

SOCIAL MEDIA AS A TOOL FOR RECRUITING

- In a perspective of a small consulting company

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Abstract <p>This thesis was assigned by a company called Salminen & Tikka Oy. Salminen & Tikka is a small consulting firm specialized in the sales and export industry. Salminen & Tikka is hoping to expand their operations and they wanted to find out the best ways to recruit new sales professionals to meet their needs. Salminen & Tikka have been thinking about utilizing social media in their recruiting.</p> <p>The aim of this research was to find out if Salminen & Tikka should start utilizing Social Media sites in their recruiting processes. Another aim was to find out if social media would be an ideal tool for Salminen & Tikka in their recruiting processes, and if so, in what ways they should use it. The research method of this study was qualitative. The secondary data was collected from articles and literature. The primary data was collected with theme interviews organized by the author.</p> <p>During this process, the author interviewed 5 sales professionals and asked about their thoughts, experiences and opinions about social media and recruiting. Through the interviews, the author came to the conclusion of which ways Salminen & Tikka should recruit new sales professionals to their projects.</p>		
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Tiivistelmä <p>Tämä opinnäytetyö on tehty toimeksiantona Salminen & Tikka Oy:lle. Salminen & Tikka on pieni jyvaskyläläinen konsulttiyritys joka on erikoistunut myynti – ja vientialoille. Salminen & Tikka aikoo laajentaa toimintaansa ja he haluavat löytää parhaat keinot rekrytoida uusia myynnin ammattilaisia organisaatioonsa. Yritys on harkinnut tulevaisuudessa käyttävänsä sosiaalista mediaa apuna rekrytoinnissa.</p> <p>Tutkimuksen tavoitteena oli selvittää Salminen & Tikka-yritykselle kannattaako heidän jatkossa käyttää sosiaalista mediaa osana rekrytointiprosessia. Mikäli sosiaalinen media löydettäisiin hyödylliseksi rekrytointikanavaksi, oli tutkimuksen tavoite myös löytää millä keinoilla sitä tulisi jatkossa käyttää. Tutkimus toteutettiin laadullisena. Aineisto kerättiin artikkeleista ja kirjallisuudesta sekä järjestämällä teemahaastattelut.</p> <p>Tutkimuksen aikana kirjoittaja haastatteli viittä myynnin ammattilaista ja kysyi heidän ajatuksia, kokemuksia sekä mielipiteitä sosiaalisesta mediasta ja rekrytoinnista. Haastattelujen kautta kirjoittaja teki johtopäätökset, tulisiko Salminen & Tikan käyttää sosiaalista mediaa rekrytointitarkoituksiin tulevaisuudessa.</p>		
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1 INTRODUCTION

1.1 Changing world of HRM

During the last few years it has been inevitable to get familiar with problems that most industries are facing around the world. The ongoing recession has costs dramatic changes in business world. Words like layoffs, bankruptcies and cutting down the expenses have become more and more familiar. Human resource management has also got its share of these cut offs. One place where companies want to find more and more efficient and cost-efficient ways to act is recruiting. There is always need for recruiting in business world and companies are spending fortunes while doing it. It is clear that also recruiting processes are all the time thought in new perspectives.

All the time companies are trying to find more conventional ways to recruit people and companies have found out that Internet-based recruiting is more cost-effective than the traditional ways like advertisements on newspapers. Advertisement on Internet has got a lot longer life-cycle and in many occasions it is also free, or at least cheaper than advertisement on newspapers. Nowadays job-seekers are used to Internet-based job seeking and for example in Finland Mol.fi, The Finnish Employment and Economic Development Office publishes over thousand new job advertisement every day.

At the same time, during these few years, new phenomena called social media has agglomerated to our society and has become a hot topic all around the world. All medias are full of articles about social media. Social media sites have become rapidly really popular and have gotten millions and millions daily users around the world. Companies have also realized this boost. As the main idea of social media sites is that those are free to enter, companies seem to rush to social media sites like Facebook. Companies want to have as many fans as possible and not even thinking how to utilize it. Companies want to have their own profiles even though they don't have any

idea of what to do with it.

Social media is also discussed a lot in sense of recruiting activities and companies have realized that as there is such a huge mass behind social media, and also low-costs, why wouldn't they use it also in their recruiting processes? Suddenly everybody is talking about recruiting through social media without actually knowing what to do there. Many seem to talk about the potential of social media in recruiting but the results are still missing. Are companies achieving more in recruiting through social media? In what ways can social media be used in recruiting and are those methods efficient? These questions were also one of the reasons behind this study.

1.2 Background for the study

The author has been really interested in HRM and recruiting processes through out her studies in Degree Program In International Business and also has been part of recruiting teams during her previous jobs. The author has also in the past been a part of a team conducting a marketing plan for social media activities. When Salminen & Tikka initiated that they would have a topic for the research, related to recruiting and social media, the author found this topic really appealing and of current interest. The author wanted to focus on these topics during the process of conducting a bachelor's thesis.

