

**Sirpa Leppäniemi**

**A WORKPLACE TO MAKE YOU LOVE MONDAY MORNINGS**

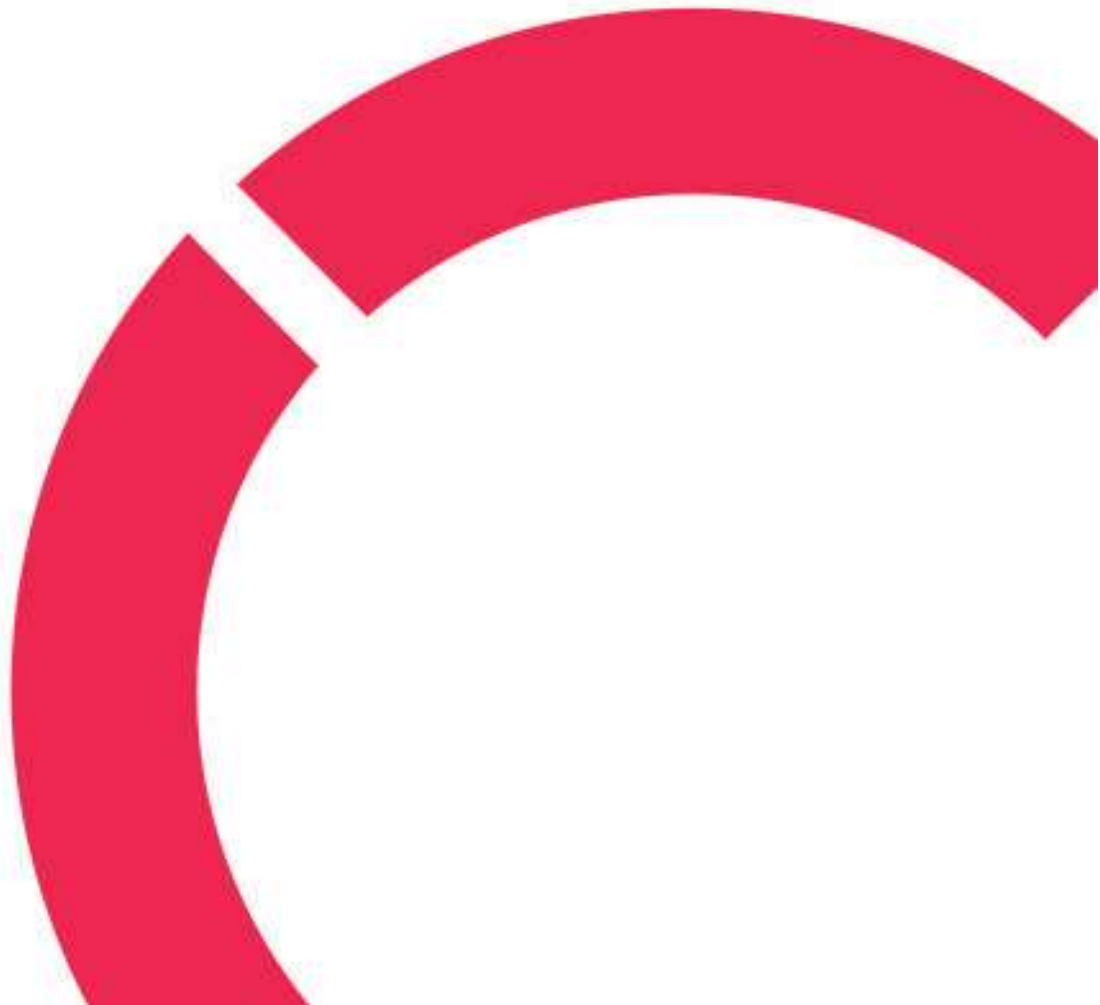
**Internal employer brand at Jervois Finland Oy**

**Thesis**

**CENTRIA UNIVERSITY OF APPLIED SCIENCES**

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**ABSTRACT**

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<p>This thesis was commissioned by Jervois Finland Oy, a company operating in the chemical industry in Kokkola. The working life instructor of the thesis was the HR Services Manager of Jervois Finland Oy, Katriina Rekilä. The purpose of the thesis was to examine the status of the internal employer brand of the commissioner and to build an understanding of how the different elements affect the current status. Based on the findings, the objective was to give development suggestions for the internal employer branding process of the commissioner.</p> <p>The theoretical framework consisted of differentiating and presenting the concepts of employer brand and employer branding, as well as examining the link between workplace wellbeing and employer brand and between organizational behavior and employer brand. The theoretical framework was built on material from human resource management, marketing, organizational behavior, and scientific research. A wide variety of current English and Finnish sources ranging from e-sources to printed materials were used. The research methods used in this thesis were quantitative questionnaire survey and qualitative semi-structured interview. The questionnaire survey was conducted for the employees of Jervois Finland Oy and the semi-structured interviews were done with the directors of Jervois Finland Oy.</p> <p>The results of the employee survey showed that the most important topics for the employees when assessing an employer were professional and pleasant co-workers, safety at work and salary. On average, the respondents gave a grade of 6.4 out of 10 to Jervois Finland in terms of appeal as an employer. The average likeliness to recommend the company as an employer to friends and family was 6.7 out of 10. Improvements in salary and employee benefits were considered most influential in increasing the likeliness to recommend Jervois Finland as an employer. The response rate of the employee survey was 39.5%. The semi-structured interviews were organized via Teams with three of the four directors. No significant gaps in perception between the employees and the directors were discovered. The main development areas from the employee survey were also referred to by the directors. The main development themes for the future were identified as internal information flow, occupational development possibilities and job versatility, value recognition, salary and compensation, facilities, and diversity.</p>		

<p><b>Key words</b> Employer brand, employer branding, human resource management, organizational behavior, questionnaire survey, semi-structured interview, workplace wellbeing</p>
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## 1 INTRODUCTION

The newest generations today are more and more socially conscious, know their own worth and are not afraid to demand the best in working life. People want a job which enables them to combine working life and free time in a flexible and balanced manner, and the demand for corporate social responsibility and work meaningfulness is on the rise. All these topics are key elements in the formation of internal employer brand, which in turn, has become a crucial topic for employers in all fields during the last years. (Kajjala & Tolvanen 2020, 63; Cone Communications 2016.)

This thesis examines the current employer brand of Jervois Finland Oy, a chemical industry operator in Kokkola. Jervois Finland Oy has during the past four years first undergone a partial demerger and later a corporate acquisition, resulting in a name and brand change. These changes have led to a need for extensive mapping of the current employer brand and action proposals for improving the recognition of the company both internally and externally. Furthermore, mapping out the company's internal positioning, values and brand under the new corporate leadership has become topical.

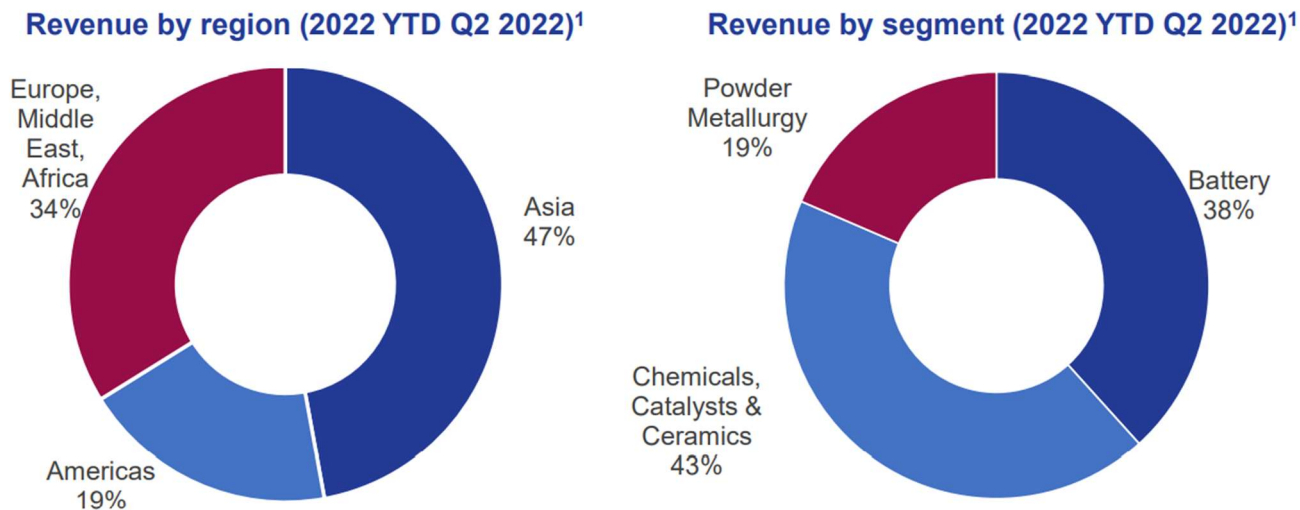
The purpose of this thesis is to comprehensively examine the status of the company's internal employer brand, to build an understanding of the elements that have contributed to the current status and to create an understanding on how the internal employer brand could be developed. In order to reach the main purpose, four detailed objectives are set. The first objective is to describe what employer brand and employer branding are, and which building blocks they comprise of. The second objective is to describe why the topic is important, and how both employer brand and employer branding can be measured. The third objective is to study the status of internal employer brand at Jervois Finland Oy with quantitative and qualitative research methods. Lastly, the fourth objective is to combine the theory base and the findings of the research in order to formulate suggestions on how the company could strategically start building and developing its internal employer brand. This thesis focuses specifically on examining the commissioner's internal employer brand, as the internal perspective also functions as the basis for a lasting and reliable external employer brand. In addition, the commissioner has previously not conducted systematic research on its internal employer brand, which further affirms the need for internal employer brand study.

After a more detailed commissioner introduction, the first theoretical chapter of the thesis focuses on differentiating the concepts of employer brand and strategic employer branding, as well as providing

information on the importance, practical implementation, and measurement of employer branding. The theoretical framework also discusses more in detail the different elements impacting internal employer brand. The last part of the theoretical framework focuses on the research implementation process of the thesis. The theoretical framework is based on the literature from human resource management, marketing, organizational behavior, and scientific research. The source material consists of a versatile and up-to-date combination of printed materials, e-books and other internet sources, newspaper articles and educational material. After the theoretical framework, the practical part of the research is discussed in detail, starting from the planning phase, and continuing to questionnaire and interview design and data collection. The research methods used in this thesis are quantitative questionnaire survey conducted for the entire personnel of Jervois Finland Oy and qualitative semi-structured interviews conducted with the directors of Jervois Finland. The results of the survey along with the findings of the interviews are presented in the fifth chapter. Lastly, the final chapter presents the conclusions and future development proposals along with an assessment of the reliability, validity, and ethicality of the research.

## 2 JERVOIS FINLAND OY

Jervois Finland Oy is a chemical industry enterprise, which has been operating in Kokkola for over 50 years (Jervois Finland 2022a). The company is manufacturing products for the chemicals and catalyst industry as well as the pigment, powder metallurgy and the battery industries (Jervois Finland 2022b). The revenue distribution of the company is further detailed in picture 1 below. In addition to the manufacturing facility in Kokkola, Jervois Finland Oy has sales subsidiaries in Düsseldorf, Tokyo, Shanghai, and Phoenix (Jervois Finland 2022c). Jervois Finland Oy is highly committed to sustainable development, which is confirmed by the Conformant Cobalt Downstream Facility certificate awarded to the enterprise for responsible operations throughout the production and supply and chains (Lehtonen 2022). Currently, the company employs around 200 employees and an additional 60 employees during the summer months (Jervois Finland 2022d). The executive group of Jervois Finland consists of four directors, who hold the overall responsibility for the operations and development of the company. In addition to the President and General Manager, the Director of Plant Support and Administration, the Controller and the Technical Director are members of the executive group (Jervois Finland 2023a).



PICTURE 1. Jervois Finland revenue distribution (Jervois 2022c)

Jervois Finland Oy has been a part of the Jervois Global group since the corporate acquisition in September 2021. Besides the manufacturing facility in Kokkola, the main assets of Jervois Global are located in the United States, Australia, and Brazil (Jervois 2022a). Before the corporate acquisition in 2021, Jervois Finland Oy was a part of one of the world's leading mining groups Freeport-McMoRan and called Freeport Cobalt Oy (Junior Mining Network 2021). In addition to the upheavals caused by the

latest change of ownership, Jervois Finland Oy was in 2019 a part of a partial demerger where Freeport Cobalt Oy, as it was called at the time, was divided into Freeport Cobalt Oy and Umicore Finland Oy (Savela 2019).

According to Johnson, Whittington, Scholes, Angwin and Regnér a mission statement reflects on the core operations of the company as well as how the operations are performed and what are the guiding reasons for the operations (Johnson, Whittington, Scholes, Angwin & Regnér 2017, 47). Jervois Global website (Jervois 2022b) states that the mission of the group is “to become the leading supplier of responsibly sourced battery minerals products and to provide a secure supply to customers”. Johnson et al. (2017, 47-48) define a vision statement as a more forward-looking reflection of the company’s aims for the future. For Jervois Global group, the vision is a “world transformed by the mass adoption of electric vehicles”. For the values, Johnson et al. state that corporate values are something derived from the core of the business and are such which cannot change over time or circumstances. The corporate values of Jervois Global group are responsibility, integrity, and accountability, which, along with the value principles, are depicted in picture 2 below.



PICTURE 2. Jervois Global’s values and value principles (Jervois 2022b)



According to Johnson et al. a strategy statement should comprise of the company's goals, scope of operations and the advantages the company has on reaching its goals (Johnson et al. 2017, 48). The Jervois Global annual report from 2021 quotes the Non-Executive Chairman of Jervois Global, Peter Johnston, stating that the group strategy is "to become a globally significant supplier of specialty chemicals and advanced manufactured cobalt products into battery and other industries" (Jervois 2022c). This is not a formal strategy statement for Jervois Global, but it does include some of the same elements.

After the latest corporate acquisition Jervois Finland Oy has not conducted formal research on internal employer brand. However, the company conducts regular personnel surveys every two years as well as takes part in the Kokkola Industrial Park summer employee survey every year. As will be discussed in the next chapters of this thesis, the link between job satisfaction and employee brand is significant, resulting in the fact that the results of these surveys are partly comparable to the results of the survey conducted during this thesis process. For example, the personnel survey of 2021 (Jervois Finland 2021a) included questions on the perception the employees have on Jervois Finland Oy as an employer and the satisfaction level of the employees on the work tasks, leadership, and work environment. Furthermore, the questionnaire also had questions regarding equality. On the other hand, the summer employee survey from 2021 (Jervois Finland 2021b) included questions regarding the matters that the employees find most significant at work, and how well they found these matters to be fulfilled at their place of employment. In addition, the summer employee survey included employee Net Promoter Score (eNPS) index, which will be further discussed in the coming chapters.

In relation to external employer brand, Jervois Finland Oy has deployed a new recruitment system, TalentAdore, in December 2021. The software enables personalized messaging in all stages of the recruitment process from the initial contact to the application feedback stage. Additionally, in the last stage of the process, the software sends the applicant a message with the possibility to give feedback on the recruitment process as a whole. The feedback can be given with hearts from zero to five or by writing open feedback to the company. (Jervois Finland 2021c.)

In May of 2022, Jervois Finland Oy announced that it would start an assessment regarding the potential of a new refinery to be built in Kokkola industrial area. Even though the company is not yet stating the employment effects of the potential new facility, the increase in production capacity from 6,250 tons to 12,250 tons indicates a significant recruitment need for the future (Vihanta 2022a). At the same time, two other chemical industry operators, Cabb and Umicore Finland have announced their plans of

significant future investment to their plants in Kokkola (Vihanta 2022b; Holopainen 2022). Furthermore, Keliber, another chemical industry operator is preparing to start the operations of their lithium refinery facility in Kokkola (Keliber Oy 2018). With the level of investments and competition for skilled workforce rising, the importance of successful employer branding rises as well.

### 3 EMPLOYER BRAND AND EMPLOYER BRANDING

The following chapter will focus on examining the concept of employer brand and employer branding by giving definitions, looking into the importance of the topic, and discussing the ways in which employer branding can be measured.

#### 3.1 Employer brand

According to Kauhanen (2012, 69), employer brand refers to the image an organization has in the eyes of both its current and potential employees. Kauhanen states that the first studies on employer brand have been made in Finland already in 1972, but the importance of the matter has been growing in significance over the past decades. The employer brand of an organization can be affected by several distinct factors ranging from location, line of business and ownership form to level of pay, development possibilities and experiences the employees have had during their employment. These factors are presented more in detail in figure 1 below.

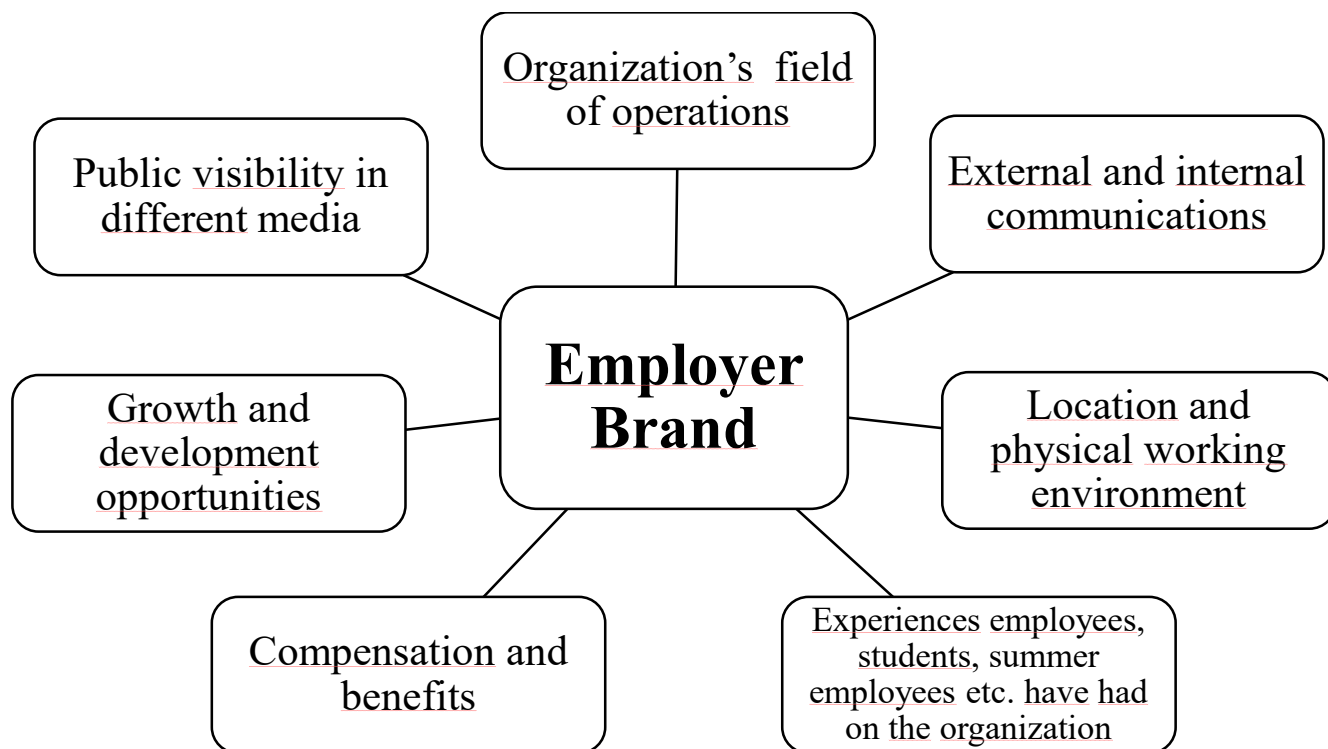


FIGURE 1. Factors influencing employer brand (adapted from Kauhanen 2012, 69)

The growing importance of employer brand is confirmed by Kaijala and Tolvanen (2020, 62) who state that the field of job search is nowadays clearly more job applicant than employer led. Kaijala and Tolvanen also state that in addition to affecting the organization's appeal as an employer to current employees and potential job applicants, employer brand also affects how appealing the company is considered as a service or product provider by customers. They continue by further dividing the concept into internal and external scopes, which will be discussed further in the next paragraphs.

The matters affecting the internal employer brand are similar to the topics influencing employer brand as a whole, but even more emphasis is given on leadership, work community and workplace wellbeing as well as organizational culture and values. The factors behind internal employer brand are further detailed in figure 2 below. (Kaijala & Tolvanen 2020, 63.)



FIGURE 2. Factors influencing internal employer brand (adapted from Kaijala & Tolvanen 2020, 63)

Kajjala and Tolvanen (2020, 63) also discuss the topics of Employee Value Proposition (EVP) and Employee Experience (EX) in relation to internal employer brand. According to the writers, internal employer brand is built on the relationship between these two concepts. As defined by Mosley (2014, 4-7) EVP refers to the most distinct factors, both concrete and abstract, a company can offer to its employees as an employer. Mosley links EVP to Consumer Value Proposition and Customer Value Proposition, as they similarly describe an enterprise's efforts to state their distinctive characteristics in relation to competitors to a set group of stakeholders. Mosley gives an example of a good EVP by discussing McDonald's, which, according to Mosley, has an EVP that is clear, credible, encourages commitment and shows courage by addressing previous negative images related to the company. This further emphasizes the beforementioned fact that an employer brand has to be truthful in order to be successful. EX, on the other hand, is defined by Kajjala and Tolvanen (2020, 63) as the meeting ground of employee expectations and wishes in relation to the organization's EVP. Wride and Maylett discuss the concept of EX further by stating that employee experience includes all interaction an employee has with the employing company throughout their employment, and that the overall EX is built on the combination of an individual's experiences, expectations, and perceptions (Wride & Maylett 2017, 25-26).

Robbins and Judge talk about perceptions by stating that perception is a subjective process via which an individual assesses the environment and the actions of others (Robbins & Judge 2017, 95-96). Wride and Maylett explain that even employees with the same employee life cycle factors, ranging from pay and benefits and work tasks to supervisor, can have differing employee experiences based on their perception of the offered employee value proposition (Wride & Maylett 2017, 25-26).

Internal employer brand is the basis for the external employer brand of an organization, and it is therefore crucial that these two meet. Kajjala and Tolvanen (2020, 63-64) point out that more and more employees and other stakeholders share their experiences about different organizations not only via face-to-face interaction but also via social media, which can reach a significantly higher amount of people. Similarly to the definition of Wride and Maylett on EX, Leinonen defines employer brand as the combination of what every employee, each job applicant and all other stakeholders see, hear, and experience with the company (Leinonen 2021). According to RecRight, on the internal level, employer brand includes all encounters from applying for a job until attending the exit interview when the employment comes to an end (RecRight n.d.). Furthermore, Kajjala emphasizes that only authentic experiences can affect the employer image and experienced job applicants can spot faulty conceptions already during the recruitment process (Kajjala 2016, 88,97). In addition to the internal employer brand, Kajjala and

Tolvanen mention the organization's public exposure as a key element in building the external employer brand. It is important to understand that matters such as participation in events and the public image of the leadership can be planned by the organization, but still much of the media coverage is also controlled by the media outlets themselves.

