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Temp-Team Finland: Social Media and Recruitment

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The role of recruiters and the forms of recruitment communication have undergone substantial changes in recent years. While the frequency of publishing job advertisements in print has decreased, recruiters are increasingly relying on social media for candidate search and top talent sourcing. These changing industry dynamics directly affect Temp-Team Finland, a private employment agency focused on recruiting contractual employees, and the commissioning party of this research.

The purpose of this research is to ascertain why the commissioning party should utilize social media in its recruitment processes and what other benefits it could derive through the use of social media. Furthermore, the research aims to find out which social media channels would be most useful for Temp-Team and what should be done in order to proceed with the suggested renewals.

The private employment agency industry, general recruitment processes and employer branding are examined in the theoretical background of the thesis. In addition, the concepts of social media and social recruitment, as well as the most common social recruiting channels, are covered in the theoretical sections.

The empirical part of this thesis was a qualitative research conducted through semi-structured interviews during June 2014. In order to attain responses for the research questions, the author interviewed four employees of Temp-Team, along with five social media and recruitment specialists.

The research results show that not only is social recruiting likely to improve the candidate search process but it may also have a positive effect on the company's employer brand, competitiveness and customer relations. However, a social media platform in itself is not a shortcut to success. Continuous activity involving certain resources, such as time and personnel, are required to ensure that full potential is realized. In order to help Temp-Team to build its online presence, development proposals – such as formulation of a social media strategy and appointment of a person in charge – are presented in the last sections of this report.

Keywords

social media, recruitment, employer brand, human resources, social recruitment

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1 Introduction

Over the past few years, social media with its multiple possibilities has changed the ways people search for jobs. Besides being hard-working and conscientious, today's candidates have to stand out and emphasize their personality. Due to these changed demands, self-branding on social media has continuously become more popular amongst job seekers. (Seppälä 2013.) By, for instance, blogging or participating in professional group discussions on social networking sites, applicants can highlight their expertise, digital know-how and communication skills. On different online platforms people can reflect their personality and tell about things which are not typically included in the limited page numbers of resumes and cover letters. Not only are new channels utilized by those hunting for work opportunities but also by employers wishing to find the best talents.

According to Heinilä (2012), the use of social media is already a natural part of both recruitment and job seeking processes in the United States. However, the importance of social recruiting seems to also increase in Finland year by year. On different social media channels, recruiters are likely to reach both active and passive job applicants more efficiently than with traditional methods. It is expected that in the future companies will put higher value on candidates' social profiles and use more targeted messaging in order to attract the most sought-after talents. Furthermore, in order to develop the employer's attractiveness, the practices of consumer marketing are likely to be more utilized by recruiters. (Salminen 2014.)

In order to reach targeted employees and remain competitive many companies have to consider their online employer brands and presence on different social media channels. This is also acknowledged by the commissioning party of this Bachelor's Thesis, Temp-Team Finland, a private employment agency focusing on recruitment and temporary hires. The company would like to be more active with the use of social media but is unaware of the actions to take and the channels to enter. This research provides Temp-Team with development proposals describing how to facilitate entering social media and what should be done in order to benefit from social recruiting.

1.1   Objectives and limitations

The main objective of the research is to ascertain why the commissioning party should utilize social media in its recruitment processes. In addition, the research aims to highlight other advantages of social media activity: the effective way of using different online channels could improve customer relations, employer brand, company image and recognizability of Temp-Team Finland. Secondly, the research aims to find out which social media channels would be most useful for the company. Furthermore, suggestions on next action steps are provided for the company.

Below are listed the research questions which should be answered in order to reach the objectives of the thesis:

1. Why social media should be utilized in the recruitment processes of Temp-Team? What other advantages would social media activity provide for the company?

2. Which social media channels would be most suitable for Temp-Team? What kind of content should be produced for these channels?

3. What are the next steps the company should take?

This research has emphasis solely on the most common channels of social recruiting. This limitation has been done as Temp-Team Finland does not yet have an active social media presence and therefore covering all possible channels would not have been meaningful. In addition, such things as search engine optimization, mobile recruitment, company web pages and e-mail campaigns are excluded from this research. The social media channels presented in the report are social networks, micro blogs, video sharing services and blogs.

1.2   Report structure

This Bachelor's Thesis is comprised of seven main chapters, three of them providing theoretical framework for the research. The report starts with an introduction chapter

which shortly presents the topic, objectives and limitations, and the structure of the report.

Chapter two introduces the field of private employment agencies in Finland. It discusses the development and tendencies of an industry that has raised somewhat strong opinions in our society. In addition, the commissioning party of the thesis is introduced at the end of the second chapter.

The concepts of recruitment, selection and employer branding are explained in the third chapter. Additionally, changing employment relationships and different recruiting practices used in companies are covered in this part of the report. The last subchapter 3.4 contains information about the recruitment process of Temp-Team Finland.

The fourth chapter describes the features of social media and presents some of the most common social recruitment channels. In addition, the role of social media in employer branding and the use of the platform in companies are discussed. The last subchapter focuses on the current social media practices of the commissioning party.

The qualitative research methods used in the empirical part of the thesis and the questionnaire process are covered in the fifth chapter. Furthermore, the conducted interviews are presented more in detail.

The sixth chapter focuses on the results of the interviews. The division of the results is based on the main themes of the questionnaires.

The final chapter presents conclusions and development proposals based on the literature read and the findings of the research. The last sections of the seventh chapter consist of the evaluation of the thesis process and the reliability and validity of the research.

2 Private employment business

2.1 Industry: Private employment agencies in Finland

One percent of employees did contractual work in the Finnish labour markets in 2013. This percentage indicates that approximately 27 000 persons were in an employment relationship in which an employee works via a company hiring or intermediating workforce. Based on these figures, it can be stated that the use of temporary agency work is still quite marginal practice in Finland. (Statistics Finland 2014a.) Often, as well as in this research, the employees with the above-mentioned work relationship are referred to as contractual or temporary employees; the abbreviation temp is also commonly used.

Agency work services are nowadays used within multiple lines of business. However, the most common industries employing temps are wholesale and retail trade, hotel and restaurant services, and manufacturing. In Finland, young people between 15 and 24 years form the most common group of contractual employees. Approximately 5 percent of the representatives of this age group work through a third party. (Statistics Finland 2014a.)

The total revenue of private employment agency industry was approximately 1, 6 billion euros in 2012. Excluding the year 2009, the field turnover has increased continuously between 2008 and 2012. (Tilastokeskus 2013.) There are approximately 500 companies operating in this industry that is extremely sensitive to economic fluctuations. (HPL 2013a, 3.) Barona, Opteam, ManpowerGroup and StaffPoint are examples of the largest and most well-known private employment agencies operating in Finland. In addition to hiring out personnel, private employment agencies may offer such services as executive search, recruitment, outplacement, sub-contracting and outsourcing. Some agencies also provide training, coaching and different personality and skill assessments. (HPL b.)

Executive search, also known as headhunting or direct search, refers to a practice in which an employee is sourced in secret by a recruiter. In previous years, the utilization

of executive search services has become more ordinary in Finnish labour markets and it is estimated that there are more than a hundred professional headhunting companies operating in Finland currently. Today headhunters' searches are not solely limited to top-level directors but also middle management employees and different specialists are target groups of direct search. (Laitinen 2014.)

Finnish software company Skyhood executed a recruitment survey in 2014. The survey, which was answered by 142 respondents, was directed to Finnish employees in charge of companies' Human Resources (HR) and hiring decisions. Results of the survey indicate that less than a fifth of the companies had outsourced their recruitment processes. Most commonly external recruitment services were used for conducting aptitude tests (34 %), candidate qualifications (22 %) and identification processes (18 %). It was also found out that 32 % of the respondents had utilized headhunting services during the past 12 months. The ability to reach passive candidates, those who are not actively looking for a new job, and the easiness and trustworthiness of headhunting were listed as the most important reasons for using direct search services. Costs were listed as the most significant hindrance for utilizing the services of executive search professionals. (Skyhood 2014, 2–5, 14–16.)

2.2 Commissioning party: Temp-Team Finland

The commissioning party of this research is a private employment agency TEMP-TEAM Finland. A simplified version of the company name, Temp-Team, is used in the report.

The company was established in Denmark in 1979 and is currently represented in 6 countries. Temp-Team is owned by a consolidated corporation JuhlerGroup which focuses on international personnel solutions. The following companies form JuhlerGroup: Temp-Team, Access Personnel, Access Professionals, Flex Force, TalentTeam, IPASS and PAG. At the moment, the concern has operations in more than 40 offices in Europe and Asia. (JuhlerGroup; Temp-Team a.)

Temp-Team recruits both part- and full time employees for the following work fields (Temp-Team b.):

− HR & Administration
− Executive & Management
− Marketing & Sales
− Office
− IT & Technology
− Logistics
− Business & Finance

In addition to recruitment services, the company provides management auditing, temp services, international personnel resolutions, job search coaching and interim management solutions. (Temp-Team 2013c, 2.) Public searches form the core business of Temp-Team: only approximately 20 % of the company's recruitment processes are classified as executive searches. The subsidiary of Temp-Team, Active Selection, is officially in charge of headhunting services. However, in practice these direct searches are executed by the Recruitment Consultants of Temp-Team. (Kangas, M. 4 Feb 2014.)

The Finnish branch of Temp-Team was established in 2005. The Country Manager of Temp-Team Finland has been Martti Kangas since March 2008. Currently there are 10 employees working at the company's Finnish offices. Majority of the staff, seven persons, work in Helsinki whereas the rest are based in Tampere, Turku and Jyväskylä. The turnover of the company was 2 140 000 euros in 2013. (Kangas, M. 17 Oct 2013; Kangas, M. 27 Mar 2014.)

Through Temp-Team, companies may hire staff either with fixed-term or permanent contracts. Fixed-term contracts might be preferred in case there is no possibility or need to hire permanent workforce. Employee's work contribution might be needed only for a limited time – for instance for executing a specific project. However, contractual employees may be offered a permanent position afterwards and approxi-

mately 80 % of temps are hired by customer companies when the 6-month contractual period finishes. (Knuuttila 2011; Temp-Team 2013c, 2.)

Temp-Team Finland is an authorized member of the Private Employment Agencies' Association HPL. The last-mentioned is the employer and industry association that serves companies providing private employment solutions. The authorization is a mark of responsible and legitimate practices in an industry that has gained a slightly dubious reputation amongst some labour unions. (Reiluja vuokratöitä, 1–2.)

3   Recruiting and employer branding

Companies' emphasis on Human Resource Management (HRM, or simply HR) has grown during recent years and nowadays the function has a significant role in business strategy planning and competitiveness development. The strategic relationship between human resources and business is enabled by the close collaboration of HR Managers and top level-management. Human resource management can include a number of different activities: recruiting, rewarding and employee evaluations are only few examples. (Vaahtio 2005, 19–20.)

Personnel-related issues are managed with the help of a human resource strategy that supports the overall business strategy. Typical topics encompassed in human resource strategies are company values, training, development and forecasts of HR require-ments. Often the HR strategy includes a specific plan for recruiting. With the help of this continuously updated plan, the recruitment unit can optimize the sourcing of fu-ture employees. Recruiters can source personnel externally or internally. (Vaahtio 2005, 19–20.) Moreover, a combination of these two sourcing tactics can be utilized. This thesis has emphasis on external recruitment since that is the focus of the commissioning party.

