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Effective recruitment process

Case: Turun Osuuskauppa

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Abstract

The objective of this thesis was to examine the recruitment process and its effectiveness of the case company Turun Osuuskauppa, to whom this thesis was conducted for. The aim was to identify how effective the process is and what strengths and weaknesses it has. Also, to find improvement suggestions to make the process more effective.

The steps were to find theory related to the topic to support the subject and the problem. The qualitative research method is the base for the empirical part of this thesis. The data was gathered through interviews with a recruiter and a unit manager that participate in the recruitment process. As well as some statistical data of the recruitments were collected from the organization.

The results showed that Turun Osuuskauppa has overall a clear and functional recruitment process, although few faults were pointed. Based on the results, a SWOT analysis was made. The developments regarded the lack of feedback system and measuring metrics, difficulty of filling certain vacancies and hard competition in the area and in the field. Also, inefficiency and communications were considered as pitfalls at times.

The suggestions of this thesis help Turun Osuuskauppa to improve their recruitment process and to take into consideration the pitfalls and the improvement ideas that this thesis discovered. The weaknesses and pitfalls that were suggested to enhance with improvement ideas included a feedback system, a SWOT analysis, use of analytics and measuring metrics, and applying changes in the first interview round. Scheduling interviews earlier in the season recruitments and adding the process steps to the job announcements were recommended as well.

CONTENTS

1 INTRODUCTION

Recruitment is considered as one of the biggest investments the organization performs. At best, recruitment is a long-term solution that has a positive impact on the organization's business activity but also provides great opportunities for the employee to develop their own career. (Opas rekrytointiin ja rekrytoinnin suunnitteluun 2014.)

Recruitment is very important and essential matter of any company's operation, along with refining its brand and image. For succeeding in the recruitment, open conversation and communication between the recruiter and the applicant is required. In addition, planning, scheduling, managing the schedule, communications and decision-making are necessitated in the recruitment. Consistent measuring of the recruitment and its continuous development based on the results of measurement will lead to improved hires, savings in time and money spent and well functional process altogether. (Brown 2015.)

Since recruitment affects broadly the organization's economy, it is important to invest on executing it right as it also always has its own risks. Therefore, recruitment should be a gradually progressive process that is dependent on the organizations' operational environment, instead of considering it as a single occasion. The ambition of this process is to reduce matters of insecurities and the outcome is the hire of a new employee. As these decisions made during the process effect on the way and duration of searching new employee, they also resolve on how profitable the hiring was. (Rantala 1997, 21.)

From the moment the applicant has sent the application, begins the employer-oriented approach to the recruitment process which duration and stages can vary much. The duration is depending on the employee vacancy and the number of applicants, for example. Efficient and consistent touch to the applications runs a critical part in the recruitment process. Applicant experience is crucially influenced by the recruitment lead time and the rapidity of communications in what the next steps in the process are. The probability of employee's moving to another organization is more likely when the duration of these is long or longer than in the other organizations. Effective lead time and proactive communication give the applicant positive employer image. In case of a

weakly handled process, this experience naturally gives the applicant negative employer image and even if the applicant were chosen, they might not be willing to take the job anymore which would mean useless spending of time and money, all because the whole recruitment process was not effective enough. (Leiber 2020.) Recruiting process impacts widely on the organization's business and can benefit enormously from improving the efficiency and quality of hire. Assessing and measuring the recruitment process' effectiveness helps to identify the talent acquisition's value and results for the organization. (Caswell 2015.)

This thesis concentrates on examining the recruitment process of the case company Turun Osuuskauppa. The purpose of this study is to identify the pitfalls of their recruitment process and then suggest improvement ideas to develop the process and make it more effective.

2 PURPOSE OF THE STUDY AND CONCEPTUAL FRAMEWORK

2.1 Purpose and objectives

This thesis is conducted for Turun Osuuskauppa, and the main purpose is to examine how effective the centralized recruitment in Turun Osuuskauppa is and how it is measured. The idea is to explore theories and studies on how recruitment effectiveness is measured. Gathering information and propositions to the organization to enhance their recruitment process and lead time is done by examining the effectiveness of the recruitment and how it is formed and experienced.

The organization benefits from this thesis as effective recruitment gives the organization good advertisement for its brand and employer image. In addition, the applicant experience is improved. The author performed the practical training in Turun Osuuskauppa's human resource department and wanted to conduct this thesis for them as well. Together with the supervisor, the author agreed on this to be the topic, as one of the author's work tasks there was to assist the recruiters and that interested the author the most.

The objectives of this project are to assemble a general view of the recruitment process in Turun Osuuskauppa and enhance the process for the essential parties from Turun Osuuskauppa. The finished thesis is sent to the contact person in Turun Osuuskauppa's human resource department. During the time this project is undertaken, the insights of recruitment process and its effectiveness are formed through the following objectives:

- to research how recruitment and its effectiveness are experienced and measured,
- to discover the duration of recruitment steps and total lead time,
- to create a SWOT analysis of the organization's current recruitment situation,
- to figure out operating models for improving the act in recruitment,
- to propose the most appropriate solutions for the organization to make the recruitment process even more effective.

2.2 Conceptual framework

A graphic illustration of the relationships of the concepts that will be handled in this thesis is shown in the conceptual framework below, in Figure 1.
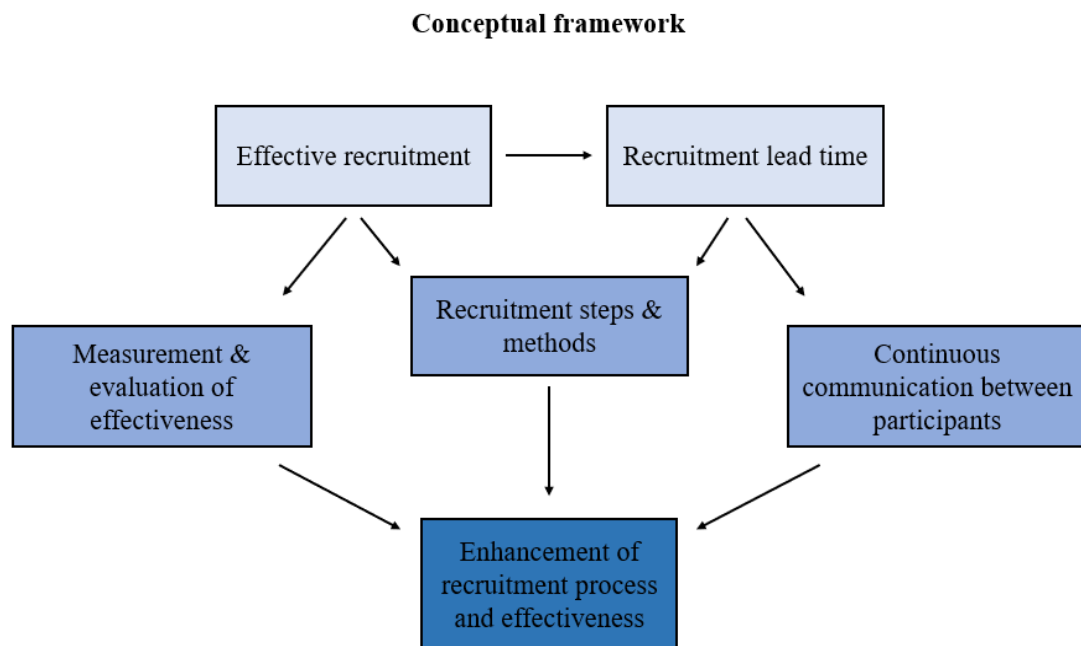
Conceptual framework

Figure 1: The conceptual framework of this thesis.

The concepts of this thesis are demonstrated in the conceptual framework, main concepts of which are effective recruitment and recruitment lead time. These form the ground of this thesis. The main concept of effective recruitment effects profoundly on the lead time. The concepts under effective recruitment and recruitment lead time are relevant and bound to each other. They all have an impact on the recruitment process, its effectiveness, and the lead time. These concepts are central factors in enhancing the recruitment process as well. The enhancement of recruitment process is a result of these concepts. The process and steps can be developed by continuously performing evaluations on the effectiveness of the process. Communicating with all participants, especially the applicants, makes the process flow better and may attract more candidates to apply.

The theory handled in this thesis is attached to the organization's daily recruitments. Measuring the process is essential to perceive possible faults. In addition, to improve and develop the operating models, evaluating the process execution is needed. The results of this thesis will encourage the organization to enhance its recruitment process and lead time and make it more effective by developing the measuring of the effectiveness.

3 RECRUITMENT

3.1 Recruitment & strategy

Recruitment is attributed as a process where the organization attracts candidates to apply. Selection is referred to a process of making the decision between the applied candidates. The attempt of assessing the applicants accurately and rejecting the inadequate ones is the purpose in selection, whereas in recruitment, the intention is to attract a great number of applicants and to advertise the organization as an employer. (Elearn 2009, 1.) When executing the recruitment, the organization is to determine the number of required human resource and then establish action plans to attract potential candidates towards the organization (Subba Rao 2008, 43).

Selection follows immediately after the stage of recruitment. Recruitment offers the base for the selection. The recruitment reduces the number of applicants to the smallest number possible where only the most adequate candidates are left for the selection phase. The most adequate candidates are the ones that are potential to perform the job's required tasks or can be trained to perform them within a reasonable period. (Rashmi 2010, 11.)

Hiring an adequate person for the job is not all for achieving effective recruitment. When recruitment is effective, it diminishes costs in the process, intensifies the employer image of the organization and makes sure the best knowhow is gained into the organization. (Ridding 2019.)

Recruitment has been diversified but also complicated, because of the changes in labor market and progression in technology. As many more factors keep affecting the productivity of recruitment, the significance of careful planning and continuous development of the acts increases. There are usually many elements and characters involved with recruitment process and therefore, it is important to define the different roles for each step of the process and to hold on to the agreed schedule. Possible prolongs in the process may push the applicants to accept a job from the competitive organization. (Inkilä et al. 2016, 4.)

According to Joki (2018, 87), the organization's employer image is impacted by the recruitment and the way it is implemented. Recruitments also impact on the organization's success broadly. The organization ensures its competitiveness in the future with executing successful recruitments. Through precise planning and implementation, the failed recruitments are avoided and therefore also time and money are conserved.