### **3.2 Employer branding**

According to Backhaus (2016), the term employer branding was first introduced to the human resource management lexicon in 1996 by Ambler and Barrow, who wanted to utilize marketing techniques in human resource management setting. Interestingly, Backhaus also mentions that in its early days, employer branding was considered value-neutral, and it is only in the most recent decades that the concept has started to be considered as a more strategic, competitive factor. Backhaus continues by stating that in 2004 Backhaus and Tikoo, utilizing the concepts of organizational behavior (OB), presented a conceptual framework of employer branding and introduced the concepts of internal and external employer branding. According to Backhaus the majority of the focus on employer branding has lied with external aspects, due to the association with employer branding as a recruitment tool. However, internal branding, according to Backhaus, is an equally important part of the employer branding concept.

Whereas employer brand refers to the image of the company as an employer, employer branding is defined by RecRight, as a long-term, strategic process, which aims at giving an authentic and appealing image of the company as an employer to both the internal and the external stakeholders (RecRight n.d.). The key difference between the concepts is that employer branding is referred to as a process, something that can be planned and executed. A significant point made by Kaijala and Tolvanen in relation to building an employer brand is truthfulness. Even though mapping out what the company stands for and what kind of values the company would want to portray is at the heart of the process, the desired and portrayed image should always reflect the real situation inside the organization (Kaijala and Tolvanen 2020,64). Therefore, according to Kauhanen, another key starting point for employer branding is the examination of the current state of employer image (Kauhanen 2012,69).

Also according to RecRight (n.d.), the employer branding planning process is best started with mapping out the current situation by involving either internal or external stakeholders, depending on the emphasis of the project. Different service providers, along with RecRight, offer ready-made templates for starting out the process. RecRight's action plan includes answering several questions regarding, for

example, the core values of the company, the unique features of the enterprise and the current channels used for employer branding. Employer branding should be included in the human resource strategy of the enterprise and a responsible department should be appointed (Vaisto 2020).

A strategy can sometimes be an abstract concept, but there are several concrete steps to take in improving the employer image. RecRight (n.d.) talks about finding out what the current employees need and taking care of their needs to the best possible extent. Kaijala (2016, 94) approaches this view with two elaborating questions. According to Kaijala, it is important to know what the current employees find as the best part of their job currently and what would be the one thing to make them more eager to promote the enterprise as an employer. Furthermore, the applicants in recruitments should be contacted in a personal and professional manner throughout the recruitment process. Also collecting feedback on these processes is considered crucial.

Nowadays finding new and innovative ways to market a business is becoming more and more important. RecRight (n.d.) suggests branding videos to portray what the company offers for employees both during free time and during the workday. Using employee stories as a unique marketing tool is addressed by Kaijala (2016, 94-95) as well. Furthermore, RecRight talks about volunteering and public events as marketing methods for enterprises. This can mean, for instance, co-operating with a local educational institute in the form of a free lecture for students in the company's field of business. Also Kaijala talks about choosing the right marketing channels according to market research on your company's desired applicants. Both RecRight and Leinonen from TalentAdore bring up social media as one of the key trends in employment marketing today (Leinonen 2021).

As employer branding is a joined effort, RecRight (n.d.) underlines the importance of engaging both the management team and all the employees in the process. According to the LinkedIn research presented earlier, 61% of the people following a company in LinkedIn would be willing to promote the company's brand (LinkedIn 2012). Also external networks can be utilized in employer branding. RecRight points out that costs and ideas can be shared with like-minded companies in the same field.

### 3.3 Measuring employer brand and employer branding

Kajjala and Tolvanen (2020, 65-66) state that the status of an organization's employer brand can also be measured either internally or with the help of external experts. In addition to company-specific research, there are also nationwide research conducted on a yearly basis. One example of nationwide research is the Young Professionals Attraction Index (YPAI), which is also referred to by Kajjala and Tolvanen. The YPAI research by Academic Work (2021) is focused on finding out the key elements young professionals are looking for when choosing a future employer. The YPAI study of 2021 was clearly affected by the pandemic, with old and stable brands collecting votes as appealing employers. Furthermore, the study showed that young professionals are focused on finding jobs where they can do meaningful work in a reliable and sustainable setting. The importance of sustainability and responsibility values was also a key finding in a Cone Communications study from 2016, researching the employee engagement of millennials in the United States. According to the study, 76% of millennials considered corporate social responsibility as major factor in a potential employer, 64% would decline a job in a company without sufficient social responsibility procedures and 75% of respondents would rather have a lower salary than work in a company with lacking social responsibility procedures (Cone Communications 2016, 1).

When it comes to organization-specific measurements, RecRight (n.d.) brings up the Employee Net Promoter Score (eNPS). The Significant Company Oy (Signi) describes eNPS as an international measurement tool, which indicates on a scale from 0 to 10 how likely a person would be to recommend their current workplace to their networks (The Significant Company Oy n.d.). Of course, employee surveys on job satisfaction can also be conducted with a broader questionnaire or during exit interviews. For external candidates, both Kajjala and RecRight stress the importance of applicant surveys as a measurement tool (Kajjala 2016, 95).

As a cost-based measurement tool, RecRight (n.d.) names monitoring the change in cost per recruitment over time. RecRight also points out that it is important to not only measure the number of applicants to a given position but also the quality of the applicants. As social media has become such an integral part of recruitment marketing today, it is also important to monitor the discussions in social media and use that feedback as a measurement tool of the progress of employer branding. All development is constant and employer branding is not a process that can be simply made ready once and then finished (Kajjala 2016, 94).



### 3.4 Importance of employer brand and employer branding

The emotional impact of a brand can be explained by an example provided by Hollensen (2012, 331) regarding a blind and open testing of Pepsi and Coca-Cola, first referred to by Hooley, Saunders, and Piercy [1998, 120] in 1998. The test had shown that in blind testing of the drinks, a little over 50% of the people preferred Pepsi to Coca-Cola. However, when the same test was done as an open test, over 60% of people opted for Coca-Cola due to brand equity. In relation to employer brand, RecRight discusses the fact that a strong employer brand helps the applicants to find the company and makes the applicants more eager to apply. If the employer brand is very appealing, the applicants do not only find the company, but they can also be the active party in keeping an eye on new open positions (RecRight n.d.). Therefore, as mentioned by Vaisto and Leinonen, a good employer brand makes recruitment not only easier but also more cost-efficient (Vaisto 2020; Leinonen 2021).

In addition to reducing costs in recruitment marketing, a strong employer brand can also help reduce costs in terms of failed employments. Kaijala (2016, 97) states that even the seemingly best applicants are not always the best fit for a specific company. If the employment brand is clearly portrayed during the recruitment process, the candidates can more easily assess their own match with the company and drop out of the process if the company is not a good fit for them. This can help save on recruitment costs in the long run.

According to Kaijala and Tolvanen, a clear and appealing employer brand both gives an organization a competitive advantage as well as functions as a recruitment advantage (Kaijala and Tolvanen 2020,62). RecRight emphasizes the fact that personnel are nowadays seen as an asset to the company and the best applicants are able to choose the best fit when it comes to employers (RecRight n.d.). The same theme is repeated by Aittoniemi (2020, 4) in ManPower's recruitment guide. Aittoniemi says that employers must compete on the best applicants and recruitment has become a lot more marketing-oriented than it used to be. LinkedIn (2012) research from 2012 portrayed the importance of employer branding. Both the LinkedIn research as well as Kaijala's findings showed that a strong employer brand helps also the less well-known companies to compete in recruitments with the more renowned company brands (Kaijala 2016, 89-90). LinkedIn's research revealed that a strong employer brand is especially important for younger applicants and applicants applying for managerial positions or lower.

Furthermore, Vuorinen emphasizes the fact that especially in rapidly changing industries, the importance of attracting and keeping the most talented employees has grown in importance (Vuorinen

2013, 189). With working life changing throughout the world and the focus on learning increasing, the pace of change will continue to increase in more and more industries. As mentioned by Lundberg and Westerman, what is needed from the employees today is no longer about specific set of skills for a specified task but the ability to learn and develop (Lundberg & Westerman 2020).

As mentioned in the beginning of the chapter, an employer brand is not built only on the thoughts of the outside stakeholders but also on the current employees. Vaisto and Leinonen discuss this topic by stating that a company with a strong employer brand can provide their staff with more wellbeing at work, resulting in a more efficient workforce and a lower employee turnover for the company (Vaisto 2020; Leinonen 2021). According to Tiainen, it is crucial for a company to understand that the best employees also have the best possibilities to find another employer if they feel dissatisfied in their current position (Tiainen 2019, 83). It is not enough to attract the best talents, but a company also must be able to keep them committed to the company. Kaijala emphasizes the importance of orientation and onboarding in the process of employer brand building (Kaijala 2016, 98-100).

Vaisto continues the discussion by pointing out that taking care of the employees will also help an enterprise to reach its other strategic goals (Vaisto 2020). Nowadays, stakeholders such as shareholders and customers pay more and more attention to the way a company treats its employees (RecRight n.d.). Sometimes during recruitment, the applicants also assess a company based on the current employees. According to Kaijala, the biggest talents want to work in a company where they can develop their skills by learning from other professionals (Kaijala 2016, 90). Furthermore, Wride and Maylett (2017, 24-25) emphasize the importance of the aforementioned employee experience in relation to customer experience. According to Wride and Maylett, a committed employee who feels safe and appreciated, is a key element in creating innovations and exceptional customer experience. Therefore, an investment in the staff is in many ways also an investment in the business. Also Robbins and Judge (2017, 55-56) state that job satisfaction positively affects job performance, which in turn can be linked to customer satisfaction. Furthermore, they state that people who are satisfied with their job are more likely to talk positively about their employer and go beyond their day-to-day work tasks at the office. On the other hand, Robbins and Judge state that job dissatisfaction can cause increased employee turnover, increased absenteeism, and weaker work results.

## **4 THE BUILDING BLOCKS OF INTERNAL EMPLOYER BRAND**

The following chapter will go into more detail in presenting the different factors influencing internal employer brand based on figure 2 presented earlier. The chapter will discuss theoretical aspects from human resource management and organizational behavior (OB) literature. The chapter builds especially on the concepts of OB theory and literature, which have also in history been utilized when examining employer branding (Backhaus 2016).

According to Robbins and Judge (2017, 31-32), the goal of organizational behavior (OB) as a field of study is to study how the individuals, groups and structures affect behavior inside an organization and how this information can be utilized to enhance the organization's operations. They state that up until the 1980s, the focus of management and business studies was on technical management aspects, but that the last decades have seen a rise in emphasis on interpersonal relationships and their effect on business and management. Robbins and Judge list that the key impacts of utilizing OB studies in organizations are attracting and holding on to talented employees, increasing job satisfaction, decreasing work-related stress and employee turnover, affecting the economic bottom line positively and easing the implementation of corporate social responsibility (CSR) actions, which are crucial in business world today. These same impacts are listed in subchapter 3.4, where the potential positive effects of successful employer branding and distinctive employer brand are presented.

### **4.1 Work content and development opportunities**

In this subchapter the topics of work content and development opportunities are discussed in relation to the OB concepts on an individual and on an organizational level.

#### **4.1.1 Attitudes and job satisfaction**

Robbins and Judge (2017, 47,50) discuss the individual factors that can influence organizational behavior and mention, for example, attitudes as a key element. According to Robbins and Judge, people can have positive or negative attitudes towards objects, people, or events. Job attitudes, according to them, are the attitudes people hold over their work tasks and work environment. They state that job

satisfaction is about how satisfied the individuals are with the job itself whereas job involvement focuses on how important the individuals find their job in relation to their self-worth. Lastly, they talk about psychological empowerment, which refers to the individuals' sense of autonomy, meaningfulness of the job and the influence the individuals have at work. The importance of meaningful work tasks for the young professional was also previously discussed in relation to the YPAI study of 2021 (Academic Work 2021).

Robbins and Judge (2017, 52-54) present two methods of measuring job satisfaction. First of the methods is simpler in the way that employees rate their overall satisfaction with their work whereas the second method focuses on the different elements that job satisfaction can comprise of. According to Robbins and Judge, some of the key elements affecting job satisfaction are job conditions, personality, pay and corporate social responsibility. They state that job conditions include both the work itself and the interpersonal relationships and work atmosphere. As mentioned by Robbins and Judge, pay is an important part of job satisfaction, but at some point, it stops being the main motivator. Furthermore, especially for millennials, the importance of CSR actions of an organizations is significant, as indicated by the previously presented Cone Communication study (Cone Communications 2016, 1).

#### **4.1.2 Organization structure and leadership**

Organization structure is one of the organizational elements linked to work content and development possibilities. Organization structure is defined by Robbins and Judge (2017, 276-278) as the formal distribution and coordination of tasks inside an organization. The first element of organization structure, as presented by Robbins and Judge, is work specialization, which refers to the level at which work tasks are divided inside an organization. Departmentalization, as defined by Robbins and Judge, is the grouping of tasks inside an organization.

Organizations also need to make decisions on whether to centralize or to decentralize decision making. Robbins and Judge (2017, 280-283) present different organizational frameworks and structures starting with the simple structure, where the departmentalization level is low, the decision-making authority lies with one individual and there is little formalization. The writers define formalization as the degree of changes that can be made to the jobs in an organization. In comparison to a simple structure, bureaucracy is defined as specialized tasks, formalized rules, functional departments, centralized authority, and standardization.

Robbins and Judge (2017, 285-286) point out that recent years have seen an increase in flatter organizational structures, which the team structure also represents. The team structure emphasizes the lowered hierarchy by minimizing horizontal boundaries, focusing on participative decision-making, and empowering teams. Employer branding is also a team effort, and the workforce today wants to do meaningful and participative work for their organization as is confirmed by the LinkedIn study from 2012 and the Cone Communications study from 2016 (LinkedIn 2012; Cone Communications 2016). Furthermore, as will be discussed further in the next subchapter, participative approach to decision-making is a key element in creating workplace wellbeing capital inside an organization (Manka & Manka 2016, 55).

Together with lower hierarchies, the role of and expectations for leaders and supervisors has changed from management of affairs to leading people. According to Korhonen (2019, 165-166), the basic characteristics for leaders are self-confidence, appreciation for others, determination, ability to inspire, bravery, authenticity, vulnerability, integrity, and the ability to see the big picture. Korhonen states that a successful leader needs to be confident and have integrity, but at the same time it is crucial for a leader to be able to admit when they are wrong and to show appreciation for the know-how of others.

## **4.2 Workplace wellbeing**

The following chapter will examine further the concept of workplace wellbeing and its link to and overlap with internal employer brand. According to the Ministry of Social Affairs and Health (n.d.) workplace wellbeing is a complex sum of factors that can be influenced both by the employer and the employee. Health and safety are major factors contributing to workplace wellbeing but also leadership, workplace atmosphere and the meaningfulness of the work tasks are important parts of the overall picture. The concepts of leadership, workplace atmosphere and work meaningfulness are also important factors in internal employer brand, showing that workplace wellbeing is not only a part of internal employer brand but also a partly overlapping concept.

Manka and Manka (2016, 53-55) introduce the concept of workplace wellbeing capital, which includes individual aspects, organizational aspects, and social aspects. People are compilation of various aspects of their life and also workplace wellbeing is comprised of distinct parts of a whole. When all these parts are acknowledged, the level of workplace wellbeing capital is considered high. According

to them, a high level of workplace wellbeing capital increases the organization's competitive capacity and produces both qualitative and financial profit. Employers can influence the level of workplace wellbeing capacity by, for example, developing their leadership methods, engaging the employees in decision making, developing employee competence, and offering flexibility in working hours and working methods. Again, the listed ways in which an employer can influence workplace wellbeing overlap with the methods in which an employer can influence the internal employer brand.

### **4.3 Workplace communication**

According to Robbins and Judge (2017, 167-168), communication is not merely about transferring a message to another person but about the other person understanding the message. Robbins and Judge state that the functions of communication are management, feedback, emotional sharing, persuasion, and information exchange. The communication process starts with the sender encoding a message, sending the message via a communication channel and ends with the receiver receiving the message and decoding it. As Robbins and Judge state, communication is never perfect and there is always room for misinterpretations.

In addition to the communication flowing via different communication channels, the messages can also be conveyed in different directions. Robbins and Judge (2017, 168-171) state that downward communication refers to organizational communication from higher in the hierarchy to lower levels, for example, from supervisor to subordinate. Upward communication is the opposite of downward communication, meaning, that the information is conveyed from lower levels of the hierarchy to higher levels. Lateral communication, on the hand, refers to communication between peers in an organization. Robbins and Judge also present the small-group network models ranging from chain, where information flows strictly based on hierarchy, to all channels, where all members can communicate to all members. Lastly, Robbins and Judge talk about the grapevine, which refers to the informal communication between the members of an organization.

The modes of communication, as presented by Robbins and Judge (2017, 171-172), are oral communication, written communication, and nonverbal communication. With all the communication forms, perception plays a crucial role. Especially with interpreting nonverbal communication, such as body movements and intonations, our perception can influence significantly how we interpret the message.

Communication is linked to workplace wellbeing and internal employer brand in several different ways. According to Robbins and Judge (2017, 167-169), emotional sharing among colleagues plays an integral part of social interaction and job satisfaction for the employees. Furthermore, communication is linked to how employees are led by the supervisors and leadership, how feedback is distributed and how well information flows internally inside an organization. In addition, the perception of leadership and relationship between the supervisors and the subordinates is influenced by the direction of communication inside the organization. It is also crucial to remember that the same form of communication or the same direction of communication can be perceived as good or bad depending on the employee (Wride & Maylett 2017, 25-26).

#### **4.4 Values and working culture**

Robbins and Judge (2017, 88-90) also link the individual trait of personality to organizational behavior. According to Robbins and Judge, our personality is closely linked to our values. They also talk about terminal values, which refer to the goals individuals have for their life and instrumental values, which refer to the modes in which we wish to use to meet our goals. Furthermore, our values and personalities are linked to how well we fit into a certain job or a certain organization. According to Robbins and Judge, the person-job fit refers to how well an individual's personality fits a certain occupational environment. They also state that especially in individualistic countries, the tailoring of job tasks to meet the wishes of the individual has been steadily increasing in importance. Person-organization fit, on the other hand, refers to how well the person's values match those of the organization. The person-organization fit was also discussed in connection with the importance of employer branding in the previous main chapter. As mentioned, according to Kaijala, successful employer branding can help organizations save money on recruitment, since the candidates can more easily assess their person-organization fit already before applying (Kaijala 2016, 97).

According to Robbins and Judge (2017, 298, 300-302), organization culture is an abstract, organization specific system of shared meaning. Organization culture is characterized by the level of innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. As mentioned previously in relation to employer brand, organizational culture and values play a significant part in the formation of internal employer brand (Kaijala & Tolvanen 2020, 63). Therefore, it is important to notice that the abovementioned characteristics describe how employees see their organization culture but not whether or not they are satisfied with it. The dominant

organization culture is based on the core values of the majority of the members of the organization. A key element in the definition of organizational culture is that it is the shared perception of the majority. Robbins and Judge state that the smaller the majority is, the weaker the organizational culture. According to them, organizational culture can also be linked to sustainability and innovation goals of an enterprise, as the culture inside an organization can motivate the employees towards a common goal. However, they also point out the potentially harmful consequences of a negative organizational culture.

Organizational culture is closely linked to organizational climate, which, according to Robbins and Judge (2017, 299) refers to how the majority of employees perceive their organization and their work environment. For example, a positive organizational climate has seen to be linked not only to customer satisfaction but also to an improved financial bottom line. Robbins and Judge state that organizational climate is an integral part of an employee's job satisfaction, and it is also listed among the elements of internal employer brand.

Diversity is another trend that Robbins and Judge (2017, 114) discuss in relation to organizational behavior. Though the demographic characteristics of the global workforce have changed significantly over the past decades, there is still a clear difference between diversity and inclusion. For example, Robbins and Judge mention that even though 51% of the workforce in the United Kingdom is women, the equality is not met with the wages. Even though the diversification of the workforce is crucial to equality, they are not the same concepts, diversity is just the beginning. Another key point by them is the fact that diversity can be either surface-level, such as gender, or deep-level, such as values. Therefore, even an enterprise with 50% of women and 50% of men and representatives of various races, can still be one-sided on the deeper level.

The factors influencing both organization behavior and employer brand are sometimes highly overlapping and making a category distinction is not always possible. For example, the individual differences presented in relation to work content and development possibilities also included matters regarding compensation and benefits, leadership, work community and work environment, workplace wellbeing and CSR. Similarly, the topics of organizational systems discussed in in the context of work content and development opportunities as well as values, working culture and work ethic, are also linked to work community and work environment.

The relationship between the concepts presented in main chapters three and four are depicted in figure 3 below. The main concept in the figure is employer brand which is further divided into more detailed



parts. The first layer in the figure is the external employer brand which affects a company's interaction with external stakeholders such as co-operation with the media and job applicants as well as acquiring of customers, investors, and vendors. On the other hand, after, for example, customers and investors have been acquired, their presence will mold the external employer brand further and influence future interactions with both internal and external stakeholders. The next layer in the figure is the internal employer brand. Internal employer brand is an integral part of the external employer brand, as the current employees, leadership, shareholders, and trainees built the overall image that is portrayed externally. The figure also shows that the concepts of internal employer brand, organizational behavior and workplace wellbeing are overlapping as they share same characteristics. The positioning of EVP and EX, and the overlapping of EX with both internal and external employer brands is also depicted. Lastly, the shared goals of the concepts of organization behavior, workplace wellbeing and employer branding are presented.