3.1   Sub-systems of recruitment and selection

Recruitment is a process that aims to generate a pool of capable candidates for a specific vacancy in a company. From this group it is possible and practical to hire a qualified person to fill the post. Selection, then again, refers to a process of using cer-tain techniques and methods to choose from a group of candidates the person who is most likely to succeed in the job and achieve the goals set by the management. Both recruiting and selection are strongly connected to Human Resource Planning (HRP) that is used to foresee companies' long-term demand and supply of employees. Systematic human resource planning enables companies to consider how employees' talents can be most efficiently deployed in order to meet the strategic business goals. (Bratton & Gold 2007, 197, 239; Pilbeam & Corbridge 2010, 156.)

The sub-systems of recruitment and selection can be categorized as follows: attraction, reduction, selection and transition. First one of the sub-systems, attraction, consists of activities preceding the actual recruitment. During this phase, it is contemplated whether there is an actual need for hiring a new employee and if filling a vacancy would be in line with the company's human resource plan. In addition, attraction includes job analysis compilation, labour market evaluation, use of different recruitment methods and replying to candidates' enquiries. Recruitment methods are used in order to attract suitable applications at a reasonable cost. Not only are jobs advertised through different media, such as newspapers and internet, but prospective employees might be sourced with the help of job centres, university collaboration, employee referrals, recruitment fairs and private employment agencies. (Pilbeam & Corbridge 2010, 157–159, 164–165.)

By reduction, the second recruitment and selection sub-system, less suitable candidates are sifted out from the applicant group. This elimination is done by using the techniques of filtering, screening and shortlisting. The aim of selection, the third phase, is to evaluate, choose and hire the most suitable candidate for the position. Companies may have their own selection methods and techniques to facilitate decision-making during this phase. By transition, the goal is to change the status of a candidate into an employee by means of pre-engagement and induction. The transition process may start already several months before the actual work commences and it is completed only after both the employer and the employee are sufficiently content with the formed employment relationship. All the above-explained phases of recruitment and selection are presented in Figure 1. (Pilbeam & Corbridge 2010, 157–158, 213–214.)
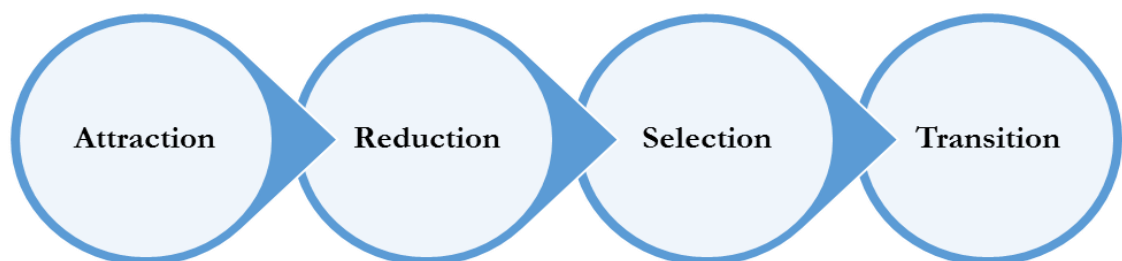

Figure 1. Recruitment and selection sub-systems (Pilbeam & Corbridge 2010, 157.)

3.2 Employer brand as a candidate attraction method

First one of the recruitment and selection sub-systems, attraction, aims to raise the interest of job applicants. Most likely, an appealing image improves company's chances to have a more qualified pool of candidates. Attraction methods can be divided into two categories: direct and indirect ones. Direct attraction methods include for instance large-scale advertising, posters, flyers, headhunting and the organization of apprentice or graduate trainee schemes. These straightforward methods have a clear cause-and-effect relationship and they are generally used when a specific need for workforce emerges. Then again, indirect attraction can be described as a supporting background activity that contributes towards, but does not directly lead to, attracting the candidates. Social networking, reputation management, winning awards and employer branding are examples of indirect attraction techniques. (Brown 2011, 138.)

The employer brand concept became first introduced by Tim Ambler and Simon Barrow in the end of the twentieth century. The following was stated by Ambler and Barrow (1996, 3) in the Journal of Brand Management: "the 'Employer Brand' can be defined as the package of functional, economic and psychological benefits provided by employment, and identified with the employing company". The authors explained how management could benefit from a successful employer brand in terms of higher productivity and more focused priorities. Furthermore, they claimed that recruitment, retention and commitment could be improved by investing in employer branding. At the time the term became introduced, labour markets were tightened and businesses had to put a lot of effort into recruiting and retaining employees. Behind the employer brand is the idea of harnessing the techniques of consumer goods and service marketing for attracting, keeping and engaging employees. (Barrow & Mosley 2005, xvi; Brown 2011, 134; Taylor 2014, 18, 165.)

The interest towards employer branding has increased substantially since it became introduced in the 1990s. However, the concept still has its critics and contestants. The ethicalness of the subject has been questioned and, in addition, it has been referred to as a passing trend of HR enthusiasts that will be forgotten in time. Employer branding is still often seen narrowly as the appearance and feel of recruitment advertising or in-

ternal communication that aims promoting companies as "great places to work". However, the concept has more extent and it may provide a different approach towards managing, listening and involving people. If the profound meaning and possibilities behind employer branding will be comprehensively understood and internalized, it can be expected that the topic will only have more significance in the future when companies draw up their resourcing strategies and HR agendas. (Barrow & Mosley 2005, xvi; Taylor 2014, 165–166.)

It could be thought that the concept of employer brand would lose much of its importance during an economic downturn when many people are unemployed and competition for jobs is harsh. Nevertheless, attracting the right candidates through employer brand promotion can actually be extremely relevant for businesses aiming to balance their expenses. (Barrow & Mosley 2005, 104.) A well-conducted employer brand is likely to facilitate recruitment processes, improve the quality of hires and, consequently, bring financial savings for firms. A company with an appealing employer brand does not have to invest that much money on recruitment advertising as applicants are already actively willing and seeking to work for them. A thriving employer brand can also promote differentiation and help standing out from the rivals thus the potential competitive edge should be considered. (Taylor 2014, 169–170.)

3.3 Different recruiting practices and changing employment relationships

When defining strategic recruitment methods, it is essential to decide whether the hiring processes are managed inside the company or outsourced. In addition, a combination of these two practices can be used. (Brown 2011, 92.) As discussed in the subchapter 3.1, recruitment and selection processes consist of various different phases which demand certain resources from a hiring party: time, money and personnel are at least needed. Due to the requirements, some companies prefer to use external help for choosing, hiring and training new employees. By outsourcing the above-mentioned processes to recruitment professionals, companies are able to concentrate on their core functions and potentially minimize the risk of poor recruitments.

Managers' active participation in companies' recruiting processes reflects their appreciation for employees and interest in personnel-related matters. However, it might not always be that business-wise to dedicate management's time on multiple tasks related to recruiting when external help can be utilized. Private staffing agencies or job centres can manage the whole recruitment process or, if agreed so, certain stages of it. (Vaahtio 2005, 122–124.) In addition, companies' internal recruiters and managers are not always able to find right people for open roles and therefore cooperation with an agency can be preferred. This kind of agency collaboration may provide companies with a swift access to an extensive range of both active and passive candidates. (Brown 2011, 161.)

According to Brown (2011, 201), an increasing number of businesses are utilizing staffing agency services for hiring contractual employees. Supplementary workforce might be needed in case a company does not have enough personnel for the production of required products or services. Temps can be employed, for example, to assist with substantial requisitions or during seasonal peaks. In industrial production, hiring of contractual employees can sometimes be a precondition for accepting an order. With the help of temps, it is ensured that the ordered products are delivered to clients in a fixed period. It could be impossible, or extremely resource-consuming, for a company to get this kind of additional workforce in any other way. (Inkeroinen 2014.)

3.4 The recruitment process of Temp-Team Finland

Some Recruitment Consultants of Temp-Team manage both public and direct searches whereas others are purely focused on larger-scale public searches. As executive searches are officially carried out through the subsidiary of Temp-Team, and they only make up a fifth of all recruitments, solely public search processes are covered the report. The length of the recruitment process depends on the type of search: generally an executive search process takes 2–3 months whereas public search selections can be completed in approximately 1, 5 months. In addition, the term of notice of a hired employee might influence the recruitment time frame.

The first step in the recruitment process of Temp-Team is to delineate customer needs and draft a candidate profile. Even though the profile can be revised during the process, it is important to have a preliminary outline defining the employee requirements. Wished qualities of an employee can be – for instance – a particular education level, relevant work experience or certain personality traits.

After the client's needs and requirements are clarified, the Recruitment Consultant draws up a job advertisement which is posted to selected media. Typically these announcements are presented on the company web page and on the job boards of Oikotie.fi, Monster.fi and Mol.fi. Furthermore, job advertisements have been added on the Facebook site of Temp-Team since February 2014. Information on vacancies can also be posted on printed media but the practice is quite uncommon.

The job advertisements are updated on the database of Temp-Team which contains approximately 60 000 job applications. It is estimated that 1 200 applications are added to the database every month. At the same time the announcement is sent to selected media, those applicants who have uploaded their profiles on the company database and who meet the requirements, are informed of a new vacancy by e-mail. With given passwords, the applicants can log in to their profiles and send their cover letters.

Throughout the recruitment process, the Recruitment Consultant is in charge of communication with candidates: he responds to all enquiries and finds out additional information needed. Moreover, he goes through all applications and compares them with the profile compiled in the early stages of the recruitment process. When the shortlisting of candidates is completed, the most potential applicants are invited for a personal interview focusing on job seekers' skills, work history and future wishes. After the first round of interviews, the applicants' references are reviewed and the most apt candidates are presented to the client. In most cases, this first presentation of suitable candidates is done in written form. The first round of interviews is followed by another one with the applicants selected by the client.

In order to have a deeper certainty of candidates' suitability for a post, Temp-Team can organize different psychological and skill assessments for the applicants. In case

evaluations are required, they are arranged after the client-candidate interviews. The personality tests provided, WOPI and Cut-e, emphasize applicants' self-image and they measure particularly the competences necessary in work life. Projective psychological tests, such as the Rorschach inkblot test, are never used for candidate evaluation. When the client has interviewed the chosen candidates and made the final decision, all applicants are contacted in order to provide information on the results. Afterwards, the Recruitment Consultant monitors the success of the recruitment by discussing with the hired employee and the client company. Adapted summary of the overall recruitment process of Temp-Team is presented in Figure 2. (Kangas, M. 4 Feb 2014; Temp-Team d; Temp-Team e.)

Position and profile assessment

Update on company database

Job advertisements on selected media

Shortlisting of applicants

Consultant-candidate interviews

Referee checks for preferred candidates

Client-candidate interviews

Prospective aptitude evaluations

Employee selection and employment offer

Informing all applicants on results

Follow-up reviews with client and candidate

Figure 2. The recruitment process of Temp-Team (Temp-Team e.)

4   Social media in company and recruitment use

Not that long ago, companies had no presence on such social media sites as Facebook or Twitter. Clients, candidates and other interest groups were mainly contacted in person, through paid print or different digital marketing forms such as e-mail campaigns. However, these practices and the role division between companies and customers have changed – offering both challenges and new possibilities for businesses. In this chapter, social media and the changed practices of communication and social recruiting are explained more in detail. In addition, the current utilization of social media by the commissioning party of the thesis is covered.