Usually larger organizations tend to compose a human resource strategy that also includes the strategy for recruitment. The recruitment strategy is based on the anticipated changes in work assignments and the company's environment. Quantitative and qualitative needs in personnel in the next few years are central factors in the strategy. These needs include arranged talent requirements, personnel developments, and work wellbeing. The organization's equality plan can also be included in the strategy, which is

statutory for larger companies and indicates their values and culture. Continuously updating the human resource strategy provides direction and goals for the recruitment. (Vaahtio 2007, 16.)

For recruiters to forecast recruitment needs, the process of recruiting should be considered as proactive, rather than reactive. Recruitment strategy and planning should take into consideration the forecasting of future hiring needs, preservation of contact networks, advancements in the channels of candidates' critical skill sets, creativity on strategic level, liaison about appropriate budget with management, and training and development of recruiters. Changing the reactive recruitment approach to proactive, and planning to eliminate possible problems before they occur, results the process to be more time- and cost-effective. The most adequate candidates are more likely to be attracted as well. (Pritchard 2006, 10-11.)

Eklöf & Hallén (2018, 145-146) have stated that there exist four most effective human resource strategies that are directly connected to the recruitment process' successfulness: talent acquisition, onboarding, talent management and employer branding. Talent acquisition is the proactive performance towards recruitment aim of which is to identify, estimate, hire and familiarize new know-how, to develop the organization's workforce successfully. Onboarding means the practices in use that impact on the training of the new employee. These practices make the training simpler. Collective concepts of the process which aim to identify, develop, and retain the co-workers are called talent management. This also includes the identification of key individuals to advance the development of the industry. Employer branding signifies the reputation of the organization as an employer, how it perceives its employees: the potential, current and alumnus.

The organization has options to choose from the resources that already exist, or to search for a new employee that would bring added value. The organization's employer image is influenced by any of the external search channel they use. Recruiting is more inexpensive to be done from inside the organization, schools and with the help of own networks, instead of using headhunting or renting external workforce. When recruiting for a management position or highly qualified expert, the costs are higher than spending time and resources on some other personnel recruitment. (Joki 2018, 88-91.)

Some organizations have a continuous need for similar kind of tasks, such as sales work and customer service jobs. In specialist, supervisor and management positions the recruitment is generally individual and the process singular. Creating and keeping connections with the continuous base of applicants is helpful for the organization to maintain the positive employer image. This is good foundation for the often-repetitive recruitments as well. The connections can be created and maintained for example with organizing info events and sharing advantageous content online for the candidates. (Inkilä et al. 2016, 5-6.)

3.2 Process & steps

As recruitment is noted to be attraction for applicants to apply, recruitment process is implied as every subsequent occurrence which help the successful personnel selection to be executed (Koivisto 2004, 23). A single recruitment can be considered as a project as well and include the familiar stages, such as planning, starting, implementation, decision making and follow-up. This is usually called a recruitment process. Recruitment is considered as a continuous function in the organization and its implementation must have a planned process. Planning the process steps in advance anticipates success in the process and contributes the effectiveness. (Joki 2018, 88.)

An objective of the recruitment process is to attract potential candidates and ascertain their recommendations. This objective and its implementation are depending on the execution of job analysis and how successfully it is done. Generally, the process of human resource planning affects this objective and implementation in large-sized organizations. (Rashmi 2010, 11.)

Before starting the application process the organizations should provide enough time for executing the recruitment and its steps, all the way to writing the agreement and informing to the not-hired candidates. The interviews would be good to take place immediately when the application period ends, or even before that. As recruitments are always also a competition with the other organizations, every further interview round is better to be executed fast to prevent the applicant to lose interest or take a job

offer elsewhere. It is important that the candidates receive information of the upcoming steps in the recruitment process as well as the date of decision of hire. The applicants' estimation of the organization's performance on set agreements happens at the stage of recruitment. (Opas rekrytointiin ja rekrytoinnin suunnitteluun 2014.) Involving the same recruitment specialists through the whole process helps the organization to gain consistency and consensus (Elearn 2009, 4).

The organization is recommended to go through options before the recruiting is initiated. One matter is considering if the new employee is essentially required or if it would be possible to divide the job between current employees. Also, before hiring a new employee, the organization must figure out if they have the duty to offer the vacancy for an on-going employee, such as a suspended without pay, part-timer or an earlier laid off. They must be offered the job if their professional skills are adequate, or they can be trained for the job with a moderate training. (Joki 2018, 88-95.)

The process of recruitment is formed by the three following interrelated stages: planning, strategy development and process evaluation. Planning includes the specific details of the job vacancy and its objectives that compile the type of candidates to be reached. Performing job description and person specification for the job vacancy, determine the target group for the recruitment. (Rashmi 2010, 23.) Strategy development is used to decide the way, place, and costs of searching the appropriate candidate. For example, choosing to recruit from other organizations or train already existing employees to fit in the role. (Rashmi 2010, 24.) Continuously evaluating the recruitment process contributes to decreasing the lead time. The number of candidates gained, qualified candidates of each stage in the process, recruited candidates, and the candidates that were recruited and retained in the organization after six months passed, should be measured in the process. (Rashmi 2010, 24-25.)

Elearn (2009, 3-4) states the following steps to operate as a framework for the process of recruitment and selection. The usage of every step is recommended to obtain the best outcome from the process. In the Figure 2 is shown a compressed version of the process of recruitment and selection.

1. Identifying a vacancy and deciding about the recruitment (Elearn 2009, 3). The need for recruitment is generally formed by two different reasons: an old employee leaves the organization and a new one is hired for replacement, or the organization's growth requires more workforce (Viitala 2004, 243). The definition of personnel acquisition is determined by the HR plan the organization has made but before the start of every acquisition process, the organization should ensure the genuine need for a new employee. In case of a temporary need, the vacancy can be replaced with overtime work, or renting workforce for example. (Kauhanen 2006, 68-70.)

2. Analyzing the job to gain information of the job specification and requirements for adequate applicant (Elearn 2009, 3). The new employee's job duties and areas of responsibility should be considered before starting the actual recruitment. These define what kind of education and experience the vacant task requires. In addition, the duration of the employment relationship and the number of rewards must be taken into consideration. (Viitala 2004, 243.)

3. Writing the job description and person specification, which include the responsibilities and conditions, and illustrates the requirements and qualities that suit best for the job (Elearn 2009, 3). Job description defines the job content precisely and it is developed through the analysis of the job. Person specification makes the tasks of shortlisting and selection easier. (Elearn 2009, 37.)

4. Determining the methods for application, such as application form and CV, and selection, such as interview or possible selection tests (Elearn 2009, 4). The chosen methods are essential for the recruitment process and the planning of time usage. The refillable vacancy specifies the methods to be selected and their possible combination of use. Selecting the wrong kind of method prevents from gaining the needed information. The impact of the method selection can be seen in the process lead time and recruitment costs. Interview is one of the most time-consuming methods. To receive all the necessary information about the candidates, the interviews' ground should be planned carefully and task-specifically. This ensures the equal comparison between the candidates and helps in the decision-making. (Inkilä et al. 2016, 5.)

5. Decision on ways of attracting the applicants that are beneficial for the job and organization. This assures the potential candidates are reached. (Elearn 2009, 4.)

6. Executing the marketing of the job vacancy (Elearn 2009, 4). Advertising in the right way, place and time is necessary, as the needed information must be included as well (Elearn 2009, 59.) Networking through employees, publishing posts to different job sites and taking a part in fairs and events are great ways to marketing the job opening. Taking advantage of social media is a great tool for its versatility as well. (ProSky 2020.)

7. Shortlisting the applications by diminishing them to a manageable number. This helps the organization not to lose time on the non-suitable applicants. (Elearn 2009, 4.) Purpose of the shortlisting is to pinpoint the candidates that suit the person specification the most. The process might fail if the selection criteria are not precisely determined, as the criteria enable the estimation between the candidates to be executed equally. (Elearn 2009, 73.)

8. Arranging the recruitment event or selection interview to evaluate the candidates for the job. This is also a chance for the organization to market itself to the applicants. (Elearn 2009, 4.)

9. Checking the references is a crucial factor in the selection process (Elearn 2009, 4). Employee's reference checks are an opportunity to ascertain any possible faults in the employee's history, performance, qualifications, etcetera. They should always be gathered. (Elearn 2009, 105.)

10. Deciding the best fit based on the information received form the selection methods and then offering the job. The contract between the employer and the employee will be written at this stage of the process. (Elearn 2009, 4.) The written contract is a legal document which defines the employment relationship for both parties (Elearn 2009, 109-110).

11. Orientating the new employee to the job, as it is crucial to gain an effective employee rapidly (Elearn 2009, 4). Induction that is planned and implemented well is more probably to make the employees fully operational faster. This also helps to make them feel acceptable and this way are more likely to stay within the company. (Elearn 2009, 112.)