As already mentioned social media has become a hot topic during the last few years and recruiting professionals have also realized this. Salminen & Tikka had also noticed the hype around social media and recruiting and were keen to know, should they also start utilizing social media in their recruiting processes, and if yes, in what ways.

Salminen & Tikka has been recruiting about 2-5 employees in a year, but in the future they are planning to expand their operations so that they would be recruiting about 20-40 employees a year, already during the year 2011. This is why efficient recruiting is really a hot topic also for Salminen & Tikka and the topic of the research is really essential to them and meets their current needs.

Petri Salminen the CEO of the company told (2010) that Salminen & Tikka has been utilizing already various medias in their previous recruiting. Medias they have been using are for example Mol.fi, company's own websites and Facebook site, personal networks, different events like seminars and exhibitions, grapevine, proactive recruiting and various schools' recruiting channels.

1.3 Salminen & Tikka Oy

Salminen & Tikka Oy is a small consulting company from Jyväskylä. It was established in 2004 and nowadays it is being a partner, a representative and a freelancer in 20 countries around the world. Salminen & Tikka is operating as a sales and purchase intensifier, in international and domestic markets. Salminen & Tikka has different licensed business concepts which they use in their working. One main concept is called Thrust-concept. (Salminen & Tikka Oy – When It's Time To Make A Move, 2010)

In Thrust Salminen & Tikka provides a full packet of business solutions to the company wanting to expand their operations. It includes operations like, designing a sales plan, marketing investigation, recruiting of the project manager/sales representative, documentation of the sales, executive work etc. (Salminen & Tikka Oy – When It's Time To Make A Move, 2010)

Salminen & Tikka informed (2010) that the Thrust-concept, which has been the prime focus of Salminen & Tikka, has also executed some great results. The revenues of Thrust-customers have grown constantly 50-150% a year. Also all of the project managers recruited to these projects, have after the Thrust-period been employed by the customer companies.

Salminen & Tikka has to recruit sales professionals to these vacancies and this is why the idea for this thesis came. Salminen & Tikka is a small company and it is crucial to be effective in the recruiting process. It is also crucial for them to find the best people

to the vacancies as a big part of their marketing is of course how well the previous cases with companies have succeeded. One project gone badly can in the future have a massive impact for smaller companies.

According to Salminen (2010) Salminen & Tikka has been growing and Thrust-concept has also grown a lot through licenses. Salminen & Tikka wants to also keep growing in the future and they want to expand their operations and through that also recruiting needs are growing rapidly. As already mentioned briefly Petri Salminen, CEO of the company says that their recruiting is now about 2-5 employees a year but already next year, in 2011, Salminen & Tikka will in their minds and goals be recruiting more likely around 20-40 employees a year.

2 THEORETICAL BACKGROUND

2.1 Recruiting

There will always be a need for recruiting new employees, and finding the efficient way to recruit people is a key issue in today's business world. Human resource literature is full of advices about how to find the right way to recruit great people to your team. This is a vital thing to survive and be the best in business world nowadays. You want to find the best possible people but so that you will not spend a fortune on the process, and also you have to do it within a certain time limit. This is the key issue and the driving force behind recruiting processes all around the world.

"Organizations recognize the crucial part their people play in achieving and sustaining a competitive edge, and they are therefore aware of the need to attract people of the right caliber" (Foot & Hook, 2008, 142).

When the company hires a person, it usually has a great impact on the whole organization and the working place. If the company succeeds in recruiting, hires a great and suitable person, it can lead to new innovative ideas, a new phase of doing

things, new motivation and other great things. On the other hand, if the company makes a so called recruiting error, hires a wrong person to the organization, the organization may be dramatically affected. Recruiting error can cause things like lack of energy, downturn of motivation and innovation in the working place and it can also lead to layoffs. (Markkanen 2002, 55)

Recruitment itself is a word describing all of the activities directed towards finding potential employees and attracting applications from suitable candidates. (Foot & Hook, 2008, 143)

There are many different reasons why organizations start recruiting processes, and many aims for those processes. Some aims which are recognized in HR literature are for example to obtain a range of suitable candidates for an open vacancy, to use a fair process and be able to demonstrate that the process was fair. Some other aims are to make sure that all the recruitment activities contribute to organizational goals and to the image wanted. One aim is also to conduct recruitment activities in the most efficient and cost-efficient way.

According to Foot and Hook (2008, 144) a recruitment process is not a simple procedure, and it should always be seen in three different lights: legal, moral and business. It is very important to remember all these three points to avoid possible problems along the way and to fulfill the aims of the procedure. It should also be remembered through the whole process that the process is in the line with the organization's human resource strategy. It is crucial to remember this as there are usually many people from the organization included in the process so that the process will be successful and fulfill its aims.

