee and employer. Therefore, recruitment should be successfully planned and executed from the start till the end.

The research concentrates on the recruitment process and what are the profitable steps to gain suitable and qualified applicants. The research also answers how to spot the right person for the job from the sea of applicants. The research problem was to seek out improvements to the recruitment process of the commissioning party.

## **1.2 The commissioner**

Nazar Nordic AB is working as a commissioner for the research. Nazar Nordic AB is a part of TUI Group but working as its own organization. It is, as their slogan says: "Nordic All Inclusive Specialist", and they are promising their customers exciting holiday experiences which they could only witness through Nazar Nordic AB. The organization flies from four Nordic Countries – Denmark, Finland, Norway and Sweden – to Bulgaria, Rhodes and Turkey. The services are provided in four Nordic languages and the destination workers are fluent in English too.

The research introduces Nazar Nordic AB's recruitment process. The purpose of the research was to examine different steps of the process and to find out possible improvements to the process.

## **1.3 Research methods**

This research implements questionnaires and interviews as data collection methods. The Destination Guide Service and Concept Manager was interviewed to understand the complete recruitment process of Nazar Nordic AB. The author of the thesis participated in the recruitment day, which is one step in Nazar Nordic AB's recruitment process and observed the course of the day. The applicants of the 2020 season have given their insights of the process in form of a questionnaire and some have been interviewed. The results

should be able to answer how well the current recruitment process is working and is there any room for improvements.

## **2 Recruitment process**

“To build a team of winners, it requires to hire more than just talented people. A team should be able to work together, stay in the organization and develop as a team towards organization’s goals.” – Markku Kaijala. (2016, 21.)

The following chapter will investigate recruitment process and its phases. The chapter will introduce the key features of a successful recruitment. After each subchapter recruitment process phase of Nazar Nordic AB is introduced. The Destination Guide Service and Concept Manager, Kristiina Hyöki has been interviewed to tell about their recruitment process. Hyöki is the main responsible together with her colleague to recruit new workers.

### **2.1 Planning**

When starting a recruitment process, first step for an organization, is to plan the need of the workforce. The organization should evaluate the strengths and weaknesses of their current workforce. They should also look into future strategies – is organization able to grow and should some products and services be developed or cut down. The outcome of this will help them in defining the need of new employees. (Gerhart, Hollenbeck, Noe & Wright 2011, 125.)

The organization may use different kinds of analysis to predict labour demand. Analysis use statistics of previous years which indicate possible repeating patterns or even repeating issues. The statistics are called the leading indicators of the possible outcome. The leading indicators could include measures of economy or changes and trends in the industry. Measures of economy could be sales statistics or inventory levels, and a trend in the industry could include customer satisfaction levels. When evaluating the need of new employees from statistical planning model, it is necessary to have stable and long organization history. Accurate statistics help reliably discover relationships between variables. Nevertheless, statistics might also include exclusive, sudden changes which happen once in a decade. Therefore, planning models should always be advised by subjective judgments from experts. (Gerhart, Hollenbeck, Noe & Wright 2011, 126.)

In addition, a recruitment process needs budget planning. The amount of money to spend defines the scale of the process and most of all the volume of marketing. When recruitment is well planned from the start, it saves money, workload and time. Usually, if the recruitment process is unsuccessful, it has been poorly and too hastily planned. Therefore, it is vital to recognize the experts of recruitment in the organization and to build a team to

handle the process in order to success in recruiting the right applicants. (Payne & Woods 1998, 40-41.)

### **2.1.1 Defining the requirements**

The most challenging part of the process is to define requirements and the need. Replacing an old employee is impossible, so it is advised to concentrate on what the organization wants the new employee to achieve. In addition, the advice can be applied when a new position is created to fill the knowledge gap in the organization. (Kaijala 2016, 22.)

The role of recruitment is to find knowledge and talent that can be used to solve a problem in the organization. For instance, the problem could be how to reach sales target of a certain product, how to boost visibility in social media or the organization needs more expertise from a specific field. Therefore, it is vital to consider what are the requirements needed to solve the problem. How would employees' abilities complete the range of talents and knowledge in the organization? How the personality matches with possible team of co-workers and with organization itself? Are the goals of the employee reachable within the range of organization? As these questions show, the key is not to discover who the possible employee has worked for nor under which titles they have worked. It is rather vital to discover what he or she has actually achieved and what knowledge and talent have they used in the process. (Kaijala 2016, 26-28.)

Kaijala emphasizes that it is important to hire employees who are intelligent enough to meet the needs of an organization, because the common level of intelligence does not grow noticeably within time. Values are critical and cannot be separated from work life. To detect if an employee meets the values of the organization, it is recommended to ask related questions and check the possible recommendations of the employee's resume. (Kaijala 2016, 40.)

Furthermore, defining the contract is as well a big part of illustrating the need of employees. Does organization need employee for short or long period of time, or are they in need of consultation in a matter? Short-term and temporary contracts are becoming more popular every year, and for instance in Finland already 75% of work-related contracts are temporary. Changing the mindset of millennials and generations after has affected to the rise of temporary contracts. Young people are keener on working in the same organization for maximum a year and are then moving on to other workplaces or different challenges in life. On the other hand, financial situations and recent terminations of contracts have affected the rise of consulting contracts. More precisely, consulting contracts are safe way to test cooperation between the hired talent and the organization. When consultation time

is over, the contract can be extended if the need is still the same, and this is called try & hire contract. (Kaijala 2016, 47.)

Thereupon, when requirements and the need are defined, the required time for the recruitment process should be considered. Kaijala states that quick recruitment process can easily take three months. Depending on the level of requirements for the applicant, process can be quicker. Assuming that the organization is looking for someone with great amount of experience, the right person should not be expected to be found in few days. (Kaijala 2016, 57.) The needed time for selection process should be considered as well, when making a timeline for the recruitment. In case the level of requirements is low, or requirements can be adjusted, the organization could expect hundreds of applications to go through. Therefore, as mentioned earlier a recruitment team should be assembled to success in recruiting right applicants efficiently. (Payne & Woods 1998, 40.)

### **2.1.2 Planning process in Nazar Nordic AB**

Planning in Nazar Nordic AB starts by holding a meeting with the destination management. The goal of the meeting is to recap ongoing season and its effects on the recruitment needs for the next season. Throughout the season, one of Hyöki's duties is to follow up team schedules in destinations. Especially, she is looking into the workload in the teams, i.e. if it is too much or not enough for the team. This is one of the factors that define the possible reduction or rise in team size. Other statistical factors are sales results and expected number of guests for the next season. In addition, budget can affect the volume of recruitment. Moreover, just before the end of the season the destination management is also arranging a meeting with its destination workers, where possible payroll and job position changes are informed. The purpose of the meeting is to give current destination workers first-hand opportunity to apply same or new job positions for the next season. The number of returning destination workers affect, as well, the recruitment needs for the next season. As mentioned above, the organization should be ready for unexpected situations which have possibility to affect the business. For this reason, planning models are always reviewed by the head of destination management who have high experience in the changing field of tourism. (Hyöki 2020.)

Requirements are defined in the destination management meeting, if any changes to the requirements apply. Nazar Nordic AB employs activity guides, service center agents and guides as destination workers. These workers are hired for seasonal contracts at time. Activity guides are working with minors by holding clubs for them throughout their holiday. Occasionally, activity guides arrange group exercise classes for adults. Service center



agents serve and help customers in the destination via phone or computer platforms. Selling excursions and fixing booking mistakes are also part of their daily tasks. Their work is relatively similar to the one of guides, except guides meet customers in person. In addition to mentioned tasks, guides occasionally guide excursions in Nordic languages. Since guides and service center agents work among same tasks, 'guide' is referred in this research to both positions. (Hyöki 2020.)