Recruitment and selection process

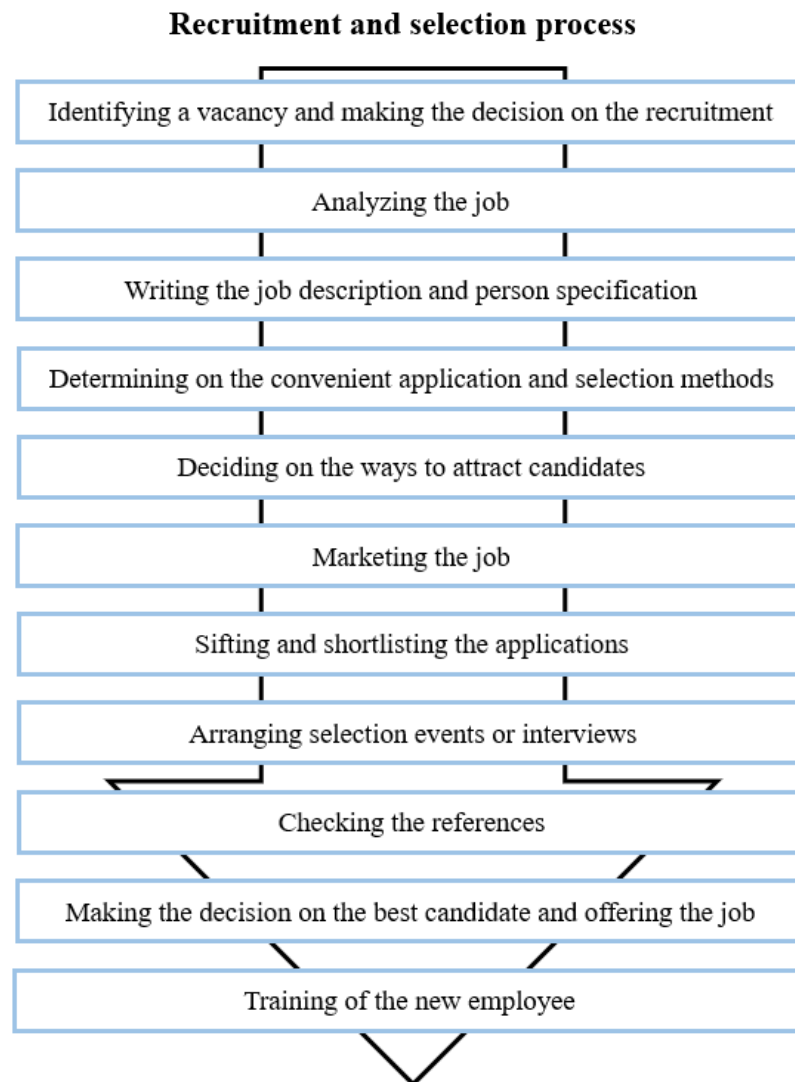| Identifying a vacancy and making the decision on the recruitment |
| --- |
| Analyzing the job |
| Writing the job description and person specification |
| Determining on the convenient application and selection methods |
| Deciding on the ways to attract candidates |
| Marketing the job |
| Sifting and shortlisting the applications |
| Arranging selection events or interviews |
| Checking the references |
| Making the decision on the best candidate and offering the job |
| Training of the new employee |

Figure 2: The recruitment and selection process. (Elearn 2009, 5 adapted)

Receiving feedback systematically from clients is essential for succeeding in recruiting. The clients here mean the client company that has ordered the recruiting from the recruiting company. (Pritchard 2006, 33.) Analyzing and estimating the process would be beneficial to develop the execution. The organization could estimate the reached target of candidates, indicators whether the recruitment was successful and if the not

hired candidates could be directed to other job vacancies in the organization. (Inkilä et al. 2016, 6.)

3.3 Lead time

One relevant aspect of this project that is examined is the lead time of recruitment in Turun Osuuskauppa. Lead time, also known as hiring cycle, starts from the advertisement of vacancy, through confirming the position and until the start of work. This indicator measures the efficiency of the organization to fill the vacancy of employee. Measuring the lead time is performed by the number of hours the human resource department has consumed in the whole process. (BPIR n.d. 4.)

According to the national recruitment study Duunitori performed in 2016, the average lead time per one recruitment was approximately one to two months, as 76% of the respondents responded followingly: only 7% responded their lead time to be two weeks. Examining the results of the study, it is more likely for the recruitment process to take more than two months than less than one month. The average work time spent on a recruitment that the organizations require was mostly three or five workdays. Merely 4% responded their time to be one workday. (Kansallinen rekrytointitutkimus 2016, 7.)

As it is known, one great and fast tool for marketing the organization, the job openings etcetera is using social media. By broadly applying different services and using crowd mailing tools, the organization can boost the speed of their social media power. Aspects that the applicants estimate about, are the organization as an employer and the job opening. The estimation is made through search engines and their own networks and connections. These raise the importance of compared experiences. The more the organization provides information on the internet for the applicants to see, more probable it is for them to make the decision of applying because of having enough information. By considering these two factors, the lead time of recruitment process shortens from the beginning. (Korpi, Laine & Soljasalo 2012, 50-51.)

Prolonged communication between members involved in the recruitment process, such as recruitment specialists, managers, candidates, etcetera, is one of the significant reasons the recruitment process is moving slowly. Lead time can noticeably increase with poor communication process, as it takes time to receive endorsements for hiring, for example. Clarifications on making the communication between each member easier and obtaining that clear communication affects positively the lead time in recruitment process, by preventing it being delayed or increased. (Naukri RMS 2018.) In addition, the lead time may be prolonged further, as usually the recruiting managers handle the recruiting along with their job (Websites of Weople 2020).

One other aspect in reducing lead time in the organization's recruitment process is adopting automation. Automating repetitive assignments helps to enhance the performance and diminish the costs. By maintaining a well-functioning software for recruitment, the organization's recruitment cycle can be automated and therefore reduce lead time. Without the quality suffering, the recruitment progress can be clarified, visibility can be enlarged, and lead time will be decreased, by using the comprehensive system of applicant tracking. (Naukri RMS 2018.) The benefit of using recruitment software is seen in the recruitment efficiency as software enhances the productivity which also has a positive impact on the lead time (Tyagi 2018).

3.4 Metrics of recruitment effectiveness

Recruitment effectiveness can be measured to perceive what areas of the process work and what still need some improvements. Measuring recruitment effectiveness is also an indicative of the HR being the value-adding function in the organization. (Marr 2019.) To make the recruitment process more enhanced, the organization can analyze their process and observe the success in hiring with the recruitment metrics that enable the organization to do this. The measurements help the organization to gain better results in hiring in the future. There are different metrics for this operation that the organization chooses and considers which work the best for them. (Sawyer 2019.) Metrics can also be used to weigh the organization's employer brand quality and advance the recruitment marketing to be efficient and cost-effective (Peterson 2013).

To receive data and help the recruitment tracking, there is a system of people analytics in HR. With the analytics tool the organization can track down many metrics and gather information on their recruitments. According to a study operated by Deloitte in 2017, organizations using people analytics accordingly were reported to gain 82% higher average profits of three years comparing to the organizations that were not using people analytics or used it incorrectly. Tracking HR analytics can be executed by using an applicant tracking system (ATS) or HR system that help the organization in recruitment and hiring purposes, by collecting information of the candidates and processes. The analytics help to reduce the time and money spent as well. Another advantageous tool for gathering and tracking data is the Google analytics. (Growth Tribe 2019.) A few measuring metrics are represented next.

Applicant satisfaction

By assessing the applicant satisfaction, the organization can make the necessary adjustments to the recruitment process from the candidates' point of view and that way also improve their employer image, as the candidates have a more pleasurable experience (Brown 2015). Applicant satisfaction is also a great metric to monitor if the expectations formed during the recruitment process meet the reality. Applicant satisfaction being low signifies of poor or too broad job descriptions. (Van Vulpen n.d.) It is stated that punctual communication through the recruitment process has a positive impact on the applicants' minds, whereas even one negative experience affects the decision-making. Making sure the candidates experience a pleasant recruitment process helps the organization to reduce the possibility of candidates considering other competitive companies. (Barcelos 2019.)

Attrition rate

Another metric for measuring the organization's effectiveness in recruitment is the attrition rate. As the rate being high, it might illustrate that the job description is misleading, or the job role does not attract the most committed candidates. If the continuous need for recruiting new employees is not because of the organization's growth, but the employee's departure, the organization must estimate the reasons for them leaving and therefore enhance the recruitment process. (Barcelos 2019.)

Candidate pool size

Candidate pool size, or applicants per opening, means the number of candidates for one certain job vacancy on average, but does not necessarily state the number of suitable candidates. This metric implies the organization's success in attracting the potential candidates. (BPIR n.d. 4.) This also measures the popularity of the job, as the number of applicants being high depicts of the demand for jobs in the specific area being high, or the job description being too broad. To reduce the number of applicants can be done by diminishing the job description and adding more required criteria. (Van Vulpen n.d.)

Cost per hire

Metric of cost per hire means the costs in total invested in the hiring activities, divided by the number of hires made in total (Pritchard 2006, 17). The metric contributes to evaluating the organization's financial investment from attracting to hiring new employees. Recruitment cost in large businesses impact significantly on the profit and may exceed the annual budget in smaller organizations. This measuring metric is directly connected with the metric of time to hire, because the cost of acquiring new talent diminishes, as the time to fill the vacancy becomes faster. (Barcelos 2019.) Cost per hire helps to assess the organization's effectiveness in recruitment but also the employer image (Marr 2019). The formula for cost per hire is shown in the Figure 3.

Formula for cost per hire

$$Cost\ per\ hire = \frac{Total\ recruitment\ cost}{Total\ number\ of\ hires} = \frac{Total\ internal\ cost + Total\ external\ cost}{Total\ number\ of\ hires}$$

Figure 3: Cost per hire. (Van Vulpen n.d.)

Hiring manager satisfaction

This metric is suitable with the metric of quality of hire. The hiring manager satisfaction indicates the successfulness of recruiting metrics. When the hiring manager is pleased with the new employees, they are more likely to adapt well to the team and perform well. Also, the chances of them being successful hires are bigger. (Van Vulpen n.d.)

Lead time

The time it takes to fill the vacancy of employee, from the advertisement to the start of work. Lead time is "measured by the number of hours consumed by the whole process." (BPIR n.d. 4.)

Percentage of open positions

The number of positions in total opposed to the percentage of open positions is possible to apply to the whole organization or to certain departments. Percentage of open positions being high can indicate of high demand or low supply in labor market. (Van Vulpen n.d.) The formula for percentage of open positions is shown in the Figure 4.

Formula for percentage of open positions

$$\% \ of \ open \ positions = \frac{total \ number \ of \ open \ positions}{total \ number \ of \ positions \ in \ the \ organization}$$

Figure 4: Percentage of open positions. (Van Vulpen n.d.)