2.1.1 Recruitment policies and strategies

A recruitment policy outlines the approach which all participating in the process are expected to adopt and the standards which they should achieve in carrying out an organization's business. A recruitment policy helps the current employees involved in the process, to direct their efforts towards the organization's goals and in the spirit

organization wants them to act. A basic recruitment policy should answer questions like what is the overall goal of recruitment and how to maintain the equality of opportunity? (Foot & Hook, 2008, 144-145)

Sometimes organizations want to prefer internal applications over external ones, to value their current employees. If this is the case, this should also be included in the overall recruitment policy of the company. (Foot & Hook, 2008, 144)

Markkanen highlights (2002, 56) that the main idea behind recruiting policies and strategies is answering these three questions: Why we are recruiting, what are we recruiting and how are we recruiting? After these questions are answered carefully and thought through, it is time to start the recruitment procedures.

2.1.2 Recruitment Procedures

A recruitment process is a process where the company has to sell itself to its future employees and then the employees have to sell themselves to the company. It is important for a company to attract good applicants and making the applied vacancy interesting and appealing. It is still important that the company does not overrate and exaggerate the open vacancy so you don't give unrealistic expectations because in business world in long-term it will not be sufficient. If you give too high hopes for the candidates you will not get long-term relationships with your employees and you will often have to organize costly recruitment procedures. Also the grapevine can lead to a situation where the company will eventually end up in a situation where it will not get applications. (Torrington, Hall & Taylor 2008, 146)

The first thing to do when starting the recruiting process is to determinate the vacancy. After that the company has to decide is recruiting a new person to the company the way they will fulfill this vacancy. Some other options for fulfilling it might be for example reorganizing the work, using overtime or subcontracting the work. (Torrington et al. 2008, 146, 147)

If the company decides that recruiting is the path they want to choose, there are

according to Torrington et al. (2008, 147) four questions to ask themselves: What does the job consist of? In what way is it to be different from the job done by the previous incumbent? What are the aspects of the job that specify the type of candidate? What are the key aspects of the job that the ideal candidate wants to know before deciding to apply? When these questions are answered it is easier to continue to the next steps of the recruitment process.

2.1.3 Job description and Personal specifications

Usually it is recommended that the next step of the process is doing the job description and the personal specifications for the applicants wanted. This means that the company lists out some specific features and competences they want the future employee to fulfill and also to list out the key elements of this job they want to fulfill. One common way to do this is to break the open job to smaller parts and components so you will find out the main objectives of the job. (Torrington et al. 2008, 147, 148)

Another way to make the job description is introduced in the book called *Fit for The Job* by Whiddett & Kandola (2000, 4-30). In this aspect the point is to not focus so much on the job itself, but focus on people who have done it previously and who's performance has met the expectations extremely well. In this method you find out the characteristics of previous good workers and list them out. One disadvantage seen in this method is that it tends to appeal similar people, and it sometimes may decrease the level of innovation and creativeness in the organization if all the workers are alike.

Person specification for the job of senior sales assistant
<p><i>Physical make-up</i> Essential: tidy and dressed in a "business-like" manner</p>
<p><i>Attainment</i> Preferred: GCSE maths grade A-C; essential: grade D-E Preferred: attendance at a programming course, in or out of school; or demonstrates some self-taught knowledge of programming Essential: good keyboard skills</p>
<p><i>General intelligence</i> Essential: above-average and quick to grasp the meaning of problems</p>
<p><i>Special attitudes</i> Essential: ability to relate to people – to be outgoing and form relationships quickly</p>
<p><i>Interests</i> Essential: to be interested in both computer hardware and software</p>
<p><i>Disposition</i> Essential: patience</p>
<p><i>Circumstances</i> Essential: circumstances that enable attendance at work every Saturday</p>
<p><i>Source:</i> [7]</p>

FIGURE 1. Example of a personal specification. Issues in recruitment strategies: an economic perspective, 1995.

2.1.4 Job Advertisements

When the company has chosen the path of recruiting and determined the open vacancy and what is needed from the person fulfilling it, it is time to choose the way to promote the job. The company should choose the best way to let people know about the job, considering that particular vacancy. There are of course various ways to promote the job, some ways are for example newspaper adds, recruitment agencies, company's own web site, recruitment sites on Internet, radio or televisions adds and contacting local schools. Also if the company wants to fulfill the vacancy through internal recruitment company's Intranet or other internal sites are usually the most efficient way to promote the job. (Whiddett & Kandola, 2000, 4-30).

There are various aspects to consider when choosing the right advertising method. Following the thought of Whiddett & Kandola (2000, 4-30) the main aspect to consider is of course the likelihood of finding right applicants from this particular way of advertising. Some other aspects to consider are for example the cost of advertising.

One aspect is also the life-cycle of that media. In Internet the life-cycle is of course a lot longer as you can basically choose, how long do you want to show the ad. Markkanen has mentioned (2002, 56) that it is studied that for active job-seekers the ad is "hot" only for ten days and if the ad is shown too long time it can actually be a non-appealing as possible applicants start to question what is wrong with the company as it is so hard to them to find employees.