For the season of 2020, the requirements were following for guide and activity guide positions. Requirements stayed moderately same despite the nationality differences, but it should be noted that destination workers are divided into two categories: Finnish and Scandinavian. The reason behind this is the similarity of Scandinavian languages compared to Finnish language. For Scandinavian guides it is easier to serve customers of Scandinavian originality. Each nationality requires fluent English and own national language skills in written and verbal language. Other Nordic languages are seen as an advantage, but they're not a requirement. For guide position owning a driver's licence is essential, but depending on the situation, for example service center agents it is not required and can be negotiable. Whereas, driver's license for activity guides is merely an advantage. The most challenging requirement in the means of recruiting is with Finnish guide applicants. They are required to have six months' worth of studying in tourism degree or work experience in the field of tourism. On the other hand, activity guide applicants are favoured if they hold experience in working with kids or have some background with sports. (Hyöki 2020.)

## **2.2 Attracting applicants**

Before the marketing can start, the organization must define an inviting job description and short company presentation. The job advertisement should be attracting the right applicants and not be interesting the unsuitable ones to apply. The job description in short should include the requirements to apply and what the job offers for the applicant. The company presentation should tell the values and goals, as well how are they seen in the organization and its work. In addition, the description should include possibilities the organization has to offer for its employees. (Kaijala 2016, 59-60.)

The ideal goal would be a small number of high potential applicants who are committed to the organization, its values and its core business. It is hard to achieve, but not impossible. Organizations can face difficulties depending on the size and image of it. (Payne & Woods 1998, 57.) Image is the idea of an organization, a product or a service. It is formed from conceptions and beliefs, based on personal experiences of the organization or even with-

out own, personal experience. (Häyrynen & Vallo 2014, 39.) High public profile organizations might receive too many applications due to learned expectations such as 'it has a good image; therefore, it must be a good place to work'. While it is great to receive enough applications to choose from, high potential applicants might get lost in the huge amount of applications. In addition, going through all applications is time-consuming and not cost efficient. On the other hand, low public profiles often receive fewer amount of applications. While going through applications is more time- and cost-efficient, organizations are on the risk of missing out the diversity of high potential applicants available to them. Therefore, it is vital to choose the right platforms for recruitment marketing and use correct words in job advertisement in order to attract the right future workers. (Payne & Woods 1998, 57-66.)

### **2.2.1 Social media**

When talking about social media as a part of recruitment marketing, it should be noted that it is a great tool but cannot be used the same as websites which are created purely for job advertising, in other words e-recruitment. Some researches show that social media channels, such as Facebook and LinkedIn, are used relatively less in recruitment. The research pointed out that mentioned channels did have a small role or almost no role at all in recruitment process. On the other hand, some people saw that social media will change remarkably recruitment and job-hunting. Moreover, the results showed that people believe the real talents will be solely found through internet platforms in the near future. (Kaijala 2016, 184-185.)

Social media has benefits when used in job advertising. It is cost-efficient, widens the pool of applicants reached, and it is able to attract certain groups of potential candidates. Social media sites have great management tools to be used in targeting applicants with required characteristics or qualifications. In addition, social media channels have the benefit of forming a stronger and more selling image of the organization. In addition to reaching the right applicants, new customers can be also gained through the channels. (Broughton, Cox, Foley & Ledermaier 2013, 19-23.)

Facebook offers business tools for organizations to use on their sites. Compared to a personal Facebook site, the visitor information is visible for business sites. It tells the engagement levels in clicks on a post, the site itself or certain business information displayed on the site. In addition, new followers, likes and shares are made into graphics and numbers which can be easily followed up on monthly basis. As most of the features are free of charge, Facebook offers chargeable options for targeted marketing. (Facebook 2020)

It is hard to choose the right social media channel for job advertisement in order to reach recruitment goals. LinkedIn is at itself social media platform build around work environment, and in order to recruit great talents and professionals it is the best choice. Facebook is a skilful tool to advertise job-hunting and it should always be combined with e-recruitment. Briefly, LinkedIn is best platform to hire and find experienced professionals, and Facebook should be applied in targeted marketing for job advertisement. (Kaijala 2016, 185-186.)

### **2.2.2 Recruitment marketing in Nazar Nordic AB**

A significant part of recruitment marketing is the budget, which Hyöki plans together with her recruitment team. Thus, budget plans are always confirmed by the Customer & Service manager in Nazar Nordic AB. The budget for marketing campaigns is based on the fact how many destination workers have preliminarily agreed to come back for the next season. As an example, if most of the Danish workers are returning and the need of new workers is two to three Danish guides, a marketing campaign in that area is not planned. In other words, marketing campaigns are planned to those areas where its most needed. Hyöki tells that they use e-recruitment in order to attract applicants. E-recruitment pages used include local unemployment pages in the Nordics and schools' webpages designed for work search. Schools' webpages are useful and efficient way to find tourism professionals with needed work or study experience which is especially needed with Finnish applicants. (Hyöki 2020.)

In addition to e-recruitment, social media plays an important role in recruitment marketing. Nazar Nordic AB is marketing through Facebook and Instagram. These social media platforms are chosen for their popularity and because marketing through the platforms is relatively easy. Facebook and Instagram marketing are focused for Finnish and Swedish market, since most, if not all, of the Danish applicants are hired through a recruitment event, arranged by a guide school called Service&Co, where representatives of Nazar Nordic AB attend. Norwegian applicants are just a pleasant addition to workforce, and for that reason marketing is not targeted in the area. (Hyöki 2020.)

Attracting applicants happens through posts which have a picture and a link to the application page. Hyöki and the team has chosen pictures which represent destination work in an approachable way. Posts (Picture 1) are designed to make applicants think that the destination work is the world's nicest and funniest job from which they will gain many new experiences. When creating a post, Hyöki and the team must keep in mind the limit of the text field. It needs to be short, selling and informative text. (Hyöki 2020.)



Picture 1. Facebook advertisement in Swedish (Nazar Nordic AB, 2020.)

The marketing team of Nazar Nordic AB has done a research on Swedish and Finnish markets to figure out which picture is the most appealing to each market. Research was done by studying the engagement statistics in Facebook Business platform. The marketing team created similar posts with different pictures, as seen an example of the post in Picture 2, and actively followed the number of clicks per post. The results showed that picture of two guides jumping (Picture 1 & Picture 2) got more clicks in Sweden. Whereas, a picture of an activity guide and the mascot of Nazar Nordic AB (Picture 3) got more clicks in Finland. As a result of the research, mentioned pictures were used in recruitment marketing for the season of 2020. Moreover, the recruitment team together with the marketing team use management tools in Facebook Business to target suitable applicants. For example, Finnish applicants are required to have tourism work or study experience, and with management tools the posts can be targeted for applicants with a tourism degree or to areas where schools offering tourism studies are located. In order to reach applicants with tourism studies, it would be needed for an applicant to share the information about one's studies publicly for management tool to pick it up from the applicant's profile information. (Hyöki 2020.)



Picture 2. Facebook post in Swedish (Nazar Nordic AB, 2020.)



Picture 3. Instagram advertisement in Finnish (Nazar Nordic AB, 2020.)

## **2.3 Selection process**

Through a selection process, the organization aspires to find applicants with necessary abilities, knowledge and skills. Acquired characteristics are designed to help the organization reach its goals. There are several different selection processes and alterations to it, depending on the organization and its field. The selection process is constructed from steps which aim to reduce the number of applicants to the best qualified to perform available jobs. (Gerhart, Hollenbeck, Noe & Wright 2011, 158.)

There are variations to the steps of a selection process. Most common steps for hiring applicants include getting filled application forms, continuing to ability tests, then moving on to invitations as well as to interviews and finally, finding the suitable applicants. (Payne & Woods 1998, 44-45.) For an applicant to apply for the job, he/she is required to read the job advertisement. At this point, it is based on applicant's own judgement and choice whether they are qualified to apply. Next, applicant is put through ability tests where the test results define suitability of the applicant. To receive an invitation to an interview, it requires a recruitment team of an organization to review the remaining applications to see if qualifications meet the requirements of the job. (Gerhart, Hollenbeck, Noe & Wright 2011, 158-159.)