Quality of hire

Specifying the success of the recruitment process and assessing the quality of hire is considered important. This metric is based on the subjective feedback. The manager's satisfaction with the new hire is one way to recognize if the organization gains the needed talent through the recruitment process. (Marr 2019.) The retention rates also work as indicators of the hire quality (Brown 2015). To monitor the first-year performance of the hired candidates, the hire quality is usually measured through the candidate's performance rating. Success in hiring is indicated by the candidates with high-performance ratings, whereas candidates with low-performance ratings are poor hires. This quality of hire can be combined with the source of hire and that way measurement of sourcing channel quality can also be done. The metric of hire quality is operating as an input for ratio of success, which is the number of hired candidates considered satisfied divided by the total number of candidates hired. Success ratio being high illustrates that most candidates hired perform well. (Van Vulpen n.d.) The formula for success ratio is shown in the Figure 5.

Formula for success ratio

$$Success\ Ratio = \frac{Number\ of\ hired\ candidates\ considered\ satisfactory}{Total\ number\ of\ candidates\ hired}$$

Figure 5: Success ratio. (Van Vulpen n.d.)

Rejected job offers

This metric measures the number of all the refused job offers by the candidates, in a certain period. Rejected job offers indicate the organization's attraction of appropriate candidates, but also their overall attitude of the organization as an employer. (BPIR n.d. 4.)

Selection ratio

Selection ratio, or submittals to hire ratio, means the number of candidates that are hired, compared to the total number of candidates applied. The ratio verges 0 when the number of candidates is high. The metric contributes information such as various assessment values and tools of recruitment and it can be used to estimate the usefulness of the chosen systems of recruitment and selection. (Van Vulpen n.d.) The formula for selection ratio is shown in the Figure 6.

Formula for selection ratio

$$Selection\ ratio = \frac{Number\ of\ hired\ candidates}{Total\ number\ of\ candidates}$$

Figure 6: Selection ratio. (Van Vulpen n.d.)

Sourcing channel effectiveness

Sourcing channel effectiveness helps to measure the conversions per each channel used. It enables to assess the different sourcing channels rapidly and how efficient they are. This enables the comparison between "the applications with percentage of impressions of the positions". This can simply be done by the Google Analytics, to monitor the source of people who viewed the job opening in the organization's website. (Van Vulpen n.d.)

Sourcing channel cost

The cost efficiency of different sourcing channels can be calculated. The money spent on adverts is included on the used platforms. To measure the cost of sourcing channel per hire, the amount of money spent on is divided by the number of viewers who applied via the job opening. (Van Vulpen n.d.) The formula for sourcing channel cost is shown in the Figure 7.

Formula for sourcing channel cost

$$Sourcing\ channel\ cost = \frac{Ad\ spend\ per\ platform}{Number\ of\ successful\ applicants\ per\ platform}$$

Figure 7: Sourcing channel cost. (Van Vulpen n.d.)

Submit-to-interview ratio

The number of candidates the hiring manager selected to interview through all the candidates presented, is indicated as the percentage of submit-to-interview-ratio. This metric is also called as present-to-interview-ratio. The selected ratio being under 75 percent is a reason for the organization to worry. (Caswell 2015.) If the percentage is low, the manager may be very selective or not satisfied with the quality of applicants (Marr 2019).

Time to fill

Time to fill means the number of days between the published job announcement and job offer accepted. It stands for how many days it takes for the organization to fill the vacancy. These days are calculated by first defining the period that will be measured, such as recruiter advertising a job vacancy. The time to fill usually ends that day the candidate has accepted the offer for the job. With this metric, it would be the best for the organization to use it coherently for all vacancies. The average time to fill is calculated by adding together every filled vacancy's time to fill measurements and then dividing by the number of job roles. (Bika n.d.) Time to fill is an excellent tool for planning the business. Also, evaluating the time it takes to attract a replacement for an employee vacancy is possible through this metric. (Van Vulpen n.d.) The duration of time to fill depends on the vacancy in question. This metric's measuring gives the organization a viewpoint of the key benchmarks in various stages. (Marr 2019.)

Time to hire

Time to hire is also called "time to accept" and it is between the moment the candidate has put out an application and the moment the job is accepted by the candidate. Hence, this metric illustrates the time of candidate moving through the recruitment process after application. It also illustrates the recruitment team's performance. (Van Vulpen n.d.) According to Growth Tribe (2019), for elite candidates the time it takes to find a job and accept a job offer is 10 days. By using this metric, the pitfalls in the organization's recruitment funnel can be discovered. Having lengthy filling time may cause the organization to lose adequate candidates. (Growth Tribe 2019.)

Yield ratio

Yield ratios measure the strategies and successfulness of recruitment, by determining which sources and recruitments provide the most appropriate candidates. Thus, yield ratio is the percentage of job candidates from the specific source that manage to move on to the next stage of the organization's hiring process. The calculation of yield ratio for a specific source of recruitment is done by diving the number of candidates that have progressed to the next stage in the recruitment process, by the number of total candidates at the previous stage. To discover which source of recruitment is the most effective in attracting the qualified candidates, the used sources' yield ratios should be calculated and then compared. The most effective source is the one with the highest yield ratio. The calculation of yield ratio can be made at any part in the recruitment process. It can be calculated for any source or strategy of recruitment as well. (Rashmi 2010, 23.) The formula for yield ratio is shown in the Figure 8.

Formula for yield ratio

$$Yield\ ratio = \frac{Number\ of\ applicants\ who\ successfully\ competed\ the\ stage}{Total\ number\ of\ applicants\ who\ entered\ this\ stage}$$

Figure 8: Yield ratio. (Van Vulpen n.d.)

For the organization to know what their situation with the recruitments is, it is important to use the metrics to measure the recruitment process' performance and effectiveness. To obtain the information needed, the organization should have recruitment

goals that are measurable and some definite data to trail and evaluate the key performance. The organization must test the different metrics and see what works with them and what factors in the recruitment process they need to adjust. (Barcelos 2019.)

4 CASE COMPANY PRESENTATION

4.1 Turun Osuuskauppa

Turun Osuuskauppa is a cooperative shop that operates in Finland Proper. Its commission to produce interests and services for its customer-owners has been the same since the beginning. Turun Osuuskauppa operates in the field of grocery store and specialty goods shop, service station, department store and travel and hospitality. Continuance, sustainability, and responsibility are important values for Turun Osuuskauppa. The profit in the organization is utilized for investments, customer-owners' rewarding, staff work well-being, societal accountability and non-profit supporting in activities. (Websites of Turun Osuuskauppa 2020.)

Turun Osuuskauppa belongs to the S-Group, which is a Finnish network of retail and service sector companies and is customer-owned. S-Group has over 1,800 outlets in Finland. "S Group consists of cooperatives and SOK with its subsidiaries, which engage in the travel and hospitality business in Estonia and Russia, among other operations." (Websites of S-ryhmä 2020.) Turun Osuuskauppa is one of the largest employers in service industry in its area. There are approximately 2 300 employees working for the organization. (Websites of Turun Osuuskauppa 2020.)

Turun Osuuskauppa functions in an area of 20 municipalities and owns in total 65 markets from small to hyper, two Sokos -department stores, four ABC-service stations, three hotels and approximately 20 restaurants in Turku and its near regions. The organization is modernizing and growing all the time. The services and benefits for the customer-owners are continuously being developed, both quantitatively and qualitatively and the purpose is to make the centralization of buying easier and profitable. Turun Osuuskauppa has various collaborators in branches that do not belong to the

same business activity with them. Modern and competitive services and affordable prices are one of the most important matters for the customer-owners in Turun Osuuskauppa. The members of the organization are both the customers and the owners and receive themselves the organizations' member loyalty card called S-card for the use of all the S-Group's services. With the S-card the customer-owners can collect rebates for using the services and gain benefits that are paid by money. There are over 160 000 households as customer-owners and they can vote and stand for election, which is organized every fourth year. The latest innovation to the owner's services is the S-mobile app where one could find their own personal information of the collected benefits and for example the calculator of carbon footprint of the bought items. (Websites of Turun Osuuskauppa 2020.)

4.2 Recruitment process in Turun Osuuskauppa

The mapping of the current situation of Turun Osuuskauppa's recruitment process was gathered from the interview with the recruiter and with the author's knowledge after practical training performed in the human resource department of Turun Osuuskauppa. The recruitment in Turun Osuuskauppa is centralized, which means that every recruitment across different branches in the organization is executed through the human resource department. Managers at units also participate in the recruitments but recruiting is not as remarkable work task in their job in comparison to their other tasks. The dominant situation with the Covid-19 pandemic has been impacting on the organization's recruitments, as the operating models have not been able to be executed normally and temporary solutions have been made in some matters of the recruitment process. The steps in the organization's normal recruitment process are shown in the Figure 9.
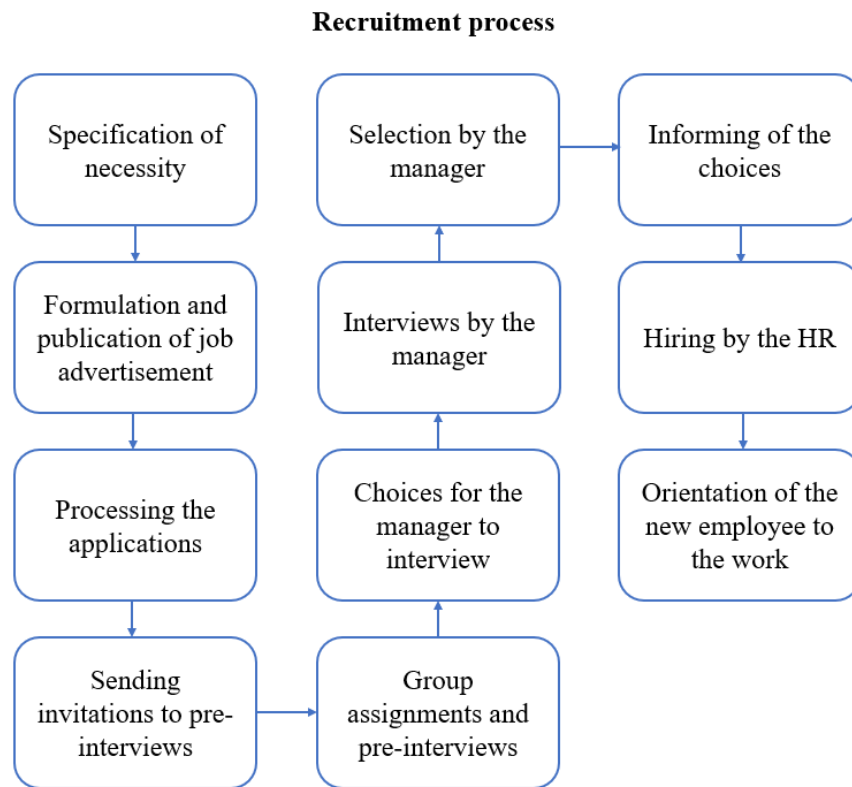
Recruitment process

Figure 9: Recruitment process of Turun Osuuskauppa.