When the right method is chosen the company has to design the ad so that the wanted image and message will come across from it. When the aims and objects of recruiting process are carefully considered already in the beginning it is a lot easier to design the ad. The main aim of recruiting advertisement is of course to find out the best person for that particular vacancy so the advertisement should appeal a fair well of good candidates but not an overwhelming amount of applications. The main principle in writing the ad is to give sufficient information about the job so that suitable candidates will apply but also so that unsuitable candidates will not apply the vacancy. (Whiddett & Kandola, 2000, 4-30)

Some factors mentioned in HR literature, which the company should consider to post to the add are for example organization's name and information, job title and major duties, expectations, opportunities and challenges, salary and benefits and how to apply. The company should also choose carefully the style of writing and the looks of the ad like the usage of colors, pictures and graphics. All these factors can have a huge impact to the outcome of the process. All these aspects should be carefully considered in the light of how you want the company to look out and also what kind of candidates do you want to catch with the add.

2.1.5 Shortlisting of Candidates

After the application time has ended it is time to look through the applications and find out the best applicants. If the pre-recruiting procedures are done properly it is a lot easier to do the first screening through the applications. For example if the job description has got specific educational or professional background listed it is easy to screen the applications first comparing to those facts. (Österberg, 2009, 85)

Following the thoughts of Österberg (2009, 86), a good applications answers straightly to the ad done by the company, the listed characteristics and requirements are stated in the application. The application should also include why the applicant is applying this particular job and some personal information. If you can see that the application is clearly done to this specific job you can tell that the candidate really wants to apply to this job and he/she is not just sending application to all open vacancies. Good application is also appealing as you look at it; it is neat and organized well.

The company should mirror the application to various aspects which are needed and wanted from the future employee. These aspects can be for example how the person fits to the organization; how the person fits functionally to the team and of course the person should be evaluated in addition to individual job criteria which are listed in job descriptions and person specifications. (Torrington et al. 2008, 169-170)

After the applying period has ended and you have chosen the best possible applicants it is usually time to invite them to interviews. It is also very important that at this point you also inform all of the people who applied to the vacancy. If you totally ignore those people who wasn't chosen you will not give a professional and appealing appearance of your company and you will probably make sure that those people will not apply to your open vacancies in the future.

2.1.6 Interview

After the first steps of shortlisting the candidates, companies usually choose to use interviews to pick out the right applicant and to actually see what kind of personalities lie under the application forms. A commonly used interview type is a face-to-face interview. Phone interviews are also widely used in cases where for example it is not geographically possible to have face-to-face interviews. Interviews can also be done through recruitment agencies or local job centers but usually companies refuse to hire people if they have not met the person personally. (Foot & Hook, 2008, 178-179)

According to Foot & Cook (2008, 179) interviews are still the most common way of choosing the best candidate even though studies show that the performance in interview does not actually reflect the employee's future job performance. This is why it is important that the interview is done well and the person doing it knows what he/she is doing. There are various possibilities of errors occurring through the interview process, and it is important to know how to avoid those and how to conduct a good interview process that actually tests the future job performance.

Humans tend to "choose" the information they want to hear and tend to ignore the information that is against their thoughts and expectations. This is usually the reason behind errors that can occur in interview processes. These errors are also studied, and to be aware of them makes the interviewer's chances of success a lot higher. (Foot & Hook, 2008, 179)

It is always said that the first impression makes a lot. This is also the case in interviews. This error called the halo effect is very common error that occurs in hiring processes. Sometimes if the candidate gives a strong first impression, is well dressed, attractive, has a confident manner and firm handshake, it can lead to the case where the other areas of interview tend to be forgotten. A positive first impression leads to a scenario where the interviewer is actually looking and seeking more positive outcomes and information. A positive impression also tends to positively affect the other impressions made by that person. (Foot & Hook, 2008, 179-180)

Other errors that can according to Foot & Hook (2008, 180-181) occur are for example stereotyping, making assumptions, hiring people like oneself, gathering irrelevant information or making snap decisions. Sometimes contrasting to previous candidate can also influence the results.

As already stated, it is important to be aware of these possible errors to avoid them in interview situations. There are also some specific methods for the interviewer to make sure the interview is professional and error-free. These guidelines are to gather sufficient information, allow adequate time, have structured interviews so you make sure you will gather the same job-related information from all candidates, make sure that there are more than one person interviewing and also that these interviewers are trained people. (Foot & Hook, 2008, 181-183)

There are also various aspects through which the interviewer can also make sure that the interview goes well and that the results are wanted and related to the future job performance. These aspects, according to Foot & Hook (2008, 184-186) are for example planning and preparing for the interview, putting candidates at their ease, keeping body language and tone of voice neutral, asking a range of relevant questions, encouraging the candidate to talk, recording the information, inviting and respond to candidates' questions and closing the interview properly. Finally, it is also important to evaluate the information gathered carefully and then reach the decision and record and justify the final decision.