### **2.3.1 Interviews**

Kajjala compares that the importance of interview in recruitment is as crucial as scoring goal in a football game: you are very close in succeeding, but still it is easy to miss the goal. Therefore, interviews are considered a crucial step before the hiring process, and interviewing is expected to discover the suitability of an applicant for the available job. (2016, 78.)

Fundamentals of Human Resource Management introduce four common interview techniques: nondirective, structured, situational and behaviour description interview. A nondirective interview follows questions, but applicant's responses may direct interviewer to ask other questions. For this type of technique, it is common to have open ended questions about career goals and work experience as well as about the strengths and weaknesses of the applicant. In contrast, a structured interview follows a list of questions, and the interviewer is expected to avoid asking questions non-related to the list. The structured technique might sound restricted compared to the nondirective, but often it leads to more reliable and valid results than the nondirective technique. A situational interview is the best technique to predict job performance. The interviewer asks questions where the job situation is described, and the applicant is expected to answer which actions they

would take in order to solve the situation. Lastly, a behaviour description interview focuses on the past work experiences. It is similarly structured as the situational interview, but it concentrates on real situations and how the applicant has handled them in the past. The mentioned techniques are designed for one-on-one interviews but can be also applied for panel interviews. Panel interviews are efficient, especially when the available job requires teamwork. In a panel interview several members of the organization meet and interview each applicant. To decide the right technique or mix of techniques, it depends on the desired outcome and what is needed to find out about the applicant. (Gerhart, Hollenbeck, Noe & Wright 2011, 174-176.)

### **2.3.2 Recruitment event**

Implementing interviews as a part of a recruitment event has been a great way to recruit right people for jobs like tour guide. For instance, as a guide you are put into unexpected situations where your problem-solving skills are put to test. In order to know if an applicant has the needed requirements for these kinds of situations, the skills are best seen when tested in person. (Hyöki 2020.)

Nowadays, interaction between people happens mostly in the internet, as a result of digitalisation. Therefore, the need of person-to-person interaction is on the rise. The asset of events is that they offer natural surroundings for human interaction. Moreover, humanity and real encounters create a feeling of fellowship and trust. (Messukeskus 2020.)

In the new century, events are no longer individual, separate actions, but contrarily, events are a measured part of marketing and brand building. (Messukeskus 2020.) Brand is the image of a product or a service based on the trademark. Brand can become stronger or it can weaken from customers own experience. (Häyrinen & Vallo 2014, 39.) Events require loads of resources, but in addition they are potential marketing platforms. On the other hand, there are bigger expectations for event marketing – it is predicted to have same, effective impact on business as other marketing measures. (Messukeskus 2020.)

An article focuses in the recruitment of commercial nature tourism safari guides in Finnish Lapland. As tour guides, safari guides need a competitive set of skills as well as great service mind. It is no secret that both duties are mainly seasonal low-income work that require multiple skills, high responsibility, and simultaneously flexibility and intensive commitment. Guides are often faced to make decisions independently and the personal qualities of employees are a crucial factor. To mention, other tourism and leisure sector employees, for example flight attendants and hotel receptionist, have similar job descriptions

and requirements as guides. The article introduces a long selection process of recruitment and how the process doesn't even end after signing the contracts. The process has three phases: the interview phase, the training phase and the Christmas high season phase that defines which of the guides continue to the spring season. The company has a different strategy of inviting a larger group of applicants to the training than the company plans to employ. The training phase is planned to reveal which applicants are suitable to work as safari guides. Similarly, a larger group is selected to work during the Christmas season than what the company actually plans to employ for long-term contracts. (Huilaja, Koikkalainen & Valkonen 2013, 3-8.)

Nevertheless, even though the process to be employed as a safari guide is long, the article points out how important it is to test applicants in more ways than just simply interviewing them. As mentioned earlier, personal qualities of an employee are vital when tested the suitability to become a safari guide. The recruitment event in this case is a training camp, where applicants are taught about guide skills, but are as well tested on their suitability to the company's values and interaction with fellow applicants. (Huilaja, Koikkalainen & Valkonen 2013, 8.)

### **2.3.3 Selection process of Nazar Nordic AB**

When a possible applicant gets interested in working for Nazar Nordic AB, one's journey starts by filling a form on the application page (Picture 4). Moreover, the application page has a short description of Nazar Nordic AB, a list of positions that are offered and brief specifications of those positions, what organization is looking for in an applicant, and what they have to offer for destination workers. This is the job description of Nazar Nordic AB, and job description was further explained in Chapter 2.2. (Hyöki 2020.)



**Dreamprovider 2020**

Destination work abroad - Dreamprovider 2020

**Name \***

First  Last

**Address \***

Address Line 1

City  Postal / Zip Code  Country

**Phone number \***  **Email address \***

**Date of birth \***

**Do you have a driver's license? \***  Yes  No **Issue date for driver's license? \***

**Highest Education \***  High school  University  University of applied sciences  Degree in tourism

**Do you have a minimum of 12 months of experience within tourism generally and if yes, what kind of experience? \***

**Language skills \***  English  Swedish  Finnish  Danish  Norwegian  Turkish  Greek  Bulgarian  Other

**Please attach your personal letter of interest and CV in English. \***  **Please attach your picture. \***

or drag files here.  or drag files here.

I understand that my data will be visible to all Nazar Nordic AB recruiters and HR personnel. I agree that my data may be shared, at the Company's discretion, with hiring managers considering me for potential future positions.

If I wish my application to be withdrawn, I can do this by sending request to destinationwork@nazar.se

Picture 4. Application form of 2020 (Nazar Nordic AB, 2020.)

As seen from Picture 4, the application form asks whether the applicant has a driver's license and how long has it been valid. As discussed in the earlier chapter about requirements, some positions, such as guides need a valid driver's license for working purposes. The validation period of six months is required to be able to drive company cars in destinations. The form also goes through language skills and educational competences, which help the recruitment team efficiently go through applications since the necessary requirements are already asked in the form. After receiving the application, the recruitment team picks out the most suitable applicants for the next step. The next step is either a recruitment event, also called as a recruitment day, or an interview. Depending on the amount of applications, the recruitment team aims to have a recruitment day where applicants have the possibility to be met face to face and to be tested for their skills. If there are enough applicants, they are invited to the recruitment day via email. The invitation email also states that applicants should prepare presentation of a subject that the recruitment team decides and be ready for an interview at the end of the day. If there are only few applicants or the recruitment day does not work for the applicant, one member of the recruitment team will interview the applicant through video call platform. (Hyöki 2020.)

The recruitment day is held in each possible country separately due to long distances. The recruitment days are not separated language-wise, because the working language in the destinations is English, and therefore the recruitment days are held as well in English.

(Hyöki 2020.) Following pictures and the structure of a recruitment day are from the recruitment day arranged on 20<sup>th</sup> December 2019. The day starts with a presentation of Nazar Nordic AB's representatives. The representatives will also have a presentation about mentioned things in job description (Picture 5), but things will be presented in deeper matter



Picture 5. Presentation of destination work in the recruitment day 20.12.2019

Secondly, the invited applicants will present their prepared presentations in turns. This will help the representatives to evaluate presentation skills of an applicant as well their language skills in English. The next task will evaluate the applicants' reaction skills in unexpected situations since those are an appreciated ability on irregular destination workdays. The representative puts applicants in line in front of the screen, and on each turn an applicant gets five seconds to create a news headline for the picture (Picture 6).



Picture 6. Reaction test in the recruitment day 20.12.2019

The final task tests teamwork skills and sales pitching (Picture 7). Destination workers work in teams and those are thus important skills to test. Particularly guides are favoured to have moderate selling skills because of the fact that it is part of their daily duties to sell excursions to customers. In the group task applicants form teams of three and each team is given an excursion with few facts. The goal is to sell the excursion to the audience and the existing facts should be mentioned, but other facts can also be added.

The recruitment day ends to interviews. It is possible that an applicant that attended to the recruitment day is not invited to the interview, if based on the earlier tasks, the representatives evaluate one is not qualified enough. The results of the day are not informed in person, but instead each applicant gets an email whether they are hired or not. (Hyöki 2020.)