4.1   The definition of social media

Social media is used as an umbrella term for web-based services and software enabling people to assemble online. On different social media channels, users can discuss, exchange ideas and share information with each other. That interaction between online community members can contain text, images, audio and video clips, and other media; these features can be used either individually or combined. (Ryan & Jones 2012, 152–153.) Previously, the concept of social media was referred to with such names as Next Net, Live Web, communal internet, social internet and Web 2.0. The last-mentioned term was the most common one, introduced in 2004 by Tim O'Reilly. (Kananen 2013, 13; Salmenkivi & Nyman 2008, 36–37.) This proves that as a term social media is younger than its existence.

The adjective *social* refers to our inborn need to socialize with other people and to form different communities. Even though the word media might be easily associated with "traditional media", such as television and newspapers, the difference is that social media is not a conventional one-way channel on which the content is produced by certain professionals. On the contrary, the communication on social media is multi-directional: the idea is that anyone is able to add, create and comment content online. (Korpi, Laine & Soljasalo 2012, 147; Scott 2010, 38.) Furthermore, it has been alleged that the line between social and so-called traditional media is getting continuously thinner and soon there might not be a need to make this division anymore. The interactive

nature of virtual communication is developing all the time and many new programs, from e-mail to the enterprise resource planning software SAP, are already equipped with social features. (Soininen, Wasenius & Leponiemi 2010, 14, 17.) For instance, the commonly used e-mail program Outlook by Microsoft has a Social Connector tool that enables users to see the updates of their selected social networks while browsing their e-mails. In the era of smartphones and tablets, the access to social media is effortless and people can be connected to their friends and colleagues all the time. In order to facilitate the usability of social media through smartphones, many service providers have created special phone applications.

The variety of different social media channels is very extensive. One social media site may include various different social components which makes it challenging to categorize these platforms. Nevertheless, the premise of personal interaction is a feature connecting all these sites: creating, exchanging and sharing content are central activities for all social communities. (Ryan & Jones 2012, 157.)

4.2 Social recruiting channels

Social recruiting refers to the practice of searching or hiring candidates by utilizing different social media channels. It has been claimed that, due to the increased use of social media, the whole recruitment landscape is facing changes as sourcing processes are becoming more interactive and transparent. (Meister & Willyerd 2010, 119.) Some work fields, such as marketing and communication, use different social media channels already quite creatively for recruitment purposes. In Finland the practice of social recruiting is relatively new and many companies still limit their recruitment processes to the most traditional channels such as LinkedIn and Facebook. However, recruitment communication seems to be changing and some less-conventional channels are gradually being adopted by Finnish companies.

This report introduces few social recruiting channels which were chosen mainly by their popularity. Moreover, the literature read and the interviews conducted had an effect on the demarcation. As the commissioning party of the thesis is only starting to develop its social media presence, it would not have been relevant to present all

prospective channels in the following subchapters. All of the listed channels might not mainly be straightforwardly utilized for recruiting. Some channels might have more indirect impact on recruiting as, for instance, with the help of employer branding.

4.2.1 Facebook

The most popular social networking site worldwide, Facebook, was established in 2004 by Mark Zuckerberg and his peers at the Harvard University. Ten years after that, at the end of January 2014, it was reported that the site had approximately 1.23 billion active users who visited Facebook in the last 30 days. (Rushe 2014; Wikipedia 2014.) It has been estimated that approximately 40 % of Finns are on Facebook with the average age of 33,5 years. (Pönkä 2014.)

Recruiters generally seek blue-collar and service workers from Facebook whereas the professional networking site, LinkedIn, is the place for searching academic, white-collar employees. Therefore, the company's communication on Facebook can be more laid-back and entertaining than the one used on LinkedIn. The challenge with Face-book is to attract an adequate number of users to share and like the company updates. (Korpi et al. 2012, 114–116.) Even though Facebook might be the most efficient social media channel when measuring the user reachability, it is still regarded more important for brand marketing than for actual recruiting purposes (Narkiniemi).

4.2.2 LinkedIn

LinkedIn is a professional networking site mostly used for creating business contacts. By sharing resumes online, people can let others know about their relevant work history, education and skills. Moreover, public references and assessments can be given to others which might help recruiters to find the most suitable talents directly on this site. (Soininen et al. 2010, 55–56.)

Several LinkedIn features are beneficial for recruiting purposes and they might have a significant role in reaching "passive" candidates who are not looking for a new job but who might move in case the right offer would come along. Useful functions for spreading job advertisements and contacting potential candidates are company profiles,

searches, groups and the Questions & Answers section. Visibility can also be increased through paid advertisements and the online word of mouth on one's personal LinkedIn networks. (Korpi et al. 2012, 35–36, 103–104.) Furthermore, some companies utilize the "Apply with LinkedIn" -button in their job advertisements; by clicking the button, candidates can apply for a job straight through this channel.

However, attracting prospective employees is not the only purpose why a company might want to be present on LinkedIn: in addition, the positive employer image can be strengthened with the help of this professional networking site. As employees' presence on LinkedIn can be regarded also as a part of company's image, it is recommended that their profiles are comprehensive, the networking is continuous and there is participation in the most important groups. (Korpi et al. 2012, 111–113.)

There were approximately 595 112 registered LinkedIn profiles in Finland in January 2014. This means that 11 % of Finns were members of the concerned site. Most of these users were between 25 and 54 years of age. The top-five lines of businesses amongst Finnish LinkedIn members were sales, entrepreneurship, information technology, marketing and administration. In addition, such work fields as finance, human resources and accounting were popular amongst users. (DigiPeople 2014.) LinkedIn was the 12th most visited site in Finland in September 2014 (Alexa).

4.2.3 Twitter

Twitter is a micro blogging service enabling people to keep others up to date with the help of short text messages that are known as "tweets". (Ryan & Jones 2012, 165.) Tweets do not have to be of text-format: they may as well include links, photos and videos. In order to categorize tweets and improve their visibility in searches, the users of Twitter take advantage of hashtags – keywords preceded by the hastag symbol (#). Users can forward interesting messages by retweeting them on their personal sites where all their followers can see the tweets. (Twitter a; Twitter 2014b.) The platform is more issue- than person-focused, and therefore, real life contacts do not have that significant role within the service. (Soininen et al. 2010, 54.)

With the help of Twitter, a company may develop its employer image by providing interesting links for its target groups. Other users can be forwarded to, for instance, an interesting blog update, statistics available on the internet or a piece of news. The challenge with Twitter is to include all information in relatively short tweets which can only include 140 characters. Twitter's advantages are the activity of its users and numerous HR enthusiasts using the service. Retweeting job advertisements is not only useful for them but also for a company recruiting. (Korpi et al. 2012, 32, 113, 118–120.) In addition, Twitter users are able to connect freely with anyone on the platform. Due to this feature, interaction and information sharing are not limited to personal networks which supports Twitter's role as an efficient recruiting channel. (Salli & Takatalo 2014, 35.) A Twitter account can be linked to other social media channels, such as Facebook and LinkedIn, which improves the visibility and circulation of updates.

A growing number of Finnish staffing agencies have understood the possibilities of Twitter in candidate communication and started to tweet their job advertisements. For instance Manpower, VPS Group and Proselectum use the site for job advertising and other communication with their followers. Most Finnish Twitter users are knowledge workers or different specialists which can make the channel a suitable platform for connecting these employee groups (Salli & Takatalo 2014, 35).

Twitter, established in 2006, has approximately 255 million monthly active users and 77 % of the accounts are located outside the US (Twitter 2014c). It has been estimated that there were more than 516 000 Twitter user names registered in Finland in September 2013. In the beginning of 2012, there were less than 200 000 Finnish Twitter accounts thus it can be stated that the number of users has increased significantly. (Brännare & Hirvonen 2013; Nummela 2013; Pönkä 2013.)

4.2.4 YouTube

The video sharing site YouTube is currently the world's second largest search engine and an essential marketing and communication platform for many companies. The site can also be utilized for recruitment purposes by sharing the company's job

advertisements in a visual form. Alternatively, or additionally, the channel can be used for strengthening the employer brand which for its part can have a positive effect on the number and quality of job seekers. By adding videos on the concerned platform, a company can showcase its personality, work culture, values, strategy and employee testimonials. (Madia 2011, 22; Salli & Takatalo 2014, 35.)

One example of a company utilizing YouTube diversely for candidate and client communication is Kelly Services, an American temporary staffing agency. On their YouTube channel, the company provides information about itself and introduces temporary employees working for Kelly Services and their work roles. Job seekers can learn about the different positions, teamwork practices and the values of the company through the uploaded videos on the "What It's Like to Work at Kelly" channel. A separate "Business Services & Solutions" channel is targeted at clients, with clips presenting the company and its different staffing solutions. (YouTube.)

Naturally, YouTube is not the only channel for companies who want to share their videos. Some prefer to upload clips on their own web pages or other social media channels – for instance on a competing video-sharing site Vimeo. However, it may be worthwhile for a company to consider the user numbers when selecting a suitable platform. Vimeo has a monthly audience of approximately 170 million, whereas YouTube is visited by 1 billion unique users each month. In September 2014 YouTube was the fourth most visited site in Finland whereas Vimeo was ranked at place 91. (Alexa; Tuominen 2013; Vimeo 2014.)

4.2.5 Blogs

The word blog refers to an internet site for which the content has been created by one or multiple writers. Blog posts are usually presented in text-format but also, for instance, videos and photos can be utilized for conveying the message. (Jyväskylän ammattikorkeakoulu.) Individual bloggers often use external platforms, such as Blogger or WordPress, for sharing their posts whereas companies generally blog on their own websites.

The communication agency Manifesto conducted a survey on Finnish companies' blogging practices in 2013. The survey was responded by 107 communication specialists amongst whom approximately 50 % had utilized company blogs in their work. The results showed that blogging is a growing trend within Finnish firms albeit company blogs are still relatively unused here. In business blogs are majorly utilized to strengthen the company's brand and specialist role. Interaction with important interest groups is also an essential goal for many companies. However, the survey reports that all objectives but genuine interaction are reached. (Manifesto 2014.)

From a recruitment perspective, blogs are not typically seen as direct recruiting channels but more as platforms for employer brand development. Even though many Finnish recruitment agencies have a presence on the most important social networking sites, such as Facebook and LinkedIn, active blogging does not seem to be common yet. One example of a regularly blogging company is Heebo that provides match & meet services for recruitment and career development. On its "Behind the Job Scenes" blog, different employers recruiting through Heebo are introduced with the help of posts produced together with client companies. Topics covered in these posts are, for instance, company culture (Trainers' House), graduate programs (Nordea) and summer jobs (Vantaan Energia). In addition, the content is compiled of job advertisements and job seeking advice. (Heebo 2014.)

Through blogging recruiters can improve the level of personal interaction with candidates by telling more about themselves, the company they represent and different career opportunities available. A thing to keep in mind is that some job seekers read companies' official career sites with critical eyes as the information available is often provided by public relations experts, which might raise doubts about the authenticity of the text. In order to get more realistic and comprehensive view of companies, candidates might be interested in turning to blogs written by recruiters. (Gotkin 2012; Wheeler 2008.)

4.3   Social media for businesses

Before internet became widely used, companies had relatively limited possibilities for drawing people's attention: either they bought costly advertisements or tried to get

third-party ink from the media. However, web has changed those previous communication practices: today people solve their problems by going online. If a company is not present and visible where their buyers are, there is a huge risk of losing out potential customerships. Moreover, online communication has opened an important channel for businesses to reach niche customers with targeted messages that might cost significantly less than big-budget advertisements. (Scott 2010, 5–6.) Engaging with customers through online channels can be very informative for companies: this way businesses are likely to better understand what the buyers really think of their services, brands, products, industry or other more general topics. (Ryan & Jones 2012, 156.)