Many companies use just interviews, after screening the application forms, to select the best candidate for their company. There are also various other ways to screen out the candidates, and some of them are nowadays quite commonly used, in addition to interviews or sometimes in place of interviews. These procedures include for example psychological testing, work sample tests or references. (Foot & Hook, 2008, 207-215)

2.1.7 Administrative procedures

Throughout the whole process of recruiting it is really important and crucial to

remember to fulfill also the legal aspects of recruiting. The company has to design its administrative procedures, meaning that the company needs to consider how they are going to handle the applications in addition to data protection recruitment. (Foot & Hook, 2008,)

In Finland data protection laws forbids handling delicate facts. This also includes the job interview processes. These facts can be for example things related to race, ethnical or cultural background, political or religious views, being a member of labor unions, health and medical issues, sexual orientation or behavior, the usage of medical or social care services or criminal background and the possible punishments occurred from those. (Österberg 2009, 87)

Österberg reminds (2009, 88) that in Finnish data protection laws there are also specific regulations focusing to the necessity requirements of data. This means that employers can only handle that kind of information and data which is really meaningful and related to that job and things which related to the fact if this person is able to handle that job. The employer has to also collect the information about the employee or candidate primarily from the person oneself. For example interviewing some people to recommend the candidate employer has to have a permission from the candidate to do so.

2.2 Social Media

Firstly social networking begging mostly as a phenomena for young people. In year 2002 programmer Jonathan Abrams created a web site where people could gather in virtual communities, exchange profiles and broaden their scope of friends. This site was called Friendster and it started the revolution of socializing through Internet and the up-come of social media sites. One year later in 2003 MySpace came to a picture and after few months also Facebook was established as inspired by Friendster. (Schepp & Schepp 2010, 3-4)

The definition social media game to use first time around year 2005 and the definition of social media has changed and broaden as time has gone by. One great example of the fact that the definition of social media is not so one dimensioned is Wikipedia. In the year 2008 the definition of Social Media in Wikipedia simply was the following: "Social media are primarily Internet-based tools for sharing and discussing information among human beings", and today Wikipedia's definition for social media is many pages long. (Pönkä 2009)

The most common way to categorize websites as social media sites is the three dimension model. This model says that websites can be called social media sites in cases were firstly the majority of the content is user generated, secondly there is a high degree of participation and integration between users and thirdly the sites are easily integrating with other sites. (Campbell 2010)

Pönkä (2009) introduces in his blog that by definition, social media platforms include for example blogs (Blogger, WordPress, Typepad), social networking sites (Facebook, LinkedIn), social bookmarking sites (Delicious, Stumble Upon) news sharing sites (Digg, Yahoo! Buzz) and photo and video sharing sites (Flickr, Vimio and YouTube).

The definition still nowadays is a bit blur and the concept has gotten a lot of criticism throughout the years. One criticism is that the medias which we consider to be traditional medias have been somehow "unsocial" which in deed is not the case. Another criticism has been towards the usage of world media as the content on social media is usually being from one to few or one to many, which is traditionally not the case in medias.

Lietsala and Sirkkunen success in their book Social Media (2008, 16-17) to take the definition social media as an umbrella term, in which under you can actually put various different cultural practices related to the online content and people who are involved with that content.

Another definition closely related to social media is social software, which is a definition describing the technology behind social media sites, which makes social media possible. Before only large multinational companies could afford that type of technology to their use and nowadays we are all able to use incredible advanced technologist resources even for free thanks to social media sites. (Lietsala & Sirkkunen 2008, 12)

Monetary incomes and incentives are not obligatory or even common in social medias as the freedom to express yourself is usually the key value on these sites and the free-entrance is usually seen as the basis for social media. Many sites yet have got chargeable applications also included to their services to people who want more from their sites. Also biggest social media sites like Facebook makes a lot of money through advertisements but for users it is free, and it always will be, as Facebook states in their opening page. (Lietsala & Sirkkunen 2008, 12)

There are various social media sites around the world and only small range of those are commonly known and used in Finland. Social media sites that are commonly known and also used in Finland are for example Facebook, Youtube, Wikipedia, MySpace, Finnish Irc-galleria, Suomi24, Twitter and in some circles also the more professionally oriented site LinkedIn.

2.2.1 Facebook

Facebook is at the moment by far the most commonly used social media site in Finland and around the world. When Facebook started, it was meant for young people, mainly college students. Mark Zuckerberg and his college roommates and classmates studying computer science, created a web page for themselves to communicate. After a while, the membership widened to limit to Harvard students, and shortly after that expanded to other collages in Boston. Gradually it was also opened to various university students and then afterward also to high school

students. Mark Zuckerberg saw the potential with growing the site and finally opened it to all people, aged 13 and over. (Schepp & Schepp 2010, 4)

Facebook is at the moment the most commonly used and known social media site and many people see that Facebook and social media are synonyms. Facebook has got over 500 million active users all around the world. 50 % of these active users log in to Facebook every day. The main idea behind Facebook is that the user creates a personal profile site, adds other users as her/his friends and communicate with them, adds pictures about them and their friends and tells friends what is going on in his/hers life. The user can also join groups which can relate to the user's personal interests, workplace, school or hobbies. (Factsheet about Facebook, 2010)