Picture 7. Group task presentation in the recruitment day 20.12.2019

All decisions of hiring are decided together with the recruitment team. In addition, all filed applications will get an answer whether they are hired for the position or are not qualified fit for the organization. (Hyöki 2020.)

## **2.4 Hiring**

As the recruitment case of safari guides showed, the process doesn't end after signing the contracts. The safari guides keep learning the job, and also continue showing their expertise and how well they belong to the organization. (Huilaja, Koikkalainen & Valkonen 2013, 8.) Kaijala emphasizes that a person is recruited to the organization and not for the job. In other words, a new worker with the expertise and abilities should not be left alone without integration to the values and the working ways of organization. The new worker as well as members of the organization need to work together in order to take the organization to future goals and its business to new levels. (Kaijala 2016, 234.)

### **2.4.1 Hiring at Nazar Nordic AB**

Contracts with Nazar Nordic AB are signed and sent as email attachments. Bulgaria and Rhodes do not require working visa, whereas Turkey requires. For this reason, the destination workers for Turkey should be hired latest in the early spring due to the time-consuming visa process. For activity guides the process takes up to eight weeks and for guides the process lasts around two to three weeks. After hiring and during the visa process, guides are added to private Facebook group which is a meeting place for all current destination workers in the organization, as well important information platform for certain matters which can be distributed in social media. Through the page, the chosen applicants can reach future fellow co-workers, share preparations for the season and ask questions in case any occur before the season. (Hyöki 2020.)

### **3 Research Methodology**

This chapter is explaining the reasons why the used research methods were chosen and which data collection methods were executed and why.

#### **3.1 Research design**

This thesis is research oriented. The purpose is to examine different steps of the recruitment process and to find out possible improvements to the process. The results should be able to answer the research question: how well the current recruitment process is working and is there any room for improvements?

Research design is the plan that rules how the research question and the examining questions will be answered. Research method is an action to carry out that plan. (Virginia Polytechnic Institute and State University 2018.)

The study method was explanatory research. The method tries to discover new insights and explanations to the studied problem. Usually, explanatory research is used when a problem is not studied in-depth before. (Chinese Scholarship Council 2018.)

The suitable data collection methods were questionnaires and interviews. Multiple data collection methods are useful for observing the research problem from different angles. (Chinese Scholarship Council 2018.)

##### **3.1.1 Questionnaires**

Feedback surveys are an important part of post-marketing in event business. It is important for the organizers of the event to know what was successful about the event, how visitors experienced it and what could have been done better. Feedback from visitors can be compared to the experience of the organizer to get an overall picture of how successful the event was. Feedback surveys should be designed per event, so results are accurate and valid. (Häyrinen & Vallo 2016, 220 – 227.) The questionnaires for this research were designed with the mentioned theory as a base. Two different questionnaires were created to evaluate a step of the recruitment process in Nazar Nordic AB. As mentioned in Chapter 2.3.3, applicants go through either the recruitment day or an interview in order to possibly be hired. One questionnaire was conducted by the applicants attending the recruitment day on the 19<sup>th</sup> of December 2019. Other questionnaire was given to all interviewed

applicants. Both questionnaires were distributed via email which included a link to questionnaire and short description about it. To protect the privacy of the applicants, answering to the questionnaire was anonymous.

As seen from Appendix 1 and 2, first six questions are the same in both questionnaires. Questions about sex and birth year of the applicants are asked for possible comparison situations between sexes or ages. The preference of the job position was to give an insight of the most interesting position according to applicants. The fourth question was to find out the most used way to the application page. The following question examined the opinion of an applicant about whether the job description fulfilled their information need. The results of the question should be compared with the results of the seventh question in each questionnaire, in order to be able to see the possible variation between them. The sixth question measured the interest level in the moment when applicant submitted the application. The purpose of the questions was to measure the change between this and the eight question in each questionnaire.

From seventh question onwards, both questionnaires concentrated more on its designed respondents. For the recruitment day applicants, the seventh question examined the applicant's opinion about whether the job description presented during the day fulfilled their information need. The following question measured the interest level to work for Nazar Nordic AB after the recruitment day. The seventh and eighth questions were compared to the fifth and sixth questions to see profitable results. Third last question made applicants evaluate the interest level of certain subjects during the recruitment day. The results of the questions can indicate which aspects of the day succeeded and which need some improvements. The following question measured the possible difficulties applicants faced when they made arrangement to be able to join the day. The purpose of the question was to see how hard it is for applicants to travel and make time for the recruitment day. The last question was a feedback box, where applicant could express anything related to the recruitment day. This question was planned to give possible improvement suggestions from applicants.

For the interviewed applicants, there was only three more questions after the first six questions. The seventh question was similar to the seventh question of the recruitment day questionnaire, but instead it measured whether the job description presented during the interview fulfilled their information need. Second last question measured the interest level of an applicant to work for Nazar Nordic AB after the interview. The seventh and eighth questions were compared to the fifth and sixth questions to see profitable results.

The final question was a feedback question where applicant could express anything related to the recruitment process. This question was planned to give possible improvement suggestions from applicants.

### **3.1.2 Interviews**

Interviews are an exquisite and flexible data collection method, which gives a possibility to be in direct interaction with the interviewee. Interviews differ from other data collection methods with flexibility. Collecting the data can be varied and regulated in the ways required by the situations. In addition, interviews have the opportunity to vary the order of its topics. (Hirsjärvi, Remes & Sajavaara 2013, 204 – 205.)

The purpose of the interviews was to understand experiences of the applicants throughout their recruitment process. The interview results were supposed to dive deeper in what was successful in the recruitment process and whether something could be done better from respondents' point of view. To get an organizers point of view about the recruitment process, Destination Guide Service and Concept Manager, Kristiina Hyöki, was also interviewed.

Six applicants, who were hired for season 2020, were interviewed for the research. Three of them went through the recruitment day, and the other three were interviewed by Nazar Nordic AB representatives. The interviews for this research were nondirective (introduced in Chapter 2.3.1), i.e. the interviewer asked a list of open-ended questions, but depending on the interviewee's response the interviewer could ask follow-up questions. This technique was best way to get more deeper answers, where questionnaire results could not reach. In addition, to avoid getting bias answers, the interviews were done anonymously which meant only the interviewer – author of the research – knew the identity of respondents.

Hyöki took part to a structured interview, where she was asked to state strengths and weaknesses of each recruitment process step. The structured interview (introduced in Chapter 2.3.1) differs from nondirective one by following a list questions to end up with more valid and reliable results. The technique was suitable to receive clear and structured opinions from the recruitment representative of Nazar Nordic AB.

## 4 Results summary

This chapter presents the results of the questionnaire and interview analyses. The results are divided into four chapters depending on the data collection method and the respondents.

### 4.1 Questionnaire results of the recruitment day

The questionnaire gained seven responses. For privacy reasons the whole amount of attending applicants cannot be shared in this research. Majority of respondents, five out of seven were females and the rest men, which is common in the field of tourism, and all the respondents were born on 1981 or later. Six out of seven respondent wanted to work in guide position, and only one out of seven preferred activity guide position. Service center agent was preferred by no one, from which can be conducted that the respondents wanted to work in more active sounding positions. The most popular source to hear about open positions in Nazar Nordic AB was shared place between 'Google' and 'family, friends or acquaintances'. As Figure 1 shows, shared second place is divided between Facebook, Instagram and E-recruitment pages. The results show how effective is good customer service can be and as an aftermath from it: non-intended recommendations from customer of the organization to one's friend and family. Social media marketing and E-recruitment pages show results also in attracting applicants, which encourages to continue the marketing through mentioned channels.

Where did you hear about open positions in Nazar?