In 2013, it was reported that 38 % of Finnish companies used social media. The field of business with most social media activity was information and communication (80 %) whereas social tools were least used with such trades as construction, transport and warehousing (21 %). Approximately one-third of small companies, employing 10-19 persons, and more than half of larger companies, with more than 100 employees, were present on some social media channel. The most important reasons for social media participation were product marketing and company image development. Also, such activities as client communication, recruiting, collaboration with business partners or other organizations, innovation and development were listed as benefits wished to reach with social tools. Social networking sites, such as Facebook and LinkedIn, were the most widely used channels: approximately 34 % of Finnish enterprises utilized these sites. Moreover, 14 % of the businesses shared multimedia content on social media and 8 % of companies were active with blogging or microblogging. (Statistics Finland 2013b.)

4.4   Recruitment and social media

Since the beginning of the twenty-first century, the use of internet as a recruitment channel has increased significantly. Before that, in the late 1990s, mainly IT, academic and university graduate jobs were advertised on web. During the following decade, a wider range of positions became advertised online when increasingly more households purchased home broadband connections. It has been claimed that nowadays most people look for open vacancies on the internet rather than in printed media. In addi-

tion, those who are not actively looking for new jobs might still be reached with the help of unsolicited e-mails and online advertisements. (Taylor 2014, 145.) On the internet, jobs are advertised for instance on the websites of employment agencies, different job boards, corporate web pages and various social media channels.

The increased use of social media in resourcing has been a much discussed topic within the recruitment field in recent years. The Annual Resourcing and Talent Planning survey by the Chartered Institute of Personnel and Development (CIPD) reported that more than 50 % of British organizations utilized social media in their resourcing activities in 2013. In addition, the majority of those employers who had not tried social recruitment considered that the new practices would benefit them. According to the report, LinkedIn (82 %), Twitter (55 %) and Facebook (51 %) were the most used social recruitment channels. Most organizations used social media for candidate attraction and reputation management: more than 80 % of the respondents considered that social media activity had improved their employer brand and increased the pool of prospective candidates. (CIPD 2013, 5, 12–13; Taylor 2014, 147–148.)

The surveys upon social recruitment in Finland have provided quite inconsistent results and, on the strenght of them, it could be a bit dubious to make any larger-scale generalizations. The results seem to vary depending on the survey provider and sampling. However, it can be stated that both internet and social media have changed recruitment practices also in Finland and many professionals believe that social recruiting will continue to grow in the future. By Finnish companies, the most used social recruiting channels are LinkedIn, Facebook and Twitter. (Manifesto 2011, 11; Skyhood 2014, 12.)

It has been alleged that social recruiting is more cost-efficient and quicker than recruitment by traditional methods. Not only does social media provide broader audiences for job advertisements but it also facilitates directing messages to certain target groups. (Korpi et al. 2012, 16–17, 49.) One of the key advantages of social media is its ability to reach passive candidates who are not surfing on job advertisement sites but are anyhow present on different social networks. If they, or a friend of theirs, see

an interesting job advertisement on social media, there is a chance that they could apply for a new post. (Salli & Takatalo 2014, 31.)

A company with a positive employer brand is probably likely to receive better and more applications than a company which is unknown amongst the best applicants. Regularly updated online content strengthens company image and might have an important effect on the applicant's decision to apply for a certain job. Often prospective job applicants search information on companies in advance with the help of internet and social media. When searching for company information, a job seeker might turn to material provided by random internet users in case company's content on internet is limited. These messages are not controlled by the company and they might have a negative effect on its image. Nevertheless, the image can be developed by providing versatile content on multiple online channels and by reacting to updates of others. (Korpi et al. 2012, 76, 82, 90.)

When searching for information on candidates, some judicial matters should be considered. Most importantly, employers should get the information needed primarily from the applicants. The candidate's approval is needed if data is collected elsewhere and, in addition, the necessity requirement should be kept in mind. The last-mentioned means that all information gathered should be relevant for the evaluation of the candidate's suitability and capability for the job concerned. (Salli & Takatalo 2014, 96–97.)

4.5   Temp-Team Finland on social media

In the beginning of this thesis process, in autumn 2013, Temp-Team Finland had no official social media channels. Social media renewals had been on the "to do –list" of the commissioning party for quite many years but no actions had been taken. According to the Country Manager, Martti Kangas, this is due to unawareness of suitable channels and practices. Also, the division of responsibilities has raised questions amongst the employees. (Kangas, M. 17 Oct 2013.)

Numerically measured, the Recruitment Consultants of Temp-Team receive enough job applications at this time of a prolonged economic downturn. However, not all candidates are reached as the consultants are continuously seeking – for example – Project Managers, information technology (IT) professionals and financial administration employees. Temp-Team could utilize social media as a supplementary recruitment communication channel which would hopefully enhance targeting the job announcements and sourcing the right talents. (Kangas, M. 27 Mar 2014.)

During the thesis process, in February 2014, Temp-Team opened a company Facebook profile with an idea of sharing its job advertisements through the channel. In the beginning, emphasis is solely on job advertisement posting which is done together with the online job board Monster.fi. Temp-Team Finland had 56 fans on their Facebook site in August 2014. (Facebook 2014a; Kangas, M. 27 Mar 2014.)

Even though the company web pages are provided by the Singaporean Temp-Team office, all country branches are responsible for their own social media sites. (Kangas, M. 27 Mar 2014.) Naturally, the more staff, resources and know-how the branch has, the more it can invest in its presence on social media. For instance the Danish Temp-Team, having approximately 80 employees, is active on YouTube, Facebook and LinkedIn. At the moment, the Danish branch has 647 Facebook followers and more than 1300 LinkedIn followers. The branches of the United Kingdom, Sweden, Norway and Singapore all have both Facebook and LinkedIn company profiles. In addition, the UK office has its own blog and it is active on the photo-sharing site Instagram and Twitter with more than 2000 followers. (Facebook 2014b; LinkedIn 2014; Twitter 2014d.)

5   The research

This chapter covers the research and the data collection methods which were used in order to answer the research questions of this Bachelor's Thesis. In addition, the questionnaire process is presented.

5.1   Qualitative research method

Typically qualitative research is used when a researcher aims to study a particular subject thoroughly – for instance in one or a few organizations. Qualitative research is suitable for exploratory research, when the specific topic is new and it has not yet been delved into by many researchers. (Myers 2013, 9.) Qualitative research methods were used for this research because the author wanted to analyze and understand the interviewees' opinions and points of view more in depth. As the goal of this research was not to produce quantified conclusions or statistical generalizations, quantitative techniques were excluded. (Bell 2010, 5; Hirsjärvi & Hurme 2008, 59.) In addition, the topic of social media and recruitment is still quite new, especially amongst Finnish researchers, which was another reason for choosing the qualitative approach.

5.2   Data collection

The empirical data for the research was collected with face-to-face and e-mail interviews. Before compiling the questionnaires for respondents, the author had two pre-interviews with the representative of the commissioning party in order to obtain background information on the company, their recruitment processes and social media plans. For the research the author interviewed five (5) social media and recruitment specialists, along with four employees (4) of Temp-Team Finland. These nine (9) interviewees were chosen to get a versatile view on the utilization of social media in recruitment processes. Besides interviewing different social media professionals, the author wanted to hear the wishes and opinions of employees at Temp-Team in order to provide the company with realistic and realizable development proposals.

Adaptability and the possibility to clarify the questions are the main advantages of conducting an interview. A shrewd interviewer is able to follow up ideas, seek for

responses and study the motives and feelings of research participants. In addition, the interviewer can repeat the questions, correct misconceptions and discuss with interviewees. Written responses conceal the above-mentioned characteristics and therefore, the author aimed to interview all respondents in person. (Bell 2010, 161; Tuomi & Sarajärvi 2009, 73.) Seven (7) interviews were realized face-to-face whereas two (2) interviewees responded by e-mail due to geographical reasons. All interviews were semi-structured and they were conducted in June 2014. The respondents, their titles and employers are presented in Table 1 below. Some company-fields are marked with dashes (–) due to interviewee's wish not to mention the employer.

Table 1. Interviewees of the research

Interviewee	Title	Company
Peter Aspenholt	International Business Development Manager	Temp-Team Finland
Jussi Kääriä	Operations Manager/Consultant	Temp-Team Finland
Janne Laaksola	Recruitment Consultant	Temp-Team Finland
Miika Nykänen (E-mail)	Business Area Manager	Temp-Team Finland
Teemu Korpi (E-mail)	Non-Fiction Writer	–
Marja Pylkkänen	Managing Director	Alma Career Oy (Monster.fi)
Tiina Vuorenmaa	HR Director, Head of Global Talent Management and Resourcing (APAC)	Outotec
Tom Laine	CEO, Co-Founder	Innopinion Ltd Oy
Jarkko Dahlström	Recruitment Specialist	–

Five (5) face-to-face interviews were done at respondents' work premises and two (2) at different cafeterias. The interviews lasted between 30 and 90 minutes – however, most of them took about an hour. All of these interviews were recorded with an electronic recorder and transcribed soon after the interviews. The transcription was done almost word-for-word.

5.3 The questionnaires

The questionnaires were compiled based on the theory parts and the research questions of the thesis, two pre-interviews with the Country Manager of Temp-Team and the advice of the thesis supervisor. In addition, the author participated in HAAGA-HELIA's thesis workshop that was organized in June 2014. During the workshop, thesis questions were once more specified with an instructor specialized in qualitative methods.

Altogether the author compiled two questionnaires: one for the employees of Temp-Team Finland and another one for the social media and recruitment specialists. The questionnaires designed for these two respondent groups had similar elements but with little different emphases. However, all of them were structured around the themes of social recruitment, employer branding and practicalities of companies' social media utilization. Respondents received the question sheets approximately one week before the actual interviews and were thus given time to contemplate their answers. All questionnaires are attached to the end of the thesis.

6 Results of the research

The responses obtained through interviews are presented in this chapter which is divided based on the structure of the questionnaires. The aim has been to reflect quite evenly the viewpoints of both interviewed specialists and the employees of Temp-Team Finland. In order to enliven the text, some direct quotations have been included in this chapter.

6.1 Social recruiting at Temp-Team Finland

Amongst the four respondents of Temp-Team Finland, two had regularly utilized social media in their recruitment processes. These interviewees had used business-oriented LinkedIn for candidate search and communication on open vacancies. Different professional groups of the site had been utilized in order to obtain name lists, advertise jobs, connect prospective candidates and expand own networks. The site was described as an extensive international database that provides easy access to both active and passive candidates.

At Temp-Team LinkedIn is mostly used by the employees in charge of executive searches. Only they have upgraded accounts enabling anonymous page views, more widescale search results and e-mailing to prospective candidates. At present the services of a third-party service provider are used for executing some of the company's direct searches. In order to reduce additional costs, there are plans for internalizing these functions and therefore more extensive utilization of LinkedIn has been considered. In addition, the interviewees told that the idea of creating a company profile for Temp-Team Finland on LinkedIn had lately been discussed and that there are plans to proceed with it.

