

## **Successful recruiting with temporary and part-time workforce**

Kira Alkula

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<p><b>Author or authors</b> Kira Alkula</p>	<p><b>Group or year of entry</b> 2016</p>
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<p><b>Supervisor</b> Eija Kjelin</p>	
<p>Successful recruiting is a process that can be divided into several steps. This is important to make sure it is well structured to fit the company's image and strategy. Successful recruiting will be made simple and easy to fit into any organizations strategy with these steps. Going through these steps and explaining why they are important will be the first part of the thesis.</p> <p>In the current economic situation the use of temporary and part-time workforce is a growing trend. Using temporary workforce can be a quick fix for a company, but often it is not studied enough and not used to its fullest potential. There are many things to consider before introducing temporary and part-time workforce into the company. The second part of the thesis will go through the potential and the possible down sides of recruiting temporary and part-time workforce. Additionally the third part will go through the interview results of recruiting with temporary workforce conducted by interviewing three professionals in the HR-field.</p> <p>This thesis is done by empirical research and an interview of three recruitment specialists. The research has been done starting in the fall of 2015 to spring in 2016. The research consisted on several studies, articles, different publications and three interviews.</p> <p>The thesis will open up the relevant points in recruiting and the use of temporary and part-time workforce. It will give suggestions and insight on both themes separately and together to sum up an objective summary how to incorporate successful recruiting with temporary workforce into any company. This meaning following a structured plan in recruiting and considering how to use temporary workforce the successful way.</p>	
<p><b>Keywords</b> Recruitment, Temporary, Part-time, Workforce, Process, Human Resources</p>	

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# 1 Introduction

Recruiting the right people for the right jobs can be what can make or break a company. Recruiting should be always be carefully planned and structured to fit the companies own culture. Furthermore the future of the company should be kept in mind when planning a well-organized process that the recruitment process should always be. The economic situation is also one aspect that plays a big role in the competitive market in recruiting and the growing use of temporary workforce. To get ahead of the competition, it is vital to have the right tools to recruit successfully and use temporary and part-time workforce to your benefit.

The recruiting process is not cheap for the company and that is why it should be planned carefully to avoid errors in recruitment. The economic situation has pushed companies to downsize and to keep only the most efficient workers. This also means using more and more temporary and part-time workers for their cheap and productive charm. Still the use of the workers can get costly for hiring them without proper planning and in an indifferent way. Using some precious money and time for the recruitment process can be highly beneficial for the company in the long run. Furthermore taking the time to dive into the companies needs can give you a healthy and productive workforce with the use of temporary workers as well.

## 1.1 Goal

The goal of this thesis is to clarify the important process of successful recruiting to incorporate to any company in Finland, big or small. The goal is to give a simple structured method for the process to avoid errors in recruitment and emphasizing on the importance of the process. Furthermore the goal is to define what needs to be considered when recruiting temporary and part-time workforce, which is an ever growing trend in market. After going through the process the goal is to give tools for companies and employers to recruit temporary and part-time workforce in a successful and efficient way.

## **1.2 Research problem**

The research problem was how to recruit successfully and how to use those tools to incorporate temporary workforce to your company. The research was made by empirical research and interviewing three professionals in HR. The research method was used to develop a successful recruitment plan and to find out what needs to be taken into consideration when recruiting temporary and part-time workforce. After researching and assessing these problems, the main objective was to disclose the means and methods to incorporate this knowledge into the work environment for companies to use successfully.

## **1.3 Report structure**

In the first part of this thesis the recruitment process will be covered based on literature and theory. It will have the process opened up and will explain the effective methods and why to use them. This part of the recruitment process will include also the Finnish law concerning recruitment and also the law of recruiting part-time and temporary workforce shortly.

In the second part of this thesis the process of temporary and part-time workforce will be opened up based on literary review and studies of different sources. The thesis will open up the positive and negative attributes in using and recruiting temporary and part-time workers into companies' workforce. By using these studies the thesis will end by making conclusions on how to use temporary workforce in an effective way.

Additionally the third part of the thesis is breaking down the interview results. Three professionals with many years of experience were interviewed about recruiting temporary workforce. The interview results will be summarized in the last part of the thesis and interview questions are found in the end in appendices.

## 2 Successful recruiting

Successful recruiting is the key to a successful business. Without skilled and knowledgeable staff a business has no hope to succeed. Like a race car without a driver, even the most exceptional business ideas cannot prosper without the proper staff behind the company wheel. Recruiting should be the tool to find the right person for the right position, so successful recruiting is not just about hiring anybody with half a brain. Successful recruiting is a multidimensional process that should consider the past and look into the future with the backbone or the concept of the business always in mind.

Successful recruiting is all about the role and position you are hiring for. In other words recruiting is not just about hiring the most educated person in the room, but finding the best or most qualified person for that specific role or position. So it is critical to really study the role the business is filling in; what qualities it needs and what qualities the firm wants looking in to the future of the business goals. The qualities and skills are in a much bigger role in hiring that many companies set aside of education for example, which is a mistake. The basis of the recruiting should be on the knowledge and the criteria for the role.

Planning of the recruiting process should be largely emphasized when talking about successful recruiting. Without a plan the focus is lost somewhere on the way and could also lead to a larger margin of error and loss of money for the business. Recruiting is not cheap and it is time consuming, so there should be a careful plan to minimize errors in recruiting.

The recruitment process is also about attracting new employees, so it is a sort of marketing process as well. When recruiting new workforce the business should also seem attractive to the applicants, so keeping a professional grip and good structure in the recruiting process is important for the business image. This is why it is important to have a good plan and keep structure, because it will project the business image to the applicants and it is important to maintain being a desirable company to work for. This is the first contact for the new employee to the company, so giving a professional pic-

ture of the business on all aspects is important to show how the business is run and this will affect how they perceive the company.