The process of recruitment in Turun Osuuskauppa starts with the specification of necessity, when an employee resigns, retires, work hours are dropped, or the sale and demand increases. The recruiters cooperate with the rota planner and the manager in the unit. The unit manager's superior is sometimes involved in the specification. The specification includes the examination of the vacancy's work hours and if the vacancy is permanent or fixed-term etcetera.

The second step is opening the recruitment. The recruiters write the job description and publish the advertisement of the job vacancy in the organization's own websites and system called PeCu. The recruiters process the applications, eliminate the candidates that do not meet the criteria and send invitations to potential candidates to the pre-interview and recruitment event. Generally, the events are held every week. The applicants are told about the organization and the following steps after the event, as well as the opportunities in career development. The recruiters prepare a group task and perform short interviews. The recruiters select few potential candidates based on the event at the same or the next day and give their information for the unit managers.

The time allocated for the manager to contact the candidates, interview, and make the final decision if the candidate is hired or not, is half a week to one week. The hiring is done by the human resource department in their systems, and they also inform the others if they were selected for the vacancy or not. The orientation of the selected candidate is taken care of by the unit when the employee starts the work.

This basic recruitment process is also used in Turun Osuuskauppa's season recruitments for summer and Christmas time where a great number of employees are meant to be found at one time. The number of applicants and candidates is remarkably higher in these job announcements hence the application and lead time are longer than normally. These recruitments include only short five minute-interviews with the recruiters. The number of hires made in a year varies year by year and between the branches. There are ongoing recruitments all the time, especially in the market when always one of the units is looking for an added pair of hands.

5 IMPLEMENTATION OF THE RESEARCH

5.1 Research methods

Research methods can be divided into qualitative and quantitative methods in empirical studies. The research results should pursue the set research problem and theory. Therefore, it is essential to find the material that best provide the needed information of the subject and support the established results. Change of plan or methods during the process of research is acceptable and normal. In this case, the research problem might also need a change. The most important matter is to create a logical research. (Saukkonen n.d.)

Qualitative research focuses on exploring data through words, thoughts, and experiences. Deeper understanding of the topic will be provided with this research method. Quantitative research is indicated through numbers and statistical data, and it is also

analyzed by using statistical methods. The quantitative method functions as a valida-
tion for theory and expectation. (Streefkerk 2019.)

This thesis is executed with using both the qualitative and the quantitative research
methods, as both non-numerical and numerical information are needed to obtain the
necessary problem and best suggestions for improvement. Also, the methods enable to
achieve insights to the research topic and problems.

5.2 Data gathering & analyzing

In semi-structured interview, the interviewer writes the questions beforehand and is
prepared to ask additional questions to obtain the needed material. With open-ended
questions, this method enables the interviewees to answer more descriptively. The or-
der of questions can vary, and the interviews can include different questions. (Rubin
& Rubin 2012, 29-31.)

The chosen data gathering method for this thesis was focused and semi-structured in-
terview. The choice was made because it is simple and less time consuming. The in-
terviews were done face-to-face as individual interviews. The questions were formed
ready as open-ended questions and some follow-up questions were also asked. These
enabled to clarify possible confusions. The purpose of the interviews was to gain more
detailed information of the organization's recruitment steps, duration, effectiveness,
and lead time. Also, the organization's definition and experience on the effectiveness
and how they measure it were discovered. The questions were correlated with the ob-
jectives of this research. To guarantee the information received from the interviews,
the interviewer was not allowed to express their own opinions about the data or use
too direct questions as it could lead the answers' focus away from the truth. The data
from the interviews was gathered by notes and recordings of them.

The author interviewed one of the recruiters and one of the unit managers of Turun
Osuuskauppa to gain more perspective and point of view to the organization's recruit-
ment. The purpose of the interviews was also to acquire both the recruiter's and the
unit manager's experiences of the recruitment, as both are involved in the process and

have their own different roles in it. The interview questions were formed concerning this thesis' subject of effective recruitment process, where the focus was on recruitment roles, the process & steps, how the effectiveness is experienced and if it is measured somehow.

The interview with the recruiter was held on June 12th in 2020 after discussing about the topic and the themes of the questions beforehand. Questions about the organization's recruitment were asked in more detail, such as matters of the process steps and roles, communications between the roles, lead time, employer image and the measuring metrics the organization uses throughout the process. Some questions of the organization's pitfalls were handled in the interview as well. Also, the organization's definitions and experiences of their recruitment's effectiveness were discussed. The second interview was with the unit manager of one of the hypermarkets in Turun Osuuskauppa, where the manager is responsible of the cashier department. The interview was held on June 22nd in 2020. Questions related to the manager's role in the recruitment, her thoughts of the recruitment's effectiveness and what aspects of the recruitment process should be improved, were asked in the interview. The interviews were held in Finnish, but the interview questions are translated to English for this thesis and are listed in the appendix 1 and 2.

Another source for data gathering is the received statistical data from HR that include important figures concerning the recruitment and its effectiveness. The figures are collected from the organization's used systems and support the conclusions that are made based on the qualitative data.

The content analysis is helpful in analyzing the qualitative data from the interview as the data is grouped and categorized into different themes which help to gain the answers to the research questions and make conclusions. Based on the themes, a SWOT analysis of the organization's situation will be created. The purpose is to examine the organization's recruitment effectiveness and the lead time and to provide recommendations for improvement. As well as to identify the recruitment steps that possibly take too much time and should be enhanced. As a result of the analysis, the suggestions for enhancing the organization's recruitment and effectiveness are made.

The validity and reliability are concepts in examining the research's reliability. Good reliability in a research signifies that the results are definitive and not coincidental. Poor reliability could arise in case of haphazard data gathering or imprecisely executed transcription. (Saukkonen n.d.) The validity and reliability of the research interviews were accurate, as the questions were asked as open-ended questions and the interviewees were to answer to them through their own opinions. The transcriptions were completed right after the interviews. The unit manager attends to the season recruitments and interviews the candidates that are sent to her to interview. The recruiter is involved in every recruitment and is aware of the journey of the processes and operating models used in the organization's recruitments. This verifies the validity and reliability of this research. The limitation of this thesis research would consider the repeatability. As this thesis was executed with interviews of two members in the recruitment process, another completing this research could gain differing results if the interviews were made for different participants or the data was gathered differently.

6 THE RESULTS OF THE RESEARCH

6.1 Data from interviews

The interview questions and main points were divided into five themes which are essential for reaching the goals and objectives of this study. These themes were the ground for making the interview questions. The themes are presented in the next subtitles.

6.1.1 Roles

As Covid-19 has been prevalent at the time this study is executed, the epidemic is also seen in the execution of the case company's recruitments. Therefore, most of the recruitments have been occurred internally in the organization and by transfers between the branches and units. The recruitments also differ from the normal actions in a way,

that the candidates are sent straight to the manager interview based on their applications, instead of moving them through two different interviews. According to the recruiter, these temporary solutions have caused a little confusion in the roles, as it has sometimes been unclear who performs which step. In normal world situation the organization has clear divisions and roles on each step. The normal steps in the organization's recruitment process are described in the figure 10, under the subchapter 4.2 Recruitment process in Turun Osuuskauppa.

The recruiter, as earlier mentioned, is present in every recruitment. The recruiter's role in the recruitments is huge and she participates in every step, except in the manager's interview and decision of hire. The unit manager's role in the recruitment is interviewing the most potential candidates to the unit and making the final decision of the hire. The interviewed manager is also strongly part of the centralized recruitment team, by being involved in the recruitment events of speed dating, group interviews and so on. From the manager's point of view the roles are clear for every participant. The communication before the process is also considered clear as executing and developing the process, it has been shaped into very explicit. The communications have included the needed information of which recruitment event each participant attends in, who takes the candidates in and by whom the interviews are executed. Especially in the unit level, meaning the hypermarket where the interviewed manager operates, the roles are clear, as the managers can interview together but they all make the decisions concerning of their own departments. The manager pointed a thought on how all the unit managers could each participate in the big recruitment events on their turn and the turns would change every year. The managers should have an obligation on participating in the recruitments more.

6.1.2 Communications

Speaking of the organization's communications, in the recruiter's point of view the communications are mostly smooth and effortless. She mentioned that in the stage of specifying the necessities, when communicating between the unit manager and the rota planner via email, the response time easily prolongs for few days from the unit manager's side. This already drags the first step in the process and postpones the further

steps. Although it is understandable that the managers' main job is not the recruitment, as centralized recruitment has been taken into use because of that. However, the response time taking too long is still unnecessary. As opposite for this, in the interview with the unit manager, she considers that the communications between the participants in the process works effortlessly and does not need any improvement.

Letting the applicants know about the process steps and what is coming next is seen important in the organization, in order that the applicants themselves also know at what point in the recruitment they are. The information of recruitment process journey is perhaps only meant for the candidates that are to proceed to the next step. It is also important to mention about the next steps when the two interview rounds are implemented. In that case, after the first interview when the candidate is sent to the manager's interview, the candidate is not in a belief of a promised hire. Besides telling how the recruitment proceeds, another matter that the organization tells the candidates in the interview event is the possible invitation phone call to the next interview round, which is made from a company number. The candidates are more likely to answer the calls when they are aware that the call may be coming from Turun Osuuskauppa. As the calls are made from an unknown number, the applicants may think the caller is a telemarketer, for example.