2.2.2 LinkedIn

Another Social media site that is widely talked in conversations about recruiting through social media is site called LinkedIn. LinkedIn was established in 2003 and has since then dramatically grown to a professional interactive site. LinkedIn had in summer 2010 more than 70 million users from 200 countries around the world. Every second a one new member signs up for LinkedIn. (Schepp & Schepp 2010, 6)

An interesting fact about LinkedIn is also that the average user of LinkedIn is 41 years old and earns more than \$110 000 per year. The members of LinkedIn are mainly male, 64% and 36 % are female. (Schepp B. & Schepp D. 2010, 6)

LinkedIn is a social networking site, mainly designed as a networking tool for business purposes. In LinkedIn the users can upload their profiles, almost like their CVs, which can include information like education, previous jobs, current job etc. When on Facebook people are mainly telling things about their private life, LinkedIn is the opposite. Users can also make recommendation of other users if person's working results have met their expectations. Users can also network through different groups where the members can discuss with other members of the group.

LinkedIn is not in Finland so commonly known but in some circles it is actually quite used for networking especially in professional and working matters. LinkedIn is nowadays also in Finland used for recruiting purposes especially in business related companies. The main disadvantage on LinkedIn is that at least at the moment it is quite heavily restricted only for business people's place and only small range of business fields and professions is actually represented in LinkedIn. This is why for some fields LinkedIn can be a good option for recruiting but for others it's a definite no.

2.2.3 Social media and its potential

Social media is a really rapidly growing phenomena. It is actually estimated that $\frac{2}{3}$ of all Internet users are using social media sites and for example the most popular social media site around the world called Facebook has got over 200 million users every day. Visiting social media sites is the 4th most common activity done on the Internet nowadays, the most common one is using a personal email. The time spent in social media sites is rapidly growing, and in spring 2010 the average user of Facebook spent 55 minutes every day on Facebook. The user number of Facebook is also growing rapidly, as approximately 700 000 new users log in to Facebook every day. (Factsheet about Facebook, 2010)

So already looking at these facts, nobody can deny the fact that social media sites have got a huge potential. As recruiting has already switched towards Internet, why would it not eventually switch towards social media sites as the usage of those is already so big and growing all the time?

2.3 Social Media And Recruiting

The viral nature of social media is a key benefit thinks Verity CU's HR consultant Daryl Rother . Veirty CU is a recruiting company in U.S.A. focusing on social media. "Maybe the people who are reading the message aren't actually looking for a job themselves -

that's not our expectation - but they might have a friend or a family member who is," Rother says (2009). (Henricks 2009, 3)

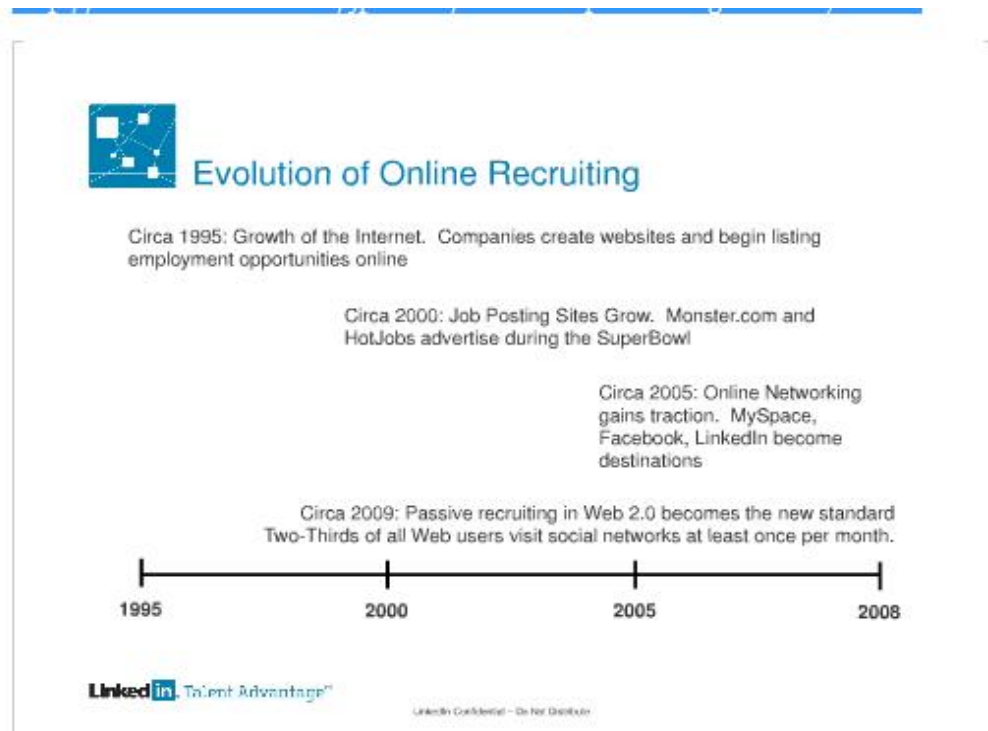


FIGURE 2. Evolution of Online Recruiting. About LinkedIn. 2009

As already stated there are over million daily users of Facebook in Finland (09/2010). Worldwide Facebook has got over 500 million users. Facebook has rapidly grown as the most popular social media site in the world and companies have also realized the opportunities of Facebook. All the time more and more companies are having their own Facebook-sites also here in Finland. Marketing in Facebook is already quite common in Finland but recruiting in Facebook has not been so popular yet.