## **2.1 Planning process of Recruiting**

The planning process of recruiting should be base for managing recruitment and hiring staff for vacant positions with close monitoring of the budget calculated for HR management. The main point of a good planning process is for managers to keep a healthy work atmosphere and maintain successful work load for the company and for HR employers to have as little tension with hiring new workforce. Two goals have to be achieved with the planning process; clarify objectives and the action plan in the recruitment strategy and set the procedure for hiring for the upcoming year. (HR Management guide, 2015)

To create an appropriate planning process it is all about breaking down the existing role, situation and achievements of the recruitment processes. Creating this is everything from analyzing the current direction of the business to gathering ideas when interviewing candidates and then comparing these to your strategy. All ideas and information should be taken into consideration and weighed against the recruitment strategy for your firm.

Different types of planning should be used, as seen in figure 1, to create the structure of the planning process. There are many attributes to consider creating a solid base for planning to make the process fit into the company's strategy. Taking into consideration all attributes in the company's ways of working will set a clear goal for the planning process.



Figure1; Types of planning  
(Bloisi 2007, 44)

The careful and precision planning of HR management for the process of recruiting is key for the firm succeed, because it minimizes mistakes in hiring and it keeps the firm in budget for the next year. Moreover careful planning can be beneficial for the work-force load and it can enable new perception to create new strategies and lift activity among the workers. (HR Management guide, 2015)

With each job to recruit it should involve a plan that is accepted by the administrative unit and has to be documented. A well-structured recruitment plan will give an organized strategy for hiring and attracting the most competent candidate. This will help to make sure the methods will also attract applicants of different groups of people. The possible employee's should feel valued through the whole process; it is good for the



company image to feel accessible and attractive. Creating a plan for your employment that takes into consideration the whole process from start to end can help you in accomplishing the goals for the recruitment. Taking time to study and develop the plan carefully from the start will help to recruit faster and more efficiently.

(University of California, 2015)

### **2.1.1 Strategy**

The strategy of the recruitment plan should always be based on the firm's business plan and goals for the upcoming year. Important things to take into consideration for example are expansion plans and new targets for your business. Furthermore the close planning of workforce requirements and talent necessary to acquire for achieving these goals is significant. To get the best workforce for achieving the goals is the company's strategy. (HR Management guide, 2015)

The strategy should have the entire business plan taken into consideration, so that means everything from marketing plans to HR and all the way to the budget. This is how the organizational strategy is put into place. The strategy sets the tone for the course the firm is going toward and gives structure for whole atmosphere and targets of the workforce. Understanding the business and the goals it demands have to be incorporated with the nature of the current atmosphere are important aspects in building the recruitment strategy.

When the HR strategy is being built, it should also be about choosing the right method for the firm at hand. Expense plays a big role in all businesses and also speed effectiveness might be a key issue to take into consideration. Furthermore taking the unpredictable and variable situations into consideration is important to maintain the strategy and to keep in budget with HR planning. (Rona, 2014.)

## 2.1.2 Forecasting

To meet the needs of workforce for the future is forecasting requirements and identifying them in advance. Forecasting the supply and demand of recruitment can help to maintain your strategy and help the business maintain in budget. The forecasting of recruiting is based on the size of the business and on important issues, such as possible growth plans for the next year or downsizing to meet cost effectiveness in slow business periods. HR managers have to make predictions for unexpected resignations and possible dismissals even though can be hard to forecast. (Dressler 2008, 166-167)

To forecast labor surplus or shortages the HR process has to have clear goal setting and strategic planning as its tools. The managers in these HR processes have to be capable to spot and carry out strategies to provide that they have the correct workers at the right moment in the right position. The pace of these changes might be fast and without a strategic plan can have big implementations on the business. As seen in Figure 2 the forecasting process should be done in all companies future planning. Forecasting the future of the company lays plans for the direction it is going and what it wants to achieve. These goals can be reached by making careful plans to the recruitment process with forecasts of supply and demand of labor. (Rona, 2014.)