In the vacancy application the organization does not tell the applicants about how the recruitment process proceeds. The candidates invited to the interview phase are told how the event proceeds and the next steps in the process, meaning what happens if they are selected to the second interview or not. The schedule is told briefly and not precisely, as otherwise the organization may receive phone calls from the candidates asking why they have not heard anything yet, etcetera. That is why it would be important for the applicants to always be informed and aware of how the process proceeds, as then they know not to expect to hear from the organization too soon. The process is aimed to be completed as fast as possible, especially for the not chosen candidates, as it is important that they receive the information of a negative decision and the rejection message. Turun Osuuskauppa sends the rejection message for the not chosen candidates as soon as the choices have been made. This is part of creating the positive brand image as well. When the organization mentions about the schedules of recruitment to the candidates, the organization ties its hands to the schedule as well.

That is why the information should be kept as simple and not too specific, hence the misunderstandings are avoided.

6.1.3 Efficiency

Efficiency and its measuring were part of the interview subjects. The organization defines its efficiency through the number of applicants, number of clicks in the recruitment marketing, recruitment lead time and availability in the recruitments meaning if the needed vacancies can be filled. The number of applicants can be seen in the number of sent applications to a vacancy and how well they match with the organization's own needs. The number of clicks in recruitment marketing can be followed in the sources, for example in Facebook. The information shows how many people have seen the ad and clicked it. The unit manager considers the recruitment efficient, as unit managers from different units and branches participate in the recruitment. Also, the crowd recruitments make the process productive and effective, because ready and selected candidates are sent to the units, and it diminishes the number of candidates for the manager to interview.

The efficiency in the organization is experienced as little challenging at the interview moment, because of the Covid-19. The organization had to interrupt their summer 2020 recruitments, as lay off co-operation negotiations were needed. As a result, the lay-offs were avoided successfully, as the employees in the service station and travel and hospitality branches were able to being transferred into the grocery stores. Therefore, when the summer recruitments were possible to open again, the recruitments have been non-stop. Therefore, it has been difficult for the organization to measure the effectiveness in recruitment. The needs are filled, but growing all the time, which is a positive problem as the sales increase and more workforce is needed. The efficiency is also depending on the specific recruitment and what job is looking for an employee.

In the interview with the unit manager, it was unsure if the recruitments were measured somehow, because in the unit level they are not measured. The recruiter mentioned that the recruitments are measured through the recruitment lead time and if the recruit-

ments were encompassing, meaning if the necessities were filled correctly. The success of recruitments is measured as well. By gathering feedback from the managers, it is possible to perceive if the candidates filled the unit managers' expectations or if any trial period cancellations were made. Trial period cancellations could occur in case the job did not suite the employee, or the employee's expectations of the job did not meet reality. Any other methods or customs for measuring the effectiveness or success were not mentioned.

6.1.4 Process steps and lead time

Questions concerning the recruitment lead time were handled in both interviews. For the recruiter, the ideal lead time for the whole recruitment process in the organization is considered two weeks. Within the two weeks, the steps from specification of necessity to documented hiring are performed. As the notice period is two weeks, it would be desirable to find a new employee immediately. Considering this from the applicants' point of view, the lead time should not be prolonged to a month, as the applicants have probably left applications to other companies as well. Also the unit manager thought that the ideal lead time would be two weeks. At least, that in that time, there would be known the few best candidates to interview. The time should not be longer than this, because when the need for new workforce occurs, fast and efficient decisions must be made.

The average lead time in the organization's recruitment was two weeks at the time of the interviews. The organization's internal recruitments shorten the lead time, as the internal applicants are not lead through that many stages as normally. The examination of the lead time is taken from the starting day to the day it ends. In other words, the starting day is when the impulse of needed workforce is missing and how it is repaired. The end is when the new employee's hiring is documented to the system. The examination is usually done with every recruitment, the start and end of it. At the time of Covid-19, the examination has been decreased.

The application time takes the longest, on average one week, depending on if the recruitment is internal, meaning that the job vacancy is meant to be filled with an employee who already works at Turun Osuuskauppa, or external, where anyone can apply. When the speed interviews have been done, the most potential candidates are sent to the managers to be interviewed at the same day or the next day at the latest. In half a week to one week, the managers have time to contact the candidates, interview and make the decision of the hire. In factuality, the processes may take two to four weeks and there might be along some hires that drag. For example, vacancies that locate more distant with poor transport connections, are harder to find employees to. Also, the competition in the area is intense and there are not enough workers in some professions which makes it difficult to find the candidates to these vacancies.

Normally the organization does not gather feedback from its every recruitment. Few feedbacks are sometimes received, usually during the interview events. In the Christmas season recruitment the organization sent a feedback questionnaire to the candidates that proceeded to the first interview based on the applications, but the respondent percentage was very small. Gathering feedback after every normal recruitment event is a matter the organization has been thinking of executing.

In the interviews, it transpired that Turun Osuuskauppa aims to invest on marketing their recruitment and that way bring out the desirable employer image, which is also built in the recruitment events. The organization considers it being fair for them to talk about the organization in a realistic but in a positive tone, in order that the potential employees are not filled with empty promises and that their expectations are met when they start the work. The marketing of the recruitment is executed amongst others, in trade fairs, through cooperation with schools and by advertising in Facebook where they also link to Instagram and TikTok. Also, the summer recruitment information is sent to the schools. Newspaper advertisement is no longer in use in the organization.

6.1.5 Troublesome steps

Few questions in the interviews handled about the recruitment process' troublesome steps, what they are and why. The unit manager considers the steps to not be any troublesome. The recruiter highlights few points in the process that are burdensome and complicates the work at some level. The first matter was disagreements in the necessity specification of needed work hours to be filled. The rota planner usually has a strong knowledge of what the needed hours are, but the unit has its own gut feeling of what the hours could be and how many employees would be optimal to search for. This problem is not considered as burdensome, but this takes a few days via email to reach the agreement. The time is wasted here, as the response could come not until the next day.

Burdensome was considered the recruitments for specific professions and locations. For example, the chef vacancies are difficult to fill, because there is always a lack of chefs and the competition in Turku area is though. The shortage of applicants makes the recruitments challenging. Also, if the job location is far in periphery where the public transportation is limited and a car would be necessary, challenges the recruiters in finding potential candidates and causes a lot of work. Opening the recruitments again and again do not bear fruit and there might be only a few potentials, or zero applications sent, which frustrates.

Lastly, a problem that can be controlled is the step where the potential candidates are sent to the unit manager to interview. As the unit managers' main job is not the candidates' interview, the candidates may be stuck as collateral. Deadlines in these situations are set for the managers. If the hiring document is not seen in a few days, the candidate is sent to other unit, because the organization wants to tie good employees for them, for example summer helpers. In permanent recruitments the most potential candidate applications may be left to the manager's desk which prolongs the recruitment, as the manager is not always able to be contacted when being in the field and working. Finishing off the recruitment depends on the unit managers and when they make the decision of the hire. This makes it hard being on the schedule. The recruiter considers this kind of communication and inefficiency as the organization's pitfalls.

In the unit manager's point of view, the recruitment process does not have any burdensome steps and considers the given role positively only. The role does not need any less or more. One matter the manager mentioned was about the schedule on the season recruitments. The earlier the season recruitments are started the better. The manager believes that the season recruitments are executed too late, hence the interviews should be scheduled to be performed earlier.

6.2 Statistical data from Turun Osuuskauppa

The author collected some statistical data of recruitments from Turun Osuuskauppa. The data is from gathered from one year, 31st of March in 2020 to 1st of April 2021 which is presented in the Figures 10, 11 and 12. Altogether of 484 recruitment requests were made and 12 897 applications were received. In the Figure 10 is presented the new hires in Turun Osuuskauppa from April 2020 to April 2021. The total sample is 1084, from which the market branch is the dominant sector with total of 892 new employees hired. Second most employees were hired for travel and hospitality units, total of 105. Service stations made 59 new hires and department store Sokos made 24 new hires. These are remarkably less than in the market and travel and hospitality. The four new employments in "others" indicate the employments made within the administration of the organization.
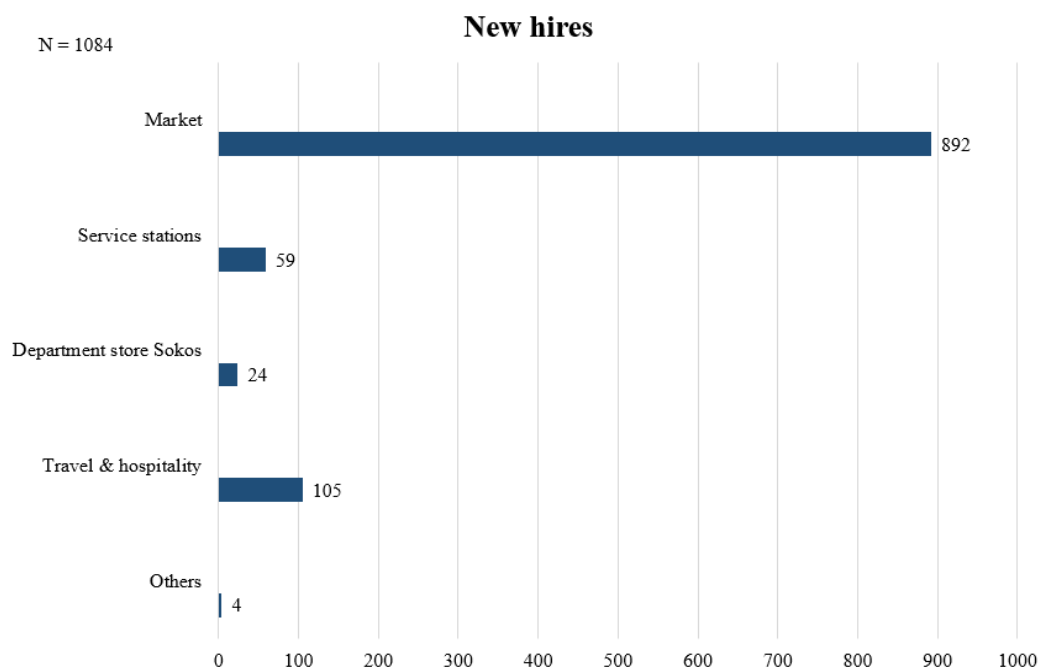

Figure 10: New hires.