In Finland Facebook recruiting and recruiting through other social media sites is not really common, at least not at the moment. It is still a hot topic and in the future I truly believe that we will hear a lot more recruiting policies happening trough social media. One case, which is commonly known in Finland is what happened with dockers in spring 2010. Dockers had their strike and harbors were about to close done and this was suspected to be really harmful for Finland's economical situation

and reputation in business wise. Then suddenly every media was talking about Facebook Dockers. (Facebook ahtaajat avaavat kaksi satamaa – Facebook doccers will open two harbors, 2010)

People recruited through Facebook, so-called Facebook Dockers, opened two Finnish harbors, first Kotka's and then also Loviisa's during dockers strike on March 2010. Over 2000 people were volunteered to do dockers work while they were on strike and Finnish first well-known Facebook recruiting was a huge success. (Facebook ahtaajat avaavat kaksi satamaa – Facebook doccers will open two harbors, 2010)

A recruiting company Kiitos made a research about recruiting and social media for Finnish employers during summer 2010. They got about 500 answers, mainly from smaller companies (1-10 employees, 28,3%). The results were quite interesting as almost 35% of companies said that they are using social media as part of their recruiting processes. The most common method was still using the company's own websites (76%), the second method is their current employees and grapevine (65%) and then mol.fi (57%) and news papers (55%). Even though that many said they are using social media as part of their recruiting, only 8 % claimed that the role of social media in recruiting is important. The role of social media was mainly seen as small, 35 %, and this reveals the fact that social media in Finnish recruiting process is still being just as an assistant tool, rather than the main tool for recruiting. (Korpi 2010)

TABLE 1. Recruiting channels used by Finnish companies. Adapted from Korpi, 2010.

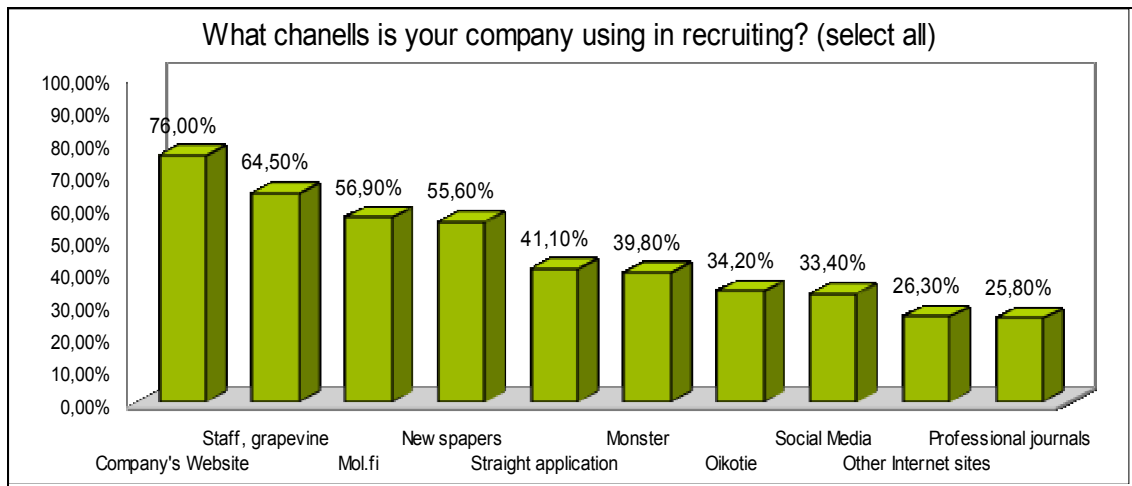
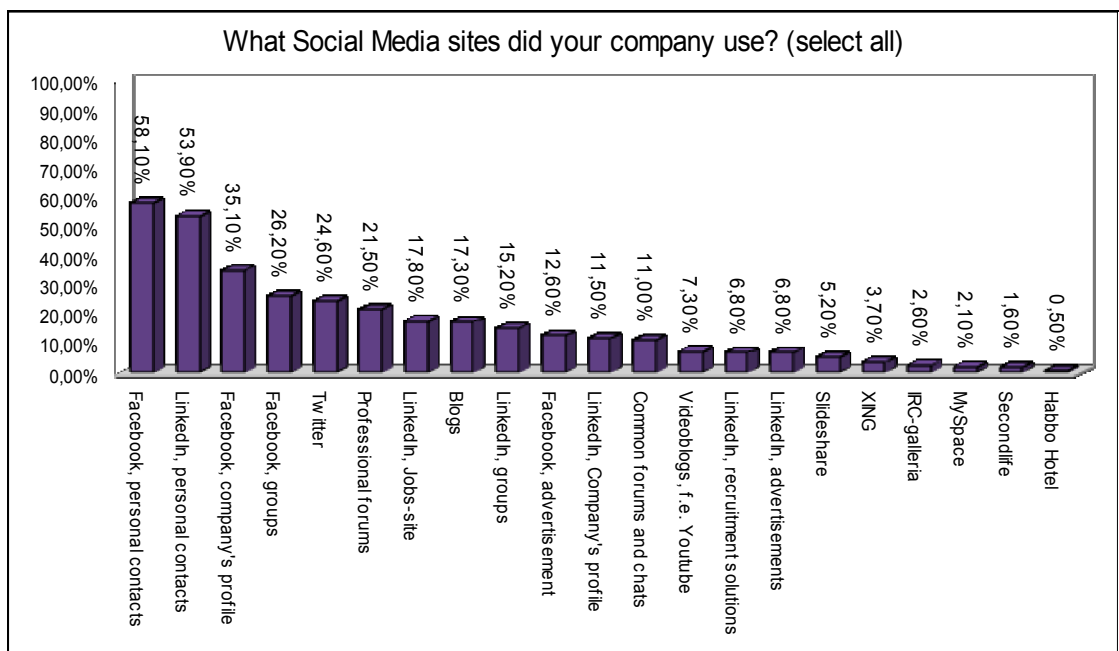