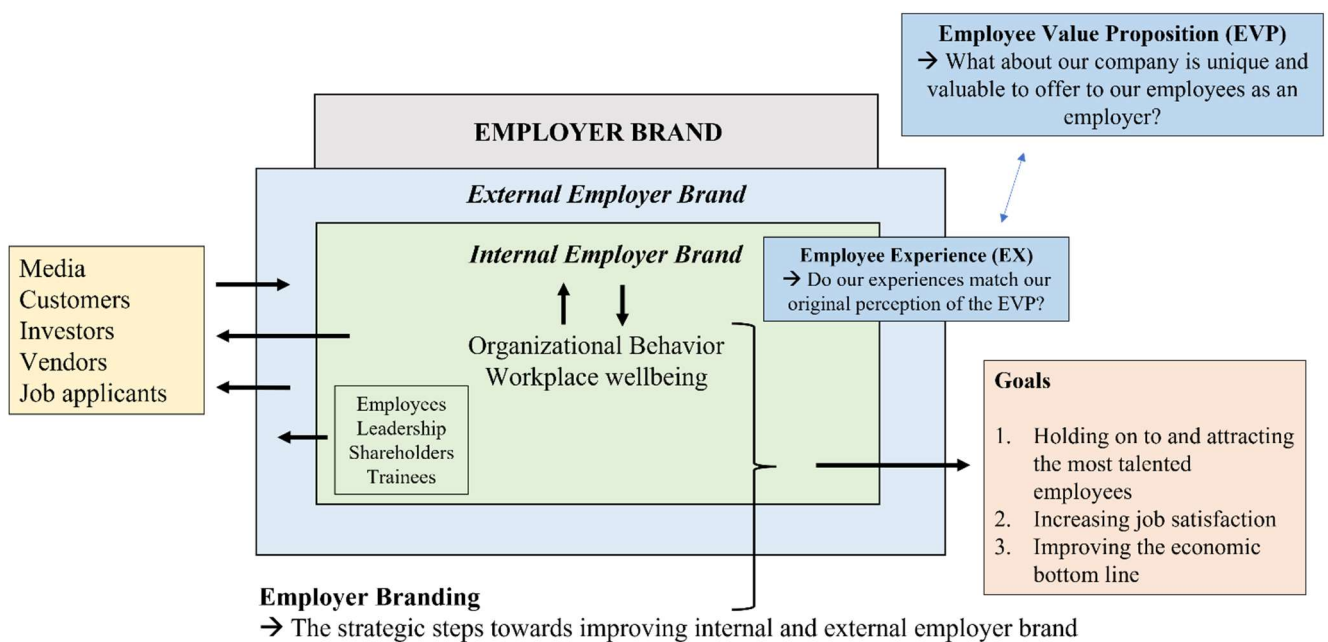


FIGURE 3. Relationship between the employer brand concepts

## 5 RESEARCH IMPLEMENTATION

This main chapter introduces the research questions and provides both theoretical and practical information on the chosen research methods. Also the theory of the concepts of validity, reliability and research ethics are examined. The final subchapters focus on questionnaire design and data collection, as well as interview design and data collection.

### 5.1 Research questions

According to Hirsjärvi, Remes and Sajavaara (2008, 133-135), every research has a purpose which can best be fulfilled by choosing the correct research strategy. The writers have divided the research purposes to four categories of exploratory, interpretative, descriptive, and predictive. When the category of the research purpose has been determined, the most suitable research methods are also easier to choose. The purpose of this thesis is to comprehensively examine the status of the company's internal employer brand, to build an understanding of the elements that have contributed to the current status and to create an understanding on how the internal employer brand could be developed. This purpose falls under the categories of exploratory and interpretative as it aims at determining both the current status and the reasons behind it.

The questionnaire and interviews are designed to meet the research purpose and objectives and to provide structured image of the elements affecting the internal employer brand. The following research questions have been set to meet the research purpose and objectives.

1. What are the background characteristics of the respondents?
2. Which elements of the work itself, the working environment, and the employer, do the employees find most important for their perception of the employer?
3. Are there gaps between the elements the employees consider to be most vital and how well the employees consider these elements to be fulfilled by Jervois Finland Oy at the moment?
4. How do the employees perceive the current external appeal of Jervois Finland as an employer and how could the situation be improved?
5. What are the views of the executive board on the same topics?

6. Are there gaps between the perceptions and wishes of the executive board regarding internal employer brand in relation to the perceptions of the employees?

## 5.2 Research methods

Hirsjärvi et al. (2008, 119-120, 186-187) discuss the different research methods by stating that the basic research methods are quantitative research methods and qualitative research methods. The writers point out that even though the decision to choose a certain research method is based on the research purpose, the different methods include similar data collection methods. The chosen method has a significant impact on the research and all the choices need to be justifiable. When choosing the correct research method, it is important to consider which methods fit the research questions the best, which optional methods can be considered and what kind of material should be collected during the research. The writers talk about quantitative and qualitative research methods as complementary approaches which can easily also be used together. According to an article by Office of Behavioral and Social Sciences Research (OBSSR), using quantitative and qualitative methods together in order to utilize the benefits of both methods, is called mixed methods research (Office of Behavioral and Social Sciences Research n.d., 4). This research utilized mixed research methods, which will be presented more in detail in the coming subchapters.

### 5.2.1 Quantitative survey

According to Hirsjärvi et al. (2008, 188-190), one of the most common data collection methods in quantitative research is a survey, where data is collected from a target group consisting of a delimited sample of a basic population. A key matter in a survey is that the questions are presented to all respondents in a standardized form. Hirsjärvi et al. emphasize the fact that the decision to choose a certain data collection method should be based on the research topic and research purpose. A survey enables the researcher to collect data in a time- and cost-effective manner. A survey also makes it possible to collect data from a large number of respondents simultaneously. When researching, for example, the job satisfaction of one thousand employees of a company, the results cannot be considered reliable and valid, if only ten people from one certain personnel group have the chance to give their responses. Also, the resources required to collect data, for example, via interviews from one thousand respondents, could be considered unreasonable.

According to Valli (2015), a population refers to the entire group of people the research is studying, and the chosen sample should be representative of the population to result in valid results. Valli states that the size of the population is crucial in determining whether or not delimitations are needed or if the entire population can be used as participants of the study. A study where the population is not delimited is called census study, which according to Valli, comes in question when the sample would be larger than 20% of the entire population. In this research, the research population consists of the entire personnel of the commissioner. As mentioned by Kaarela, true employer branding should always start from the inside and therefore the decision was made to include only the current personnel in the survey sample (Kaarela 2021). A delimitation was also made to not include the executive team of four directors in the sample of the quantitative survey. This decision was made because the directors hold positions where they directly affect the strategic decisions affecting internal employer brand and it was therefore considered reasonable to study their thoughts on the matter separately. After this delimitation, the size of the sample was 205 employees, which was considered small enough that no more delimitations were required or advised to reach representative results.

Hirsjärvi et al. (2008, 190-191, 193) also bring out the disadvantages of using a survey as the data collection method. On most cases, it is not possible to make sure that the responses are actually given by the invited recipients. It is also not possible to know if the responses are truthful or if the respondents have understood all the questions correctly. Veal also points out that often surveys are participated in by the sample members who have the strongest opinions on the matter, resulting in less valid results (Veal 2006, 286). Sometimes the response rate of a survey can also be exceptionally low, which automatically affects the validity of the results. In the survey conducted for this research, the questionnaire is distributed as an e-survey via the company's intranet, which can only be accessed when logged in to the company network. This fact reduces the possibility that the respondents would not be a member of the sample. Hirsjärvi et al. point out that a low response rate is a frequent problem with e-surveys. When the topic is something the respondents find interesting and the researcher is also active with reminders during the process, the response rate can get higher. Besides an interesting topic, careful and clear questionnaire design can help increase the response rate. In this research, a gift card incentive is also used to improve the response rate.

### 5.2.2 Qualitative interview

As mentioned in the previous chapter, the four directors of Jervois Finland were excluded from the sample of the questionnaire survey as they represent positions where they control the strategic decision-making in the company. However, for the analysis of the research results and for proposals for future actions, it was considered crucial to also include the thoughts and viewpoints of the executive group in the overall research. This examination is done in the second part of the research via semi-structured interviews with the four directors of the commissioner. For comparability, the interview questions for the executive group are planned to match the topics of the employee survey but the viewpoint is slightly differing. When it comes to the executive group, it is not only important to study their own experiences as employees of Jervois Finland but also examine how they think the employees experience their employer and how they would like the company to be perceived as an employer. This is done to find possible gaps in the perceptions of the management and the employees. Based on the findings, suggestions will be given on how to improve employer branding and which steps could be taken to breach the beforementioned gaps. As mentioned by Laine, a successful employer brand must be truthful and there cannot be gaps between the desired image and the actual experiences (Laine 2018). Furthermore, Vaisto points out that every single employee, manager, and director has a part in forming the employer brand of a company (Vaisto 2021).

For the directors, the chosen research method is qualitative as the target is to get a comprehensive image and understanding of the opinions of the research subjects. Hirsjärvi et al. (2008, 157,177) emphasize the fact that the core of qualitative research is that opinions can vary and to understand the big picture, a theme needs to be researched comprehensively. The writers also point out that even though the purpose of qualitative research is not to generalize, in-depth research on individual opinions can bring out universal, essential matters on the research topic. It is also important to recognize the fact that qualitative research is always linked to the interpretation of the researcher and the research time and place.

Hirsjärvi et al. (2008, 160, 200-201) list interviews, participant observation, focus group interviews and discursive text analyses as few of the most common quantitative data collection methods. The data collection method chosen for this research is semi-structured interview. Hirsjärvi et al. talk about the advantages and disadvantages of using interviews as the data collection method. One of the biggest advantages is the fact that the data collection can be modified based on the situation. Furthermore, an interview gives more opportunities for interpretation and elaborations than, for example, a questionnaire

survey. Interviews are however time consuming, which is considered as one of the downsides of this data collection method. Also the ambience of the interview situation and the possible bias of the researcher during the analysis, are listed as disadvantages of interviews. During analysis, the cultural and social environment also need to be taken into consideration.

Hirsjärvi et al. (2008, 203-206) divide research interviews further into structured interviews, semi-structured or theme interviews and unstructured interviews. According to Saaranen-Kauppinen and Puusniekka, in semi-structured interviews the order and formulation of questions can be very specific and predetermined or the interviews can be built around themes, where the questions and their order is not predetermined (Saaranen-Kauppinen & Puusniekka 2006). The difference between a semi-structured interview and a structured interview is that a structured interview has a questionnaire with ready-made answering alternatives instead of only open-ended questions. The decision was made to use semi-structured interview as the data collection method in this research to ensure that the topics discussed in the interviews are comparable enough with the questions presented in the questionnaire survey to the employees. However, the questions for the executive board are all designed open-ended to give more room for the flow of thought of the respondents. Furthermore, it was not ruled out that possible new questions could arise on the course of the interviews. Vilkkä points out that using open-ended questions is not automatically a sign of a qualitative research, but the defining factors are what the research objectives and the analysis methods are (Vilkkä 2021). In these interviews, the objective is to gather in-depth information on the thoughts of the respondents. Furthermore, the data will be analyzed as text, not as numbers, validating the facts that despite being semi-structured, the interviews in this research fall more under the category of qualitative than quantitative research. For this research, unstructured interview was ruled out already in the beginning of the process, as this was seen too time-consuming and not suited for the research purpose. Hirsjärvi et al. also tell that interviews can be conducted in groups, in pairs or individually. Interviewees can be more relaxed during group interviews and more ideas can rise during discussions. On the other hand, group pressure can make interviewees to hold back on their true thoughts. In this research, the interviews were decided to be conducted individually as it was considered valuable to give the director of each department the chance to give their thoughts from their own viewpoint. (Hirsjärvi et al. 2008, 203-206.)

### 5.3 Research reliability and validity

No matter how well a research is prepared, there can always be variations in the reliability and validity of the results. Hirsjärvi et al. (2008, 226-228) describe reliability as a concept which defines if the results of a research would be similar if the same research was conducted by another researcher or at another time. Statistics Finland defines that reliability assesses whether or not the chosen research methods and measurements are able to provide answers to the research questions (Statistics Finland n.d.). Validity is defined by Hirsjärvi et al. through the research results truthfulness. For example, vague and ambiguous questions can result in answers that are not comparable and do not give information on the research topic. Hirsjärvi et al. also introduce the term triangulation, which describes the benefits of mixing different research methods and improving the research validity. The writers also refer to Denzin [1970], who divided triangulation into methodological triangulation, research triangulation, theoretical triangulation, and data triangulation. Methodological triangulation refers to the utilization of different research methods, research triangulation the use of several researchers, theoretical triangulation the use of different theories and data triangulation the use of different research data materials for the same research. In this research, methodological and data triangulation is utilized.

In the context of surveys, validity can be further divided into four distinct types as done by Litwin (1995, 35,37,43). According to Litwin, face validity is the most casual approach to validity measurement and the concept is based on an approximate overview of the questionnaire done by a non-professional. Content validity is described similar to face validity but is more thorough in nature. Furthermore, content validity is judged by professionals who have at least some expertise in the studied field. Criterion validity is the most scientific type of validity of the presented three. Criterion validity measures how well a questionnaire relates to other past and present studies in the same field. Litwin states that the most crucial type of validity is construct validity, which measures how well the chosen data collection method endures time. In practice, this means how well, for example, a certain questionnaire could be reused after several years, still resulting in valid results.

When it comes to qualitative interview study, van der Gaast, Keestra, Koenders, Menken and Post say that in interview situations, poorly or leadingly designed questions can lead to less valid results (van der Gaast et al. 2020, 135). Hirsjärvi et al. (2008, 160, 227-228) mention that validity is more difficult to measure in qualitative than quantitative research. This is because in qualitative research the data is collected and analyzed from an individual perspective, which makes generalization difficult. One method for improving the validity of qualitative research is to pay attention to careful description of

the data collection process and providing well justified conclusions on the presented results. Also pointing out possible mistakes or distractions occurring during the qualitative research process makes the results more valid. With interviews, the use of direct quotation is acceptable and may also help in validating the given conclusions. In this research qualitative research is used together with quantitative research in order to improve the overall validity and internal usability of the results.

#### **5.4 Research ethics and good scientific practices**

According to Vilkkä (2021), research ethics principles are something that every researcher should know and follow from the planning stage of research until the final stages. Research ethics and good scientific practices are related to the different stakeholders of a research as well as the data collection and research methods used. For example, the theoretical framework of a research should be based on reviewed and reliable professional data, and previous research results by other researchers on the topic should be addressed. The research done by other researchers should, however, never be distorted or plagiarized when addressed in a new study. Another crucial part of good scientific practices is source criticism. The lack of source criticism can be linked to insufficient knowledge on research practices and can lead to use of faulty information or to incorrect use of information. Vilkkä also talks about correct source referencing throughout reporting as an integral part of good research practices.

According to Vilkkä (2021) good scientific practices also include transparency, meaning that, for example, the research parties and their relationship to one another needs to be openly discussed. On the other hand, a crucial part of good scientific practices oblige that no personal information of research parties can be disclosed without permission. Confidentiality of the research raw data also needs to be assured at the stage of archiving after the research has ended. Even though the individual research subjects and their personal data need to be protected according to good scientific practices, the general level research results and findings should be reported as openly as possible. However, Vilkkä points out that the reporting of the research results should not present the research subjects in an unfavorable light or disclose any confidential information. If a research or parts of a research is decided to be left confidential, the decision should be well justified, as another part of good scientific practices is that research results should be available for utilization by other professionals in the same field. Furthermore, good scientific practices lean on the fact that a research should produce new or innovative viewpoints on the research topic, which can only be extensively reviewed when the research results are made public.



## 5.5 Quantitative questionnaire design and data collection

Hirsjärvi et al. (2008, 192) talk about the distinct types of data that can be collected via questionnaires. For example, opinions, values, and attitudes can be examined with survey questionnaires. In addition to the research topic related questions, most questionnaires have background questions of the respondents. For this research, it is, for example, important to also find out the age group, personnel group, and years in the company, to be able to analyze the results in the best possible way. To target employer branding for, for instance, blue collar job applicants between the ages of 20 to 30, it is crucial to collect data from this specific group of current employees. Furthermore, one of the baselines that will be used to examine the survey results is the 2021 personnel survey, where it was discovered that the willingness to recommend Jervois Finland as an employer was significantly lower the longer an employee had stayed with the company (Jervois Finland 2021d). Therefore, one of the goals of this research is to find ways in which this situation could be improved. This is also why a quantitative survey was considered the most suitable data collection method for this research. To achieve the research purpose, it is critical to receive answers from as many of the current employees as possible.

According to Hirsjärvi et al. (2008, 193-196), questionnaires can consist of several different question types. Open-ended questions give the respondents the possibility to formulate the answers in their own words. Open-ended questions help in interpreting varying responses to multiple choice questions, pointing out central themes in the respondents' reflections and bringing out viewpoints which the researcher had not thought of. Multiple choice questions are questions where the respondents must pick out one or more options from a ready-made list of alternatives. For example, choosing the personnel group from a list of choices is a multiple-choice question. Also, a combination of an open-ended question and a multiple-choice question can be used in questionnaires. In these cases, the respondent is given the opportunity to also fill out their own alternative to the list. Furthermore, a question type with answering scales can be utilized. For example, a question using the Likert scale with five answering alternatives can be used. The benefits of closed-ended questions like the multiple choice and scale-based questions are the comparability of the answers, ease of the analysis and the minimized risk of misunderstandings with the question layout.

Hirsjärvi et al. (2008, 197-198) also discuss the main matters to consider when drawing up a questionnaire. Many of these points have a significant effect on the validity of the results. Clear, specific questions, which are short and only focus on one topic, make it easier for the respondent to give valid re-

sponses. For the validity of results, it is also good to include an option “no opinion” to questions measuring viewpoints. This is because, interestingly, respondents tend to give an answer even if they do not have an opinion. Therefore, it is important to have this answering option included. Similarly, it is better to use a scale to measure opinions than to just ask whether the respondent agrees or disagrees on a statement. When the questionnaire is complete, it should be reviewed both from the content point and the layout point. Reviewing helps in evaluating the required time for filling the questionnaire, noticing vague questions, and missing answering alternatives.

The question design in this research started with an analysis of the background questions to be added. Even though the research focuses on internal employer image, the long-term utilization purpose is to use the results also in external employer branding. Therefore, the background questions were chosen with this in mind. Also, for example, gender was added to the background questions as the importance of diversity and inclusion matters is constantly growing in the working life. For example Herring lists the benefits of gender diversity in working life to be both financial and social (Herring 2009). This research is conducted for an enterprise where the majority of the workforce has throughout the years been men. This is due to the fact that it is mostly men applying to the industry. As the goal for the company in the future is to attract also more female applicants to the open positions, it is important to study the motivators behind women choosing a specific employer. Of course, this should not result in discrimination of men in the application processes either. All the background questions were closed-ended multiple choice questions. The background questions are designed to answer the first research question.

After the background questions, the topic-related questions of the research are listed. Questions 6 to 12 focus on studying which qualities the employees value from an employee experience perspective and how they see these qualities matching their current situation. Questions 9 to 12 also give a more detailed image of specific themes of internal employer brand at Jervois Finland. These questions are designed to answer the second and third research question. Questions from 13 to 16 focus on how appealing the current employees see Jervois Finland Oy from an external employer brand point of view and how the situation could be further improved. These questions are designed to answer the fourth research question. The questions from 6 to 16 include closed-ended multiple choice questions, short open-ended questions, and combination questions. Question 17 is an open-ended question where the respondents are given the opportunity to give free comments on the topic. Overall, the questionnaire is also designed to answer the sixth research question.

Three of the questionnaire questions were directly derived from previous theoretical research and measures. Questions 8 and 15 are based on Markku Kajjala's thoughts on how to best find out the current status of the internal employer brand (Kajjala 2016, 94). Furthermore, question 14 measures the Employee Net Promoter Score (eNPS), where the likeliness of an employee to recommend their current employer is studied (The Significant Company Oy n.d.). Kuusinen (2019) from Luotaamo explains that eNPS is counted by counting the relative portion of both high and low responses and by reducing the portion of low responses from the high. Neutral responses are not counted in the score. According to Kuusinen the rough division of the eNPS is that a result between 0 and 20 is good, a result between 21 and 40 is excellent and a result above 40 is a top result.

At the beginning of the questionnaire, the purpose of the survey is presented along with confidentiality of the survey, incentive for respondents and the time it takes to fill in the questionnaire. Also, contact information for further questions is given. In the end of the questionnaire, respondents are being thanked for their participation. The questionnaire is prepared in two languages, in English (APPENDIX 1) and in Finnish (APPENDIX 2). As the mother tongue of the personnel is not English, the questionnaire will be distributed to potential respondents only in Finnish to increase validity of the results. The questionnaire is conducted as an e-survey via Webropol-link, which will be posted on Jervois Finland's SharePoint- and internal Teams-channels. Participation requests are added to the company's SharePoint and internal Teams-channels. A reminder is given after one week. The questionnaire is open for two weeks, but an additional week of response time is added if needed. The raw data of the survey is transferred from Webropol to Excel for further processing and analysis.

## **5.6 Qualitative interview design and data collection**

The plan is to conduct four semi-structured individual interviews to the four directors of Jervois Finland Oy. Each director will be sent an e-mail invitation where the goal and background of the research and the questions of the interview are presented (APPENDIX 3). This will give the interviewees the opportunity to familiarize themselves with the discussion topics in advance. The e-mail invitation and the interview form are prepared both in English (APPENDIX 3) and in Finnish (APPENDIX 4), but the message will be sent in Finnish. The time reserved for one interview will be half an hour. The interviews will be done in Teams to ease the recording and transcription of the interview. Both recording and transcription features are such which exist in Teams already. A permission to record the interview is obtained from the interviewees before the interview and the interviewees are again informed of the

recording in the beginning of the interview. The interviewees are also informed that all the material will be managed confidentially throughout the process. The analysis will be linked and compared to the data collected from the quantitative survey conducted with the employees.

Since the research population for the qualitative interviews includes only the four directors of Jervois Finland, no background information on the respondents will be presented, to ensure confidentiality of the results. Furthermore, the background information is not considered crucial for the research purpose, as the comparison of the results of the survey and interviews does not require this information.

The topic-related questions of the interview were chosen based on the questionnaire distributed to the employees. The questionnaire and interview questions were matched in order to improve the comparability of the results. Questions from number 1 to 4 focus on studying which qualities the directors value from employee experience perspective, what they think employees value the most and how they see these qualities matching Jervois Finland Oy. Questions 5 to 8 also give a more detailed image of specific themes of internal employer brand at Jervois Finland. Questions from 9 to 11 focus on how appealing the directors think Jervois Finland Oy is as an employer and if they think employees are willing to recommend the company as an employer. Lastly, in question 12 the directors are asked if there are any other comments they would like to give on the topic. The interviews are designed to answer the fifth and sixth research question.

## **6 RESEARCH FINDINGS**

This chapter will introduce the main findings of the quantitative questionnaire survey and qualitative interviews and reflect the findings towards the purpose and objectives of the thesis. Subchapter 6.1 will focus on presenting the findings of the survey, answering the research questions from 1 to 4 and 6. Subchapter 6.2 will answer the fifth and sixth research question by discussing the finding of the interviews and comparing the collected data of the two methods. Lastly, a summary of the results will be presented in subchapter 6.3.