The numbers of fixed-term employments in each branch are presented in the Figure 11. The sample is 689 in total. 556 (81%) of the fixed-term employments were made in the market sector. Travel and hospitality made 80 (12%) of the employments, service stations made 32 (5%) and Sokos department store 17 (2%).

Fixed-term employments

N = 689

80; 12 %
17; 2 %
32; 5 %
556; 81 %

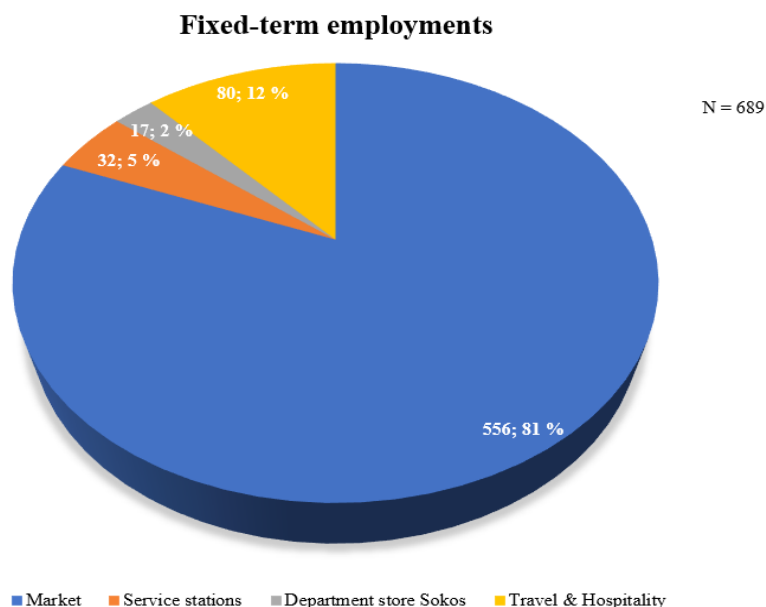■ Market ■ Service stations ■ Department store Sokos ■ Travel & Hospitality

Figure 11: Fixed-term employments.

The numbers of permanent employments in each branch are presented in the Figure 12. Permanent employments made in total was 346, from which 287 (83%) were made in the market sector. In service stations the total is 27 (8%), travel and hospitality 25 (7%) and department store Sokos 7 (2%).

Permanent employments

N = 346

25; 7 %
7; 2 %
27; 8 %
287; 83 %

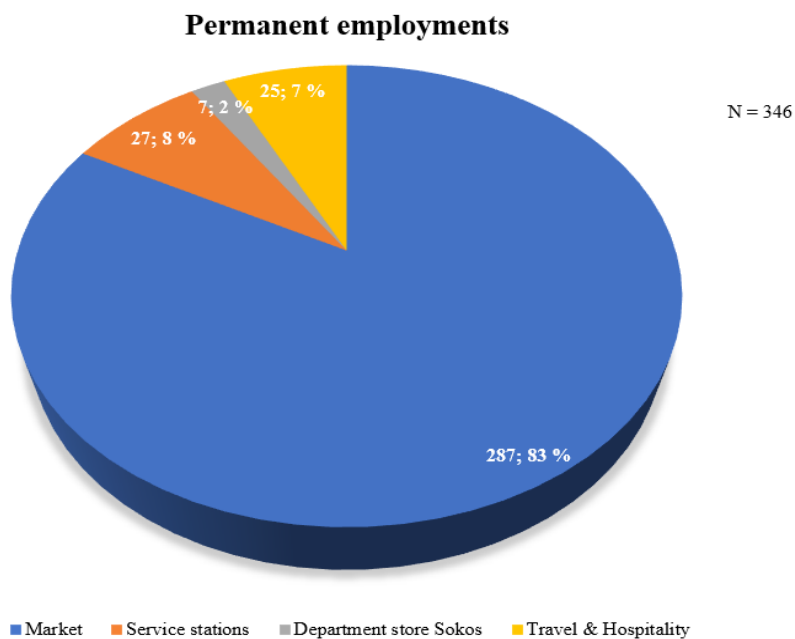■ Market ■ Service stations ■ Department store Sokos ■ Travel & Hospitality

Figure 12: Permanent employments.

In addition, Turun Osuuskauppa operates work practice programs every summer, where 15-17 years old elementary school or secondary school students can apply for a two-week summer job. In 2020 there were 49 students chosen. This number was affected by Covid-19 and the goal for 2021 summer is 400.

7 EFFECTIVE RECRUITMENT PROCESS OF TURUN OSUUSKAUPPA

7.1 Analyzing the results

As a conclusion from the results of the themed interviews, a SWOT analysis was able to be created and is presented in the Figure 13. The SWOT analysis represents Strengths, Weaknesses, Opportunities and Threats. It is a helpful way to scope the organization's position. Strengths and weaknesses are the organization's internal factors whereas opportunities and threats are external, outside the organization's environment. (Blythe 2012, 24-25.)
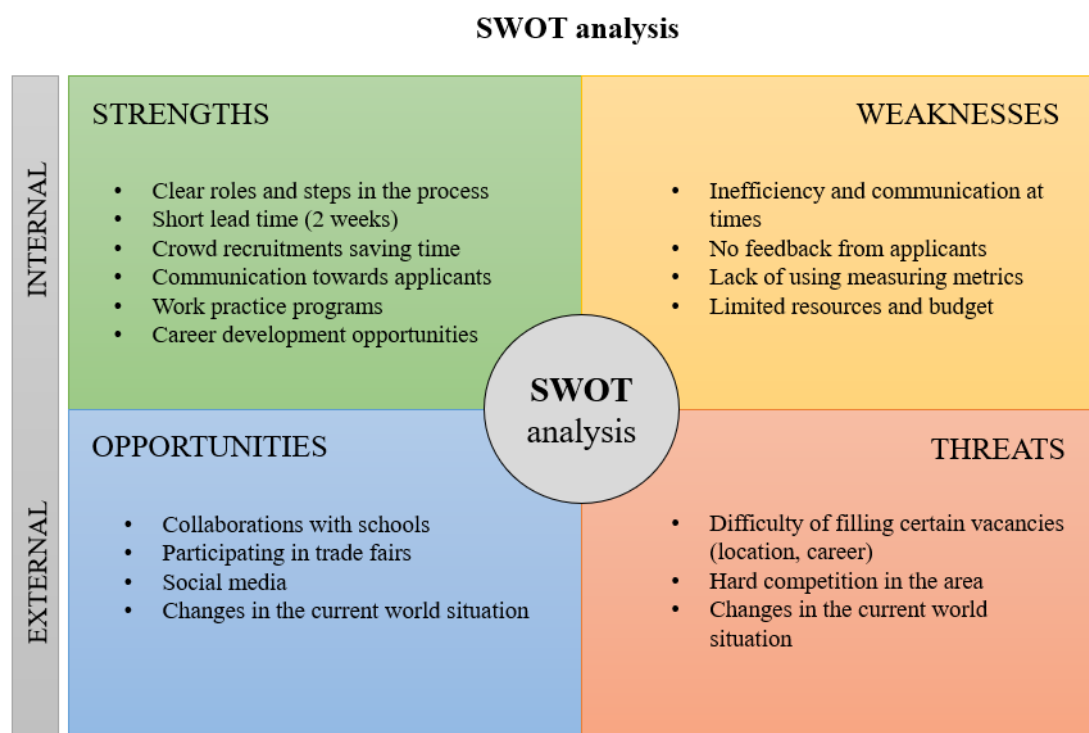

Figure 13: SWOT analysis of Turun Osuuskauppa's recruitment.

Strengths

The organization has many good qualities and strengths in their recruitment and the process. As in the normal recruitment situation, the organization having recruitment events with speed dating interview rounds and crowd recruitments saves a lot of time from everyone. This also impacts on the lead time, as it was measured to be only two weeks at the time of the interviews hence seen as strength. The process also has clear steps and roles for everyone involved. As the applicants are informed of the following steps in the process in the interview phase, the applicant itself is aware of what might happen next which minimizes the misunderstandings. This is a crucial factor in creating a positive employer image as well. Factors impacting on the employer image are the facts that Turun Osuuskauppa informs the applicants about the great staff benefits and career development opportunities within the organization as well. The work practice programs advance the recruitments, as the people participated in it are more likely to apply for summer jobs in Turun Osuuskauppa in the next years.

Weaknesses

Few weaknesses in the organization occurred as well. One matter was the communication, which is sometimes little tacky and slow. This is a factor that can be improved and has sometimes even major influences on the recruitment process. As one pitfall in the organization's recruitment has been identified inefficiency. This is shown as candidates that have been sent to the unit manager to interview but the task is not completed in the set schedule. In these cases the potential candidates might be left hanging for a long time. This one also derives from the matter of recruitment not being the unit managers' primary work task. Another weakness is not gathering feedback from the applicants after recruitments. Receiving feedback is a great way to identify enhancement needing factors. Measuring metrics are not used in the organization to measure the effectiveness of recruitment, except the lead time. Using different measuring metrics is advantageous to be fully aware of the organization's recruitment situation and its effectiveness. Limited resources and budgets are always a weakness as well.

Opportunities

Opportunities that the organization has include the collaborations with schools, as adolescents are one huge target group in attracting applicants when they seek for summer

jobs and training possibilities etcetera. Participating in the trade fairs is a valuable opportunity for the organization to draw attention to potential applicants, especially to the youngsters. Social media in the present day plays a huge role in marketing and making connections with target groups. Turun Osuuskauppa can take the advantage of it by putting effort into using it more when only the imagination is the limit. Taking into consideration the current world situation due to Covid-19, the necessity of staff in markets have been increased. As market is the biggest branch in Turun Osuuskauppa, the situation can be an opportunity for the organization.

Threats

Few threats have also been established. Vacancies locating further away and certain professions, such as cooks, are harder to find adequate candidates to. Tough competition in the Turku area is considered as a threat, as well. Strong competitors draw applicants for their way as well, therefore employer image and the execution of recruitment play a crucial part for the organization to win over the applicants. As the current world situation was mentioned as an opportunity for the organization, it can also be a threat. The organization has had to make temporary solutions due to the recruitments having to be stopped.