7 responses

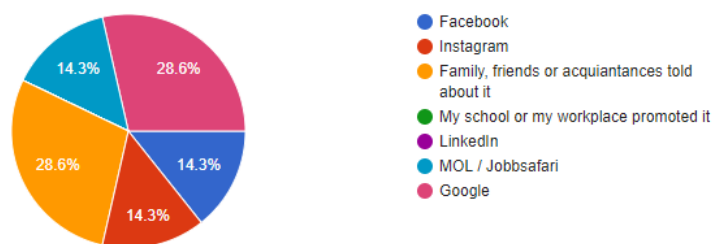


Figure 1. Pie table of platforms which guided to application page of Nazar Nordic AB

As the results of Figures 2 and 3 are compared together, a clear change in information levels can be seen. The respondents experience the information level to be better in the presentation during the recruitment day. The rise was expected, since during the day applicants are able to ask questions and receive answer, whereas information on application site is limited due to its space limitations and inviting writing style for marketing purposes.



Was there enough information about the work description in the application site?

7 responses

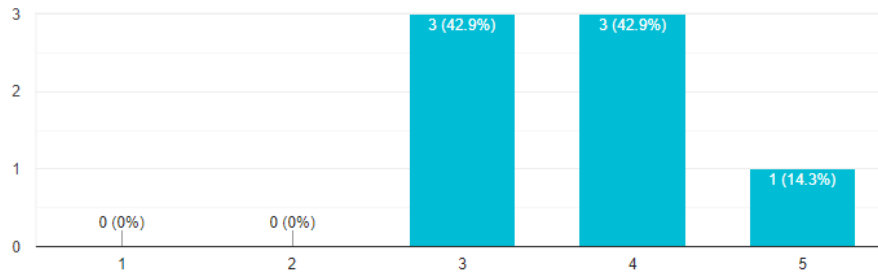


Figure 2. The evaluation of the information level in application site (5= Provided information answered all my questions and I learned new facts)

How precisely was the work description explained during the presentation in the recruitment day?

7 responses

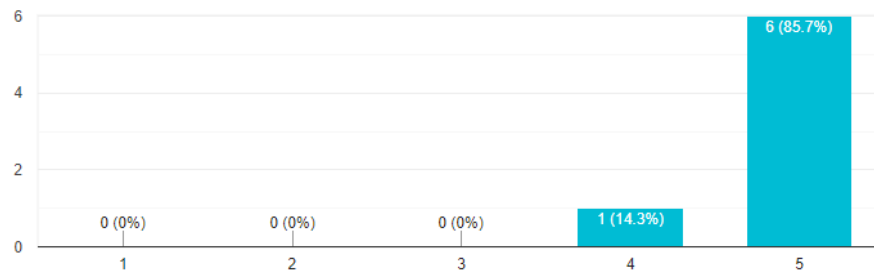


Figure 3. The evaluation of the information level in presentation during the Recruitment Day (5= Provided information answered all my questions and I learned new facts)

When the results of Figures 4 and 5 are compared together, an unexpected change in results can be spotted. Majority of respondents still remain very interested from submitting the applications to the end of the recruitment day, but one respondent's opinion is changed closer to not interested at all. For it being only one respondent, it does not change the whole positive impact of the recruitment day in the interest levels.

How interested were you to work for Nazar when you sent the application?

7 responses

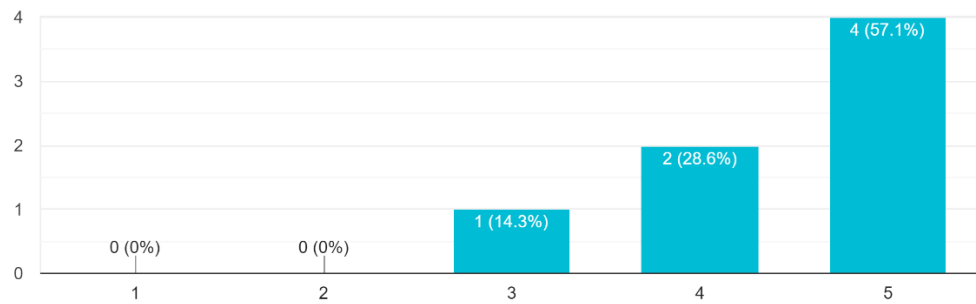


Figure 4. The interest level to work for Nazar Nordic AB after submitting the application (5= Very interested)

How interested are you to work for Nazar after the recruitment day?

7 responses

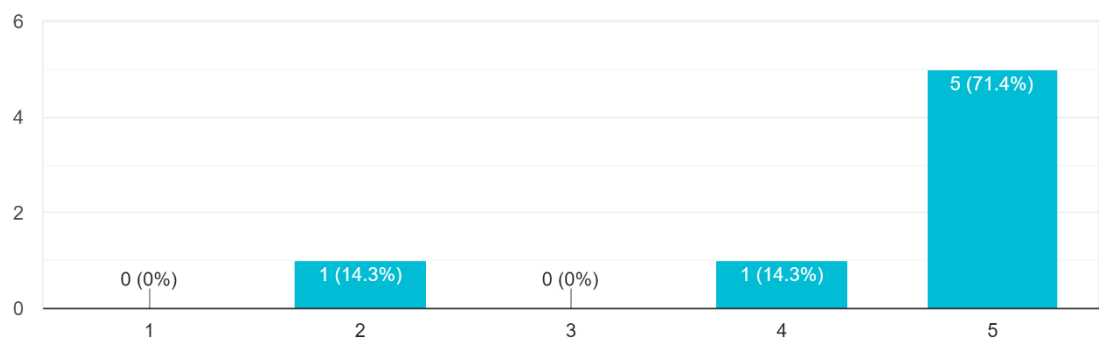


Figure 5. The interest level to work for Nazar Nordic AB after the Recruitment Day (5= Very interested)

Figure 6 presents how interesting the listed subjects were experienced during the day. As the results show, all subjects were experienced either moderately or more interesting. 'Presenting your presentation' got the lowest interest level results, which is understandable since it is the only task applicants had to perform alone. For that reason, they could have felt slightly uncomfortable feelings towards the task. Another note about the results is that the bar of moderately interesting is staying the same within all subjects. The reason for this could be that two respondents are feeling moderately interesting towards all subjects. Meeting the representatives of Nazar Nordic AB was highly appreciated, and for that reason it scored the highest from all subjects.

Please rate your interest level towards each of the following subjects on the recruitment day.

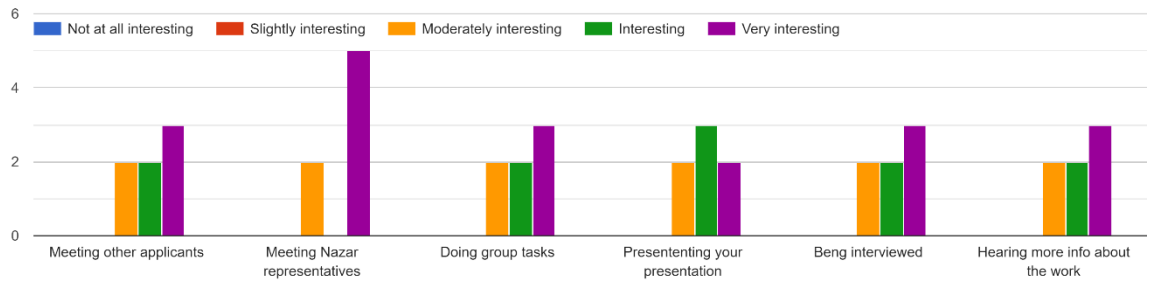


Figure 6. The interest level towards the listed subjects during the recruitment day

The following figure (Figure 7) divided the group. Approximately half – three out of seven respondents – felt that it was difficult make the arrangements to be able to attend the recruitment day. Whereas, the other half felt they had to make at least few arrangements, but it wasn't so challenging.