### **6.1 Questionnaire survey**

The questionnaire survey for the personnel was opened on the 7<sup>th</sup> of December 2023 and an answering period of two weeks was given. An additional reminder of the survey was given on the 19<sup>th</sup> of December. The survey link was closed on the 22<sup>nd</sup> of December with 81 responses out of potential 205, making the response rate 39.5%. The raw data of the survey was transferred to Excel, where the data was further processed and combined to be analyzed and presented. The collected data is stored in a private OneDrive cloud storage folder.

#### **6.1.1 Background data**

The first part of the questionnaire focused on collecting background data of the respondents. The purpose of the background questions was to enable the creation of targeted improvement ideas for specific employees and applicant groups. Furthermore, the background data is used to assess how well the respondent population corresponds to the makeup of the commissioner's personnel as a whole. Therefore, the figures in this subchapter are designed to compare the background data of the respondents against the background data of the entire staff of the commissioner.

72.8% of the respondents were male and 23.5% were female. 3.7% of the respondents did not wish to name their gender. As figure 4 depicts, the percentages are very similar to the gender distribution of the commissioner's personnel as a whole, which indicates that the sample is representative of the population with this characteristic (Jervois Finland 2023b).

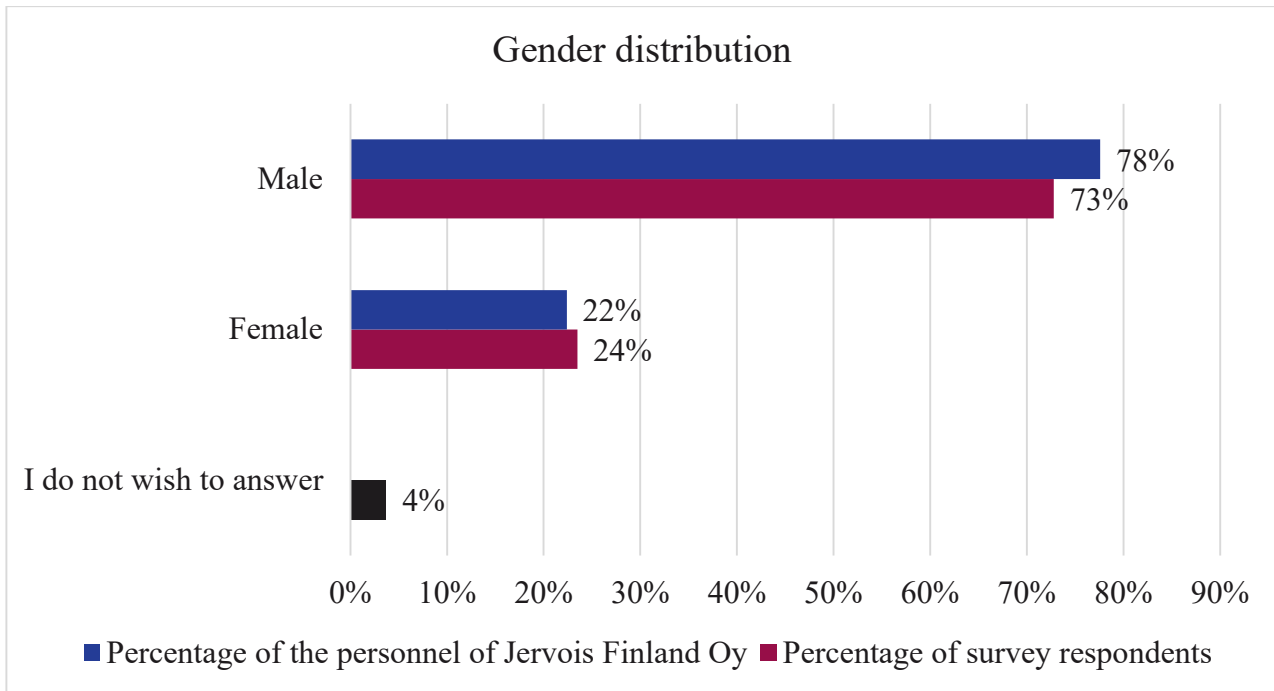


FIGURE 4. Gender distribution

The age groups of the respondents ranged from below 20 to between 51 and 60 with the smallest group of respondents representing the age group below 20. To ensure respondent's anonymity, age groups of below 20 and 20 to 30 are combined in reporting. Figure 5 shows that in relation to the age distribution of the population, the youngest age groups were slightly overrepresented whereas the large age group of respondents over the age of 51 were slightly underrepresented. A similar trend can also be seen in figure 6, where the respondent's years of service are shown parallel to the years of service of the entire population. Almost 40% of the respondents had been with the company for only under 5 years, 16% for 5 to 10 years, 24.7% for 11 to 20 years and 19.8% for over 20 years. As almost 35% of the employees of Jervo's Finland Oy have been with the company for over 20 years, and the most recent employee survey from 2021 revealed that the longer an employee had been with the company the less likely they were to recommend Jervo's Finland as an employer, a more extensive data collection specifically from this group would have increased the representativeness and usability of the research results. (Jervo's Finland 2021d; Jervo's Finland 2023b.)

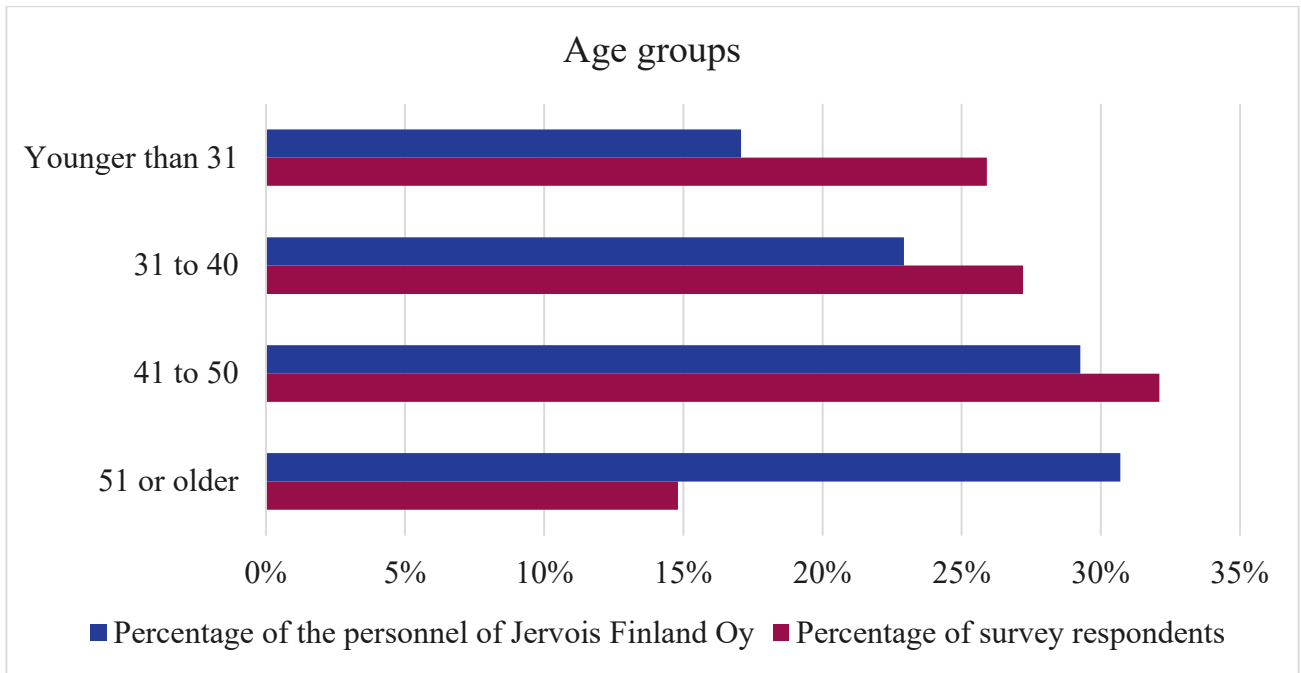


FIGURE 5. Age distribution

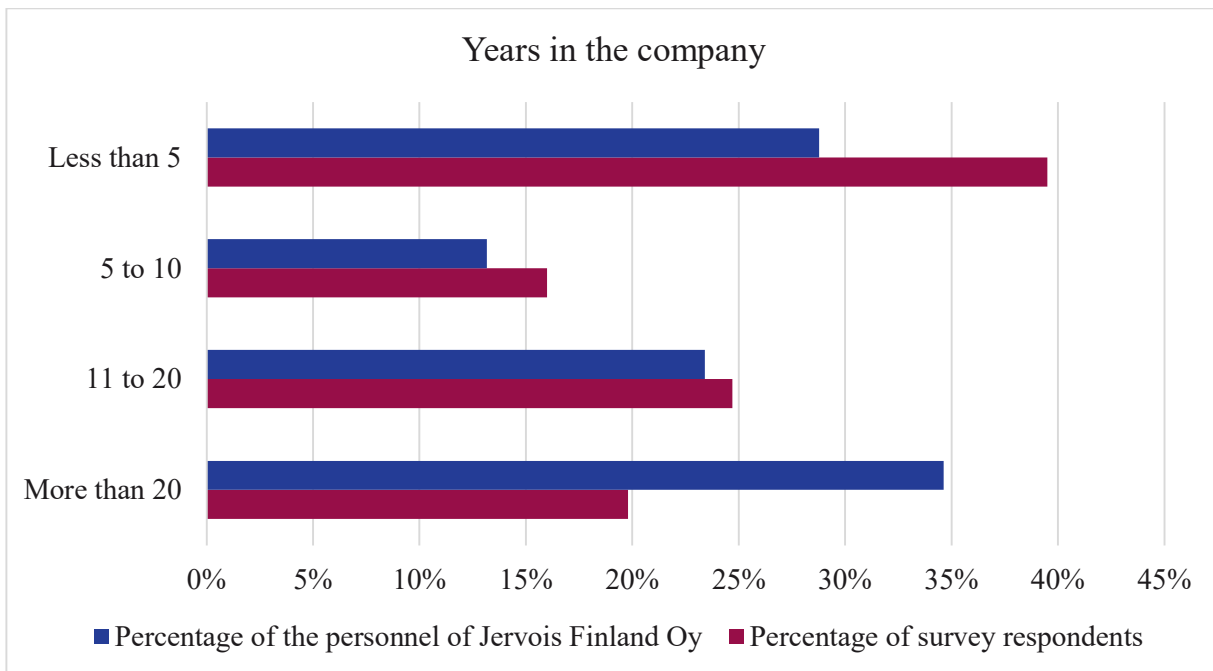


FIGURE 6. Years in the company

When it comes to the personnel group, figure 7 shows that the overall personnel group distribution of the sample follows the personnel group distribution of the population. However, the response rate among the white collar and upper white collar employees is higher in relation to the response rate of the blue collar employees, making the sample somewhat unrepresentative of the population. (Jervois Finland 2023b.)

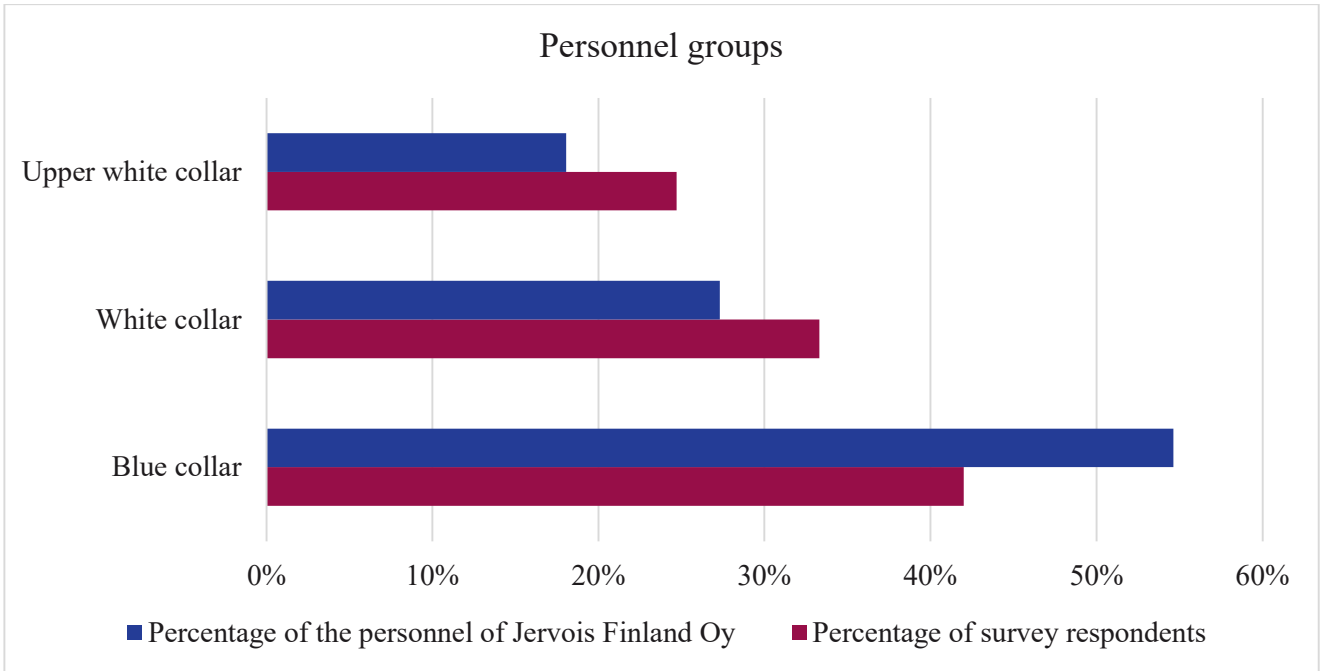


FIGURE 7. Personnel groups

Reponses to the survey were received from all the four departments of Jervois Finland, with the majority of respondents representing production and the smallest group of respondents representing laboratory. Figure 8 shows that the distribution of the respondents from different departments is very similar to the department distribution of the whole population. (Jervois Finland 2023b.)

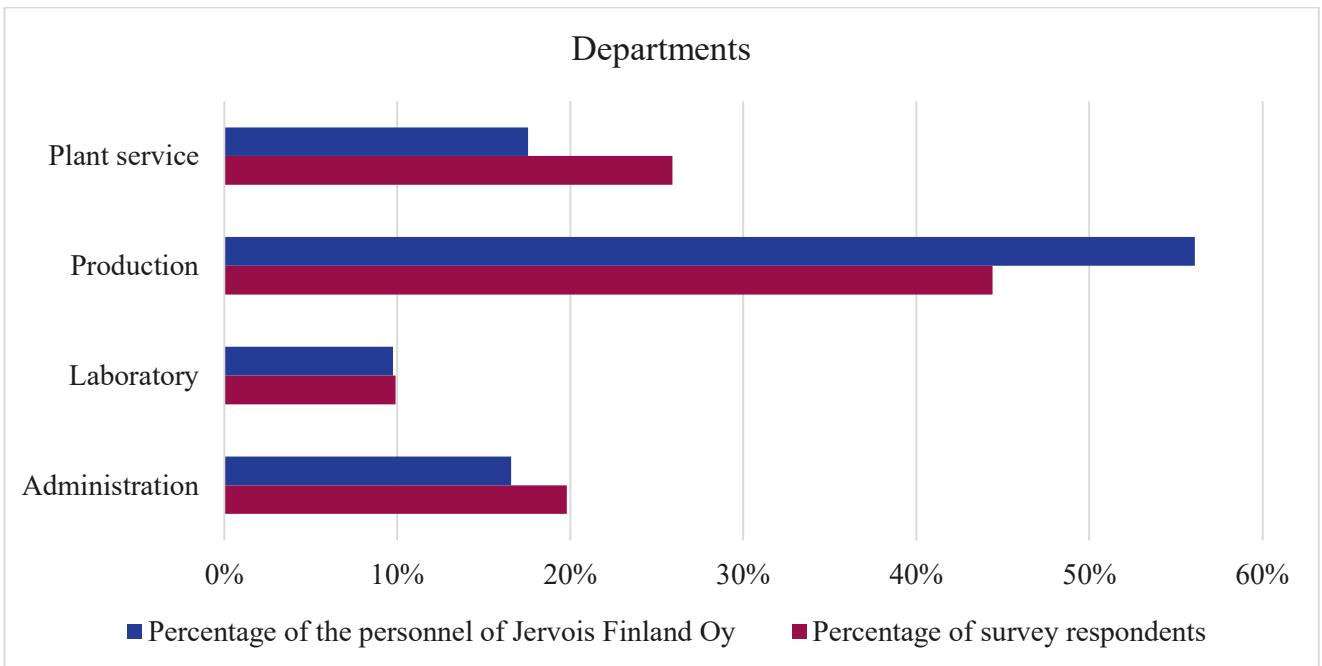


FIGURE 8. Departments



### 6.1.2 Internal employer brand

The second part of the questionnaire focused on finding out which topics influence the respondent's assessment of an employer the most and whether or not the employees think these topics are executed well at Jervois Finland. Also, more detailed data of specific internal employer brand elements was gathered. In question 6, the respondents were asked to assess how important they find the listed elements when they are evaluating an employer. The list of topics and the answering alternatives are listed below in table 1.

TABLE 1. Importance of different topics when assessing an employer

Topic	Unimportant	Only slightly important	Somewhat important	Quite important	Very important	Average
Professional and pleasant co-workers	0%	0%	0%	25.9%	74.1%	4.7
Safety at work	0%	0%	4.9%	17.3%	77.8%	4.7
Salary	0%	0%	2.5%	35.8%	61.7%	4.6
Supervisor-subordinate relationship	0%	0%	6.2%	34.6%	59.2%	4.5
Feeling appreciated	1.2%	1.2%	3.7%	37.1%	56.8%	4.5
Fluent internal information flow	0%	1.2%	2.5%	39.5%	56.8%	4.5
Co-operation with the management	1.2%	1.2%	6.2%	38.3%	53.1%	4.4
Work-life balance	0%	1.2%	8.6%	38.3%	51.9%	4.4
The provided occupational health care services	1.2%	2.5%	12.3%	34.6%	49.4%	4.3
Receiving feedback	0%	2.5%	9.9%	50.6%	37.0%	4.2
Personnel benefits	0%	4.9%	17.3%	43.2%	34.6%	4.1
Being given responsibility	0%	1.2%	16.1%	58.0%	24.7%	4.1
Occupational development possibilities	1.2%	4.9%	16.1%	48.2%	29.6%	4.0
Versatile work assignments	0%	2.5%	18.5%	54.3%	24.7%	4.0
Diversity and inclusion	2.5%	3.7%	25.9%	33.3%	34.6%	3.9
Employer responsibility (social and environmental)	1.2%	6.2%	21.0%	42.0%	29.6%	3.9
The match between my employer's values and my own	0%	7.4%	16.0%	55.6%	21.0%	3.9
Organization's readiness for change	0%	4.9%	24.7%	55.6%	14.8%	3.8
Organization's innovativeness	1.2%	2.5%	30.9%	45.7%	19.7%	3.8
Location and facilities of the company	1.2%	6.2%	22.2%	48.2%	22.2%	3.8
Company recognition and solidity	0%	7.4%	17.3%	59.3%	16.0%	3.8

The last column of table 1 shows the average rate a certain topic received from the respondents. The topics are organized from the most important to the least important according to the average rate. Professional and pleasant co-workers, safety at work and salary are the three most important topics influencing the respondents' evaluation of an employer, whereas organization's readiness for change, organization's innovativeness, location and facilities of the company and company recognition and solidity received the lowest scores. However, it is important to acknowledge that even the topics with the lowest scores had an average score of 3.8.

When examining further, the topics that were most considered unimportant, or only slightly important, were diversity and inclusion, employer's social and environmental responsibility as well as the location and facilities of the company. As diversity and inclusion as well as social and environmental responsibility are among the most current trends in employer branding, these results can be considered somewhat surprising. Tables 2 and 3 focus on further examining whether the age group of the respondents correlates with the importance of diversity and inclusion and social and environmental responsibility. This examination is done, as especially young professionals and millennials are studied to show a significant interest in the CSR actions of an organization when choosing an employer (Kajjala & Tolvanen 2020,65-66; Cone Communications 2016, 1). Table 2 supports these findings as the millennial age groups and younger do find the topic quite or very important. However, it is interesting to notice that there are young employees who also find the topic only slightly important or unimportant. At the same time, the age group of 51 or older holds the highest percentage in the quite important category and over 30% of the age group find the topic very important.

TABLE 2. Importance of diversity and inclusion per age group

Age group	Unimportant	Only slightly important	Somewhat important	Quite important	Very important
Younger than 31	0.0%	9.5%	23.8%	28.6%	38.1%
31-40	4.5%	0.0%	27.3%	36.4%	31.8%
41-50	0.0%	3.8%	30.8%	30.8%	34.6%
51 or older	8.3%	0.0%	16.7%	41.7%	33.3%

In table 3, the contradictions are even more clear, with the importance of employer's social and environmental responsibility being significantly less important for the younger respondents of under 31 years old than the respondents of 51 or older.

TABLE 3. Importance of employer responsibility per age group

Age group	Unim- portant	Only slightly im- portant	Somewhat im- portant	Quite im- portant	Very im- portant
Younger than 31	5.0%	15.0%	15.0%	30.0%	40.0%
31-40	0.0%	4.5%	18.2%	40.9%	36.4%
41-50	0.0%	3.8%	26.9%	53.8%	15.4%
51 or older	0.0%	0.0%	25.0%	41.7%	33.3%

As mentioned earlier, a significant percentage of the employees of Jervois Finland are male and one of the future goals is to encourage more females to begin chemical industry studies and to apply for open positions. Therefore, another more detailed analysis was done on the topics that the female respondents found as the most important when assessing a potential employer. Table 4 shows the average score of the different topic first by the female respondents and then by all respondents. The last column shows the difference between the two scores. As the table shows, the results of the female respondents are mostly in line with the whole sample, but higher differences can be found regarding the importance of employer's social and environmental responsibility and organization's values. Female respondents gave employer's social and environmental responsibility an average score of 4.4 whereas the average score of the whole sample was 3.9. With the organization's values, the average score of the female respondents was 4.3 and of the whole sample 3.9.