The employees mentioned the opening of Temp-Team Finland's company profile on Facebook in spring 2014 but lamented the current situation of the site. Currently no one is responsible for the profile, the site lacks interactivity, the variety of content is quite low and the channel has not been marketed in any way. As there are tens of thou-

sands of applications on the company's database, it was suggested that these applicants could be informed of Temp-Team's presence on social media for instance by e-mail.

The interviewees listed that social media should be utilized more efficiently for the development of Temp-Team's employer brand and candidate attraction. Furthermore, improved cost efficiency, sales, competitiveness and customer relations were mentioned as potential benefits which could be reached with the help of social media. One consultant commented that the emphasis of social media activity should be on employer branding and sales: at this economic period, enough job applications are received but there is lack of commissions. However, the employee in charge of executive searches thought that the focus should be on social recruiting as he had faced problems with filling some professional-level vacancies. In addition, it was mentioned that the company has plans for launching Talent-Team, a subsidiary of Temp-Team focused on student and graduate candidates, also here in Finland. One respondent stated that, in order to support these future plans and attract younger employees, the presence on social media should be stronger.

The employees of Temp-Team had noticed that many of their competitors are already active on social media and they had a slight feeling of being behind the times. Many clients of the company had also wished that Temp-Team would add their job advertisements on its social media channels as they had heard that social recruiting is continuously increasing.

> "Many of our clients are active on social media and they might want to check how Temp-Team contributes online. Prospective clients could even make decisions on collaboration based on our presence on social media and, therefore, we cannot ignore its significance anymore."

> "If Temp-Team's presence on social media would be successfully realized, it could be used as one of our sales arguments."

6.2 The advantages of social recruiting

The specialists interviewed for the research highlighted the various possibilities social media provides recruiters with: it can be used for job advertising, candidate search and communication, headhunting and employer branding. It was mentioned that by advertising jobs on social media, companies can tell about themselves and open positions more diversely than with traditional advertising methods. By providing more comprehensive information on vacancies, company culture, work atmosphere, career development opportunities and such matters, companies are likely to attract more relevant and motivated candidates.

Such things as increased interactivity, the utilization of one's own social networks, the increased use of references, fast access to candidates, cost-effectiveness and wide spreading of the advertisements were listed as advantages of social recruiting. On social media companies can present their "softer sides" and, consequently, bring employers closer to the candidates. Furthermore, social media might help companies to reach out to talent pools which would not be contacted by traditional methods as passive candidates rarely surf on traditional job marketing sites. If a company succeeds in creating valuable and interesting content on its social media channels, the employer brand develops and these passive candidates might get attracted to apply for a job.

Nevertheless, it was mentioned that recruiting on social media is not always the most efficient way to contact the wished candidates. If, for instance, an employer is looking to hire construction workers within a specific geographic area, advertising the job on supermarket's notice board might provide better results than social recruiting – in a shorter time and with less work. Therefore, the use of social media should not be a self-evidence but the needs and the target group of each recruitment should be considered case-by-case.

One of the specialists emphasized the customer point of view when making decisions on company's social media presence. Nowadays most people turn to internet when they search for information on a specific company. Basic facts can be found on official web pages but often additional, more customized, material is searched on social media.

Purchase decisions are not only based on facts but also on feelings and therefore, when in doubt, social media can influence the final decision of a client. A company that is active on social media might be preferred as it likely appears more alert and business-wise than one without, or with very low, social media activity. Furthermore, already existing customerships may be deepened with the help of social media as more specific information on the interests, thoughts and connections of clients can be obtained through the platform.

> "Ten years ago, it was said that a company without presence on internet does not exist. Nowadays, it is said that a company without presence on social media does not exist."

> "It would be unwise for a recruiting company to ignore the importance of social media. The activity on the platform might influence the purchaser's final decision between two suppliers as he, naturally, wants to increase the visibility of his own company and get the job advertisements widely spread."

6.3 Possible risks of social recruiting

When the employees of Temp-Team were asked about their doubts towards social media, they mentioned that the company might not have enough resources to update the channels. It was pointed out that having out of date-sites could actually be more risky than no social media presence at all. One of the consultants remarked how personal issue applying for a job can be. There is a possibility that unselected and disappointed candidates could end up writing negative or false comments regarding Temp-Team on social media. It could convey a disadvantageous image of the company if these kinds of comments would not be reacted and responded to.

Also the experts were asked about possible risks of social recruiting. Lack of resources and know-how, reluctance for openness and low interactivity level were listed as key threats. In addition, one interviewee mentioned that the employer brand might not develop if candidates are only searched "silently" on social media, without published job advertisements. With the help of announcements, people can see that the company is doing financially well as recruiting is ongoing and new vacancies are opened.

"Social media requires constant follow-up. All questions and comments should be promptly answered as that develops the image of an active company. Social media presence should be planned before doing just "something" – otherwise that can end up being an unsuccessful one-off experiment."

6.4   Social media channels for recruitment purposes

According to the specialists interviewed, efficient social recruitment requires finding out the channels where the target groups are present. The importance of linking different social media channels should also be remembered. In Finland, the most common social recruiting channels are LinkedIn, Facebook and Twitter. "Higher pro-file employees" are sought on LinkedIn and Twitter, whereas Facebook is more uti-lized for attracting younger candidates and service personnel.

Amongst the specialists, LinkedIn was mostly used for recruiting professional, highly-educated employees from the fields of technology, finance, human resources, sales and marketing. Three interviewees appraised their own networks as a channel of spreading word on open positions: many good candidates had been reached by posting job advertisements, or simply by asking hints of prospective talents, on personal LinkedIn profiles. The groups on the platform were utilized for finding clients, advertising jobs and headhunting.

One interviewee commented that Facebook is more suitable for employer brand development than for actual recruiting as the channel is more leisure- than work-oriented. However, it was pointed out that the situation might change when companies become more skillful with advertisement targeting. Despite the high amount of users on Facebook, different target groups should be quite effortlessly reached with the paid advertisement tools.

Twitter was also praised for its developed targeting possibilities. On the concerned platform messages can be forwarded to the wished audience with the help of right hashtags. According to the interviewees, recruiters use Twitter generally when they are looking for managers, IT and communication specialists, and marketers. Many HR professionals are also active on the platform which might help the spreading of job

advertisements and other tweets. One respondent thought that Twitter is the fastest and cheapest social recruiting channel but also dependent on right network. In Finland the service is not yet very widely used even though it is becoming more popular after being adapted by many television and "old media" celebrities in 2013.

Visuality was a word often repeated during the specialist interviews. Many different multimedia channels were mentioned and especially Pinterest seemed to be highly anticipated. Also text-format be utilized creatively: one interviewee emphasized the growing trend of publishing job advertisements on blog updates. In addition, the employer brand and thought leadership status can be developed by publishing work-related texts on a company blog.

The employees of Temp-Team seemed to prefer LinkedIn as a channel for social recruiting and they regarded that the company page on the concerned platform should be created. Facebook was mentioned as a channel for attracting more junior-level candidates and Twitter was also suggested by two interviewees.

6.5 Job advertisements and other content on social media

According to the interviewees, a successful job advertisement on social media is original and descriptive. The majority of the research participants thought that conventional word-mongering and long text lists, often seen in traditional job descriptions, are not efficient for social recruitment. On the contrary, advertisements on social media tend to be quite simple because, if needed, comprehensive announcements can often be read on companies' own web pages. The interviewed specialists recommended utilizing features typical to each channel; for instance such visual aids as videos, photos or infographics can be used for raising the viewer's attention.

Nevertheless, it became also remarked that all applicants might not be fond of creative job advertisements and there are people who prefer explicit lists presenting wishes and requirements. Consequently, the target group should always be carefully considered in the advertisement planning phase.

It was suggested that private employment agencies could present their client companies and different work positions with the help of contractual employees. In order to make these "employee stories" more interesting, for instance blogs or videos could be utilized. One interviewee presented the idea of a "temp blog" on which employees would write about their work regularly – for example once a week. By presenting employees and their duties, prospective applicants could gain more comprehensive understanding on different positions and their own suitability for the job concerned. This again might provide recruiters with more relevant candidates and companies with more engaged employees.

> "The content on social media should be genuine and informative: people want to know how it is like to work in a particular company and how the everyday life there is like. If possible, real employees could "provide faces for the company" by telling about themselves, their work roles and different responsibilities. They could also explain how the mission and values are practically realized as these matters are often tediously listed on companies' web pages."

The recruitment specialist commented that many Finnish staffing agencies lack differentiation as their promises and service palettes are quite similar. Due to this, clients tend to emphasize customer service and innovativeness of the companies. The respondent thought that, as a client, it would be interesting to obtain more information on the consultants, their specialization areas and responsibilities. The quality of customer service could be practically explained: companies could exemplify how the problematic situations of their clients have been solved by presenting real-life cases.

In order to keep the social media followers hooked, regularity and continuity of content production should be remembered. One interviewee lamented how many companies are only "passively present" on social media: they might follow what is happening on the company profile but the actual content creation is weak. In order to make this production more systematic and versatile, he recommended compiling a monthly or yearly draft for social media updates.

6.6 Social media as a tool for employer branding

One of the interviewed specialists commented that the significance of employer brand, and social media's effect on it, has increased during previous years. According to him, companies have understood that the current economic situation is likely to change at some point and when the employment rates increase, candidates will put more value on employer image and company reputation. He also mentioned the "War for Talent", a term referring to difficulties employers have for hiring and retaining skilled employees. When such in-demand talents as SAP consultants are wished to be drawn in, the key role of employer brand should not be understated.

On specialists' point of view, communication on social media should be open and genuine if the employer brand is wished to be developed. Airbrushed and false information will often reveal which might raise confusion and negative rumors amongst candidates. In addition, both the company and employer brand should be clear for the employees before these can be properly communicated. Personnel should be aware of the core message of communication and the things that separate the company from its competitors.

In Finland, private employment agencies have quite weak a reputation: trade unions have often criticized the industry and strong opinions are presented on media. The respondents of Temp-Team considered that those who have worked with or through the company, are likely to see them as a trustable and good partner. However, due to embedded attitudes and prejudices, the employees found it difficult to get rid of the industry disrepute.

> "No matter how well things would be done, private employment agencies are seen as crooks trampling the rights of employees."

In order to improve the reputation afflicting the industry, one of the interviewed specialists recommended Temp-Team to utilize the possibilities of social media. As many companies within the field repeat the standardized phrases of HPL authorization, Temp-Team could stand out and underline things that really make it a responsible employer. More positive image could be pursued by showing how the

responsibility is realized in the everyday actions of consultants and in the work of temporary employees. Additionally, it was suggested that possible projects related to the company's social responsibility could be communicated on social media.

6.7 Resources and responsibilities

According to the specialists, successful utilization of social media requires time, patience, continuity, human resources and will. The first resource, time, is needed since prospective benefits of social media are not achieved immediately. However, continuous and systematic activity on social media is likely to pay off before long. Therefore, "right here, right now-attitude" should be abandoned and the persevering attitude embraced. One interviewee remarked that activity on all platforms is not required at once but the presence could be created patiently channel by channel.

Secondly, a company's social media activity requires human resources as someone should monitor and update the channels. In larger companies, this kind of "daily social media management" is usually done by multiple employees across different business functions whereas one responsible person is often enough for a small company. It is important that the person in charge of social media understands the characteristics of different online channels and knows where the targeted groups are present. Also the employees of Temp-Team considered that the company would need a specific person to look after its social media channels. It was suggested that, at least in the beginning, this responsibility could be taken by the HR Assistant of Temp-Team.