How difficult was it to make arrangements for you to be able join the recruitment day?  
7 responses

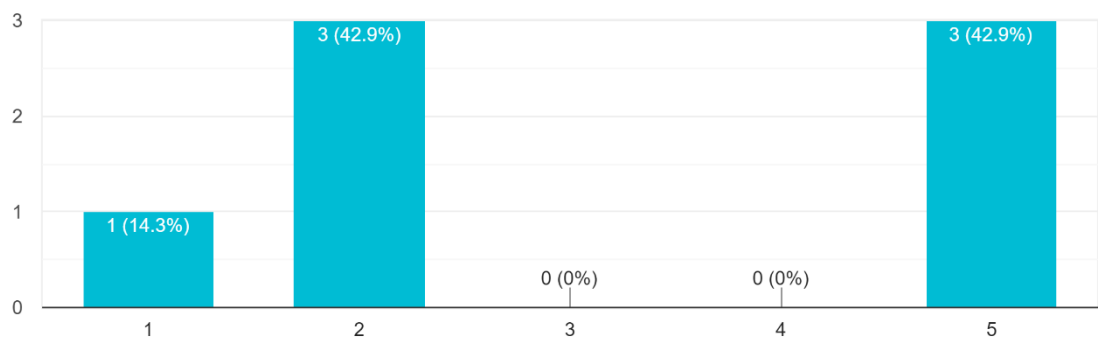


Figure 7. The level of trouble the applicants went through to attend the recruitment day (5= Several arrangements were made)

The feedback box collected only one positive reply from the recruitment day, which showed that the interview method is much needed to deepen the insights of the applicants from the day.

#### 4.2 Questionnaire results from the interviewed applicants

The questionnaire gained 14 responses. For privacy reasons the whole number of interviewed applicants cannot be shared in this research. Majority of the respondents, 11 out of 14 were females and the rest men – as mentioned before it is common in the field of

tourism. Differently to the results of the previous questionnaire, the majority of respondents were born 1997 or later, and rest of them were born either between 1981-1996 (three out of 14) or before 1981 (one out of 14). As the fellow recruitment day respondents, the interview respondents were also only keen to work in more active sounding positions. However, among the interviewed respondents activity guide position was more popular (ten out of 14) than guide position (four out of 14). More options were added for this questionnaire, as seen in Figure 8, due to its wider selection of respondents in nationalities, whereas the recruitment day respondents were only Finnish nationality. The most popular platform to hear about open positions in Nazar Nordic AB was Facebook. The second place was shared between Google and 'family, friends and acquaintances' as sources. Instagram came as third option, which differed clearly from its popularity among the recruitment day respondents. The last place was shared between Service&Co (a guide school) and 'surfing in the web sites'. These results show as well the power of social media marketing.

Where did you hear about open positions in Nazar?  
14 responses

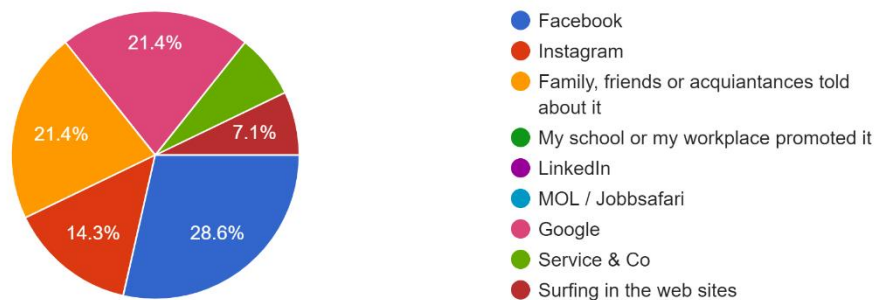


Figure 8. Pie table of platforms which guided to the application page of Nazar Nordic AB

As the results of Figures 9 and 10 are compared together, a change in information levels can be seen. The respondents experience the information level to be better during the interview. The rise was expected with these results as well, since during the interview the applicants are able to ask questions and receive answers, whereas the information on application site is limited for the same reasons as mentioned in the recruitment day questionnaire results.

Was there enough information about the work description in the application site?  
14 responses

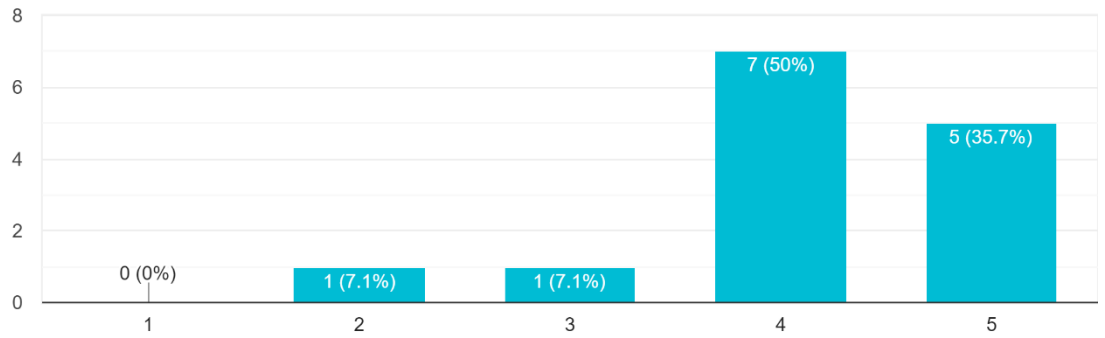


Figure 9. The evaluation of the information level in application site (5= Provided information answered all my questions and I learned new facts)

How precisely was the work description explained during your interview?  
14 responses

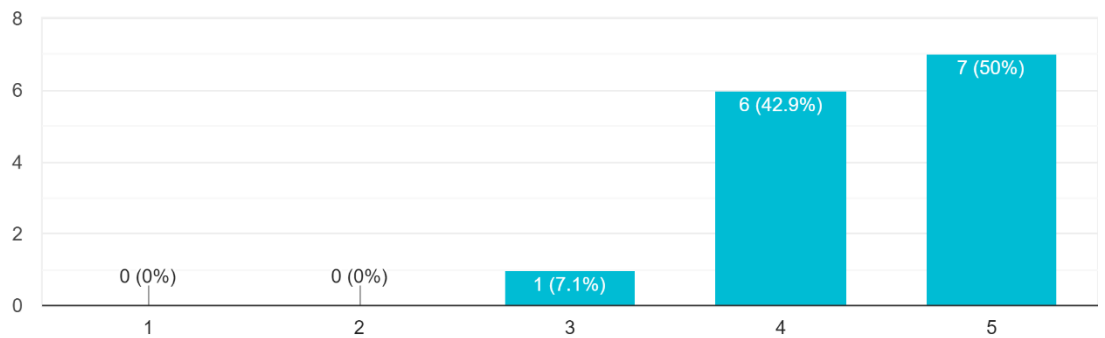


Figure 10. The evaluation of the information level given during the interview (5= Provided information answered all my questions and I learned new facts)

The results in Figures 11 and 12 are staying relatively the same with a small positive change. What can be clearly seen is that the respondents keep the same interest level from submitting the application to the end of the interview. It is a great result to see that working for Nazar Nordic AB is very interesting for the respondents.

How interested were you to work for Nazar when you sent the application?

14 responses

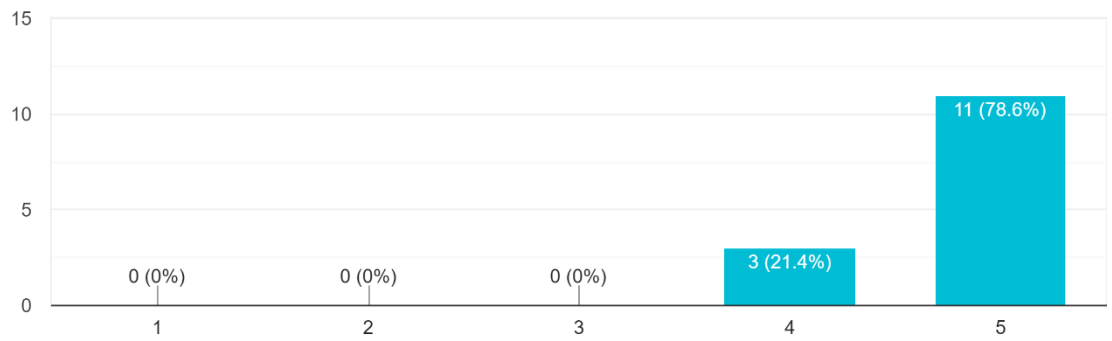


Figure 11. The interest level to work for Nazar Nordic AB after submitting the application (5= Very interested)

How interested are you to work for Nazar after your interview?