TABLE 4. Importance of different topics for female respondents when assessing an employer

Topic	Female respond- ents	All respond- ents	Difference
Safety at work	4.8	4.7	0.1
Feeling appreciated	4.7	4.5	0.2
Supervisor-subordinate relationship	4.7	4.5	0.2
Professional and pleasant co-workers	4.7	4.7	0
Co-operation with the management	4.6	4.4	0.2
Work-life balance	4.6	4.4	0.2
Fluent internal information flow	4.6	4.5	0.1
Salary	4.5	4.6	-0.1
Employer responsibility (social and environ- mental)	4.4	3.9	0.5
The match between my employer's values and my own	4.3	3.9	0.4
Being given responsibility	4.3	4.1	0.2

(continues)

TABLE 4. (continues)

The provided occupational health care services	4.3	4.3	0
Diversity and inclusion	4.2	3.9	0.3
Receiving feedback	4.2	4.2	0
Occupational development possibilities	4.1	4.0	0.1
Personnel benefits	4.0	4.1	-0.1
Organization's readiness for change	3.9	3.8	0.1
Versatile work assignments	3.9	4.0	-0.1
Company recognition and solidity	3.8	3.8	0
Location and facilities of the company	3.8	3.8	0
Organization's innovativeness	3.8	3.8	0

In question 7, the respondents were asked to evaluate the listed statements in relation to Jervois Finland. The list followed the topics presented in question 6. Table 5 shows the statements and answering alternatives given to the respondents. Some statements for this question were formulated as negative clauses to improve the validity of the results. The table is divided into two parts. The part above shows the positive clauses and the part below, the negative clauses. The division is done to ease the interpretation of the results. For the positive statements, strongly agreeing means the topic is well executed at Jervois Finland and for the negative statements, strongly disagreeing means the topic is well executed. According to the results, the respondents gave the best scores to professional and pleasant co-workers, workplace safety and supervisor co-operation. The lowest scores were given to internal information flow, company recognition, receiving feedback and having good development opportunities.

TABLE 5. Evaluation of internal employer brand topics at Jervois Finland

Topic	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Average
I have professional and pleasant co-workers	1.2%	0%	4.9%	49.4%	44.5%	4.4
My workplace is safe	0%	3.7%	2.5%	54.3%	39.5%	4.3
Co-operation with supervisor is fluent	0%	4.9%	8.7%	39.5%	46.9%	4.3
The occupational health care services provided by my employer are good	0%	7.4%	6.2%	46.9%	39.5%	4.2
I am given sufficient responsibility at work	0%	4.9%	6.2%	51.9%	37.0%	4.2

(continues)

TABLE 5. (continues)

My employer carries out its social and environmental responsibilities	0%	3.7%	21.0%	50.6%	24.7%	4.0
My workplace is located conveniently for me, and the facilities are functional	2.5%	13.6%	4.9%	54.3%	24.7%	3.9
My employer enables me to combine my work and free time well	2.5%	8.6%	14.8%	53.1%	21.0%	3.8
We have good personnel benefits	3.7%	12.3%	16.1%	46.9%	21.0%	3.7
My work community is innovative	1.2%	8.7%	28.4%	54.3%	7.4%	3.6
I feel appreciated at work	7.4%	9.9%	18.5%	49.4%	14.8%	3.5
I'm satisfied with the executive management of the company	2.5%	22.2%	30.8%	42.0%	2.5%	3.2
My work community is ready and able for change	3.7%	17.3%	37.0%	35.8%	6.2%	3.2
I have good occupational development possibilities	4.9%	22.2%	34.6%	30.9%	7.4%	3.1
I regularly receive instructive feedback	6.2%	29.6%	23.5%	33.3%	7.4%	3.1
The company where I work is well-known and well-established	4.9%	21.0%	35.8%	34.6%	3.7%	3.1
The information flow at my workplace is fluent	9.9%	32.1%	27.1%	28.4%	2.5%	2.8

Topic	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree	Average
My employer's values contradict with my own values	23.5%	45.7%	25.9%	3.7%	1.2%	2.1
My work assignments are not versatile enough	19.8%	49.4%	14.8%	11.1%	4.9%	2.3
My workplace is not equal and diverse	17.3%	46.9%	24.7%	8.6%	2.5%	2.3
I'm not satisfied with my salary level	2.5%	16.0%	28.4%	34.6%	18.5%	3.5

Tables 6 and 7 measure the evaluation score of internal information flow between different department groups and personnel groups. The tables show that the statement that the information flow is fluent was strongly disagreed with or somewhat disagreed with by almost 40% of respondents from every department and from all personnel groups.

TABLE 6. Evaluation of the information flow by departments

Department	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Production	25.0%	12.5%	0.0%	62.5%	0.0%
Plant service	19.0%	28.6%	38.1%	14.3%	0.0%
Laboratory	5.6%	36.1%	33.3%	22.2%	2.8%
Administration	0.0%	37.5%	12.5%	43.8%	6.3%

TABLE 7. Evaluation of information flow by personnel groups

Personnel group	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
White collar	14.8%	22.2%	18.5%	37.0%	7.4%
Blue collar	8.8%	41.2%	38.2%	11.8%	0.0%
Upper white-collar	5.0%	30.0%	20.0%	45.0%	0.0%

Another more detailed analysis was made of the opinions on occupational development possibilities by department. Table 8 indicates that 75% of administration respondents either somewhat agreed or strongly agreed that their occupational development possibilities were good at Jervois Finland. The highest percentages of strongly disagreeing or somewhat disagreeing with the statement were, on the other hand, from the production and plant service departments. When this information is compared to how important the respondents saw occupation development possibilities, a clear gap can be identified. Table 9 shows that 85% of the respondents from plant service department and 66% of production department respondents considered occupation development possibilities as either quite important or very important when assessing an employer.

TABLE 8. Evaluation of occupational development possibilities by department

Department	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Administration	0.0%	6.3%	18.8%	43.8%	31.3%
Production	8.3%	27.8%	38.9%	22.2%	2.8%
Laboratory	0.0%	25.0%	62.5%	12.5%	0.0%
Plant service	4.8%	23.8%	28.6%	42.9%	0.0%

TABLE 9. Importance of occupational development possibilities by department

Department	Unimportant	Only slightly important	Somewhat important	Quite important	Very important
Administration	0.0%	0.0%	6.3%	62.5%	31.3%
Laboratory	0.0%	12.5%	12.5%	50.0%	25.0%
Plant service	0.0%	0.0%	14.3%	47.6%	38.1%
Production	2.8%	8.3%	22.2%	41.7%	25.0%

At the same time, as table 10 indicates, 93.8% of administration respondents strongly disagreed or somewhat disagreed with the statement that their work assignments are not versatile. On the other hand, it was the laboratory department respondents who considered their work assignments to have least versatility. Table 11 studies the matter further by presenting a gap between the importance of versatile work tasks and the fulfilment of versatile work tasks. The gap is especially clear with the laboratory department where almost 90% of the respondents found versatile work tasks as quite important or very important when assessing an employer.

TABLE 10. Evaluation of work assignment versatility by department

Department	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Administration	31.3%	62.5%	6.3%	0.0%	0.0%
Production	22.2%	38.9%	19.4%	8.3%	11.1%
Laboratory	12.5%	50.0%	12.5%	25.0%	0.0%
Plant service	9.5%	57.1%	14.3%	19.1%	0.0%

TABLE 11. Importance of versatile work tasks by department

Department	Unimportant	Only slightly important	Somewhat important	Quite important	Very important
Administration	0.0%	0.0%	37.5%	50.0%	12.5%
Laboratory	0.0%	0.0%	12.5%	62.5%	25.0%
Plant service	0.0%	0.0%	14.3%	57.1%	28.6%
Production	0.0%	5.6%	13.9%	52.8%	27.8%

The results of questions 7 are compared to the main findings of the employee survey of 2021 in table 12 below. The rows above show the statements and average scores from the 2021 survey and the rows below show the statements and average grades from this survey. As the table indicates, the most improvement from 2021 to 2022 would appear to be on co-operation with the supervisor and the team spirit. On the other hand, the scores for flow of information and supervisor feedback have decreased the most. Overall, the results of the 2021 survey are consistent with the results of this survey. It is also important to note that the question wording is not the same in both questionnaires. Furthermore, the average grade for the statement regarding workplace equality and diversity for the thesis survey has been reversed for comparison, since the original question wording was negative. It should also be noted that in 2021 the company still belonged to Freeport-McMoRan group. Both surveys had the evaluation scale from 1 to 5, where 5 was the best score. (Jervois Finland 2021d).

TABLE 12. Comparison of 2021 employee survey results and 2022 thesis survey results (Jervois Finland 2021d)

Employee survey of 2021	Average grade
Esimiehen toiminta [Supervisor's actions]	3.9
Tiimini/työyhteisöni yhteishenki [The collective spirit of my team/work community]	4.0
Johdon toiminta [Management's actions]	3.4
Esimieheni antaa minulle palautetta työstäni [My supervisor gives me feedback on my work]	3.8
JFO (silloinen FCO) toimii vastuullisesti ympäristöasioissa [JFO (then FCO) acts responsibly in environmental matters]	4.3
JFO:lla (silloinen FCO) työturvallisuudesta huolehditaan hyvin [At JFO (then FCO), occupational safety is well taken care of]	4.3
Työtehtäviini liittyvä tiedonkulku eri osastojen välillä on riittävää [The flow of information related to my work tasks between different departments is sufficient]	3.2
Työpaikallani kohdellaan kaikkia yhdenvertaisesti [At my workplace, everyone is treated equally]	3.5

(continues)



TABLE 12. (continues)

Thesis survey 2022	Average grade
Co-operation with supervisor is fluent	4.3
I have professional and pleasant co-workers	4.4
I'm satisfied with the executive management of the company	3.2
I regularly receive instructive feedback	3.1
My employer carries out its social and environmental responsibilities	4.0
My workplace is safe	4.3
The information flow at my workplace is fluent	2.8
My workplace is equal and diverse	3.7

Question 8 was an open-ended question where the respondents were asked what the best part of their current job is. Table 13 shows the different themes that reoccurred in the open-ended responses and gives a number of times the theme was mentioned. The themes are listed from the theme that was mentioned the most to the themes that were mentioned the least. Table 13 shows that the themes mentioned the most were versatile work tasks, co-workers and independence and flexibility. The responses are in line with question 7 where the respondents were asked to assess the given statements in relation to Jervois Finland. Table 5 shows that over 90% of the respondents somewhat agreed or strongly agreed that they have professional and pleasant co-workers and almost 70% somewhat disagreed or strongly disagreed with the statement that their work tasks are not versatile enough. Furthermore, as shown in table 1, professional and pleasant co-workers were considered as quite important or very important by 100% of the respondents when considering the aspects that affect their employee experience. Around 79% of the respondents found versatile work assignments as quite important or very important when assessing an employer, but at the same time, 21% of the respondents considered versatility in work assignments only slightly important or somewhat important. Independence and flexibility, although being a part of the themes listed in questions 6 and 7, rose as an important separate new theme in this question.

TABLE 13. Respondents' description of the best part of their job

Theme	Reoccurrence (times)
Versatile work tasks	30
Co-workers	27
Independence/flexibility	15
Being given responsibility	8
Good work environment	7
Development possibilities	4
Stable job	3

(continues)

TABLE 13. (continues)

Influencing possibilities	3
Work content	3
12-hour shifts	3
I don't know	2
Challenging work tasks	2
Salary is correct and paid on time	2
Supervisor-subordinate relationship	1
Company's growth plans	1
Internationality	1
Meaningfulness of work	1
Working in shifts	1
Working with people	1
Equipment	1
Exercise benefits	1
Project tasks	1

In question 9, the respondents were asked to freely describe the corporate culture and values of Jervois Finland. Reoccurring themes from the responses are listed in table 14 with indication of how many times a certain theme was mentioned by the respondents. As mentioned earlier, the corporate values listed by Jervois Global are responsibility, integrity, and accountability. The values are also divided further into more detailed principles, which include, for example, working safely, following social and environmentally responsible practices, and caring for all stakeholder groups of the company. The same themes of environment, responsibility, safety, and quality are repeated in the survey responses, but still a large number of respondents indicated that they were not familiar with the values and corporate culture, or they left a blank answer. Furthermore, 13 respondents only indicated that they found the corporate culture and values as good and some considered the culture and values as unclear, unequal or existing only on paper. (Jervois 2022b).

*Arvot ja yrityskulttuuri on paperilla tosi hyvä, vielä kun saisi niitä toteutettua paremmin käytännössä [The values and company culture are really good on paper, but they should be implemented better in practice]. (Open-ended response for question 9)*

TABLE 14. Respondents' description of the corporate culture and values

Theme	Reoccurrence (times)
Cannot say / I'm not familiar with them	17
Values and culture are good	13
The company follows ethical values	9
Environment is important	7
The company has low hierarchy	7
Responsibility is a core value	5

(continues)

TABLE 14. (continues)

The culture is rigid	4
The culture is old-fashioned	4
Same rules don't apply to everyone	4
The values and culture are unclear	4
The culture is dynamic	4
Employees are not appreciated	3
The values are not executed in practice	3
Safety is a core value	3
Personnel is taken care of	2
Quality is a core value	2

As shown in table 5, the internal information flow was considered as one of the themes that is not currently executed well at Jervois Finland Oy. In question 10, the respondents were asked to list in order of use which information channels they use to receive information on internal company matters. Internal company matters were specified in the question as, for example, announcements, reports, and changes. Table 15 shows the listed alternatives in the order of which communication channel received the most number 1 answers, meaning that it is used the most. In the last column of the table, the average rate of the channel is given, with the lowest number indicating highest use and highest number indicating lowest use. According to the results, the most used source of information is discussions with co-workers and the second most used source of information is the Teams-bulletin board. The last three alternatives had the same average.

TABLE 15. Information channels used for receiving information on internal level

Information source	1	2	3	4	5	Average
Discussions with co-workers	42.0%	16.0%	19.8%	9.9%	12.3%	2.3
Teams-bulletin board	28.4%	12.3%	19.8%	25.9%	13.6%	2.8
SharePoint	13.6%	21.0%	19.8%	16.0%	29.6%	3.3
E-mail notifications	9.9%	22.2%	19.7%	28.4%	19.8%	3.3
Discussions with supervisor	6.2%	28.4%	21.0%	19.7%	24.7%	3.3

In question 11, the respondents were asked to describe Jervois Finland Oy with only one word. Picture 3 visualizes the results of a question with the help of PowerPoint word cloud. The words which were mentioned the most are shown with the biggest font in the picture. A similar question was also presented in the 2021 employee survey where the respondents were asked to describe their employer with one adjective. Even though the question layouts were slightly different, some similar themes can be identified. For example, internationality, cobalt, and employer were in both word clouds. Preferably the more well-known and established the Jervois Finland brand will become, the more the company

name would be associated with, for example, reliability and responsibility, which could already be found as adjectives describing the company as an employer in the 2021 employee survey. (Jervois Finland 2021d.)



PICTURE 3. What comes to mind from the name Jervois Finland

The importance of professional and pleasant co-workers has been emphasized by the respondents in the previous questions and question 12 goes deeper into understanding what qualities the respondents appreciate the most in a co-worker. The respondents were asked to number the answering alternatives from the most important quality to the least important. The lower the average score was, the more important the characteristic is considered to be. Table 16 lists the characteristics from the lowest average score to the highest. According to the results, the most important qualities in a co-worker are considered to be reliability and professionalism.

TABLE 16. The most important qualities of a co-worker

Characteristic	1	2	3	4	5	Average
Reliability	49.4%	25.9%	12.4%	11.1%	1.2%	1.9
Professionalism	22.2%	23.5%	25.9%	19.8%	8.6%	2.7
Teamwork skills	17.3%	22.2%	24.7%	14.8%	21.0%	3.0
Sense of humor	9.9%	16.0%	17.3%	24.7%	32.1%	3.5
Adaptability	1.2%	12.4%	19.8%	29.6%	37.0%	3.9

### 6.1.3 External employer brand aspects

Questions from 13 to 16 focused more on how the respondents see Jervois Finland Oy as an employer for the potential new employees. Question 13 asked the respondents to evaluate how appealing they think Jervois Finland is as an employer. The scale used was from 0 to 10, where 0 meant not at all appealing and 10 meant very appealing. Figure 9 below shows how the scores were distributed between the respondents. The average number of responses between all respondents was 6.4.

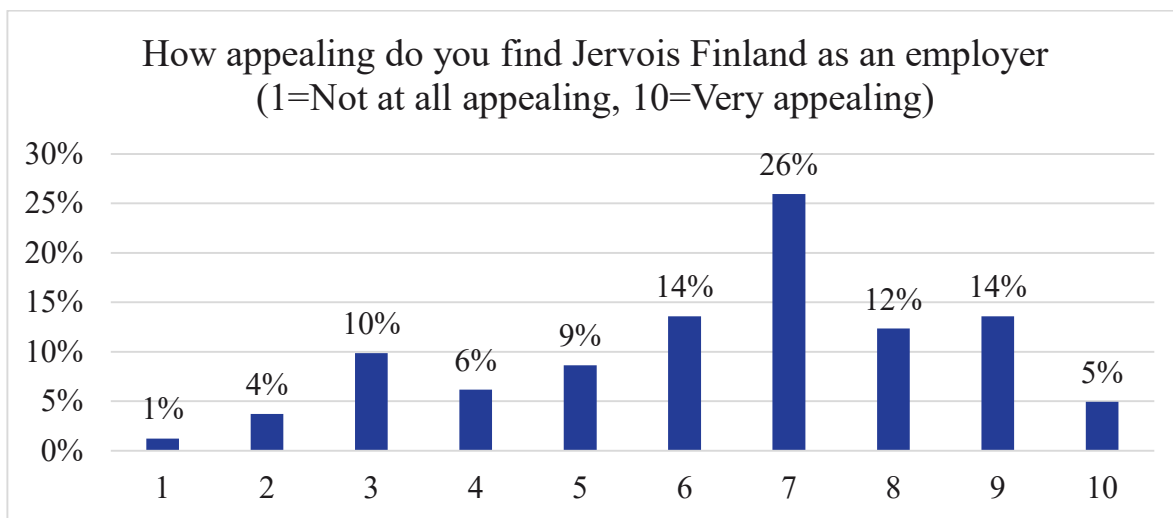


FIGURE 9. Attractiveness of Jervois Finland as an employer

A question related to the appeal of Jervois Finland (then Freeport Cobalt) as an employer was also presented in the 2021 employee survey where the respondents were asked to assess the appeal of the company in relation to other companies in the same field. The average score from 1 to 5 in the 2021 survey was 3.3 with 1 being not at all appealing and 5 being very appealing. As the scale in this thesis survey was from 1 to 10, the comparison between the average results is made via ratios of the maximum. 3.3 in the employee survey of 2021 is 65.5% of the maximum of 5 whereas the 6.4 average of this survey is 64% of the maximum of 10. (Jervois Finland 2021d.)

Question 14 examined how likely the respondents would recommend Jervois Finland as employer to their friends and family. A similar question was presented to the employees in the employee survey of 2021. In the 2021 employee survey, the employees were asked to assess whether they agree or disagree with the statement that they would recommend Jervois Finland as an employer to their inner circle. Answering alternative 1 meant that the respondent strongly disagreed with the statement and answering alternative 5 meant that the respondent strongly agreed with the statement. The average score in

the 2021 employee survey was 3.94. As mentioned earlier, the score given was the lower the longer the respondent had stayed with the company. As the scales in these two surveys are again different, the comparison between the average results is made via ratios of the maximum. 3.94 in the employee survey of 2021 is 79% of the maximum of 5 whereas the 6.7 average of this survey is 67% of the maximum of 10. Furthermore, figure 10 compares the results of the two surveys per experience years. Both trend lines show a decline in the likeliness to recommend Jervois Finland as an employer, but the decline is gentler with the thesis survey. However, it is important to notice that with the thesis survey, the overall scores were also lower. Furthermore, the different scales of the surveys do have an impact on comparability even with the used ratio calculation. (Jervois Finland 2021d.)

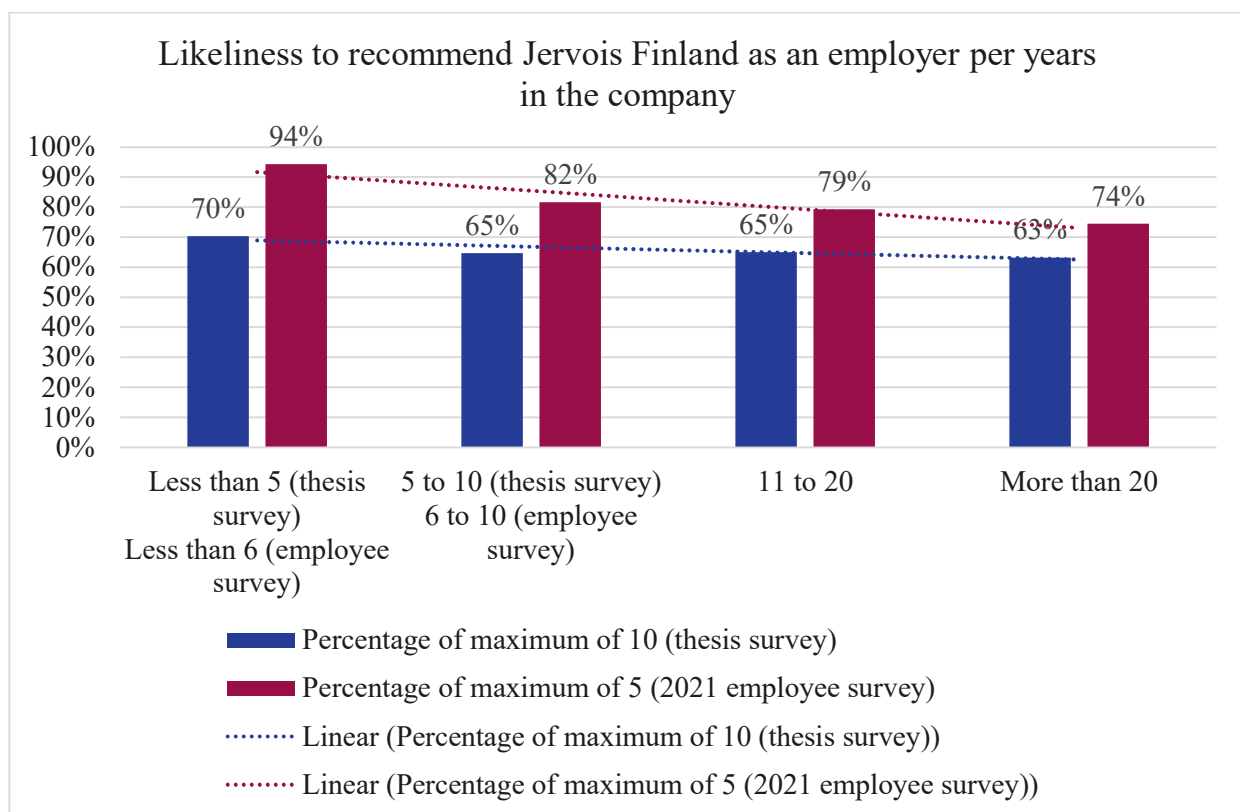


FIGURE 10. Likelihood to recommend Jervois Finland as an employer per years in the company

The results of questions 14 were also used to calculate the Employee Net Promoter Score (eNPS), which is a more general measuring tool for the likeliness of recommending current employer to friends and family. The calculation was done by first listing how large percentage of the responses were from detractors, how large from passives and how large from promoters. Detractors mean respondents who gave the score from 0 to 6, passives are the respondents who gave the score from 7 to 8 and promoters are the ones who gave the score from 9 to 10. The respondent group division is based on an article by Aaltonen (2019). After this, the eNPS score was calculated by deducting the percentage of detractors

from the percentage of promoters. The eNPS score for Jervois Finland Oy in this survey was -16. Both according to the definition by Kuusinen earlier and by the formula presented by Aaltonen, the score should be above 0 in order to conclude that most of the employees would recommend the company as an employer (Kuusinen 2019). As a comparison, the eNPS score Jervois Finland received in the summer employee survey in 2021 was as high as 53, which is considered excellent (Jervois Finland 2021e).