> "If negative comments are posted on some online channel and all employees think that this is not their responsibility as someone else will surely take care of it…– I can bet that this someone else will never be found. Therefore, the person in charge should be clearly defined."

One of the consultants recommended hiring of a trainee or a graduate with enthusiasm towards social media as he thought that fresh ideas and practices would be useful for the company. Also one specialist thought that Temp-Team might benefit from employing an HR or Marketing Trainee who would set the social media presence in motion. After that, a coordinator or an assistant could take the responsibility of

monitoring and managing the company's channels. This employee could collect different material, such as job advertisements or blog texts, from the professionals and publish them on social media.

Even though one person would be responsible for compiling regular updates and monitoring the different channels, it is advisable that other employees share in sometimes by creating content too. It is vital that all employees participating on the company's social media activities are trusted and encouraged by the management. The atmosphere should be permissive so that people would feel free to try out different options and there would not be fear of making mistakes. By practical testing, the company is likely to find the most suitable channels and practices for its purposes most efficiently.

Even though social recruiting requires human resources, the time used will probably make a return in resource efficiency. This can be measured, for instance, by the length of recruitment processes, cost of a hire and gained savings. Advertisements on social media likely cost less than traditional job advertising which is a viewpoint worth of consideration. Also, there are multiple online tools providing help for managing different social media accounts. Repetitive duties can be automated which facilitates time management on social media; for instance TweetDeck was mentioned by one interviewee who used the tool for scheduling the updates on Twitter for later delivery.

The specialists of social media underlined the importance of will and urge when planning to enter social media. It is recommended that the person in charge of social media has sincere interest towards it and the ability to develop the use. One respondent stated the following: "It is not going to work if someone is forced to be active on social media but there should be some sort of passion for doing it."

6.8   Social media strategy

Each interviewee considered that a company should have some kind of strategy, or at least general guidelines, for the use of social media. The employees of Temp-Team commented that they would find social media strategy useful because at present there is uncertainty about who should manage the online channels and what kind of content

should be created there. One consultant added that, from the point of view of sales, it would be interesting to know what the clients of Temp-Team wish to see on the company's social media sites. By gaining a better understanding of the opinions of their clientele, content creation would be easier for the employees.

When planning to enter social media, the experts recommended businesses to define the following issues:

− Business objectives for social media
− Channels focused
− Targeted audience
− Core topics and content
− Resource utilization and responsibilities
− Measurement of success

One of the interviewees questioned the need to write down the guidelines and was on the opinion that oral instructions would suffice. Nonetheless, all experts recommended companies to define their goals, channels, target groups, content, use of resources and measurement for social media. They highlighted that, considering the rapidly-changing nature of social media, the strategy or guidelines should not be too strict and they should be regularly updated.

The specialists suggested defining the main objectives of social media presence before practically doing anything there. It is recommendable to clarify whether the company's presence on social media is built from the point of view of recruitment, employer branding or sales. If the main focus is on recruitment, it is advisable to determine whether the emphasis is on the number or quality of candidates. The objectives listed do not exclude one another and they can vary by each channel but, nevertheless, some sort of main focus should be outlined. When the overriding goals are clear, it is easier to specify the target groups, the channels to focus on and the nature of content to create.

The interviewed experts commented that the success on social media should be somehow measured and monitored. For these purposes there are multiple tools but, in the beginning, consultants could simply ask the candidates where the job advertisement was seen. Also the length of recruitment processes, advertising and hiring costs, traffic to the company web page from social media sites and the number of likes, shares and followers provide information on online success. One interviewee remarked that the number of hires by itself is not a sufficient benchmark for evaluating the success of social recruitments; in order to obtain more profound information, the quality of hires should be evaluated after certain time period – for instance a year. This way it can be assessed if recruiting on social media has in reality provided the company with more relevant candidates and successful hires.

As mentioned in the subchapter 6.8, all respondents thought that social media should be managed by the right people and the areas of responsibility should be defined. It is advisable to formulate clear processes on practices used if, for example, negative comments are added on some channel. However, one specialist highlighted that too detailed instructions might restrain the creativity and joy of social media participation. He considered that the activities can be quite dynamic and vivid, if the major lines and processes are outlined.

One consultant of Temp-Team wished that the strategy for social media would include instructions for writing. As things once shared online cannot always be crossed out, the employee would find it worthwhile to define what can, and what cannot, be written on social media in the company's name. Also another respondent recommended compiling language and communication guidelines reflecting the company image.

> "The communication on social media should be in line with the company image. If that image is otherwise very strict and official, joking on social media might appear a bit strange."

One interviewee opined that the extent role of social media should be recognized by the management as online activity influences on multiple functions of the company.

Therefore, he preferred including social media guidelines in all strategies of the company.

> "Actually each strategy should have a place for social media: how social media affects marketing strategy, human resources strategy, product development strategy etc."

6.9   Training and external help

The employees of Temp-Team were asked whether they would find social media training useful. Two respondents were not sure about its necessity whereas another two interviewees supported the idea. Additional LinkedIn training was wished by one employee; the interviewee considered that the searches and other functionalities of the channel could be more efficiently exploited by the consultants. The same respondent commented that external consulting could be useful in the beginning when preparing the layout and other functionalities on social media. He suggested that with professional advice, Temp-Team could get better insight on the social media practices suitable for the company.

6.10 The future of social recruiting and the changing role of recruiters

All respondents reckoned that the practice of social recruiting will increase in the future. More and more companies are entering social media and the know-how of its use is developing all the time. It was reckoned that the number of channels will increase and that there will be more channel fragmentation; the previously-mentioned changes could make it easier for companies to identify their target groups. It is advisable to remember the rapidly-changing nature of social media: the way the channels are used changes continuously thus recruiters should also stay alert and update their skills. Moreover, the practices of mobile and almost real time job seeking are likely to grow – trends that everyone in the business should keep their eyes on.

Traditional channels' capability to reach active applicants was not denied by the research participants. It was reckoned by everyone that the practice of advertising jobs in print will continue to decrease but the respondents were not sure what will happen to different online job boards. One of the interviewees reckoned that conventional job advertising sites, such as Monster, Oikotie and Mol.fi, will always exist but their

features will be developed. Another interviewee pondered whether these traditional channels will gradually be outstripped or if they will remain by social media channels.

The interviewed recruitment specialist believed that the role of recruiters will change significantly in the future. In the beginning of his career, the overall recruitment process used to be simpler whereas nowadays more comprehensive skills and understanding are needed: recruiters are now also content creators, salespersons, marketers and developers of employer brands. Recruiters' field of know-how has broadened substantially and, in addition to people and talent evaluation skills, one should have knowledge of marketing, communication and different digital tools. The same respondent reckoned that traditional recruitment business is likely to change and that private employment agencies could benefit from offering services supporting their clients' employer branding and presence on social media.

7 Discussion

The research findings are presented in this seventh chapter. Furthermore, the reliability and validity of the research and the overall thesis process are evaluated in the last sections of the chapter.

7.1 Conclusions

The first research questions of this Bachelor's Thesis were:

- Why social media should be utilized in the recruitment processes of Temp-Team?
- What other advantages would social media activity provide for the company?

Candidate attraction, employer brand development, improved competitiveness and customer relations are the most important reasons for Temp-Team to activate with social recruitment. As stated by Korpi et al., both company image and employer brand can be strengthened with the help of different online activities. However, this requires that there is continuous presence online and the content provided for the target group is versatile and valuable. According to Taylor, a successful employer brand can lead to both shorter recruitment processes and reduced job announcement costs. The more relevant – or simply numerically more – candidates are interested in working for a specific company, the less money it has to spend on advertisements.

As described by Salli and Takatalo, the potential to reach passive candidates is one of the main advantages of social recruiting. With the help of social media, recruiters might increase their chances of reaching these candidates who are not actively looking for work but who may be interested if the right job comes along. At the time of repetitive lay-offs, the commissioning party has no lack of applicants but still certain talents are difficult to find. This was mentioned by the interviewee in charge of Temp-Team's executive searches and the Country Manager of the company. The last-mentioned commented that the consultants are continuously looking for Project Managers, information technology (IT) professionals and financial administration employees. With the help of targeted job advertisements and right kind of online content, Temp-Team

could improve the attractiveness of its employer brand and, consequently, induce top talents more efficiently. This is supported by Madia (2011, 20) who describes how social media tactics can provide recruiters with a new pipeline of talent while simultaneously promoting the company or brand. She claims that, in order to reach the savviest candidates, there has to be strong online presence as social media is directly linked to the relevancy of a company.

Not only is social media utilized for recruitment of professionals and passive candidates but also younger applicants can be sourced with the help of it. The respondents of Temp-Team commented that, in the future, the company would like to have more collaboration with young employees and educational institutes. There are aspirations for launching Talent-Team, focused on student and graduate hires, in Finland as the concept has already proven thriving in Norway and Denmark. As mentioned by one employee, the company's stronger presence on social media could support these future plans. Temp-Team could utilize different social media channels for communicating and building relationship with this target group that is already active on the platform.

The proposals listed above are supported by Meister and Willyerd (2010, 95–97) who emphasize the importance of social networks when sourcing young talents. They suggest that in order to attract and engage the employees of tomorrow, companies should act as "virtual talent scouts" and redefine the traditional recruiting methods. Meister and Willyerd mention a shift from an Information Age to a Collaboration Age during which employees appreciate continuous communication, collaboration, and connection to one another. The authors mention that, during the Collaboration Age, recruiting is both personal and social. According to the writers, the last-mentioned means that participation on social media is required from recruiters wishing to draw in the future's top skills.

Furthermore, stronger presence on social media would be important for Temp-Team as it has been wished by many clients of the company. It would be recommendable to show that the feedback is somehow reacted to and the company aims to develop its services. Scott states that internet is the primary source of information for many people today; prospective, and even current, customerships can be lost if there is no presence

and activity on the channels preferred by clients. Also Vanjoki and Saarenketo (2014) have written about the changes of customer relationships; instead of traditional mass communication and one-sided push-marketing, an increasing number of companies endeavor including clients within their own networks and, consequently, hopefully engage them for a longer period of time. With the help of social media Temp-Team could obtain valuable information on the preferences and interests of their current and targeted clients. This claim is supported by Ryan and Jones who argue that online customer engagement can lead to finding out clientele's real opinions on the services, brands and products of a company.

As stated by one of the interviewed specialists, internet and social media have changed both recruitment processes and the role of recruiters. In order to remain professionally relevant and competitive, it is recommendable for recruiters to broaden their horizons, keep an eye on the industry trends, and adopt new skills of marketing, communication and different digital tools. By participating in the company's social media activities, the employees of Temp-Team would not only contribute to the needs of a business but also develop their own skills and increase their professional value.

The field of recruitment services is highly competed and many competitors of Temp-Team already offer their services on different social media channels. As acknowledged by all research participants, it is likely that the importance of social recruitment will only grow in the future. Therefore, it would be recommendable for the commissioning party to promptly start developing its presence online. Postponing activities might only provide competitive edge for rival companies and decrease the attractiveness of Temp-Team in the eyes of the clients and job seekers.