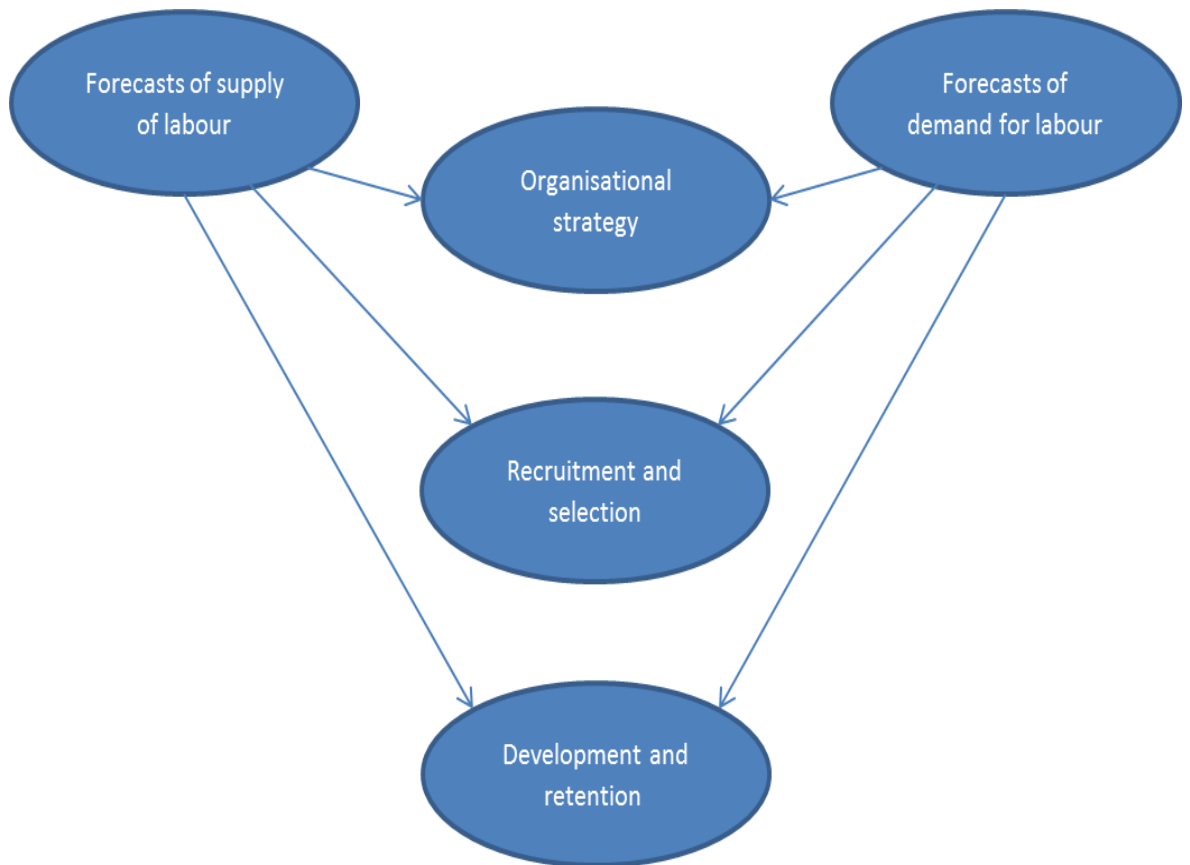


Figure 2; The HR forecasting and planning process  
(Bloisi 2007, 50)

To build a good forecast for your HR processes short and long term goals of the business strategy can help and also leaning back on the culture of the business and sourcing of the existing employees. Forecasting is usually done by either objective methods, subjective methods or by budgets. The objective method uses past trends and statistical and mathematical techniques to determine future requirements. The subjective approach is the most regularly used method and it is done by managerial judgment or plainly by estimating the human resources. The budget method uses future data and budgets to determine how much the company can spend on human resources and what can be used to meet placed goals. (Beardwell & al. 2004, 163-164)

### 2.1.3 Job description

Preparing a good job description is important in the planning process of hiring. The plan should involve not only the position in hand but also the whole organization as its backbone. The strategy and the objective of the organization should determine the outcome of the job description and how the jobs are intended.

Reviewing the job description has to be done with time, because it is very likely that it has to be modified again after the last time someone was hired for the job. Furthermore if it is a case of a new position, there may be a new description that has to be made. Taking time to review the job in a new light with the previous person in the position is always good idea. The previous worker can give insight how the description can be improved and what was the main focus of the job and maybe go through even some best parts in the position. It is important to go through all of the components involved in the position. (go2HR, 2015)

Vital job functions define the tasks and responsibilities of a position. A job function is considered important when the performance of the function is the purpose for the position. Normally an essential function takes a high amount of time of the worker's time and needs specialized skills to execute. By correctly defining the essential functions of the job the future employee will have a clear picture and understand the role and what is expected to perform in the job. (University of California, 2015)

## 2.1.4 The Law in Recruiting

When beginning any recruiting it is vital to take law matters into consideration. Before beginning the process the Human Resource team must go through the Employment Contracts Act. The Act goes through obligations of prohibition of discrimination and of equal treatment laws of the employer and general laws in the recruitment and employment process. When going through a hiring process the firm has access to many personal details, but the firm must obey the rules of prohibition of discrimination and not discriminate or give out details in for example ethnic origin, sexual orientation, religion, age, health, family ties, political activity or any other comparable circumstance. (Non-Discrimination Act 1325/2014, Personal Data Act 523/1999)

When hiring part-time and temporary workforce usually the main focus for the business is that they bring flexibility for certain periods and can help permanent workforce with their load. Also part-time and temporary workforce is great for businesses to cost efficiently forecast workforce needs for upcoming changes. Furthermore the firm can build the work experience of part-time and temporary workforce for future needs in different positions for business.

The law states that when hiring new employees the business must first offer the position to a part-time or temporary worker with the suitable work experience and who can perform in the vacant position. Furthermore the law also states that if a firm has to provide vacant positions to part-time and temporary workers for them to be able to compete fairly with other applicants for the job and provide the part-time or temporary worker training for the position. If the business has laid-off workers for economical or production purposes it is stated in the law that they have to offer the laid off worker an opened position in the firm within the period of nine months, if the vacant position is the same or similar to the former position of the worker. In other words when a business is hiring new staff, it is crucial to first offer a vacant position to already existing employees and after that to dismissed employees in the defined time range. (Employment contracts Act 55/2001)

## 2.2 Recruitment process

The clear goal of the recruitment process is to make steps for attracting workforce to the firm in question and to fill in the needed vacancy with the suitable candidate. Furthermore it means to develop and to focus on the businesses resources internally and to re-force its direction with the planning of the workforce. The recruitment process can be imagined as a project, which includes planning, initiation, implementation and finally the decision making. Furthermore the process is evaluating employment needs, the selection of selection methods and sources, the comparison of applicants, the selection process, making decisions and the surveillance of the law. (Bloisi 2007, 41-69)

The key to successful recruiting is to be precise and go through all steps thoroughly to complete the process. Furthermore the process demands for identifying talent and matching them to the right position. When going through the process it is crucial to keep in mind what attributes the position needs and looking through previous performance of candidates can help to find the specific qualities needed. Following the recruitment process helps recruiters also to not let personal opinions take over the assessment. First impressions should be taken into consideration of course, but they should be evaluated after all other assessments have been done.

The recruitment process has the risk of failing and it can be very costly for the business. Making good plans and following the process with competence can minimize the risk of errors in recruitment. To fulfil the process successfully it requires a professional approach to find the appropriate person who fits in not only to the task at hand, but also with the culture of the workplace. (Nicholas et al. 2004, 158-160)

The recruitment process is divided into four sections in this thesis. Internal and external should be considered firstly in the process. The next step would be to focus on how to attract the right talent for the company in question. The selection process will be processed in the third chapter to clarify the different methods a company can use. Additionally the final stage will focus on the importance of orientation and training in the recruitment process.