The purpose of question 15 was to find out what would be the one factor that would make a respondent more likely to recommend Jervois Finland as an employer in the future. The question was open-ended without any predetermined answering alternatives. Table 17 shows the reoccurring topics from this question with the most mentioned topics on top. The most reoccurring topic in this question was salary, with the respondents wishing for not only raises but also more salary equality. The second most reoccurring topic was improving the employee benefits by, for example, deploying ePassi or a similar system, making the exercise benefits more accessible to everyone.

TABLE 17. What could be improved to increase the eNPS

Topic	Reoccurrence (times)
Salary	20
Better employee benefit	13
Improved working facilities	6
Better work atmosphere	5
I don't know	4
Improving information flow	4
Good future prospects/good financial results	3
Management/leadership improvements	3
Better performance bonuses	3
Employee appreciation	2
More development opportunities	2
Personnel fund	2
Consistency	2
Job-specific bonuses	1
Nothing to add	1
Company values should better match my own	1
More summer positions for white collar employees (EHSQ, HR etc.)	1
Lower hierarchy	1
More comprehensive occupational health care services	1

(continues)

TABLE 17. (continues)

Vision	1
Lowered workload	1
Addressing grievances	1
Better personnel management	1
Better work-life balance	1
More open operating culture	1
More communication on positive accomplishment of the company	1
Changes in the company's ownership base	1
More equality	1

When addressing further the answers given to this question by the people who have been with the company for 20 years or longer, there are a lot of variations. Salary improvements were mentioned by the largest number of respondents in this group, but also, for example, work atmosphere, employee appreciation, information flow, development opportunities and company values were mentioned. Interestingly, none of the respondents in this group mentioned personnel benefits.

In question 16 the topic of external employee recognition was examined from the point of view of information channels. The respondents were asked to mark the information channels which they thought the company should use more in order to attract more applicants. In addition to the checking boxes from the ready-made list, the respondents had the opportunity to give an open-ended response to the questions. According to the results presented in figure 11, most of the respondents thought that the educational co-operation of the company should be improved in order to attract more applicants. Over half of the respondents also considered it important to be more present in LinkedIn and in newspapers.



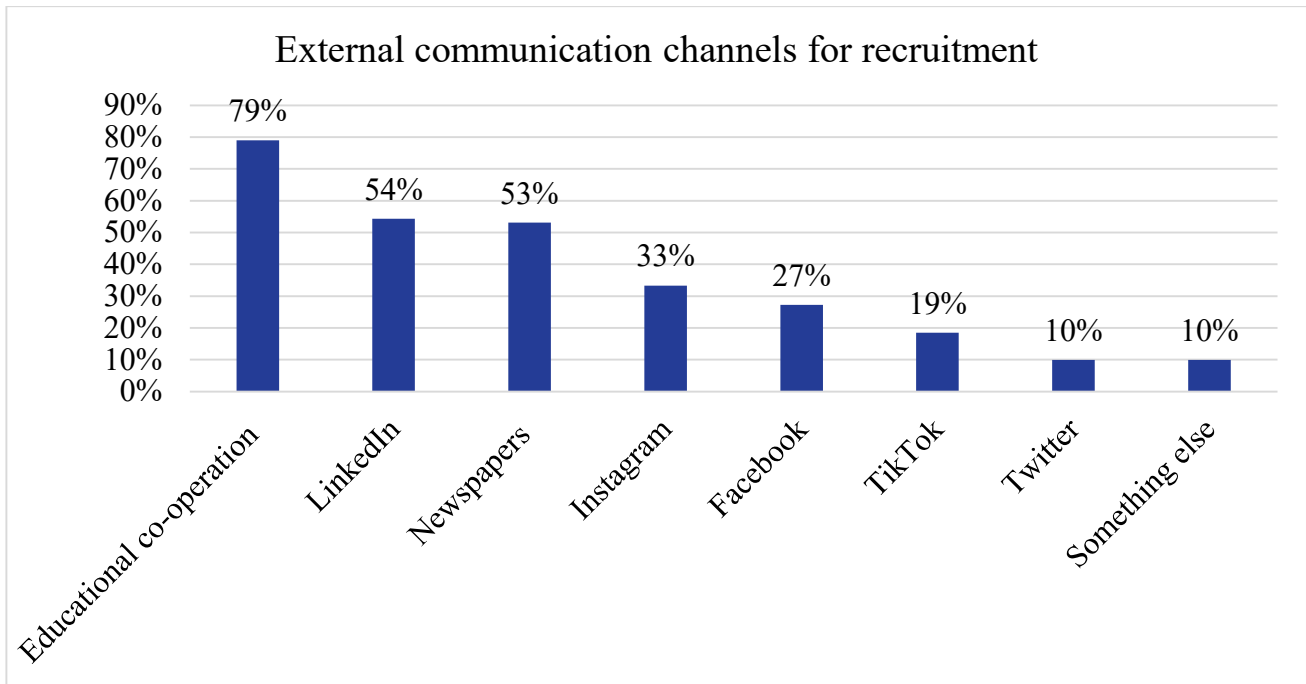


FIGURE 11. External communication channels for recruitment

When comparing the answers on the basis of age groups as done in table 18, the biggest difference can be found in the opinion for visibility in newspapers. 29% of the respondents in age group 30 or younger considered that Jervois Finland should have more newspaper visibility whereas 75% of the respondents from age group of 51 or older thought that the company should be more visible in newspapers.

TABLE 18. External communication channels by age group

Age group	Educational co-operation	Linked In	Newspapers	Instagram	Facebook	TikTok	Twitter
Younger than 31	81.0%	52.4%	28.6%	28.6%	19.0%	19.0%	14.3%
31-40	81.8%	45.5%	50.0%	36.4%	22.7%	13.6%	0.0%
41-50	80.8%	61.5%	65.4%	38.5%	34.6%	23.1%	15.4%
51 or older	66.7%	58.2%	75.0%	25.0%	33.3%	16.7%	8.3%

For the open-ended answering alternative, 8 responses were given. The open-ended responses were peer to peer communication, snapchat, e-advertising in different social media platforms like Google, Facebook and Instagram, physical presence at events like fairs, educational facilities and similar, attending local events, utilizing the grapevine, using tv and radio as well as supporting to the local community like local association. According to an MPS Enterprises study conducted in 2021, the most used channels for job applicants are following job announcements (90%), having a search watch at a

job search website (65%), and using own networks (53%) (MPS Enterprises Ltd. 2022, 22). Based on the results of the MPS Enterprises study, peer to peer communication from the open-ended responses, as well as job search platforms could have been valid answering options to be listed to this question as well.

The last question in the questionnaire was an open-ended question where the respondents were asked to freely give any other comments on the topic. A total of 17 responses were collected for this question. The lack of sufficient information flow was again brought up and suggestions were made about making communication more open, up to date and accessible. Furthermore, it was suggested that the management should visit the different departments more and discuss current and future topics face to face with the employees. On the topic of external communication, co-operation with educational institutions was discussed in several answers. The respondents suggested visits to and from educational institutions and emphasized that visibility and familiarity are crucial in attracting new talent.

*Olisi tärkeää saada meidät näkyviin oppilaitoksissa jo hyvissä ajoin, että nuoret tietäisivät tehtaan olemassaolon ja heillä olisi mielikuva meidän tarjoamista työtehtävistä. [It would be important to make us visible in educational institutions well in advance, so that young people would know the factory exists and they would have a picture of the jobs we offer.] (Open-ended response for question 17)*

Social media was mentioned as a platform where the company should be more present. Also salary matters, personnel benefits and other forms of rewarding were discussed by the respondents. Lastly, the topics of employee appreciation and equality in practices were called for.

## 6.2 Interviews with the directors

The cover letters to take part in the interviews were sent to all four directors on the 5<sup>th</sup> of December 2022. Three of the four directors were able to take part in the individual Teams interviews, which were conducted on the 8<sup>th</sup> of December, on the 12<sup>th</sup> of December and on the 19<sup>th</sup> of December. The interviews were recorded and transcribed with the built-in features of Teams. Furthermore, separate short notes were taken in case there would be problems with the features of Teams. As the Teams transcript function was not able to detect all words correctly, all direct quotations have been separately transcribed. The first and second interview lasted 29 minutes and the third 38 minutes. The collected data is stored in a private OneDrive cloud storage folder.

### 6.2.1 Internal employer brand

The first interview question focused on how the interviewees themselves see Jervois Finland as an employer. In this question all of the interviewees referred to the long history of the company and the different phases the company has gone through over the decades.

*Ehkä se perimmäinen ajatus itellä on, että – – se pitkä historia, myönteinen historia mikä meillä on taustalla, – – niin tietysti haluaa olla myös toistamassa sitä onnistumista nyt Jervoisin, uudenkin yhtiön palveluksessa. [Perhaps the fundamental thought for me is that – – the long history, the positive history we have in the background, – – then of course you want to be able to repeat that success now in the service of Jervois, the new company as well]. (Interviewee 3)*

The interviewees also pointed out that the new ownership has led to a new, more dynamic phase, where the opportunities for employer marketing are seen better than before.

*Mä uskon, että Jervois nimenä on varmaan tuonu mielenkiintoo siinä mielessä, että me on oltu nyt huomattavasti aktiivisempia – – mitä me aikaisemmin on oltu. Ehkä pikkuisen – – päässyt ulkopuoliset kurkistamaan sitten, että – –, mitä tämä mahdollisesti voisi olla. [I believe that Jervois as a name has probably brought interest in the sense that we have now been considerably more active – – than we have been before. Maybe -- a little bit, the people have been able to take a peek from the outside on – – what this could possibly be]. (Interviewee 1)*

In the second question, the interviewees were asked how they think the employees see Jervois Finland as an employer and if they think the employees have different views than the management. The interviewees did not think that the employees in general have exactly the same views as the management. The latest corporate acquisition and a transition from a large corporation to a smaller one was also seen as something that probably has caused some concern for the employees. However, the interviewees also pointed out that the views are most likely varied between departments and age groups as well as depending on how many years the employees had been with the company. To an extent, this view can be confirmed by referring to the employee survey of 2021, as well as this survey, where the likeliness to recommend Jervois Finland as an employer is shown to decrease based on how long a person has stayed with the company (FIGURE 10). Tables 19 and 20 below future study this statement by comparing the average recommendation rates given by the survey respondents, first by age group and second by department. Based on the results, the age group has only slight differences in the likeliness to recommend Jervois Finland as an employer, but the gaps are significantly larger depending on the department.

TABLE 19. Average likeliness to recommend Jervojs Finland as an employer by age group

Age group	Average rating
Younger than 31	6.5
31-40	6.6
41-50	6.5
51 or older	7.4

TABLE 20. Average likeliness to recommend Jervojs Finland as an employer by department

Department	Average rating
Administration	8.4
Laboratory	7.3
Plant service	5.7
Production	6.4

In the third question, the interviewees were asked which matters influence their own employee experience the most. The interviewees listed an appreciative corporate culture, work content and influencing possibilities, a good team and versatile work tasks as the most important topics for their own employee experience. When compared to table 1, where the topics most important for the survey respondents' view of an employer were listed, professional and pleasant co-workers and feeling appreciated are among the most important ones for the survey respondent's as well. At the same time, versatile work tasks, independence, and flexibility, as well as influencing possibilities, were reoccurring topics in table 12, which describes the employee survey respondent's views on the best parts of their job.

For the fourth question, the interviewees were asked to assess how well the different internal employer brand aspects are carried out at Jervojs Finland and if there are any specific topics which should be paid more attention to. As a reference, the interviewees were presented with a similar list of topics that the participants of the employee survey were assessing in the questionnaire question 6. Two interviewees gave general or personal opinions on all topics and one interviewee discussed the topics as one theme. On many topics, the interviewees mentioned that there are most likely differences between departments on how well the topic is being executed. For example, occupational development possibilities were considered as topic that is yet not equal and should be further examined. This view is also shared by the employees themselves as the respondents of the employee survey considered the development possibilities significantly better in administration than in production (TABLE 8).

*Ite ajattelisin, että tää on ehkä semmonen osa-alue, että on toisaalta semmosia ihmisiä, jotka on ehkä jäänyt siihen omaan asemaansa vähä kiinni. Että tuossa olis varmasti hyvä jonkunlaista pohdintaa, analyysia, järjestelmäkehitystä tehdä siltä osin, että tämmösiä*

*erilaisia uramahdollisuuksia, eri ihmisille muodostuis. [Personally, I would think that this is perhaps such an area, that, on the other hand, there are people who may have gotten a little stuck in their own position. That it would certainly be good to do some kind of reflection, analysis, system development to the extent that different career opportunities would be created for different people]. (Interviewee 3)*

*Hallinnollisissa kyllä, mutta tuotannollisissa ei toteudu. [In administrative yes, but in production not]. (Interviewee 2)*

These views were further examined by comparing the survey results by personnel group, showing that only respondents from the blue collar group strongly disagreed with the statement that they have good occupational development possibilities (TABLE 21).

TABLE 21. Opinions on occupational development possibilities by personnel group

Employee group	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Blue collar	11.8%	17.6%	41.2%	26.5%	2.9%
White collar	0.0%	25.9%	33.3%	25.9%	14.8%
Upper white collar	0.0%	25.0%	25.0%	45.0%	5.0%

Salary was a topic that was both considered important when assessing an employer (TABLE 1) and a topic mentioned the most when asked which one thing could be improved to increase the likeliness to recommend Jervois Finland an employer (TABLE 16). The interviewees did not address this topic extensively, but one interviewee did mention that he has received some feedback on the matter. The interviewee continued that this is also an area where the company wished to remain competitive as an employer.

Organization's readiness for change and organization's innovativeness were not among the most important topics for employee experience according to the employee survey (TABLE 1), but these topics were discussed further by one of the interviewees, who considered these topics as such, which should be developed further.

*Sanoisko näin, että semmosta muutosvastarintaa harvoin näkee, -- mutta ehkä tuota sävyttää se, että me mennään tyypillisesti semmosten totuttujen kaavojen mukaan. Ehkä tuo on semmonen osa-alue johon, -- vois tai haluais ite hakee -- vielä enempi ketteryyttä. [I could say that you rarely see that kind of resistance to change, -- but, maybe that is tinged by the fact that we typically follow the same familiar patterns. Maybe that is the one area in which -- we can, or I would like to get -- even more agility]. (Interviewee 3)*

*Ehkä kokonaisuutena mä en nää, vaikka puhutaan hyvin teknisestä ja edistyksellisestä toiminnasta mitä me harrastetaan niin, ei meidän innovaatiokyky ei oo ehkä ihan sillä tasolla missä se vois olla. [Maybe as a whole I don't see, even though we talk about very technical and progressive activities that we do, our ability to innovate is maybe not quite at the level where it could be]. (Interviewee 3)*

The internal information flow was considered by the survey respondents the topic that would need most improving at Jervois Finland (TABLE 5). This same topic was raised as a target for improvement also by the interviewees. The interviewees mentioned the improvement of information flow both at a general level as well as on the level of specific parts that could be improved. One interviewee also pointed out that the fact that Jervois Finland is now a part of a listed company, brings its own challenges to communication.

*Toisaalta sitten se, että me ollaan nyt hyvin iso osa pörssiyhtiötä, joka tuo tietysti omat haasteensa sille, että ihan ennen näitä earnings releaseja on aika vaikea kertoa --, tiettyjä taloudellisia asioita. Mutta sinänsä se nyt on ehkä vaan -- yks puoli sitä viestintää, että kyllä meillä pyrkimys --, vois olla vielä avoimempi tai --, pitäis pyrkiä vielä avoimempaan. Pitää kehittyä --, siinä vielä kyllä --. Ei me vielä olla siellä --, missä mä haluaisin olla. [On the other hand, the fact that we are now a very large part of stock exchange company, which, of course, brings its own challenges to the fact that before these earnings releases, it is quite difficult to communicate --, certain financial matters. But as such, it is now perhaps just --, one part of communication so yes, we strive to be even more open, or we should, -- strive to be even more open. We must develop in that, that's true. We are not yet where -- I would like us to be]. (Interviewee 1)*

When the survey respondents were asked what could be improved to make them more likely to recommend Jervois Finland as an employer, one reoccurring theme was improved working facilities (TABLE 16). One of the interviewees also talked about this matter, pointing out that the facilities are not in a similar condition in all departments.

*Tietysti tuota kentän tilannetta, siellä on vanhahkoja prosessialueita ja vanhoja laitteita -- ja ehkä layoutit on jokseenkin monimutkaisia ja kehkeytyny sellasiksi mitä ne nyt on. Siellä ois ehkä työnsarkaa, tai onkin työnsarkaa, parannettavaa. Sitä on halu edistää. [Of course, the situation in the field, there are old process areas and old equipment -- and maybe the layouts are somewhat complicated and have developed into what they are now. There might be development needs, or there are development needs, things to be improved. There is a desire to address this]. (Interviewee 3)*

This topic was examined further by comparing the answers the respondents from different departments gave to the statement that their workplace is located conveniently for them, and the facilities are functional. Table 22 indicates that the respondents from the laboratory department mostly strongly disagreed with or somewhat disagreed with the statement whereas the majority of the respondents from the other department either somewhat agreed or strongly agreed with the statement.

TABLE 22. Evaluation of workplace location and facilities by department

Department	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Administration	0,0%	12,5%	0,0%	62,5%	25,0%
Laboratory	25,0%	62,5%	0,0%	12,5%	0,0%
Plant service	0,0%	9,5%	9,5%	66,7%	14,3%
Production	0,0%	5,6%	5,6%	52,8%	36,1%

Organization's values were a topic which especially the female respondents considered an important matter (TABLE 4). Like the survey respondents, also the interviewees were asked to describe how they see the corporate culture and values at Jervois Finland. One reoccurring thought throughout all the interviews was that many things, like the corporate culture and some operation models are still developing now after the partial demerger and now after the second corporate acquisition. The interviewees also addressed the fact that it is the entire personnel who has an impact on the culture and values.

*Nämä muodostuu ihmisistä mitä on ja miten ne luo sen. Ja tällä hetkellä me ollaan semmosessa vaiheessa, että me rakennetaan tämmöstä, arvoja ja mikä tää uus Jervois tulee olemaan. Ja mä nään positiivisia piirteitä näissä arvoissa mitä nyt tulee, niin semmosia, joihin munkin sydän sykkii. [These are built by people, what they are and how they create them. And at the moment we are at the stage where we are building this, values and what this new Jervois will be. And I see positive features in these values that are being created, they are such which also my heart beats for]. (Interviewee 2)*

Referring to the impact all employees have on the culture and values, all of the interviewees also emphasized individual's responsibility and active approach to their own work as a clear value for the corporation. Inspiring personal dedication and commitment as well as being accountable for what and how results are achieved are also mentioned as principles linked to the corporate values of Jervois Global (Jervois 2022b). Furthermore, being given responsibility, as well as work independence and flexibility were mentioned by 23 respondents when asked about the best part of their job (TABLE 13).

Employer's social and environmental responsibility was a topic that was mentioned by all interviewees and considered to be built-in company values, that have been at the core of the operations for decades. Furthermore, one interviewee mentioned that most of the current and coming projects of the company are built around these principles and values. Also when the respondents of the employee survey were asked to describe the values and corporate culture of Jervois Finland, environment, ethical values, and responsibility were reoccurring themes.

The topic of internal information flow was addressed again when the interviewees were in question 6 asked which information channels they prefer in internal communication. All the interviewees mentioned the importance of Teams channels, which were also considered important by the survey respondents (TABLE 15). SharePoint was also referred to, especially when it comes to a more static information distribution. One interviewee highlighted the fact that after the changes during the past few years, the official information channels are not always clear, which can also influence how well the information flows throughout the organization.

*Tämmönen niinkun yleisen tiedonkulun tasolla musta vähän hakee sitä paikkaansa, että mikä on se nyt, se, se virallinen kanava ja mitä sen pitäis – – tulevaisuudessa olla. Ja ehkä näiden systeemien takia jotkut tiedot jää nyt sitte saavuttamattaki tiettyjä henkilöitä. [At the level of the general flow of information, I think we are still trying to figure out what is now, that, that official channel and what it should be – – in the future. And maybe because of these systems, some information is now not reaching certain people]. (Interviewee 3)*

One interviewee also emphasized the importance of face-to-face communication when it comes to building a low-hierarchy corporate culture. According to the interviewee, the importance of face-to-face communication is especially heightened when the management is communicating to the personnel. As mentioned earlier, the management visiting the different departments more was also a theme that was discussed by the survey respondents when asked for open feedback.

*Paikan päällä. Se riippuu niinkun, että kuka tiedottaa, mutta jos se on johto, niin se on paikan päällä. Se on ihan ehtomasti sillon, kun johto menee johonkin huoneeseen tai tilaan, neuvottelutilaan tai tonne ohjaamoon, niin sillon kun ne on paikan päällä, sillon kun ne on läsnä, niin se on se juttu. [Face-to-face. It depends on who is informing, but if it is the management, then face-to-face. It is absolutely so that when management goes somewhere, to a room or a place, conference room or control room, when they are present face-to-face, that is the thing]. (Interviewee 2)*



In question 7 the interviewees were asked to describe with one word what comes to mind from the name Jervois Finland. The words given by the interviewees were responsibility, forward heading and youthful. Responsibility, which is also one of the main values of Jervois Global, was actually not mentioned by any of the respondents on the employee survey. Forward heading, on the other hand, can be linked to the terms future and developing, which were also listed by the survey respondents.

The respondents to the employee survey were asked to rank the most important qualities in a co-worker. The interviewees, on the other hand, were asked which qualities they appreciate the most in an employee and what is a good employee like. The interviewees repeated their comments regarding the company valuing employees who take responsibility for their own work but also positivity, teamwork skills and willingness to develop were mentioned.