As from the results can also be seen, the interviews with the recruiter and the unit manager had some differences. The pitfalls in the process were mostly pointed out by the recruiter, which indicates that the manager is not that aware of the pitfalls. As examining the effectiveness and flow of the process in recruitment of Turun Osuuskauppa, the results were differing a little when comparing the interviews operated. When considering the communications and roles in the process, differences occurred. The confusion in the roles is experienced during the pandemic, hence the occasional world situation is probably the reason for the confusion as the process is little abnormal than in normal situation. Normally the roles are clear and one of the organization's strengths, as mentioned in the SWOT analysis. The prolonged communications might be derived from the fact that recruiting is not the unit managers' primary work task, and they might also be unaware of how much time it adds to the process and how it effects on its duration. This also impacts on the process lead time. Communication towards the candidates is on a right track, as the main points of needed information are told to the candidates, although the information is mainly told only for the ones that

make their way to the first interview. This is a good feature considering the applicant's experience of the recruitment process, as it is stated to be a positive influence on the applicant's mind when the organization performs punctual communication.

The organization wants to complete the process as fast as possible, which minimizes the chance of applicants taking jobs elsewhere and them being more satisfied with the process as well. As the theoretical part of this thesis represents, it may prolong the lead time if the communication between the members is slow which delays the proceed of cases. Although this was a small problem according to the interviews, the risk is still there. Another factor affecting on the lead time in Turun Osuuskauppa's case is the number of passing members, such as recruiter, rota planner, manager and sometimes involved the manager's superior. As it is quite necessary for every one of these to participate in the recruitment, it is shown that sometimes it messes up the process a little.

As represented in the chapter 6.2 Statistical data from Turun Osuuskauppa, market had the most executed hires compared to the other branches. This is partly of the fact that market is the biggest branch in Turun Osuuskauppa, but also because of the world situation. Hotels and restaurants have been closed for a long time during the time of Covid-19 or have had strict limitations with their opening hours. As markets have been one of the fewest places people have had a permission to go, the sales in markets have been increased hence the staff in them increases as well. The number in work practice programs in 2020 was only 49 and the aim for 2021 was 400 which shows that the pandemic impacted highly in the first year and in 2021 summer the situation is a little bit more normal.

7.2 Proposals for improving the recruitment process

Based on the SWOT analysis made of the organization's recruitment, some suggestions for improvement in the process are gathered. The argumentation and conclusion for the choices of recommendations are presented after the list of recommendations that include:

- SWOT analysis

- Changes in the first interview round
    - Video interview in a platform instead of the group task & individual interview
    - Removing the group task and performing speed dating interviews in the event
- Scheduling the interview event in season recruitments earlier
- Removing unit manager's participation in the specification
- Mentioning the process steps in the job announcement
- Use of HR analytics and measuring metrics
- Creating a feedback system for applicants experienced the first interview
    - S-Group's gift cards to tempt many responses

The SWOT analysis is an effective tool for Turun Osuuskauppa to use to receive an insight of the organization's recruitment situation. It helps to examine what factors are done well and the pitfalls that need adjustments, not only inside the organization, but outside of it as well.

The recruitment process in Turun Osuuskauppa is overall clear and has become routine. The group task and interview events are great as the recruiters can observe how the applicants work in a group. However, the time some of the applicants must wait between these sets and for their own turn to the individual interview may be quite long at times. The organization could adjust the process by performing the first interview round as a video interview that is not performed as a live interview, but the applicants film a video in a platform where they answer to the recruiter's already set questions. This would erase the applicants waiting for their own turn to the individual interview after the group task. Considering that the pandemic of Covid-19 was happening during the time this thesis was written, this option to perform the first interview would minimize the contacts between the participants as well. After this video interview would be the manager's interview for the selected applicants based on the video interviews. Another suggestion for the first interview round would be to cut off the group task of the event and perform the first interviews as speed dating interviews, the same as the season recruitments are done. The manager's interviews would follow these as well. These changes could be made in the normal recruitment processes and keep the season

recruitments the same. As mentioned, the unit manager thought that in the season recruitments the interviews were starting a little too late. Therefore, the author suggests for the organization to schedule the interviews to be performed earlier to reduce the total time in the process for the applicants. By creating a pleasant experience of recruitment process for the applicants increases the possibility of them to apply for a vacancy in the organization again.

Communication was considered little tacky when performing the specification of necessities. Hence, one solution for this problem could be that the unit manager is cut off from the specification. This would mean that the recruiter and the rota planner make the decision of the needed hours for the job opening. As the rota planner also has knowledge of the unit's needs and how many employees are needed throughout the days, the unit manager is probably not needed in this step as well. The process steps are not mentioned in the job vacancy announcement, which would be good to mention as the lack of knowledge can also be affecting on the possible candidates for not applying as they might think the process is too complicated and so on.

As measuring the effectiveness is essential for the process performance and efficiency to be developed and improved correctly, the organization should examine different measuring metrics. By taking the metrics into use, the organization can clarify which metrics are compatible with their operations and goals and what factors are in need for adjustments. The author recommends for the organization to try all the metrics mentioned in the theoretical part of this thesis, but especially the applicant satisfaction, hiring manager satisfaction, cost per hire and sourcing channel cost. The communication the organization has with their applicants impacts on the applicant satisfaction broadly. Hence the metric of applicant satisfaction is a valuable way to assess how applicant-friendly the organization's recruitment process is and therefore adjust the process simply from the applicants' point of view. This effects on the organization's employer image as well. The hiring manager satisfaction illustrates if the manager is pleased with the new hire, process, or recruiters. The metric of cost per hire and sourcing channel cost are suggested to put into use as well. The organization wanted to know some cost-effective factors. These metrics would help the organization to calculate the total financial investment per hire and the cost for every source used in the recruitment.

As mentioned in the theoretical part of this thesis, HR analytics is a huge help to measure different metrics in the recruitment, which can also save time and money. Using analytics through applicant tracking system would be beneficial for Turun Osuuskauppa as this could impact positively on their lead time.

Feedback is a great tool for gaining acknowledge of what steps need enhancement in the process, from the applicants' point of view. This is linked to the applicant satisfaction metric. The feedback form could be sent as a link through the e-mail to the applied candidates that have been in the first interview phase, as they have been experienced the process and can say how it feels from the applicant's side. The feedback should include few multiple-choice questions and some open-ended questions as well, where the applicants can write by their own words and possible improvement ideas as well. As due to the new system in the organization, the form could be linked to the system where it gathers the information automatically, if possible. To receive as many responses as possible, the organization could draw lots of a few S-Group's gift cards between the applicants that responded to the feedback form. This could be well executed in the season recruitments, at least. The received feedback should be benefited as a support to follow and enhance the quality of the organization's recruitment.

8 CONCLUSION

The process of recruitment in Turun Osuuskauppa is quite straightforward and routine. Based on the interviews a SWOT analysis of Turun Osuuskauppa's recruitment was made. The improvement ideas for the organization's process were formed through the analysis. These included a feedback system, SWOT analysis, use of analytics to measure metrics, adjustments in communications and adding information of the process steps in the job announcement. Applying changes in the first interview round to either a filmed video interview or speed dating interviews were suggested as well. Concerning the season recruitments, earlier scheduled interviews were also listed in the improvement ideas. With the help of these improvements Turun Osuuskauppa can make their process more efficient and improve its quality as well. These have major impacts

on the organization's recruitments in the future, as the employer image grows when applicants experience a pleasant recruitment process and tell their friends and family about it.

For follow-up research the employer image of Turun Osuuskauppa could be examined. This would be made from the applicant's point of view, to gain information of how the applicants feel about the organization as an employer and what made them to write a job application for Turun Osuuskauppa.

The objective of this thesis was to examine the recruitment process of Turun Osuus-kauppa, how effective the process is and how it is measured in the organization. The duration of process lead time was also to be discovered and to figure out improvement ideas to suggest for the organization to make the recruitment process more effective. The purpose of this thesis was achieved, as from the results can be seen that the effec-tiveness of recruitment is not measured that often nor does the organization use many of the measuring metrics for it. The feedback system is missing from the organization as well. Turun Osuuskauppa can take advantage of the suggestions to improve their recruitment process and examine their operations and that way make it more efficient.

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APPENDIX 1

INTERVIEW QUESTIONS FOR RECRUITER

1. What are the steps of the organization's recruitment process?
2. Are the roles in the process clear for every participant?
   a. What the roles are?
3. How much time each step has allocated?
4. How much time the steps take in reality?
5. Are there any steps that you experience more arduous than others?
   a. Why?
6. Do you experience some step's schedule arduous?
   a. Why?
7. What would be the ideal duration of the recruitment process for the organization?
   a. What about for the applicant?
8. Does the organization tell the applicant of the recruitment process's following steps?
   a. How much are these told?
   b. How important does the organization consider telling the following steps?
      i. Why?
9. How does the organization create its own positive employer image in recruitment?
10. How do you define the recruitment effectiveness in the organization?
11. How do you experience the recruitment effectiveness being in the organization at the time?
12. What is the average lead time in the organization's recruitment process?
    a. Is it examined?
    b. How?
    c. How often?
13. Does the organization measure the recruitment process' success and effectiveness?
    a. What about inefficiency?
    b. How are they measured?
    c. How often?

APPENDIX 2

INTERVIEW QUESTIONS FOR UNIT MANAGER

1. What is your role in the recruitment process?

    a. Do you experience your role as arduous? Why/why not?

    b. Do you experience some part of your role as arduous? Why?

    c. Would you prefer your part to be smaller or bigger? How?

2. Are the recruitment process' roles clear in your opinion?

    a. If not, why?

    b. How does the communication between different roles work in your opinion?

        i. Is there something to develop? Why?

3. Do you experience the organization's recruitment as effective? Why?

4. Do you perceive some part of the recruitment process inefficient? Why?

5. What would be the ideal lead time for recruitment process in your opinion?

6. Do you know if the recruitment effectiveness is measured in the organization?

    a. If yes, how is it measured?

7. Has there been some disappointments in the applicants that were sent to you to interview?

8. Is there something in the process that needs to be improved or fixed?

9. Do the recruitments take a lot of your time from other work?