### 2.2.1 Internal or external recruitment

When hiring new workforce, it is vital to keep in mind the culture of the workplace and furthermore to keep a balance of different people to have a more diverse group working together. When there is a balanced mix of people they can help develop a broader view in all aspects. Moreover it is important to have a flexible workplace to keep good motivation in workers, for busy times not to become overwhelming for workers and for having the workers personal life in mind as well. (Nicholas et al., 200-201)

Internal recruitment sources include talent management of employees, because it is vital to know workers that could be suitable for other positions in the company. Internal recruitment also allows to move talent inside the business more cost efficiently and can be also risk minimizing, because the worker is familiar to the people around them. Furthermore using tools in internal recruiting such as succession management, employee development and internal job posting can be lifesaving for the worker who needs more challenges in their work. This can help to bring more motivation for employees, because they see that they have possibilities in promotions and that their work is valued. Also it is easier to spot how the employee will fit into the new position, because the workers personality and skills are already known. (Phillips & Gully 2009, 152-153)

External recruiting is targeted for workforce outside the company. This is used when there is not an appropriate candidate inside the company, or when the business needs new ideas and insight. Moreover external recruitment can bring new needed skills and experience the company might lack at the time. Also, if the company wants to transform themselves or head in a new direction, external recruitment is necessary. With successful external recruitment, the business gets new vision and can improve its procedures and get needed discussion of current methods. When hiring externally, the importance of chemistry and work culture is obvious to find a suitable person for an existing work environment. This in external recruiting can become a risk issue and can lead to errors in hiring and be expensive for the company. (Valvisto 2005, 36-46)

### 2.2.2 Attracting talent

The image of the employer plays a role in what kind of candidates apply for vacant jobs in the company. The employer image is an abstract concept and varies with every person outside of the company. The image of each company is formed slowly over time but they can be changed very quickly, e.g. a negative public announcement can damage a company very quickly and it takes an effort and time to regain from. There are research facilities that try to put these abstract images into numbers and tables, so that companies can work to develop or then strengthen. Moreover that is the main factor that determines what kind of people apply for jobs in companies. (Valvisto 2005, 22-27)

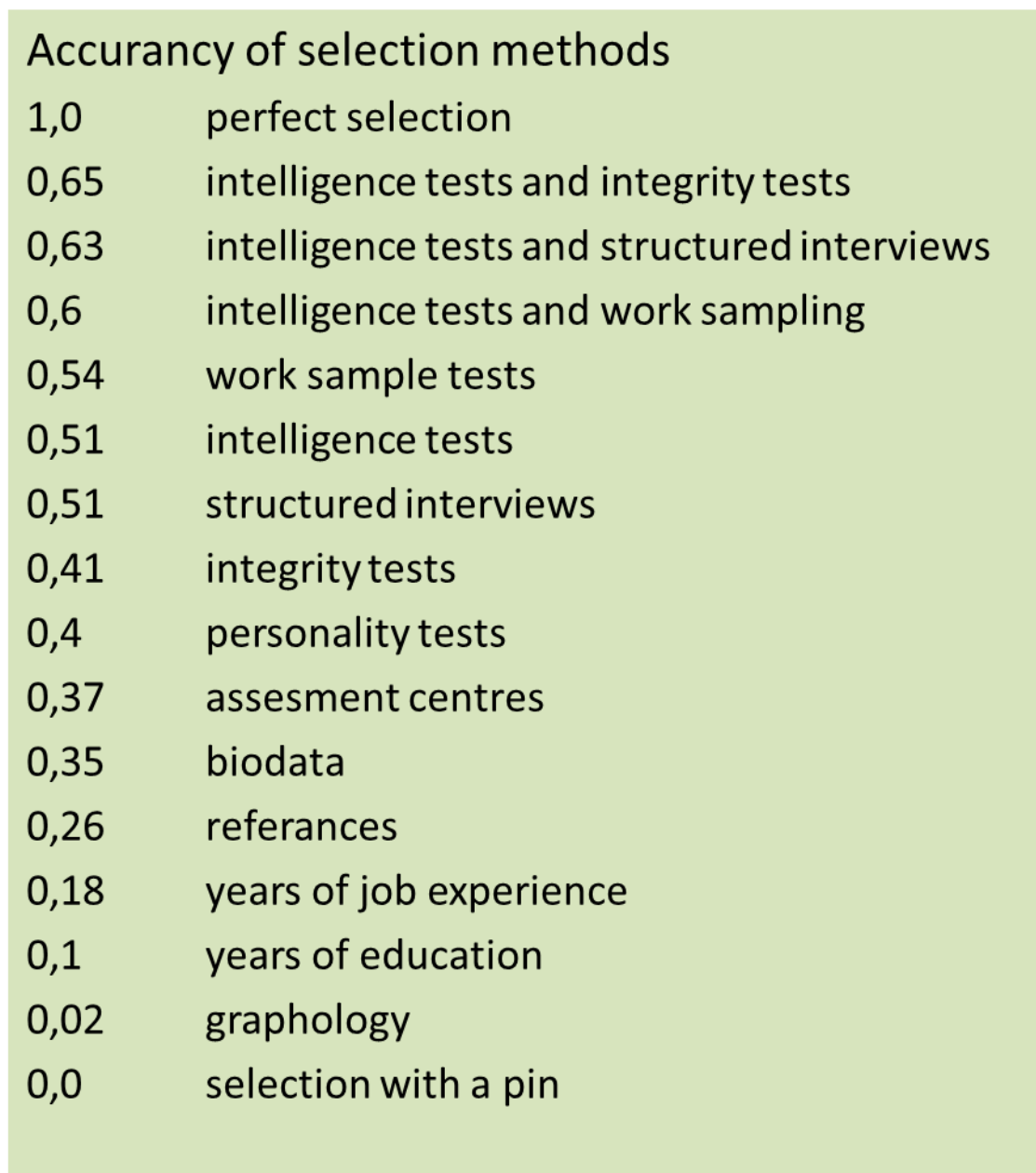
How your workplace is perceived or positioned will also affect how candidates respond to job postings. To stand out in the job market, employers must offer something different from competitors. For example, many tourism employers provide seasonal hiring; an inability to offer permanent, full-time positions can set limits on the selection of candidates. Yet this can be turned into something more appealing by offering ongoing summer employment from year to year. (go2HR 2015)

The company image is what helps to get the right people to the right company. When companies hire outside of their own existing workforce, it has to try to speak to the right pool of candidates with their image in order to get them interested. This means that it is vital for the planning of the recruitment and organizational strategy to go hand in hand with the company image. The most successful recruitment happens usually with companies that truly understand their image and can thus draw it out of the applicants. Strictly speaking the image of the company is the key to attract the right talent for the right jobs. A carefully structured recruitment plan and by using that plan with the correct channels will assure successful recruitment.