After listing various potential advantages of social recruitment, the author wants to point out that social media should not be considered as a shortcut to recruitment success and the practice might not even benefit all companies. Furthermore, replacing all the existing recruitment channels of Temp-Team with social media is not the suggestion of this research. Rather, it would be recommendable to utilize social media as a supplementary channel that could optimize the success of recruitments. This approach is also presented by Doherty (2010, 13) who suggests perceiving social media as an

addition instead of an overriding recruitment tool. He remarks that, despite the popularity of social networks, there are still people who are not reached through these new channels; the writer warns that a company using only social media for recruitment might miss out some great talents. Madia (2011, 21) reminds that social recruitment is not a quick fix neither it can be successfully realized without sufficient resources; engagement, interactivity and active participation are required from participants aiming to obtain actual results. Resourcing-related topics are discussed in more detail in sub-chapter 7.2 presenting development proposals for the commissioning party.

Secondly, the commissioning party wished suggestions for the following questions:

- Which social media channels would be most suitable for Temp-Team?
- What kind of content should be produced for these channels?

As Temp-Team searches employees for various work fields, it would be wise to carefully define the groups which the company wishes to contact on social media. Listing all open vacancies on each channel is not meaningful and, in addition, it might convey an intrusive image of the company. It would be recommendable to find the channels where the candidates and clients, both current and targeted, are already active and take their preferences into consideration when making decisions on channels. Based on the responses obtained through employee interviews, Temp-Team could focus on recruiting IT, commercial and financial administrative employees on social media. In addition, the future aspirations of collaboration with graduates and students should be kept in mind and this group could be already contacted through social networks.

Based on the interviews conducted and the literature read, the author suggests Temp-Team to continue developing or creating its social media presence on **Facebook, LinkedIn and Twitter.** These suggestions are also supported by the popularity and the user-friendliness of the three channels: Facebook, LinkedIn and Twitter are quite easy to start with and the usage does not require major financial or technical resources. Additionally, the content provided for one of these channels can, with some modifications, be shared on the other two sites.

It might be good to remind that Temp-Team Finland has already a company profile on **Facebook**. Many companies, as also the commissioning party, set up their first social media profile on Facebook which is understandable due to the popularity of the site; an estimation of Pönkä indicates that approximately 40 % of Finns have an account on the concerned channel. Therefore, the importance of Facebook for businesses should not be ignored even though its direct usefulness for recruiting is sometimes questioned. Companies' presence on the site can be more relevant for such things as employer branding and company image than for finding the right candidates but, as remarked by one of the interviewed specialists, the situation might change when the tools of advertisement targeting will be better understood by businesses. Also, as stated in the beginning of chapter 7, a well-conducted employer brand can serve as an indirect way to attract candidates.

The specialists interviewed commented that Facebook is often utilized for the recruitment of junior-level candidates which could also be the focus of Temp-Team on the concerned channel. In addition, some administrative and commercial job announcements could be advertised on Facebook. The content on the site could be comprised of job advertisements, photos of different events and such, competitions, employee stories, job seeking tips and other material supporting the development of the employer brand. Temp-Team could utilize the different groups of Facebook in recruiting as these would serve as cost-free channels to share its job advertisements. The career pages of educational institutes could also be used for communication of open posts.

Currently, in mid-August 2014, the Facebook profile of Temp-Team Finland does not appear very up-to-date or appealing as the latest post is from the 15th May. The site has a separate tab for open positions under which all vacancies are listed. By clicking a certain job title, the user will be forwarded to Monster's web page where the detailed job advertisement can be read. In order to improve the reachability of job advertisements, the author recommends Temp-Team to add these advertisements on the main profile page. This way the viewers could see open posts immediately and the advertisements would be updated on the followers' news streams. Also, the contact details are placed under a separate tab and there is no link to the company web page. (Facebook 2014a.)

It would be recommendable to present this sort of essential information on the main page – especially the link to Temp-Team's home page.

In 2010, the research agency Consumer Compass conducted a survey on business prospectives and user motivation on Facebook. The survey was conducted as a commission for the marketing communications group Zeeland with an aim to find out the features people most appreciate on the Facebook sites of companies and products. In addition, the factors motivating people to use Facebook were examined. The survey results point out that, most importantly, people want the company and product profiles to be updated; this was ranked as the most crucial feature by 72 % of the respondents. Concerning the motivators of Facebook use, the highest emphasis was put on other people. Participants of the survey wished that companies' communication on the channel would be more personal and down-to-earth. The employees of Temp-Team should also keep these wishes and features from the users' point of view in mind when planning and creating content for the company's Facebook site. (Zeeland 2010, 1–3, 29, 94.)

Amongst four respondents of Temp-Team Finland, two had used **LinkedIn** for recruitment purposes. These employees had utilized different groups of the site for candidate search and communication on open vacancies. Personal profile pages had not been used for job advertisement posting. As discussed with the employees, a company LinkedIn profile would be a good addition for Temp-Team Finland's social media channels. All other Temp-Team branches are already active on the channel and, in order to get things started, their profiles could be used as examples. In addition to the company page, the author recommends all employees of Temp-Team to use LinkedIn groups, their own profiles and networks for recruitment communication and candidate search. Even if potential candidates would not be directly reached amongst own connections, these people might prove useful for expanding the search and spreading the word on open positions.

The specialists interviewed had mostly used LinkedIn for reaching professional-level employees from the fields of technology, finance, human resources, sales and marketing. On LinkedIn, Temp-Team could also focus on these types of job hunts and

the needs of executive search. Furthermore, LinkedIn could be used for customer communications as probably many clients of the company are already members of the concerned channel.

The content on Temp-Team's LinkedIn profile could be more professional than on Facebook and it could be comprised of job advertisements, employee stories, client cases, job seeking advice, and links to industry-related news and surveys. In addition, different products and services of Temp-Team could be presented on the company profile page. As suggested by one of the interviewed social media and recruitment specialists, real-life customer cases could be utilized for exemplifying the quality of customer service.

Thirdly, Temp-Team could add **Twitter** as one of its social recruiting channels. Salli and Takatalo write that Twitter can be utilized as an efficient recruiting channel since the communication on the platform is not limited to personal networks. This feature enables recruiters to widen their contact and candidate groups, both locally and internationally. The utilization of Twitter is also supported by the targeting possibilities of the channel: the specialists interviewed touted that, with the right hashtags, messages can be forwarded to the wished audience. By using different keywords preceded by a hash mark (#), prospective candidates can find job advertisements even if they would not follow the company.

According to the experts, recruiters use Twitter most often when they are searching for managers, IT and communication specialists, and marketers. The target group of Temp-Team could, at least in the beginning, be formed of IT and commercial employees. In chapter 4, Korpi et al. mentioned that many HR enthusiasts are active users of Twitter which can be useful for a company recruiting. Keeping the latter in mind, Temp-Team could consider adding different HR-related posts and job advertisements on Twitter as this could facilitate networking and the spreading of company's own tweets.

Korpi et al. (2012, 38) remark that the use of Twitter requires time, participation and listening. However, they add that Twitter can also be perfectly utilized for traditional

push marketing – simply for the sharing of job announcements. The authors write that on Twitter the employer image can be developed by providing interesting links leading to, for instance, blog updates, statistics available online or a piece of news. If needed, Temp-Team could commence with minimum input by only adding the chosen advertisements on Twitter. Later, when there would be more familiarity with the channel and its practices, the content could be enriched as that could support the development of the employer brand.

The Figure 3 below presents the Twitter profile of Monster Finland which serves as a good example for Temp-Team when planning content for the Twitter profile. In addition to job advertisements, Monster Finland often posts career tips, employment-related news and questionnaires on its Twitter site. Also, in order to make the channel more personal, the employees of Monster post updates and photos presenting the everyday life at the office. Marja Pylkkänen from Alma Career emphasized the importance of testing and measuring the success of tweets. The interviewee told that she tends to post same tweets with modified hashtags on different times and dates in order to see what works best. Also Salli and Takatalo (2014, 35) mention the short life cycle of tweets and remind that recruitment communication on the platform should be repetitive.

Figure 3. The Twitter profile of Monster Finland (Twitter 2014e.)

In Figure 3, #työpaikat, #CV and #työnhaku are used as hashtags to improve the categorization and reachability of tweets. One can notice that the links in Monster's

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tweets are shortened due the limitation of 140 characters in one update. This is an advisable practice that enables including more information in a short message as all marks are not used for long web addresses. Links can be shortened with various different tools; examples on the most common ones are bitly, TinyURL and Twitter's own t.co service.

During the interviews, it was mentioned that the Facebook site of Temp-Team Finland has not been marketed in any way. One of the employees suggested that the candidates on company's database could be approached with an e-mail informing that Temp-Team can now also be found on social media. In addition to that, the author recommends the employees to inform their clients and personal networks on new channels and encourage different interest groups of the company to follow Temp-Team. All new channels should be "marketed" online at least through other social media channels, the company web page and employee e-mail signatures. On web sites and e-mails, the activity on different online communities could be nicely presented with the help of widgets which are small icons optimizing the internet visibility.

7.2   Development proposals

"What are the next steps Temp-Team should take?" was the last research question of this Bachelor's Thesis. The interviews conducted, literature examined and author's own ideas form the base for the proceeding recommendations presented in this chapter. Each suggestion is presented in its own subchapter.

7.2.1   Social media strategy

In order to avoid some potential risks of social recruitment – for instance lack of re-sources or low participation level – the author recommends the commissioning party to compile a social media strategy. The employees of Temp-Team commented that they would find this kind of a strategy, or at least some guidelines, useful so that there would be clear practices for the use of online channels. It was also wished that the ob-jectives for the company's social media presence would be crystallized. Currently no one responds the management of Temp-Team's online channels and there is uncertain-ty on, for instance, what kind of content should be created on different platforms.

Based on the interviewees' comments, the author compiled a list of topics which at least should be covered in the strategy:

- Main objectives for Temp-Team's presence on social media
- Channels focused
- Target groups
- Person in charge and the division of responsibilities
- Core topics, content and level of activity
- Measurement of success

First three points – objectives, channels focused and target groups – were covered in the previous subchapter 7.1. All these things should be defined in the strategy in order to encourage personnel to participate actively on social media. If the goals and practices are loose and unclear, employees will not be motivated to contribute to the activities on social media as it might seem secondary in the hectic everyday work life. Responsibilities, core topics, content and the level of activity are defined separately later in proceeding recommendations.

In order to respond to the constantly-changing trends of social media, the strategy should be regularly revised and the results monitored. The success of social recruiting practices could be measured by the length of recruitment processes, job advertisement and hiring costs, or the quality of candidates. The success of different online channels can be monitored with the number of likes, shares, retweets, followers and raised discussions. After job interviews, consultants could ask the candidates where the advertisement was seen. This question could also be presented on job application documents on the company's web page. As remarked by one of the specialists interviewed, only the statistics on clicks and hires do not reveal the results of social recruiting; therefore, it would be recommendable to evaluate the quality of hires with a longer time-period. This kind of follow-up would likely provide the company with more profound and relevant information.

7.2.2 Person in charge and the division of responsibilities

It would be helpful for Temp-Team to appoint a specific person to be in charge of the day-to-day management of the company's social media channels. Considering the relatively small size of the company, this could be handled by one employee. Nevertheless, all employees – or at least as many as possible – should provide content for the chosen channels in order to share the workload and produce versatile material. It would be interesting if employees with different responsibility areas, from sales to recruiting, would participate in content creation.

Based on the staff interviews, the author suggests that the HR Assistant of Temp-Team would take the role of a "social media coordinator". In her daily routines, she could include going through the company's social media channels and responding possible questions and comments. This way, it would be ensured that no enquiries are left unanswered and that all channels are kept updated. In addition, job advertisements, industry-related news and such could be posted by the person in charge.