14 responses

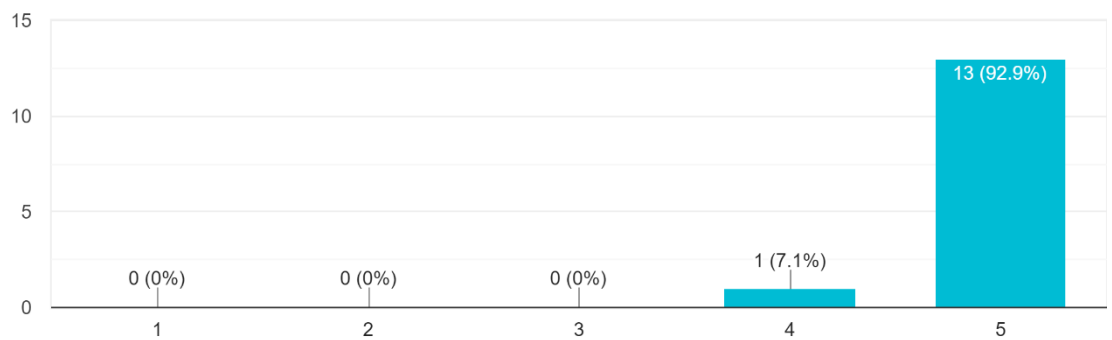


Figure 12. The interest level to work for Nazar Nordic AB after the interview (5= Very interested)

As Table 1 shows, the respondents had only positive feedback to give about the recruitment process. For that reason, the research interviews were clearly needed to receive more feedback about the recruitment process and possible improvement insights from the applicants.

Please write other feedback about the recruitment process

4 responses

Very positive interview and I am so happy after the interview.

Very clear and informative interview.

Very good interview!

It was nice to talk "face to face" in the Skype. Everything has gone fine, Thank You.

Table 1. Open feedback from the respondents about the recruitment process

### 4.3 Applicant interview analysis

the interview questions (Appendix 3) consisted from similar questions as executed in the questionnaires. Questions were changed slightly, depending on which selection process the interviewee had gone through.

The first two questions were presented in the questionnaire, and in the interview, it was asked through which platform the interviewees applied as well as where they heard about Nazar Nordic AB. The interviewees were quite united with their answers and most of them had heard of the organization and its job vacancy from a family member or through a social media platform. This again shows and backs up the results from the questionnaires that the power of social media in marketing is more common on the 21<sup>st</sup> century.

In the questions 3 and 4 the interviewees reflected their thoughts about the job description and their favourite job position. As seen in the questionnaire results, all interviewees were keen on either guide or activity guide position. The job description was described as positive and informative, which did not leave any room for questions. The received position and expectations of it were also asked: interviewees were all unitedly excited about their assigned position, even though some of them received another position they originally wanted.

The results of the fifth question were depending on through which selection process the interviewee went through. Nevertheless, the question considered evaluating the recruitment day, and the interviewer gave a short briefing about the day and asked half of interviewees to answer based on their thoughts on what was just told. The other half, who went through the recruitment day were asked to give specific, personal insights from the day. The ones who experienced the day had mostly positive things to say. Particularly, meeting other applicants as well as organization representatives had a significant, positive impact on the day. It was also appreciated that it was more intimate and smaller event,

which helped ease the nervous feeling off. In addition, the recruitment day and its several tasks were appreciated, and it was seen as an advantage that one's skills were able to be shown in more than one way. However, all interviewees agreed that the headline task specifically was the only, unpleasant factor of the day, even though the interviewees also understood the importance and great benefits of the task for the selection process. The other half of interviewees were offered to join the recruitment day, but either the applicant could not make it, or the day was cancelled. After a short brief about the day, the interviewees gave various insights. All of them agreed to the fact that it would be delightful to meet other applicants. One interviewee saw the day as an opportunity to show group as well as individual skills. Others felt that the pressure and competition during the day would harm their performance.

In the question 6 interviewees were asked to whether they would go through the recruitment day or the interview. The results divided half and half. The ones who would go through the day were determined that it is a better way to recruit suitable applicants, because all the skills can be seen throughout the day. The ones who preferred the interview appealed to the negative cost and time side. It requires several arrangements and possibly a lot of money for an applicant to travel just for a specific day. The interviewees saw these factors as unnecessary steps to be hired. On a positive note, they felt that during an interview, applicants can control their performance without an outside disturbance, which could occur in the recruitment day.

The following questions asked interviewees to evaluate the Nazar Nordic AB representatives and their performance during the recruitment day and the interview. The interviewees described the experience professional, friendly, understanding and comprehensive. There were no negative comments about the performance of the representatives. Interviewees were also asked to think if some information was missing from the job description in the application site, based on the new information they gained further in the recruitment process. All interviewees pointed out that salary and offered benefits, such as discounts in the destination, should be visible for applicants. They also agreed that it might affect the amount of future applications, but still stuck to the fact that it would be fair to be informed beforehand.

The question number 9 requested feedback about the whole recruitment process. Most of the interviewees said that the process was fast, simple and personal. This brings us to the final questions where the interviewees evaluated communication skills of the organization. The information distribution was also described to give an personal feeling to the inter-



viewees. The interviewees felt that email and all information is given and written destination workers kept in mind, and they feel through the messages that they are cared as individuals not just as a part of the organization. Social media platforms, such as Facebook group of destination workers and Instagram page of destination workers, were mentioned. This public Instagram page introduces the destination work with real pictures and videos from Nazar Nordic AB's workers during the season. The page shows realistically what is the destination work and the life outside of it.

#### **4.4 Destination Guide Service and Concept Manager interview analysis**

As seen from Appendix 4, Kristiina Hyöki, Destination Guide Service and Concept Manager, filled an interview board. She was asked to evaluate the strengths and weaknesses of each step of the recruitment process.

Hyöki feels that defining the requirements and the need have great potential always on the start. Different opinions and inputs can be suggested, but on the other hand it is hard to see all possible risks and changes which could occur during the process.

Planning recruitment campaigns gives leverage to build strong teams by targeting the marketing to desired areas with needed nationalities or requirements, such as specific work or study experience. Along with the previous weakness, at planning step it is also hard to control possible changes in the applicants' decisions or in their interest level towards the organization or the offered job.

Hyöki sees social media marketing as an asset in attracting applicants, since people spend most of their time scrolling through various platforms. The downside is that Nazar Nordic AB is not the only organization to distribute their job advertisements in social media. The big risk is that targeted marketing gets lost in the sea of advertisements.

In selection process the interviews through both a video call platform and the recruitment day have strengths and weaknesses. Interviews can be easily arranged between a recruiter and an applicant because of the video call possibility, it can be anywhere and at any time. The negative side is that interviews give only one side of the applicant and one's skills. It is also more time-consuming to interview each applicant one-by-one, instead of having them all during one specific day. The downside of interviews is the strength of the recruitment day. As it has been mentioned, the recruitment day tests many different skills of an applicant, thus it is easier to form an overall picture of the possible destination worker. The weakness of the day is that it is arranged on one day which few or many of the applicants cannot attend.

The last step of the recruitment process is hiring. The strength of the step is that it is the last in the process, but also the contracts are signed well before the season starts. It can be a weakness too, if unexpected changes need to be made to contracts, since the waiting time for season to start is so long, this creates extra paperwork which could be avoided by signing the contracts more closer to the season start.

## 5 Discussion

Nazar Nordic AB has been successful in recruiting applicants year after year. The recruitment process has not been much studied before, which gave a purpose for this research to be conducted. The current process plan is easy to implement and should not be changed even after this research. The aim of the research is still fulfilled and results from the data collection methods raised improvement ideas for certain steps of the recruitment process.