### 2.2.3 Selection process

When going through the selection process, it is good to keep in mind that there is not just one way you can make the right decision. It is called a process, because it is important to go through different techniques and methods to analyze and examine results to select the right candidate. Many companies rely simply on interviews, when it should be just one part of the selection process.



Accuracy of selection methods	
1,0	perfect selection
0,65	intelligence tests and integrity tests
0,63	intelligence tests and structured interviews
0,6	intelligence tests and work sampling
0,54	work sample tests
0,51	intelligence tests
0,51	structured interviews
0,41	integrity tests
0,4	personality tests
0,37	assessment centres
0,35	biodata
0,26	referances
0,18	years of job experience
0,1	years of education
0,02	graphology
0,0	selection with a pin

Figure 3; Accuracy of selection methods  
(Marchington & Wilkinson 2006, 177)

Different selection methods have different attributes in focus, so it is highly recommended to combine and use more than one technique. As shown in the figure 3, methods on their own have little accuracy and when combining methods they can minimize risk in error recruiting. The most effective way is in work sampling; because that is the only way to really see how the applicant copes in the position. This however is time consuming and that means expensive as well for the company.

There are millions of opinions and ways to go through the selection process and everyone develops an own way to execute the process successfully, but what all of the different methods should have in common is understanding the requirement of candidates, company image and the work demands of the open position. Furthermore to succeed in the selection process it is crucial to have the right methods used for the needs of the company, have professionals in the hiring team and to follow up on the selection methods to find what was good and what could be improved. (Burkholder & al. 2004, 155-160)

#### **2.2.4 Orientation and training**

After selecting the right potential for the job at hand, it then comes to the orientation to give the right tools and instructions for the job. It is not possible for any worker to do a job where they do not know what to do and what is expected of them. This is why the process of orientation (Figure 3) and training are equally important in getting everything out of your workers and to have a clear goal for both employer and employee.

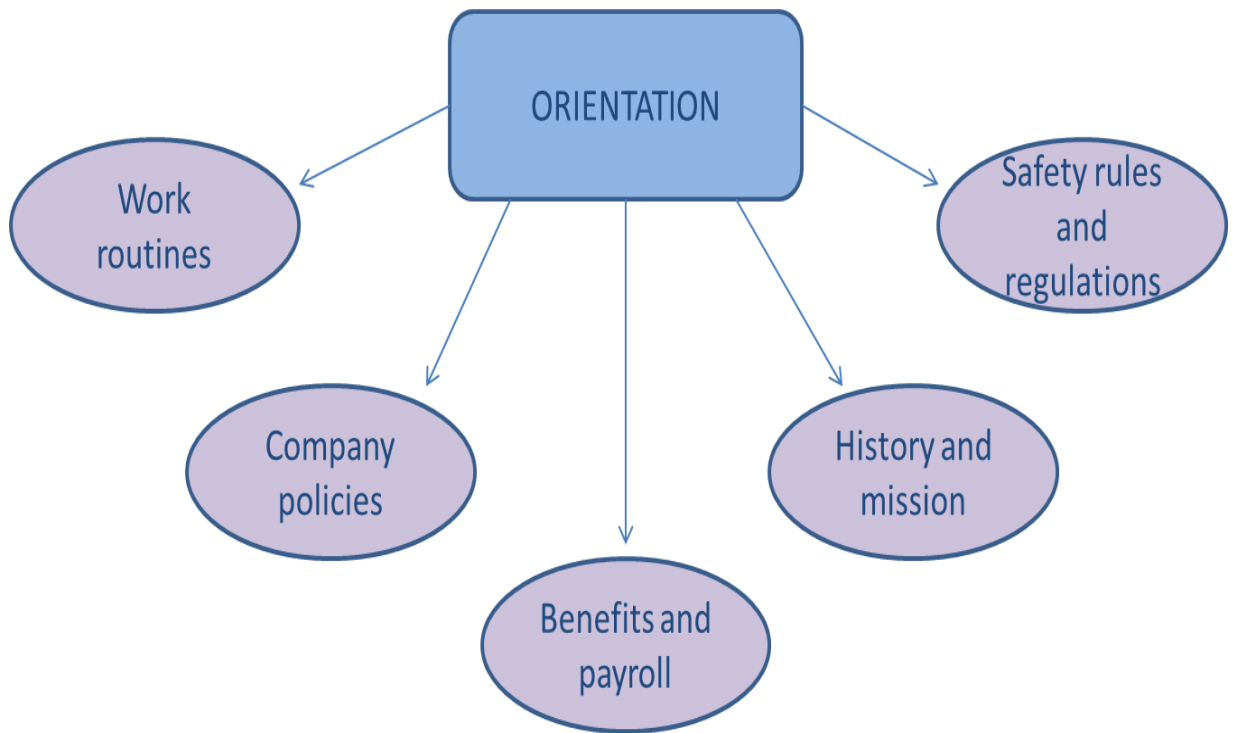


Figure 3; Process of Orientation

For the employee to get familiar of the work and the culture of the company it is important for them to learn the history and the mission of the company for the future. Moreover it is important for the employee to learn the guidelines and practices of the company to know basic conduct and behavior expectations. Without the knowledge of these simple procedures there can be fatal errors made when safety regulations and daily routines are not known to the new employee. Just by making the new employee aware of these procedures and other information, they will feel more a part of the working environment and more welcome. (Dessler 2008, 292-295)

The training of the employee is to begin after the orientation process has been done. The purpose of training is to give the new employee skills to perform their duties. This might mean simply to explain the tasks to the new person or it can be a long learning period going through new programs etc. to perform in the needed way. A good training process will give tools to the new worker to perform the duties on their own without improvising and asking for help all of the time.