*Se positiivisuus se, että jos täällä on negatiivinen henki ja lähdetään negatiivisen kautta asioita ajattelemaan, ei täällä oo kenelläkään --, kivaa - -. Ihmisessä on mun mielestä, se luo hyvää ympärille sitten, se on äärimmäisen tärkeää. [The positivity is that if there is a negative spirit here and we start thinking about things through the negative, nobody -- will have a good time here, nice time here. I think it's in a person, it creates good around them, that's extremely important]. (Interviewee 1)*

Although willingness to develop was mentioned, one of the interviewees also emphasized that what is looked for in a good employee is not always the same and different qualities are appreciated.

*Mun mielestä semmosta ei voi olla, koska se liikkuu ajassa. Jos mä sanon, että mulla on ollu semmosia työntekijöitä, jotka on äärettömän tunnollisia siinä mitä ne tekee, mutta ne ei halua yhtään kehittyä siinä mitä ne tekee. Niille riittää, että ne saa palkan töistä. Mun mielestä se on yhtä arvokas monessa suhteessa, kun joku muukin. [--] Välillä sä jaksat antaa panostuksia ja välillä ei. Ja mun mielestä se kuuluu työnantajan ymmärtääkin. [In my opinion, this cannot be defined, because it changes with time. If I say, I've had employees who are extremely conscientious in what they do, but they don't wish to develop at all in what they do. It is enough for them that they get paid for their work. In my opinion, they are as valuable in many respects as anyone else. [--] At times, you have the energy to give more and sometimes not. In my opinion, this is also something the employer should understand]. (Interviewee 2)*

## 6.2.2 External employer brand aspects

In question 9, the interviewees were asked how appealing they think Jervois Finland is as an employer and what they think separates Jervois Finland from other companies in the same field. The interviewees were carefully optimistic about the appeal of Jervois Finland, but also realistic about the challenges the new name has brought to the recognition of the company.

*Mä voisin kuvitella ne jotka tuntee, ne jotka on nähnyt sen mitä me tehdään, niin niille se on. Mutta siinä on varmaan se tunnettavuusongelma, että uutena nimenä, niin ihmiset ei osaa vielä mieltää, että ketä me ollaan. [I could imagine that we are for those who know us, who have seen what we do. But there is probably the problem of recognition, that as a new name, people still don't know who we are]. (Interviewee 3)*

What the interviewees thought are the biggest separating factors between Jervois Finland and other companies in the same field were low hierarchy and significant profit responsibility which translates to considerable influencing possibilities.

Question 10 focused on what the interviewees would like Jervois Finland to be known for and associated with as an employer. The adjectives the interviewees brought up were forward moving, growing, international and responsible. One interviewee talked about responsibility towards the personnel and when asked to elaborate what this means, the topics of safety, atmosphere and employer accountability were addressed.

*Siihen muun muassa – –, kuuluu se, että täällä puututaan asioihin, ei anneta asioitten olla rempallaan. Pidetään huolta ihmisten turvallisuudesta ja yleensä tästä ilmapiiristä mikä täällä on. Positiivinen, – – henki se kuuluu olennaisena osana siihen vastuullisuuteen. Et tänne on mukava tulla, joka aamu. [It, among other things, – – means that matters are addressed here, things are not allowed to fall apart. We take care of people's safety and generally the atmosphere here. A positive, – – spirit is an integral part of responsibility. It should be nice to come here every morning.] (Interviewee 1)*

Another interviewee focused specifically on the future possibilities the company could offer and emphasized the fact that the goal is to offer occupation development paths for employees on all departments.

*Yks teema vois liittyä siihen, että me ollaan yritys, joka tarjoaa mahdollisuuksia kasvaa henkilönä organisaation mukana uusiin tehtäviin. Eli tuota se on ehkä semmonen yks piirre, että kun me palkataan henkilö, niin se ajatus ei oo että me palkataan eläkevirkaan, vaan se ajatus on että me palkataan tyypillisesti kasvamaan yrityksen mukana.*

*[One theme could be related to the fact that we are a company that offers opportunities to grow as a person, together with the organization and learn new tasks. That is, it is perhaps one of the characteristics that when we hire a person, the idea is not that we hire someone to be in the same positions until retirement, but the idea is that we typically hire someone to grow with the company]. (Interviewee 3)*

Question 11 was about the communication channels the interviewees thought Jervois Finland should use to attract the best talents to the company. Social media, especially LinkedIn, was mentioned by all interviewees, but also the help of professional recruitment agencies and using newspaper advertisements were mentioned. One interviewee mentioned that this is another developing topic of Jervois Finland and the coming months and years will show which channels will become the most important ones. The interviewee emphasised that no channel should yet be left out.

*Sanotaan näin, että tällä hetkellä oleellista on se matka. Ja se matka on varmaan sitä, että me käydään läpi näitä eri kanavia mikä on, ja samanaikaisesti sitten rakennetaan sitä meidän omaa imagoa sen kautta. Ja sen oman imagon rakentaminen on varmaan se, että tehdään tämmöstä brändäystä ja ne omat ihmiset on mukana tekemään sitä brändäystä. Ja sitä kautta tulee niitä kanavia. Se minkä ne on valinneet tällä hetkellä, onko se LinkedIn, onko se koulut, onko se yliopistot – Joo kaikki nämä yhdessä. Eli koulut, yliopistot, LinkedIn, tasapuolisesti kaikkia kanavia. Mä uskon, että se on se tehokkain tapa mennä eteenpäin. [Let's say that at the moment the most important thing is the journey. And that journey is probably that we go through these different channels, whatever they are, and at the same time build our own image. And the building of our own image probably means that this branding is done, and our own people participate in doing that branding. And through this, we will find the channels. What have been chosen now, is it LinkedIn, is it schools, is it universities – Yes, all of these. So, schools, universities. LinkedIn, equally all channels. I think that is the most effective way to move forward]. (Interviewee 2)*

In the last question the interviewees were asked if they had any additional comments on the topic. One interviewee wanted to talk more about the international potential of the company and the international possibilities the low hierarchy organization could bring in the future. Even though the interviewee saw that these possibilities would be more towards the white-collar and upper white-collar employees, the interviewee did not rule out the possibility that there would be international possibilities for the blue collar employees as well.

*En mä nyt nää, että mahottomuus on, että koskis myös – –, tuotannon työntekijöitä. Riippuu, katotaan – – nyt minkälaisia projekteja täällä lähtee liikenteeseen. Varmaan pakkaamiset ja tälläiset näin mitä ruvetaan tekemään niin varmaan sieltä tulee ryhmiä kattoon tai meiltä voi mennä joku porukka opettamaan, et miten sitä tehdään meillä. [I don't think that it is impossible that it would also concern – –, production workers. It depends, let's see – – now, what kind of projects will be launched here. Probably packing*

*and things like that, what we're going to do, I'm sure there will be groups from there coming here or a group from us can go there to teach how we perform the tasks here]. (Interviewee 1)*

### 6.3 Summary of results

As presented earlier, the process of strategic employer branding should start with mapping out the company's current mission, vision and values and continue with an exploration of the current status. The following paragraphs will first study the mission and values as presented by Jervois Global and Jervois Finland locally and continue by an analysis of the research findings.

The mission of the Jervois (2022b) Global group is, as mentioned "To become the leading supplier of responsibly sourced battery minerals products and to provide a secure supply to customers". In addition, the group leans on the core values of responsibility, integrity, and accountability. These values are further divided into principles such as working safely, following sustainable development practices both socially and environmentally and caring for the company stakeholders both at an organizational level and at an individual level. At the same time, in their orientation material, Jervois Finland (2022e) describes their mission through sustainable development principles, delivery reliability, quality, and customer service. The aims of the operations are listed by Jervois Finland as ranging from financial profitability, long-term customer relationships and environmentally responsible practices to maintaining culture of quality, taking care of both mental and physical safety at work, and maintaining and improving the professional knowhow and development of the employees. Furthermore, the directors focused on growth, internationality, responsibility towards the personnel and development opportunities when they were asked how they would like the employer brand of Jervois Finland to be. Lastly, when asked which characteristics the directors think separate Jervois Finland from other companies in the field, especially the topic of low hierarchy and influencing possibilities were emphasized.

In addition, Jervois Finland (2022f) had an outside expert agency working on the external employer brand and employee value proposition in 2022. The goal of the project was to determine what Jervois Finland wants to stand for as an employer and formulate the employee value proposition of the company. During the project, the employee value proposition was divided into four parts of human, environment, society, and community. Under these parts, the concepts of low hierarchy, continuity and opportunities, environmental responsibility, positive societal impact, and support for the local community were listed. As the basis for an external employer brand should always a truthful internal employer

brand, and the employee value proposition was constructed with a multi-department team from Jervois Finland, all these concepts can also be linked to what the company wishes for their internal employer brand.

When comparing the listed themes from above to the responses of the employee survey, many similarities can be spotted. Table 5 shows that the statements the employees see most positively from the point of view of Jervois Finland are related to colleagues and supervisor-subordinate co-operation, safety at work, healthcare, being given responsibility and to the social and environmental responsibility of the employer. A supportive work environment and respect for others are both listed as important principles for Jervois Global. These principles can both be linked to the positive opinions the employees have of their colleagues and their relationship with their supervisor. At the same time, safety at work is listed as a crucial principle for both the group and Jervois Finland at a local level and this theme is also considered by the employees to be executed successfully. The physical and mental well-being of the employees is also maintained by the offered occupational health care services, which were given high scores by the respondents. Furthermore, the social and environmental responsibility, which the interviewees consider as one of the backbones of the company, is also noted positively by the employees. In addition, low hierarchy, which was considered as a separating factor to other companies in the field, was mentioned by several respondents of the employee survey in relation to company culture and values.

Internationality and customer-orientation were other themes which recurred both in the mission and value principles as well as the interviews with the directors. These topics were not listed in the questionnaire survey directly, but internationality was mentioned in the open-ended responses, for example, in regard to the best part of the respondents' job and when asked to describe Jervois Finland with one word. Customer orientation, on the other hand, was not discussed by the survey respondents in any of the questions.

When comparing the results of the employee survey and the directors' interviewees, it can be stated that the thoughts of the directors regarding the past, present and future internal brand of Jervois Finland were on a more comprehensive level than those of the employees. For example, as mentioned by the interviewees themselves as well, the international aspects are perhaps more linked to the future development of the company than the current situation. However, even though there were different focus points between the answers of the employee survey and the directors' interviewees, the directors did not seem unaware of the greatest development needs either. The challenges of internal communication

and external recognition, the dissatisfaction regarding salary and compensation, the difference between development possibilities in different departments and the problems faced by some departments regarding the facilities were all mentioned during the interviews. Furthermore, all of the interviewees recognized the fact that the image the employees have of the company can vary between department, age groups, work task and experience years. Therefore, no significant gaps could be recognized between the results of the two research methods or between the mission and values of the company compared to the survey results.

## 7 CONCLUSIONS AND DISCUSSION

The final chapter will first revisit the purpose and objectives of the thesis and continue to the evaluation of the reliability, validity, and ethicality of the research. Lastly, the development suggestions will be outlined in detail and a summary of the research will be presented.

### 7.1 Research purpose and objectives

The purpose of this thesis was to comprehensively examine the status of the company's internal employer brand, to build an understanding of the elements that have contributed to the current status and to create an understanding on how the internal employer brand could be developed. The purpose was met through four detailed objectives, the first of which focused on providing theoretical information on employer brand and employer branding. This objective was met in chapters 3 and 4, where the definitions of employer brand and employer branding were discussed, and the different areas which these concepts comprise of were presented. Employer brand is the comprehensive image that past, current, and future stakeholders have of a company, whereas employer branding refers to the strategic and planned process of affecting the different elements of employer brand. Internal employer brand comprises of several different factors starting from the experiences the different stakeholders have regarding the company and continuing to topics such as work content, development opportunities, work community, corporate social responsibility and compensation and benefits. Also the second objective of describing the importance and measurement tools of employer brand and employer branding was met in chapter 3, where the topics were addressed in separate subchapters. Employer brand and employer branding can be measured with the help of both internal and external tools and with the help of specified scales, such as the Employee Net Promoter Score. The importance of employer brand and employer branding ranges from decreased employee turnover and decreased recruitment costs to increased job satisfaction and better work results.

The third objective was to conduct a quantitative questionnaire survey and qualitative semi-structured interviews to map the status of the internal employer brand at Jervois Finland Oy. A quantitative questionnaire survey was conducted to the employees of the commissioner between the 7<sup>th</sup> of December and 22<sup>nd</sup> of December 2022. Simultaneously, three individual semi-structured interviews were con-

ducted with the directors of the commissioner. The presented professional literature and previous research was used as a basis for the questionnaire and interview question formulation of this research, validating the fact that the research results can be used to assess internal employer brand. Based on the research findings the status of the employer brand was slightly above average, with significant variations identified especially between different departments on a certain topic. Having professional and pleasant co-workers and having a safe workplace were the two topics that the respondents both found as the most important topics when assessing an employer in general, and as the statements best fulfilled when assessing their current employer. No significant perception gaps were identified between the thoughts of the employees and the directors. The fulfilment of this objective, along with an analysis of the reliability, validity and ethicality of the research is discussed more in detail in the first subchapter below.

The last objective was to combine the theory base and the findings of the research to formulate suggestions on internal employer branding. Six separate themes were identified as the main development areas. The challenges of internal information flow should be further researched along with the occupational development possibilities in different departments. Furthermore, the value of the company should be clearly depicted and linked to specific work tasks. A compensation strategy should be formulated and possible development needs on facilities should be addressed. Lastly, the topic of diversity and inclusion should be studied especially from the point of view of gender equality and international workforce. The development suggestions will be discussed more in detail below in subchapter 7.2.

## **7.2 Reliability, validity, and ethicality of the research**

Altogether six research questions were presented for this research in chapter 5. The questionnaire survey was designed to answer the first four and the sixth research questions. The survey was conducted as an e-survey and the answers were collected anonymously. There was no contact between the respondents and me during the time they answered the questionnaire. Therefore, it can be concluded that the survey results would not change if the research were repeated by another researcher at another time. As the goal was to collect generalizable data from as large of a sample as possible, the chosen quantitative research method supports the reliability of the results.



The face validity of the questionnaire survey was examined by presenting the preliminary questionnaire form to an outside reviewer with no previous experience in the field of employer branding. Based on the review the wording and answering scale in question 6 was changed as the original wording and the answering alternatives were considered confusing by the reviewer. For questions 10 and 12 the decision was made to use the ranking-type question option, which Webropol enabled. This decision was made in order to collect even more extensive data on the topic as the original question only focused on the most used channel and the most important quality in a co-worker. This change did, however, mean that the option of something else, please specify, could no longer be used. As the respondents were not able to give open-ended responses to these questions anymore, some elements could have been overlooked, which could have affected the validity of the results.

When it comes to content validity, the questionnaire was built so that all the different internal employer brand areas presented in figure 2 were covered. As figure 2 is constructed based on professional literature and previous research on the topic, the content validity of the research can be considered good. This matter also relates to the criterion validity of the research, as the research questions are based on previous research on the topic. However, one topic which could have been included in the questionnaire more clearly, was whether or not the respondents' opinions about their employer had changed from before employment until now. This would have given more insight into the relationship between the employee value proposition and the employee experience presented earlier. Furthermore, a question related to the meaningfulness of the work could have been added. The abovementioned criterion validity is also linked to the fact that the used evaluation scales were different between, for example, the employee survey of 2021 and this survey. Content validity was also examined by presenting the preliminary questionnaire form to an outside reviewer with some experience in the field of employer branding. No changes were made to the questionnaire based on this review.

From the construct validity point of view, matters such as question phrasing, used scales and chosen questions topics are relevant to this study. For example, one open-ended response in the survey was related to the fact that the concept of professional and pleasant when describing a co-worker are not the same and should not be combined in a question. However, the questionnaire also had a separate question where the respondents were asked to list the qualities, they appreciate the most in a co-worker, and the results of this question could be used to specify the results regarding co-workers. Still, a similar combination was made in relation to location and facilities, which, in fact, are not the same concepts and respondents can have very different opinions on the location than on the facilities. Furthermore, the concepts of equality and diversity as well as recognition and solidity were also combined

in the questionnaire. The interpretation of the results is therefore less accurate, and the validity is affected. Also, the removal of the open-ended response alternatives can have an effect on the construct validity of the results. Lastly, the validity of the questionnaire results can have been affected by the chosen language of the questions as there are also employees at Jervois Finland with Swedish as their mother tongue.

The qualitative interviews with the directors were designed to answer the fifth and sixth research questions. The interviews were conducted as individual Teams interviews and in addition to the premade questions also some additional questions were presented during the interviews. Due to the additional questions, the reliability of the results is affected when considering if the same research would be conducted by another researcher at another time. In addition, the reliability can be affected by external factors such as tone of voice, emphasis put on particular words or questions or the general discussion had during the interviewees. As one of the objectives was to collect extensive data of the interviewees viewpoints and to allow more room for the flow of thought of the participants, the chosen research method of qualitative interview supports the reliability of the results. Another objective of the research was to compare the results of the survey and the interviewees. With this in mind, a structured interview or a separate questionnaire could also have been chosen as research methods, but both methods would have prevented the collection of more justified and extensive opinions of the participants. Therefore, the method of semi-structured interviews with questions linked to the survey was chosen.

In addition to affecting the reliability of the interview results, matters such as tone of voice, emphasis put on particular words or questions or the general discussion during the interviews can also have an effect on the validity of the results. Therefore, the decision was made to give as little comments as possible and focus on receiving the answers from the interviewees. In addition, the questions were formulated in as neutral a way as possible to avoid leading the interviewees in one direction or the other. To increase the validity of the presented results, direct quotations were given to justify the conclusion. Lastly, the fact that many of the same themes were repeated by all the interviewees supports the validity of the results.

As a whole, the validity of the results was also affected by the makeup of the samples of the survey and the interviewees. As described in research findings, the gender distribution, the personnel group distribution, and the department distribution of the respondents were mostly consistent with the overall makeup of the personnel of Jervois Finland. However, with the age group distribution and distribution of the respondents based on years in the company, there were discrepancies when compared to the

population as a whole. The age group of 51 or older as well as the group of employees with more than 20 years of experience with the company were underrepresented, which affects the generalizability of the results. The interviews, on the other hand, were only done with three of the four directors, which can also affect the overall validity of the results. Lastly, the use of methodological and data triangulation in this research is something that improves the validity of the overall results.

Research ethics and good scientific practices were assessed in the research from the planning phase until the reporting and archiving of the collected data. A thesis contract was drawn up with the commissioner and a separate permission to conduct research was signed on the day the survey was launched. The parties of the research are clearly presented in the report. The management process and archiving of the collected material was clearly presented to the participants of both the questionnaire survey and the interviews. Furthermore, the reason for the research and the intended use of collected data was presented to the participant as well. The used source material was chosen based on assessment of reliability, suitability and professionalism of the content and year of publication. The sources were referenced according to the guidelines of Centria University of Applied Sciences, which is based on the Harvard referencing style. The final version of the thesis was reviewed by the commissioner prior to publishing to determine which parts, if any, need to be remain confidential. After the revision, the decision was made by the commissioner that no parts of the thesis need to be kept confidential. A written document of publication consent is archived along with the rest of the research material.

### **7.3 Development suggestions and summary**

Based on the research findings, six separate themes were identified for future development. The first theme is the development of internal information flow, which received significant negative feedback from the survey respondents and was also addressed by the interviewees. This matter should be further examined inside the company to understand the type of information that is not reaching the employees properly and to find ways to improve the situation. It would be important to first understand if it is work task-related information, general announcements from the management, personnel benefits-related information or other type of information that is not received efficiently. After this, it would be easier to start examining how and via which channels the information could be more effectively distributed. As the results were especially low among plant service department and production department respondents, these would be best departments to start with. What should also be addressed is the fact that for over 40% of the employees, discussions with co-workers are the main information channel.

Co-operation and discussion between co-workers are encouraged and contributes to the overall wellbeing at work, but when it comes to official communication, it is important to consider whether the message is conveyed or perceived in the correct way when not received from the original source. Still, face-to-face communication should be increased, but rather directly from, for example, the management to employees than from secondary source. Lastly, it is important to note that the co-operation restrictions posed by COVID-19 from March of 2019 onwards were not fully lifted at Jervois Finland before May of 2022, meaning that the communication challenges inside and between departments can partially be explained by this as well.

The second major theme to be discussed for the future are the occupational development possibilities and the versatility of work tasks. As the results showed, especially the respondents from the plant service and production departments considered their occupation development possibilities low, even though they considered this fact to be important when assessing an employer. Further internal research should be done with the management and department heads regarding the occupational development possibilities in these departments or between these departments and others. This could include research on possible further training, job rotation and the utilization of goal and development dialogues in career planning. At the same time, the respondents of the laboratory department did not see their work tasks as versatile, even though this theme was considered important for them when assessing an employer. Similar abovementioned methods of development should be assessed and implemented where possible. This is especially important, as the versatility of work tasks was also the topic mentioned the most when the survey respondents were asked about the best part of their job.

The third theme to be addressed further are the values of Jervois Finland. This was not a topic that received significant negative responses, but it still seemed a bit unclear theme for many. As the results showed, almost 40% of the survey respondents either did not give any comments on the corporate culture and values, stated that they did not know what they were or merely mentioned that they are good. Comments were also made on the unclarity of the values and the gap between what is written down about the values and how well they are shown in real life. The interviewees of the directors' interviews mentioned on several occasions that the values and corporate culture are still in some ways forming after the upheavals of the past years. For future purposes, it would be important to find a clear presentation of the values, which would also be clearly portrayed to the personnel. Even better would be, if the values were linked to specific small steps that the employees can take in order to fulfill the values in their own work. For example, which tasks in the production department are linked to environmental responsibility values. Even though some values, like the focus on the environment and quality were

mentioned by several respondents, it would be important to list the values again explicitly and combine them with concrete actions both on a company level and on an individual level. Hopefully this would also help in the future for association of the name Jervois Finland to value themes instead of merely the word employer.

The fourth theme is related to the questions where the respondents were asked to name one thing that could be improved to increase their likeliness to recommend Jervois Finland as an employer to their friend and family. The biggest theme that was mentioned in this question by the respondents was salary, compensation, and employee benefits. This issue should be studied further, and the company's salary level should be investigated on two fronts. Firstly, if possible, it would be good to compare the salary level to other companies in the same field and to the general salary level in the field. Secondly, the equality of wages should be examined internally, especially in positions where the salary is not directly linked to collective agreements. However, also with base salaries in blue and white collar positions, it would be important to openly bring out at the current salary levels are better than the ones listed on the collective agreements. Also other forms of compensation should be examined. For example, the use of ePassi or similar, should be considered as this would make the employee benefits more accessible to the employees and would enable a wider range of benefits to be offered. The introduction of ePassi or similar, as well as introduction of an employee fund, was also mentioned by several of the respondents of the employee survey. In the future, a salary and compensation strategy should be drawn up and be freely available for the employees to see.