The coordinator could collect wider core content from the consultants and update them on social networks on a weekly basis. In order to motivate the personnel to produce content regularly, employees could have their own responsibility areas which would be based on their personal and professional interests. The one with a sharp pen and interest in writing could contribute by composing "temp stories" whereas another one keen on photographing could provide his materials in a visual form. Responsibilities could also be shared by target groups or channels. Producing valuable and high quality content requires time thus slots of employees' work weeks should be reserved for the preparation of social media updates.

7.2.3 Content and activities

Interactivity and the adjective *social* should be kept in mind when planning Temp-Team's participation on social media. The interviewed specialists commented that, in order to keep up the interest of social media followers, the channels should be updated with valuable content on a regular base. Repetition and regularity are required from content-providers as the life cycle of messages on social networks is relatively short.

As the commissioning party had doubts concerning content production on social media, it would be advisable to draw up a **plan for content creation.** This way preparation of updates and division of responsibilities would be more efficient and easier for the employees. As stated by one interviewee, this kind of planning also facilitates creating versatile and systematic contents. The plan could be compiled around the calendar year so that it would take into account the most important seasons, holidays, fests and events. Trade fairs, company's annual celebrations, pre-Christmas parties and such events are worth of including in the social media editorial calendar. With the help of a yearly plan, it would be easier to scrutinize the activity level on a daily, monthly or yearly basis.

The **layout of job advertisements** should be carefully considered as these form the core content on recruitment agencies' social media channels. The research participants described successful online job postings as original and descriptive. The interviewed specialists advised utilizing features typical to each channel and visual aids for drawing the attention of potential applicants. Based on the interviewees' comments, the author recommends the commissioning party to keep their social media job posting short and simple as explicit lists could be read on the company web page. Temp-Team could use photos on its advertisements as that could improve standing out from the followers' online news feeds. Company's own image collection could be utilized but also its clients' might provide some ready-to-use materials. By sharing the client companies' own content, the applicants would possibly get a more authentic view on the employer and personnel.

There has been a lot of criticism towards private employment agencies and also the employees of Temp-Team lamented the reputation of the industry. Some positive sides, such as flexibility, free training or permanent employment relationships formed after a period of contractual work, are often not discussed. On social media, Temp-Team could **present positive aspects of temp work** and possibly also develop its own employer image. This could be done, for example, by sharing and commenting statistics and surveys provided by reliable institutions and associations. For instance the Private Employment Agencies Association HPL publishes regularly employment- and

industry-related updates which could be shared on the social media channels of Temp-Team. In addition, as already mentioned in the analysis chapter, real-life "staff stories" of satisfied employees recruited or working through the company would provide readers with different perspectives. With the help of these stories, employees behind statistics and articles would be given "faces" and hopefully more reliability and personality.

As stated in subchapter 7.1, Temp-Team could **share advice for job seekers** on its social media channels. One can often find lists on job interview techniques, resume writing and such on recruitment agencies' social media channels. Providing this kind of content would offer a safe option but – in order to stand out from the competitors – advice could be presented a bit differently. Tips could be shared, for instance, in form of videos or visual presentations. The videos would not have to be of high-quality; a homespun clip recorded with a mobile phone's camera would serve just as well and might actually appear more interesting for the viewers.

One of the interviewed employees suggested **organizing workshops for job seekers** at the premises of Temp-Team. Those willing to improve their chances of landing a job would be invited to the company's main office where the consultants would provide help with resume and application formulation. Also, hints and practices for interviews and job search on social media could be topics of workshops. Temp-Team has offered job search coaching services and material already prepared could be utilized for the suggested workshops. The interviewed employee told that many foreign recruiting agencies are active with arranging these kinds of hands-on candidate events and they are highly popular abroad. As in Finland the practice is not all that common yet, this would allow Temp-Team to be amongst forerunners. In order to support the employer brand development, it would be recommendable to maximize the visibility of these workshops by sharing information, thanking the attendees, sharing event photos and advice given on company's social media channels. This would also help creating image of a helpful and approachable company.

One of the interviewed specialists suggested presenting different projects related to the **company's social responsibility** on social media as they are likely to develop the

employer brand and company image. Temp-Team provides financial support for different charities and participates in the United Nations' Global Compact Program focusing on the improvement of human rights, labour, environment and anti-corruption. (Temp-Team f; Temp-Team g.) These are issues that would be worth of updates on the social media channels of Temp-Team.

7.2.4 Student collaboration

One of the employees interviewed commented that fresh thoughts and perspectives would be needed for realizing the social media renewals of Temp-Team. He suggested hiring of a newly-graduated student or a trainee. Also one of the interviewed specialists recommended the company to utilize the know-how of trainees when executing the social media plans.

At the moment Temp-Team does not have any collaboration with educational institutions but there are aspirations for starting an internship program and launching a student-focused Talent-Team concept. In order to advance these plans, the author suggests the company to hire a trainee who could be a student of human resources, communications or marketing. As the main office of Temp-Team is situated next to the Pasila railway station in Helsinki, it would be practical to collaborate with the students of HAAGA-HELIA's Pasila campus. The trainee positions could be easily, and free of charge, advertised on the intranet and video screens of HAAGA-HELIA. The trainee could help the HR Assistant and the Recruitment Consultants in updating and producing materials for the social media channels proposed in the subchapter 7.1. In addition, the intern could introduce new channels and plan further the company's presence and activities on social media.

Alternatively, Temp-Team could realize a practice-based thesis with a student interested in social media. This sort of work would provide the commissioning party with both thesis report and the product itself. For instance the creation and initiation of a Twitter or LinkedIn profile could serve as a suitable topic for the thesis.

7.3 Reliability and validity

The soundness of the research is often evaluated with the terms reliability and validity. Reliability refers to the replicability and consistency of findings: the results of the research should not vary depending on the observer. In addition, the findings should be similar if the research was conducted by the same observer at another time. Validity, which is used as a synonym for truth, measures if the research findings reflect the situation correctly. (Silverman 2005, 220–224.)

In advance, the quality of the research can be improved with the help of a well-planned questionnaire. It may also be useful to think how to add the depth of different themes and how prospective additional questions could be formulated. The soundness of the research is also dependent on the quality of the research materials. If for instance the record audibility is poor, classification is coincidental or transcription is done carelessly, the research materials are not reliable. (Hirsjärvi & Hurme 2008, 184–185.)

The questionnaires for the interviews were carefully planned with the assistance of the thesis supervisor, thesis camp instructors and the representative of the commissioning party. The author tried to make sure that all questions were correctly understood during the face-to-face interviews. If clarification was needed, the respondents were provided with examples and explanations. In the report the author aimed to reflect the opinions of the interviewees as well as possible and, consequently, decrease the possible subjectivity of the research. However, Hurme and Hirsjärvi (2008, 129) remind that the results of an interview are always consequences of the collaboration between the interviewer and the interviewee.

One issue that may have affected the validity of this research is that all interviews were not conducted face-to-face. Two respondents answered by e-mail which could have caused misunderstandings in case the questions were not correctly understood. In addition, written responses tend to be less comprehensive than oral ones and the interviewer cannot observe different gestures and nuances of speech which provide additional hints during face-to-face interviews. Nevertheless, based on the responses

obtained, the author assumes that the questions were well understood and no terms were left unclear.

7.4 Thesis process evaluation and own learning

This Bachelor's Thesis process began in the early autumn of 2013 with a choice of a research topic. Even before finding a commissioning party for the work, I thought that the topic should have something to do with recruitment which is a field of great interest to me. After glancing through previous theses on human resources, I noticed that the use of social media in recruitment processes had not been widely researched and therefore it would be interesting to delve more into the subject. I was lucky to soon find a commissioning party in need of the research and ability to support me throughout the thesis process.

I consider that the whole process developed especially my information retrieval, source criticism and writing skills. I learned a lot on the research topic by reading and interviewing, which I believe will be useful in the future as well. My enthusiasm did not wean at any point, thanks to the truly interesting topic, inspiring interviewees and support provided by others. I think that the research questions were answered, and the results and recommendations will be of practical use to Temp-Team. It has been rewarding to notice that some of the suggestions have already been implemented, and that the commissioning party has sincere motivation to develop their social recruitment practices and presence on social media.

If something could be done differently, I would be more efficient with time management. I could have spent less time on going through the background material and started the actual writing earlier as combining full-time work and thesis writing in the last months was quite challenging. Writing most of the work at summer without supervision was neither the best decision made; however, I am confident that this experience developed my project management and scheduling skills valuable also in work life.

Temp-Team Finland's evaluation of the thesis process:

The schedule of the thesis process was all the time sharp and everything went according to the original plans. We got several concrete proposals how to use social media more in our recruitment business. We were able to implement these ideas to practice and Meri was helping us even in that process. During this process we were able to raise our activity on social media significantly and we are now closer to the average level of its use. (Kangas, M. 29 Oct 2014.)

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Attachments

Attachment 1. Questionnaire for specialist interviews

1. Miten sosiaalista mediaa voidaan käyttää rekrytoinnin apuvälineenä?

2. Mitä etuja rekrytointi sosiaalisen median avulla tarjoaa yrityksille?

3. Millaisia riskejä rekrytointiin sosiaalisen median avulla saattaa liittyä?

4. Mitkä sosiaalisen median kanavat ovat mielestäsi tehokkaimpia kandidaattien tavoittamiseksi? Miksi juuri nämä kanavat?

5. Millainen on hyvä työpaikkailmoitus sosiaalisessa mediassa? Kuinka se poikkeaa perinteisestä ilmoituksesta?

6. Millaista sisältöä sosiaalisessa mediassa rekrytoivan yrityksen kannattaa tuottaa verkkoon?

7. Millainen vaikutus sosiaalisella medialla on yrityksen työnantajakuvaan?

8. Miten työnantajakuvaa voidaan kehittää sosiaalisen median avulla?

9. Mitä resursseja sosiaalisen median käyttöön siirtyvältä yritykseltä vaaditaan?

10. Tarvitseeko yritys sosiaalisen median strategiaa? Millainen on onnistunut sosiaalisen median strategia?

11. Millaisena näet sosiaalisen median ja rekrytoinnin tulevaisuuden?

Attachment 2. Questionnaire for employee interviews

1. Miten olet käyttänyt sosiaalista mediaa rekrytoinnin apuvälineenä?

2. Minkä ammattiryhmien tavoittamiseen olet hyödyntänyt sosiaalista mediaa?

3. Hyödynnätkö LinkedIn-ryhmiä/-pooleja kandidaattien etsinnässä? Miten?

4. Miten Temp-Team voisi käyttää sosiaalista mediaa rekrytoinnin apuvälineenä tehokkaammin?

5. Mihin kanaviin Temp-Teamin tulisi panostaa some-rekrytoinnissa?

6. Kuinka tärkeää some-aktiivisuus on mielestäsi yrityksen työnantajakuvan kannalta?

7. Mitä epäilyksiä sinulla on sosiaalisen median yrityskäyttöön liittyen?
- Uhkia juuri Temp-Teamia ajatellen?

8. Kuinka työnjako some-päivitysten suhteen tulisi mielestäsi hoitaa?

9. Mitä hyötyä sosiaalisen media koulutuksesta olisi työpaikallanne?

10. Miten tarpeelliseksi koet sosiaalisen median strategian? Mitä siinä tulisi määritellä?