Recruiting great potential talent will not yet assure great workers, because it is up to the training to provide them straightforward directives so they know how to do their jobs well. In today's world training also includes getting the most out of the employee, not just giving them technical directions. Taking the company's vision and procedures in mind, the training should put these important attributes into action via the employee. (Dessler 2008, 292-295)

### **3 Temporary Workers**

Temporary workers can be hired for part-time or for full-time work, depending on the company needs. Temporary workers are hired for a certain period of time and can vary from the needs of the company. Temporary workers are usually used seasonally or to fill in the need of a full-time workers leave. In many countries temporary or part-time workers do not get the same benefits as the full-time workers get in their jobs. Studies show that not only young people, ea. students are the majority of temporary workers, but in the years to come using temporary and part-time workforce for all positions is a growing trend.

In today's world, employers are hiring more and more temporary workers for all kinds of jobs in all lines of work. This is partly due to the new trend, which is working in a more project-specific way and also of course due to economic situation. Temporary workers are usually hired the same way as are the fulltime workers and making strategic plans and having the right tools to go through the hiring process is as valid as ever. The other way of hiring temporary workers is through an agency that does it for the company. There are a growing amount of agencies that are specialized in taking over the job of hiring for you and do the screening and overall hiring process for your company. If the company is large and has a fast pace in workforce turnover, the use of an outside agency can save a lot of time and money for the HR processes.

#### **3.1 Things for employers to consider**

Part-time or temporary workforce is alluring for a company for different reasons. Temporary staff is easy to use for reinforcing the permanent staff, while on leaves or holidays. However that is not the only reason for temporary workers today. Studies show that the use of temporary workers has a growing trend due to productivity measurements, because the productivity levels are usually higher per working hour with temporary workforce. The other reason for contingent workforce popularity is due to paying only per working hour, there are no extra costs from sabbatical days for the

employer. Furthermore companies can test their future employees longer than the trial period, by offering a temporary position before hiring them on full time. This gives a company benefits from making mistakes in the recruiting process. (Dessler 2008, 185-187)

Using part-time workforce is still not without its' down sides, even though it looks good on paper. As explained before, the companies decide when hiring staff, between using own recruiters or an outside agency to acquire temporary workforce for the company. Both options have costs that can quickly overcome the benefits. Using outside agencies can take a good slice out of the savings from temporary workers, because of their fees. In other words even though temporary workers are less expensive to hire and to teach, using outside agencies can cut the savings into losses. So, even though the recruitment process can take time and needs a professional approach, using the talent and time from the companies own resources can be very beneficial. (Dessler 2008, 185-187)

When companies choose to use temporary workforce, it can bring more flexibility to the markets and it can bring productivity and more employment for the economic situation. Studies show that hiring temporary workers can bring more value for the worker, because they can get experience from different companies and different fields of work. Many temporary workers do not see temporary as a negative thing. In many cases the temporary worker chooses themselves to work as a temporary worker as a stepping stone for a better full-time position. (Mähönen 2015, 4/2015)

### **3.2 When working with temporary workforce**

When considering the benefits in hiring temporary workforce, there are many issues the company should go through in advance. Managers and supervisors have more work with temporary work than with full-time workers, because of several concerns from the temporary workers. Studies show, that because of having just a temporary status in their work position, the employers can be unsure of what the future is in the

company for them. Also part-time workers can be nervous about insurance, pensions and otherwise distressed of being a disposable person in the company. The managers and supervisors need training for these concerns that the temporary workforce can have and the company should be prepared for this beforehand. (Mähönen 2015, 4/2015)

Another problem is the lack of motivation for the employers and the employees. The problem is with the temporary view of the position the company and the employer may have. Studies show that in both cases if there is a lack in motivation, it can be a major problem in the relationship between employee and employer. If there is no base or understanding of the future in the temporary workers position in the company, it will lead to lack in investing in the temporary worker from the employer. Furthermore, it will lead to lack of motivation and commitment from the worker. For the company to benefit from the temporary worker, it seems that communication is playing a vast role in keeping the worker motivated and committed. As long as the worker and employer are on the same understanding about the future, it can bring more productivity from the temporary worker. (Mähönen 2015, 4/2015)

### **3.3 Recruitment**

When planning the recruitment process with temporary and part-time workforce it is not to be taken indifferently. When starting the planning of the recruitment process for part-time and temporary workforce it is even more important to plan ahead. When a company chooses to start to use temporary workforce, it usually wants to lower its costs in recruitment and in salaries. To accomplish this, it is the planning that will ultimately determine the savings for the company. This means that there is no room for errors in recruitment.

The plan for temporary workforce is the key in planning the recruitment strategy. If the company wants to hire temporary workforce just as the name suggests, the careful planning of the job description and selection process are the key issues of selecting the right person. This is vital, because the mutual understanding of the temporary status of

the job in question is crucial for keeping the worker motivated for the job and work period the employer is hiring them for. Selecting a person who is looking for more or has more hope for the job will lose their motivation and quickly look for another job. This will mean the company has invested time and money for a person not right for the job and has to start the costly process all over again.

In another perspective of the recruitment process would be the company wanting to hire a future talent for its long term workforce by recruiting them first as temporary workforce, to see how they fit into the company's culture. This process will allow for the temporary worker to give more input into the job and will have more motivation, because of the prospect of becoming a fulltime worker and to have a future in the company. This will create a sense of value to the worker and will push for them to succeed for chance of a better job in the future that also gives the company more value for their investment of the time and money consuming process of recruitment.

This still doesn't mean that all temporary workforce is in the company for the long run and that all temporary work is in lower positions and "bad work". There are many workers who choose to be in a temporary job for many reasons and do not feel like their contribution is lower than fulltime workers. The trend in today's working environment to use temporary workers is embraced with many people, due to project based work. Because of travelling being easier and less expensive many people choose to work in one season and then for example travel for the next. Furthermore many workers like to get many experiences from different jobs and positions, so they also keep temporary work in high value. This also makes it possible for employers to have good workers at their fingertips to use when necessary. Furthermore the employer should embrace and take good care of these gems, because they are the key for a good and effective way in using temporary workforce when needed.