The fifth theme is also related to the same survey question, as the problems of working facilities were brought up by the respondents. Even though this is not an alarming problem, and no wide negative feedback was given on this matter, it is something that, depending on the problem, can significantly affect everyday working conditions and well-being. Therefore, as was brought up by one of the directors in the interviewees, this is a matter that should be further examined and addressed.

The sixth theme is related to diversification of the work staff in the future. As the survey results showed, female applicants gave higher importance scores to company values, employer's social and environmental responsibility and diversity and inclusion. Therefore, these themes could be more centrally portrayed both in internal as well as external communication, to keep female employees with the company and to attract more female applicants in the future. Another theme related to diversity, is a point made by one of the directors regarding studying the possibilities to hire more international staff in the future as the labor shortage is increasing. One starting point for this examination could be to ask

an international student, possibly together with a Finnish-speaking student, to conduct a thesis study, with the aim of finding out the biggest barriers for the employment of international employees at Jervois Finland and the best solutions to tackle the barriers and to ease the employment for international staff in the future.

On other smaller matters, a suggestion could be made to promote some parts of the results of this survey to improve the working atmosphere at Jervois Finland. For example, professional and pleasant co-workers were considered very important for the respondents, and this was also something that the respondents felt they have now at Jervois Finland. This is definitely a result that could be emphasized. Furthermore, as creativity and innovation are mentioned in the value principles of Jervois Global and this topic was also discussed in one of the director interviewees, perhaps this is one topic that could be studied more and linked even more clearly to Jervois Finland's current initiative system.

On a general level, all of the topics covered in the employee survey received a grade of at least 3.8 in relation to employer assessment, meaning that all of the theory-based topics of the survey are current and important also for the employees of Jervois Finland. However, a significant difference to previous research could be drawn from the opinions the younger respondents had regarding the importance of diversity and inclusion as well as employer's social and environmental responsibility. As mentioned in the results, there were also young respondents who found these matters only slightly or not at all relevant and, on the other hand, also older age groups considered these topics quite or very important.

Before the survey, one aim was to collect more data on which factors could be improved at Jervois Finland to affect the decrease in likeliness to recommend Jervois Finland as an employer the more years an employee spends with the company. Unfortunately, the sample size from the group with the most years in the company was fairly small and the responses were very versatile, so no clear conclusions or suggestions can be given for this group in particular. Final conclusions and development suggestions of the research will be presented to the commissioner both in written and in oral form.

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## Survey questionnaire 1

### Internal employer branding in Jervois Finland Oy

Dear colleague, welcome to share your thoughts on our company as an employer! The target of this survey is to map out what are the main elements effecting the formation of internal employer brand and how the current employer brand is perceived at Jervois Finland. The results of the survey are used to develop the company's internal employer brand. This survey is conducted as a part of a master's thesis at Centria University of Applied Sciences.

An S Group gift card for 100 euros is drawn between the respondents, who leave out their contact information at the end of the questionnaire. All questionnaire answers are managed with absolute confidentiality in all phases of analysis and reporting. An individual cannot be identified from the reported data. The contact information is managed separately from the rest of the questionnaire answers. The questionnaire will take around 10 to 15 minutes to fill in. The questionnaire will be available for answers for two weeks. The last day to give your responses is 21.12.2022.

**For further information on the survey, please contact:**

*Sirpa Leppäniemi*

[sirpa.leppaniemi@centria.fi](mailto:sirpa.leppaniemi@centria.fi)

#### 1. Gender

Male  Female  I do not wish to answer

#### 2. Age group

Less than 20  20 to 30  31 to 40  41 to 50  51 to 60  61 or older

#### 3. Years in the company

Less than 5  5 to 10  11 to 20  More than 20

#### 4. Personnel group

Blue collar  White collar  Upper white-collar

#### 5. Department

Administration	<input type="checkbox"/>
Laboratory	<input type="checkbox"/>
Production	<input type="checkbox"/>
Plant service	<input type="checkbox"/>

**6. How important are the following topics to you when you are assessing an employer? Do not yet assess your current workplace in this question, but the different topics in general.**

- 1 = Unimportant  
 2 = Only slightly important  
 3 = Somewhat important  
 4 = Quite important  
 5 = Very important

Professional and pleasant co-workers	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Safety at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Occupational development possibilities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Receiving feedback	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Management	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Supervisor-subordinate relationship	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Versatile work assignments	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Feeling appreciated	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Personnel benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Salary	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The provided occupational health care services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Work-life balance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Diversity and inclusion	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Employer responsibility (social and environmental)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Being given responsibility	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Organization's readiness for change	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Organization's innovativeness	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Employer's values	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Fluent internal information flow	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Location and facilities of the company	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Company recognition and solidity	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**7. Evaluate the following statements from the point of view of your current workplace**

- 1 = Strongly disagree  
 2 = Somewhat disagree  
 3 = Neither agree nor disagree  
 4 = Somewhat agree  
 5 = Strongly agree

I have professional and pleasant co-workers	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
My workplace is safe	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
I have good occupational development possibilities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
I regularly receive instructive feedback	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
I'm satisfied with the executive management of the company	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Co-operation with supervisor is fluent	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
My work assignments are not versatile enough	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
I feel appreciated at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
We have good personnel benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
I'm not satisfied with my salary level	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The occupational health care services provided by my employer are good	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

- My employer enables me to combine my work and free time well  1  2  3  4  5
- My workplace is not equal and diverse  1  2  3  4  5
- My employer carries out its social and environmental responsibilities  1  2  3  4  5
- I am given sufficient responsibility at work  1  2  3  4  5
- My work community is ready and able for change  1  2  3  4  5
- My work community is innovative  1  2  3  4  5
- My employer's values contradict with my own values  1  2  3  4  5
- The information flow at my workplace is fluent  1  2  3  4  5
- My workplace is located conveniently for me, and the facilities are functional  1  2  3  4  5
- The company where I work is well-known and well-established  1  2  3  4  5

**8. What would you mention as the best part of your current job?**

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**9. How would you describe the corporate culture and values of Jervois Finland?**

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**10. What is the main channel for you to receive information on internal company matters? (Announcements, reports, changes etc.) Number the options in order of which channels you use the most (1 = most used).**

- Discussions with supervisor
- Discussions with co-workers
- SharePoint
- E-mail notifications
- Teams-bulletin board

**11. Describe with one word, what comes to mind from the name Jervois Finland.**

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**12. What do you think is the most important quality in a co-worker? Number the options in order of which characteristics you value the most (1 = most important quality).**

- Professionalism
- Sense of humor
- Adaptability
- Reliability
- Teamwork skills

**13. How appealing do you find Jervois Finland as an employer? 0 = Not at all appealing, 10 = Very appealing)**

0  1  2  3  4  5  6  7  8  9  10

**14. On a scale from 0 to 10, how likely would you be to recommend Jervois Finland as an employer to your friends and family? 0 = Very unlikely, 10 = Very likely**

0  1  2  3  4  5  6  7  8  9  10

**15. Please name one specific thing that could be improved to make you more willing to recommend Jervois Finland as an employer to your friends and family?**

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**16. In which channels do you think Jervois Finland should be more visible to attract more applicants? You can choose more than one option.**

- Newspapers
- Facebook
- Instagram
- LinkedIn
- Twitter
- Educational co-operation
- Something else, please specify  \_\_\_\_\_

**17. Is there anything else you would like to comment on or add? Your comments would be highly appreciated!**

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Thank you for your participation!

## Kyselylomake 1

### Sisäinen työnantajamielikuva Jervois Finlandilla

Hei kollega ja tervetuloa jakamaan ajatuksiasi yrityksestämme työnantajana! Tämän kyselyn tavoitteena on selvittää olennaisimmat työnantajamielikuvaan vaikuttavat asiat ja kartoittaa sisäisen työnantajamielikuvan nykytilanne Jervois Finlandissa. Kyselyn tuloksia tullaan käyttämään yrityksen sisäisen työnantajamielikuvan kehittämiseen. Kysely toteutetaan osana Centria ammattikorkeakoulun ylemmän ammattikorkeakoulututkinnon opinnäytetyöprosessia.

100 euron arvoinen S-ryhmän lahjakortti arvotaan kyselyn loppuun yhteystietonsa jättäneiden vastaajien kesken. Kaikki vastaukset käsitellään kaikissa analysoinnin ja raportoinnin vaiheissa täysin luottamuksellisesti, eikä yksittäistä vastaajaa voida tunnistaa raportoitavista tiedoista. Yhteystietoja käsitellään muusta kyselystä erillisinä tietoina. Kyselyn täyttäminen kestää noin 10–15 minuuttia. Kyselyyn on aikaa vastata kaksi viikkoa. Kyselyn viimeinen aukiolopäivä on 21.12.2022.

### Lisätietoja kyselystä ja tutkimuksesta:

*Sirpa Leppäniemi*

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#### 1. Sukupuoli

Mies  Nainen  En halua vastata

#### 2. Ikäryhmä

Alle 20  20–30  31–40  41–50  51–60  61 tai enemmän

#### 3. Kokemusvuodet yrityksessä

Alle 5  5–10  11–20  Yli 20

#### 4. Henkilöstöryhmä

Työntekijä  Toimihenkilö  Ylempi toimihenkilö

#### 5. Toiminto

Hallinto   
Laboratorio   
Tuotanto   
Tehdaspalvelu



**6. Kuinka tärkeitä seuraavat asiat ovat sinulle työnantajaa arvioidessasi? Älä arvio vielä tässä kysymyksessä nykyistä työnantajaasi, vaan eri osa-alueita yleisesti.**

- 1 = Ei merkitystä  
 2 = Vain vähän tärkeää  
 3 = Jonkin verran tärkeää  
 4 = Melko tärkeää  
 5 = Erittäin tärkeää

Ammattimaiset ja mukavat työkaverit	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Turvallisuus työpaikalla	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Kehittymis- ja etenemismahdollisuudet	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Palautteen saaminen	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Johtaminen	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Yhteistyö esihenkilön kanssa	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Vaihtelevat työtehtävät	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Arvostuksen tunne	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Henkilöstöedut	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Palkka	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Tarjottavat työterveyshuollon palvelut	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Työn ja vapaa-ajan yhteensovittamisen mahdollisuudet	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Tasa-arvo ja monimuotoisuus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Työnantajan sosiaalinen- ja ympäristöllinen vastuullisuus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Vastuunanto	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Organisaation muutosvalmius	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Organisaation innovaatiokyky	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Organisaation arvot	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Tiedonkulku yrityksen sisällä	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Yrityksen sijainti ja tilat	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Yrityksen tunnettavuus ja vakavaraisuus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**7. Arvioi seuraavat väittämät nykyisen työpaikkasi näkökulmasta**

- 1 = Täysin eri mieltä  
 2 = Jokseenkin eri mieltä  
 3 = Ei samaa eikä eri mieltä  
 4 = Jokseenkin samaa mieltä  
 5 = Täysin samaa mieltä

Minulla on ammattimaiset ja mukavat työkaverit	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Työpaikallani on turvallista työskennellä	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Minulla on hyvät kehittymis- ja etenemismahdollisuudet	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Saan säännöllisesti kehittävää palautetta työstäni	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Olen tyytyväinen johdon toimintaan työpaikallani	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Yhteistyöni esihenkilöni kanssa sujuu	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Työtehtäväni eivät ole tarpeeksi vaihtelevia	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Tunnen, että minua arvostetaan työpaikallani	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Työnantajani tarjoaa hyviä henkilöstöetuja	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
En ole tyytyväinen palkkatasooni	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Työnantajani tarjoamat työterveyshuollon palvelut ovat kattavat	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

Työnantajani tarjoaa hyvät mahdollisuudet työn ja vapaa-ajan yhteensovittamiseen

1  2  3  4  5

Tasa-arvo ja monimuotoisuus eivät toteudu työpaikallani

1  2  3  4  5

Työnantajani on sosiaalisesti ja ympäristöllinen vastuullinen

1  2  3  4  5

Minulle annetaan työssäni tarpeeksi vastuuta

1  2  3  4  5

Työyhteisöni on muutoskykyinen

1  2  3  4  5

Työyhteisöni on innovaatiokykyinen

1  2  3  4  5

Työnantajani arvot ovat ristiriidassa omieni kanssa

1  2  3  4  5

Yrityksen sisäinen tiedonkulku on sujuvaa

1  2  3  4  5

Yritys sijaitsee kannaltani hyvässä paikassa ja tilat ovat toimivat

1  2  3  4  5

Työnantajayritykseni on tunnettu ja vakavarainen

1  2  3  4  5

**8. Mikä on nykyisessä työssäsi mielestäsi parasta?**

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**9. Miten kuvailisit Jervois Finlandin yrityskulttuuria ja arvoja?**

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**10. Mistä saat parhaiten tietoa yrityksen sisäisistä asioista? (Muutokset, ilmoitukset, raportit)? Numeroi vaihtoehdot siinä järjestyksessä, mitä kanavia käytät eniten (1 = eniten käytetty).**

Keskustelut esimiehen kanssa

Keskustelut työkavereiden kanssa

SharePoint

Sähköpostit

Teams-ilmoitustaulu

**11. Kuvaile yhdellä sanalla mitä sinulle tulee mieleen nimestä Jervois Finland.**

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**12. Mikä on mielestäni tärkein piirre työkaverissa? Numeroi vaihtoehdot siinä järjestyksessä, mitä piirteitä arvostat eniten (1 = tärkein piirre).**

Ammattimaisuus

Huumorintaju

Joustavuus

Luotettavuus

Tiimityötaidot

**13. Kuinka houkuttelevana pidät Jervois Finlandia työnantajana? 0 = Ei lainkaan houkuttelevana, 10 = Erittäin houkuttelevana**

0  1  2  3  4  5  6  7  8  9  10

**14. Asteikolla 0–10, Kuinka todennäköisesti suosittelisit Jervois Finlandia työnantajan lähipiirillesi? 0 = Erittäin epätodennäköisesti, 10 = Erittäin todennäköisesti**

0  1  2  3  4  5  6  7  8  9  10

**15. Nimeä yksi asia, jonka parantaminen työpaikalla saisi sinut todennäköisemmin suosittelevaan Jervois Finlandia työnantajana lähipiirillesi.**

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**16. Missä kanavissa Jervois Finlandin pitäisi mielestäsi olla näkyvämpi, jotta saataisiin houkuteltua entistä enemmän hyviä hakijoita hakemaan yrityksen avoimiin työtehtäviin? Voit valita useamman vastausvaihtoehdon.**

Sanomalehdet	<input type="checkbox"/>
Facebook	<input type="checkbox"/>
Instagram	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>
Twitter	<input type="checkbox"/>
Oppilaitosyhteistyö	<input type="checkbox"/>
Jokin muu, mikä?	<input type="checkbox"/> _____

**17. Haluaisitko vielä lisätä jotain asiaan liittyen? Kommenttejasi arvostetaan suuresti!**

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Lämmin kiitos osallistumisestasi!

## **Interview plan**

**Dear “name of the interviewee”,**

**I started studying my master’s degree in business administration in Centria last year and I am currently in a point in my studies that I only have my thesis left to finish. By the end of the year, my goal is to complete a survey study for Jervois Finland employees regarding internal employer brand in our company. The survey will be opened on Wednesday the 7<sup>th</sup> of December.**

**In addition to the survey for the employees, I am hoping to collect more data on the matter by doing short Teams-interviews with the directors. By combing the data collected from the survey and the interviews, I am hoping to get an extensive image of the current status of our company’s employer brand and the potential gaps between the desired employer brand and the experiences of the employees. The data will be used to give suggestions on how the internal employer brand could be improved in the future. The thesis also complements well the current project we have with Kram regarding our external employer brand.**

**The time reserved for one interview is 30 to 45 minutes and the interviews will be recorded with Teams. The collected data will be managed with absolute confidentiality throughout the process and no interviewee names will be shown in the report.**

**I would now like to ask if you would be able to participate in a Teams-interview regarding the topic? I have added some schedule suggestions below. I understand you are very busy with other tasks, but, if possible, your participation would be highly appreciated!**

**If you have any questions regarding the research in advance, please do not hesitate to contact me. Below you can find the interview questions if you wish to familiarize yourself with the topic in advance.**

- 1. How do you see Jervois Finland as an employer?**
- 2. How do you think the employees see Jervois Finland as an employer?**

3. What are the things that affect most your employee experience?
4. Do you think the matters (list below) affecting internal employee brand have been conducted well at Jervois Finland? What could/should be improved?
  - Professional and pleasant co-workers
  - Safety at work
  - Occupational development possibilities
  - Receiving feedback
  - Management
  - Supervisor-subordinate relationship
  - Versatile work assignments
  - Feeling appreciated
  - Personnel benefits
  - Salary
  - The provided occupational health care services
  - Work-life balance
  - Diversity and inclusion
  - Employer responsibility (social and environmental)
  - Being given responsibility
  - Organization's readiness for change
  - Organization's innovativeness
  - The match between my employer's values and my own
  - Fluent internal information flow
  - Location and facilities of the company
  - Company recognition and solidity
5. How would you describe the corporate culture and values of Jervois Finland?
6. Which channels do you find most important when informing the entire staff on changes, reports, announcements?
7. Describe with one word, what comes to mind from the name Jervois Finland?
8. What do you think are the most important qualities in employees?
9. How appealing do you think Jervois Finland is as an employer? What separates Jervois Finland from other companies in the same field?

10. What would you like the employer brand of Jervois Finland to be like? What do you want to be known for as an employer?
11. Which channels do you think Jervois Finland should use when it wants to attract the best possible new employees?
12. Is there anything else you would like to comment on or add?

## Haastattelusuunnitelma

Hei!

Aloitin viime vuonna Centriassa työn ohessa liiketalouden ylemmän ammattikorkeakoulututkinnon opinnot ja olen nyt päässyt siihen vaiheeseen, että ainoastaan opinnäytetyön osuus on opinnoista jäljellä. Tarkoituksena on vielä loppuvuoden aikana toteuttaa henkilöstölle kysely koskien sisäistä työnantajamielikuvaa Jervois Finlandilla. Kysely on tarkoitus avata tulevana keskiviikkona 7.12.

Työntekijöille tehtävän kyselytutkimuksen lisäksi haluaisin kerätä lisätietoja aiheesta lyhyen, johtoryhmälle suunnatun, haastattelututkimuksen muodossa. Yhdistämällä kyselyn ja haastattelujen tulokset, toivon saavani kattavan kuvan yrityksen tämänhetkisestä työnantajamielikuvasta ja mahdollisista eroavaisuuksista halutun mielikuvan ja työntekijöiden kokemusten välillä. Tuloksien pohjalta tulen luomaan ehdotuksia siitä, miten sisäistä työnantajamielikuvaa voitaisiin parantaa tulevaisuudessa. Opinnäytetyö tukee hyvin myös käynnissä olevaa ulkoisen työnantajamielikuvan projektia yhdessä Kramin kanssa.

Yhteen haastatteluun varataan aikaa 30–45 minuuttia ja haastattelu on tarkoitus nauhoittaa Teamsin kautta. Kaikkea kerättyä tietoa tullaan käsittelemään luottamuksellisesti koko prosessin ajan eikä haastateltavien nimiä tulla käyttämään raportoinnissa.

Haluaisinkin nyt tiedustella, olisitko pystynyt osallistumaan Teamsin välityksellä haastatteluun tähän liittyen? Laitan alle muutaman aikaehdotuksen valmiiksi. Ymmärrän, että olet varmasti erittäin kiireinen muiden tehtäviesi kanssa, mutta mikäli haastattelu on mahdollista järjestää, arvostaisin tätä kovasti!

Jos haluat kysyä jotakin tutkimukseen liittyen, otathan minuun yhteyttä, niin vastailen mielelläni.

Alta löydät haastattelun kysymyslistauksen, jos haluat tutustua aiheeseen jo hieman etukäteen.

1. Millaisena sinä näet Jervois Finlandin työnantajana?

2. Millaisena uskot työntekijöiden näkevän Jervois Finlandin työnantajana?
3. Mitkä asiat sinulla vaikuttavat eniten kokemukseesi työnantajastasi?
4. Toteutuvatko sisäiseen työnantajamielikuvaan vaikuttavat tekijät (listaus alla) mielestäsi hyvin yrityksessämme? Mitä asioita tulisi mielestäsi parantaa?
  - Ammattimaiset ja mukavat työkaverit
  - Turvallisuus työpaikalla
  - Kehittymis- ja etenemismahdollisuudet
  - Palautteen saaminen
  - Johtaminen
  - Yhteistyö esihenkilön kanssa
  - Vaihtelevat työtehtävät
  - Arvostuksen tunne
  - Henkilöstöedut
  - Palkka
  - Tarjottavat työterveyshuollon palvelut
  - Työn ja vapaa-ajan yhteensovittamisen mahdollisuudet
  - Tasa-arvo ja monimuotoisuus
  - Työnantajan sosiaalinen- ja ympäristöllinen vastuullisuus
  - Vastuunanto
  - Organisaation muutosvalmius
  - Organisaation innovaatiokyky
  - Organisaation arvot
  - Tiedonkulku yrityksen sisällä
  - Yrityksen sijainti ja tilat
  - Yrityksen tunnettavuus ja vakavaraisuus
5. Miten kuvailisit Jervois Finlandin yrityskulttuuria ja arvoja?
6. Mitä kanavia pidät tärkeimpinä, kun tiedotat työntekijöitä yrityksen sisäisistä asioista (muutokset, raportit, ilmoitukset)?
7. Kuvaile yhdellä sanalla, mitä sinulle tulee mieleen sanasta Jervois Finland Oy?
8. Mitkä ovat mielestäni hyvän työntekijän tärkeimmät piirteet?
9. Kuinka houkuttelevana pidät Jervois Finlandia työnantajana? Mikä mielestäsi erottaa Jervois Finlandin muista alan yrityksistä työnantajana?



10. Minkälainen haluaisit Jervois Finlandin työnantajamielikuvan olevan? Mistä asioista haluaisit, että Jervois Finland tunnetaan työnantajana?
11. Mitä kanavia yrityksen tulisi mielestäni käyttää, jotta yritykseen saataisiin houkuteltua parhaita mahdollisia työntekijöitä?
12. Haluaisitko vielä lisätä jotain muuta asiaan liittyen?