As seen from the results, the further in the process the applicants went, the more satisfied they were with the performance of Nazar Nordic AB. The results also showed the effectiveness of social media marketing, and it is recommended to be used in future. As an improvement suggestion, different social media channel and pages could advertise each other in order to gain more engagement to all pages. The official Instagram and Facebook pages of Nazar Nordic AB could promote the earlier mentioned unofficial Instagram page of the destination workers. With this the interest levels towards the guide work could rise, and the page could get more visibility as well as engagement within it.

When the job description was evaluated, the majority of respondents pointed out that the expected salary should be mentioned already on the application site. This is a recommended improvement since so many comments about it were received. Implementing the improvement can show a negative impact on the amount of received applications, but the salary information could be complimented with introducing the offered benefits and factors to the salary.

The recruitment day should be still preferred instead of regular interview, as the results show that the respondents as well as Hyöki see it as a profitable way to select suitable individuals. Mentioned weaknesses of the day are inevitable when arranging an event and for that reason should not be seen as a big obstacle.

The thesis showed the needed factors to succeed in recruitment as well as how Nazar Nordic AB is selecting its destination workers. The thesis process was educational, and the research question was successfully answered. The commissioning party was helpful and open, as well as easily reachable when more information was needed. Throughout the thesis process a lot of personal learning naturally accumulated. Going through several academical sources helped to identify relevant concepts around recruitment. In addition, the academic writing skills were improved by reading and summarizing big amounts of information. However, it was demanding to choose which information to use, since on some

matters several different aspects were found. The author hopes this research helps Nazar Nordic AB to improve their recruitment process or possibly implement further researches on rising matters.

## References

Broughton, A., Cox, A., Foley, B. & Ledermaier S. 2013. The use of social media in the recruitment process. Research paper. URL: <https://archive.acas.org.uk/media/3720/The-use-of-social-media-in-the-recruitment-process/pdf/The-use-of-social-media-in-the-recruitment-process.pdf> Accessed: 22 May 2020

Chinese Scholarship Council 2018. Explanatory Research Definition, Explanatory Research Example, Explanatory Research Question. URL: <https://www.chinesescholarship-council.com/explanatory-research.html> Accessed: 9 June 2020

Facebook 2020. Business Manager. URL: <https://business.facebook.com/> Accessed: 13 June 2020

Gerhart, B., Hollenbeck, J. R., Noe, R. A. & Wright, P. M. 2004. Fundamentals of Human Resource Management. 4. edition. McGraw-Hill. New York.

Hirjäsvi, S., Remes, P. & Sajavaara, P. 2013. Tutki ja kirjoita. 18. edition. Bookwell. Porvoo.

Huilaja, H., Koikkalainen, S. & Valkonen, J. 2013. Looking for the Right Kind of Person: Recruitment in Nature Tourism Guiding. Scandinavian Journal of Hospitality and Tourism, Vol. 13, No. 3.

Hyöki, K. 2020. Destination Guide Service and Concept Manager at Nazar Nordic AB. Email and phone conversations.

Häyrinen, E. & Vallo, H. 2016. Tapahtuma on tilaisuus. 5. edition. Priton. Tallinn.

Kajjala, M. 2016. Rekrytointi – Tehtävään vai yhtiöön? BALTO print. Liettua.

Messukeskus 2020. Tapahtumamarkkinoinnin Trendit 2020. Article. URL: <https://b2b.messukeskus.com/tapahtumamarkkinoinnin-trendit-2020> Accessed: 21 June 2020

Payne, T. & Wood R. 1998. Competency Based Recruitment and Selection. A Practical Guide. John Wiley & Sons Ltd. Chichester.

Virginia Polytechnic Institute and State University 2018. Research Methods Guide: Research Design & Method. University Libraries. URL: <https://guides.lib.vt.edu/research-methods/design-method> Accessed: 9 June 2020

# Appendices

## Appendix 1. Questionnaire for the recruitment day applicants



### Recruitment process in Nazar Nordic AB

This questionnaire is made to research the recruitment process and the recruitment day you attended. This is made as a part of Bachelor's thesis.

Attending this questionnaire is completely anonymous.

\*Required

Your sex? \*

- Female
- Male
- Prefer not to say

What is your birth year? \*

- 1997 or later
- 1981 - 1996
- 1980 or earlier

Which position do you prefer to get? \*

- Activity guide
- Guide
- Service and Call Center agent

Where did you hear about open positions in Nazar? \*

- Facebook
- Instagram
- Family, friends or acquaintances told about it
- My school or my workplace promoted it
- LinkedIn
- MOL / Jobsafari
- Google
- Other: \_\_\_\_\_

Was there enough information about the work description in the application site? \*

- 1   2   3   4   5
- Provided information was poor                  Provided information answered all my questions and I learned new facts

How interested were you to work for Nazar when you sent the application? \*

	1	2	3	4	5	
Not at all interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very interested

How precisely was the work description explained during the presentation in the recruitment day? \*

	1	2	3	4	5	
Provided information was poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Provided information answered all my questions and I learned new facts

How interested are you to work for Nazar after the recruitment day? \*

	1	2	3	4	5	
Not at all interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very interested

Please rate your interest level towards each of the following subjects on the recruitment day. \*

	Not at all interesting	Slightly interesting	Moderately interesting	Interesting	Very interesting
Meeting other applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting people who work for Nazar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Doing group tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presenting your presentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being interviewed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hearing more info about working abroad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How difficult was it to make arrangements for you to be able join the recruitment day? \*

	1	2	3	4	5	
Not difficult at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Several arrangements were made

Please write other feedback about the recruitment day

Your answer

Submit



## Appendix 2. Questionnaire for the interviewed applicants

### Recruitment process in Nazar Nordic AB

This questionnaire is made to research the recruitment process. This is made as a part of Bachelor's thesis.

Attending this questionnaire is completely anonymous.

\*Required

Your sex? \*

- Female
- Male
- Prefer not to say

What is your birth year? \*

- 1997 or later
- 1981 - 1996
- 1980 or earlier

Which position do you prefer to get? \*

- Activity guide
- Guide
- Service and Call Center agent

Where did you hear about open positions in Nazar? \*

- Facebook
- Instagram
- Family, friends or acquaintances told about it
- My school or my workplace promoted it
- LinkedIn
- MOL / Jobsafari
- Google
- Other: \_\_\_\_\_

Was there enough information about the work description in the application site? \*

1 2 3 4 5

Provided information was poor      Provided information answered all my questions and I learned new facts

How interested were you to work for Nazar when you sent the application? \*

1 2 3 4 5

Not at all interested      Very interested

How precisely was the work description explained during your interview? \*

1 2 3 4 5

Provided information was poor      Provided information answered all my questions and I learned new facts

How interested are you to work for Nazar after your interview? \*

1 2 3 4 5

Not at all interested      Very interested

Please write other feedback about the recruitment process

Your answer \_\_\_\_\_

Submit

### **Appendix 3. Interview questions for the applicants**

1. Where you heard about the open position in Nazar Nordic AB?
2. Through which platform you found the application page?
3. Which position you wanted and which you got hired to?
4. What are your thoughts about the job description?
5. Were you offered to attend the Recruitment Day? (If applicant doesn't know about Recruitment Day, tell shortly about it) What did you think about the Recruitment Day? What was possibly positive and negative about it?
6. Would you rather go through the Recruitment Day or just the interview?
7. How did Nazar Nordic AB representatives manage the interview?
8. Did you receive new information during the interview or the Recruitment Day? Would have this information affected your decision to apply for Nazar Nordic AB? Should some information be already told in the application page? Why?
9. Describe how do you see the whole recruitment process of Nazar Nordic AB?
10. How has Nazar Nordic AB managed to distribute the information? Have you received enough help and has your questions been answered?

**Appendix 4. Interview board for Destination Guide Service and Concept Manager at Nazar Nordic AB**

<b>RECRUITMENT PROCESS STEP</b>	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
DEFINING REQUIREMENTS AND NEED OF WORKFORCE		
PLANNING RECRUITMENT CAMPAIGNS		
ATTRACTING APPLICANTS		
SELECTION PROCESS		
HIRING		