### **3.4 Using temporary agencies**

Temporary employment agencies search temporary and part-time workers for companies that need workforce to fill in usually for a certain period of time. The company



that uses an agency can benefit, because it doesn't acquire all the managerial costs of placing the notice, interviewing candidates, and possibly even training or induction process of a new worker. It can also save money for a company by paying an hourly rate to the temporary agency, which takes care of the paycheck to the temporary worker and handles all of the HR processes as well for the company. In other words the temporary agency finds the right people for the company and handles the work relations for the time needed for the temporary worker. (Dessler 2008, 186-190)

When working with a temporary agency it is important to make sure it's a win win business relationship like any other partner in business. For avoiding extra costs for your company it is crucial that the invoicing is transparent and what you have agreed on and make sure that they use time sheets properly to avoid extra hour costs. Furthermore, if you find a great worker through the temporary agency, it is important to know the procedures to get the worker from their payroll to your company's.

## **4 The research and results**

The research was conducted by interviewing three top professionals in HR departments in different firms. The interviews have been made by phone calls and making notes through the interviews. Qualitative research method was chosen, because it is the best way to gather information for this topic. Furthermore the method can help give more insight to the process that cannot be found in books. The questions were chosen from the results in the literature review and chosen to give comparison with the two research methods.

### **4.1 Conducting interviews**

The interviews were held for three recruiting professionals that have recruited for many years and have done so for different positions and age groups. The three top professionals consisted of a Human Resources Manager with 8 years of work experience in recruiting in one of the leading department stores in Finland with up to 10 700 employees, a HR (Human Resources) Specialist and Advisor with 11 years of experience in recruiting in a Nordic financial company with 2500 employees and finally a chief Operating Officer with recruitment experience of 11 years in an IT-firm with 60 employees at the moment.

All professionals were interviewed by telephone and were interviewed in the Finnish language. The questions and interviews were translated to English and the question list can be found as attachment in the end of the study. The questions were targeted towards the hiring process of temporary workers and were focused on getting different views how the professionals see the process of recruiting.

### **4.2 Interview summary**

In the interviews all of the professionals had many things that they agreed upon. The first and most important focus is preparation of the interview in all of the profession-

als' opinions and in addition is keeping in mind the firm culture and position they are hiring for. A few of the professionals even mentioned that a person with too good grades from school is not seen as the best person for their firm, just because of the company's culture and atmosphere they want to maintain.

Moreover there were similarities in emphasizing to have a clear understanding of the task at hand: what the job consists of and what qualities are needed to have a successful employee to this particular position. Furthermore all interviewees were in agreement on knowing the future of the worker, especially for a temporary or part-time worker. Meaning what the employee has planned for his or her future in the firm and also what can the firm offer in the future for the employee. This helps to balance the expectations for both parties and allows more motivation for both: to invest in the work for the employee or the orientation of the employee for the firm. When the vision of the future is clear for both parties in the recruitment situation, it can allow for a more sustainable future and help in avoiding expensive errors in recruitment.

For the recruitment process, all of the professionals interviewed follow a certain pattern in their own process. Some of the adopted pattern is based on the company's strategy of course and some of it is modified from their own experience and preference. Differences in the actual recruitment process for temporary staff or permanent workers were not mentionable.

In the interview the professionals were also asked about internal or external recruitment for temporary positions and all were in agreement that usually this is not possible, unless the employee is already a temporary employee. Also the professionals all seemed to give little meaning for the employees past work experience in other fields of work than experience from the same field of work they are recruiting for. It was seen as a positive note, but had little weight in the final decision of hiring.

The employees previous work knowledge is a plus, but the interviewees do not feel it is necessarily relevant in all situations. Especially in temporary work positions the interviewees don't believe work experience from different fields to be meaningful. Moreo-

ver the professionals think that in the initial selection the meaning of the CV and application are important to rule out inappropriate candidates. But in the actual interview process the meaning of previous education or work positions are irrelevant – so they do have a meaning even though they do not have significant weight on the final choice.

### **4.3 Professionals' reflections**

One of the challenges in recruiting temporary workforce is attracting the right talent to apply. The professionals were in disagreement about the differences in job advertisements for temporary or full time workers. One professional had a strong opinion that it does affect, because of the very competitive market in attracting the best talent to their company, instead the talent going off to bigger leading firms. Others found the process to be the same for all employees.

The other big challenge is to avoid mistakes in the hiring process, especially with temporary workers. The whole point of having temporary staff in the company is to minimize costs in busy seasons and to have knowledgeable workers fitting in with the company's culture. This is why the interviewees had begun to interview the last candidates in the interview process with the team that they would be working with. This will help to choose a candidate most suitable with the team they will be ultimately working with and also it can give an outside opinion to the recruiter, to avoid their own opinions to get in the way of the final choice.

Every professional interviewed were in agreement that focusing on the preparation of the recruitment process, the professional skills of the recruiter and choosing the right channels for the recruitment adverts can be seen as the main focal points in successful recruiting. After the recruitment process the most valuable points are to emphasize on orientation and employee engagement. They are said to be the most important tools in avoiding lack of motivation of the employee and to minimize the turnover of staff, which is very expensive and time consuming for the company.

## 5 Conclusions

Recruiting should be always be carefully planned and structured to fit the companies own culture with or without temporary or part-time workforce. Furthermore the future of the company should be kept in mind when planning a well-organized process that the recruitment process should always be. This has become very clear and important in the steps shown in the process of recruiting.

Recruiting the right people for the right jobs can be what can make or break a company, so there should be a lot of thought and time in the planning process that gives the structure for the entire recruitment process. The economic situation is also one aspect that plays a big role in the competitive market in recruiting and the growing use of temporary workforce. Still, if not carefully evaluated and without a well-structured plans it can be very costly for the company. To get ahead of the competition, it is vital to have the right tools to recruit successfully and use temporary and part-time workforce the company's benefit. Still, this thesis has shown that without planning and really knowing what the company needs can lead to errors in recruitment and thus be very unbeneficial. Planning and recognizing the company's image, culture and future plays a big role in successful recruiting.

As stated many times, the recruiting process is not cheap for the company and that is why it should be planned carefully to avoid errors in recruitment. This is even more a fact in recruiting temporary workforce, because there are many variables that can lead to unsatisfactory work relationships that can be a waste of time and money if not given proper credit. In avoiding a heavy turnover in temporary staff, choosing the right person for the job and having mutual agreement of the future of the employee will minimize turnover, because as shown in studies by Mähönen (2015) and Dessler (2008, 186) the biggest problem is the worthless feeling that temporary workforce can perceive.

In today's economic situation has pushed companies to downsize and to keep only the most efficient workers. This also means using more and more temporary and part-time workers for their cheap and productive charm. However this still doesn't mean that all workers are unhappy and easily changing jobs for hopes of a better position in a company. The two ideal situations have emerged out of all different studies on the matter of temporary workforce sustainability; workers that enjoy working temporarily and temporary workers that have a clear view of progress possibilities in the company. In both of these cases, the work relationship is clear and more stable because both parties have an understanding of the future. These are the clear issues for recruiting temporary and part-time workforce successfully.

### 5.1 **Thoughts and validity**

The literary review gave good insight and pointed out many details in the recruiting process and in recruiting part-time and temporary workforce. There were many similarities, but also variables in the books and articles. The literature on the subject of temporary workforce was less compendious than was expected and indicated that this is a subject that should be studied more, which is why this subject was chosen. The validity of this thesis is based on a narrow take of the subject, but still gave insight on the goals set and questions on the subject. The interviews gave more validity to the literature review and because they backed up the results in the literature review, it is seen to be quite valid. The interviewees were professionals with many years of experience with recruiting and with the growing trend in hiring temporary and part-time workforce. The interviews showed that no matter what industry or field of work, the challenges remained the same.

As further research, it would be good to study recruiting in a broader view and furthermore, to study the use of temporary workforce being a growing trend today. In further study the goal could be to study the facts in future recruiting and different options it brings. As well as temporary workforce and how to make it a more steady in a more open and discussing way for employers and employees. Today it seems still to be a subject in the dark that has not been studied and opened up enough. Additionally

finding new ways maybe to make the recruiting more efficient and open, because that was shown in this thesis to be the key in successful recruiting. Also, to study new ways to recruit even more efficiently and making the process faster in the future, would be very helpful to reduce costs and that way help companies in the competitive market.

Recruiting is a broad subject that could be studied in a more particular way, as a more industry based view. Furthermore, because temporary workforce is such a particular subject follow-up research could be based on either temporary agencies or on companies that have a large pool of temporary workers and compare them with each other to get more accurate results. Their knowledge and experience can give different opinions and insight, than from the results of literature and interviews shown in this thesis.

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# Appendices

## Appendix 1. Interview questionnaire

### Interview

## Successful recruiting – temporary and part-time workers

### Interview questions

#### Information of interviewee/recruiter

- job title
- experience of recruiting

#### Recruitment preparation for part-time and temporary workers

- the importance of preparation; what to pay attention towards, how to act, advertisement?
- how does company strategy play in success?
- is there any difference in the advertisement or the content of it with temporary workers, than with full time workers?
- do you follow a specific formula, every time? Is it your own or a company created formula?
- other aspects to be considered in the preparation?

#### Recruitment process of temporary and part-time workers

- do you recruit primarily inside the company or hire new employees?
- the importance of previous work experience?
- do you ask for prior certificates or recommendations to be seen?
- admission: what characteristics are in the search / want to avoid?
- the main factors that influence the decision? paper vs. person

#### The experience in recruiting temporary workers

- how much does the experience / skills of the interviewer affect the success?
- how to avoid recruiting errors/what could be improved?
- do you believe that orientation has great importance in engagement and motivation?
- the + and – sides in recruitment /what is the most challenging and the less challenging?
- any other ideas or tips to successful recruiting?

## Appendix 2. Interview questionnaire in Finnish

### Haastattelu

## Rekrytoinnin onnistuminen - osa-aikaisten rekrytoinnin näkökulmasta

### Haastattelukysymykset

#### Haastatteluun vastaajaa/rekrytoijaa koskevat tiedot

- työnimikkeesi
- kokemus rekrytoinnista

#### Osa-aikaisten työntekijöiden rekrytoinnin esivalmistelu

- esivalmistelun tärkeys; mihin kiinnitettävä huomiota, mitä toimia, minkälainen ilmoitus?
- miten yrityksen strategia vaikuttaa onnistumiseen?
- onko eroa osa-aikaisille suunnatuilla ja muilla rekrytointi-ilmoituksilla ilmoitustavan ja sisällön osalta?
- seuraatko tiettyä kaavaa joka kerta? Onko oma vai yrityksen luoma kaava?
- muita seikkoja, joita huomioitava valmistelussa?

#### Osa-aikaisten työntekijöiden rekrytointiprosessi

- rekrytoidaanko ensisijaisesti talon sisältä vai uusia työntekijöitä?
- merkitys aikaisemmasta työkokemuksesta?
- pyydetäänkö todistuksia tai suosituksia nähtäväksi?
- alkukarsinta: mitä tekijöitä etsitään tai halutaan välttää?
- mitkä keskeiset tekijät vaikuttavat valintaan? paperi v. henkilö

#### Osa-aikaisten työntekijöiden rekrytointiprosessin kokemukset

- kuinka paljon haastattelijan "taidot"/kokemus vaikuttavat onnistumiseen?
- miten välttää rekrytoinnin virheet / mitä voisi parantaa?
- onko perehdyttämällä merkitystä sitouttamiseen ja motivaatioon?
- osa-aikaisten rekrytoinnin + ja - puolet / mikä vaikeinta ja helpointa?
- muita ajatuksia tai vinkkejä onnistuneeseen rekrytointiin?