TABLE 2. Social media sites used by Finnish companies in recruiting. Adapted from Korpi, 2010.



In this social media and recruiting study Kiitos also asked how companies are utilizing social media in recruiting. In Finland social media seems to have an assistant role in recruiting processes and this also shows in these answers. The most common way to

use social media according to this study is using personal Facebook contacts (58%). Another common way to utilize social media is also using personal contacts on LinkedIn (53%). (Korpi 2010)

The most important fact revealed by the results (Korpi 2010) in my opinion still was the answers to the question: Did the company find that the usage of social media in their recruiting gave them some extra value for their recruiting. Every eighth answered that social media is not bringing any more value to their recruiting and every fifth couldn't tell. 27,5 % told that they found that social media is bringing some more value to their recruiting. 20,7 % said that it definitely is bringing more value to them and about 12% said that it is bringing a lot more value. Even though companies saw social media is bringing more value to their recruiting, only 8,1 % of the answered companies saw the role of social media as a recruiting channel being big or huge. Mainly companies saw the role of social media as small (34,6%).

Another valid point that occurred from the research was that the companies using social media as part of their recruiting did not see any correlations between the number of applications and the quality of applications when using social media in recruiting process. The problem was mainly due to the size of the company; smaller companies have got problems with getting a good number of good applicants and that is why more often smaller companies did not conduct a recruiting process at all, compared to bigger companies. (Korpi 2010)

2.3.1 Social media as part of the decision-making

The Career-Builder-study done in USA in 2009 shows that 45 % of employers are using social media sites to screen potential employees and 11% of employers are planning to start utilizing social media sites in their recruiting processes. From These employers who admit they use social media in screening out their candidates, 29 % use Facebook, 26 % use LinkedIn ,21% use MySpace, 11% search blogs and 7 % use Twitter. (Grawford 2010)

35 % of these employers admit that they have found on social media sites some content which made them decide not to hire that person. Here are the reasons why they decided not to hire candidates thanks to things they found from social media sites:

- Candidate posted provocative or inappropriate photographs or information (53 %)
 - Candidate posted content about them drinking or using drugs (44 %)
 - Candidate bad-mouthed their previous employer, co-workers, or clients (35 %)
 - Candidate showed poor communication skills (29 %)
 - Candidate made discriminatory comments (26 %)
 - Candidate lied about qualifications (24 %)
 - Candidate shared confidential information from previous employer (20 %).
- (Grawford 2010)

Some facts that recruiters assigned as information found on social networking sites that supported their decision to hire the person were:

- Profile provided a good feel for the candidate's personality and fit within the organization (50 %)
- Profile supported candidate's professional qualifications (39 %)
- Candidate was creative (38 %)
- Candidate showed solid communication skills (35 %)
- Candidate was well-rounded (33 %)
- Other people posted good references about the candidate (19 %)
- Candidate received awards and accolades (15 %). (Grawford 2010)

As you can see it is shockingly common that employers use social media sites in their recruiting also in cases where the candidates don't know it. This topic is mainly hushed and not studied in Finland as this is illegal to do in Finland. Finland is one of the only countries which have got this so called working life data protection law. This

law basically says that Internet searching with search engines in recruiting processes is illegal if you do not have permission from the candidate. It is also said in the law that personal information found from Internet profiles, like Facebook-profile picture are not necessary personal information for work relationships and so on it is illegal to look at personal social media profiles in recruiting processes. This necessary-aspect cannot be departed even with the permission of the worker.

This does not mean that these things do not happen in Finland at all. "These procedures are really hard to eradicate" says data protection commissioner Reijo Aarnio (2010).

2.3.2 Joberate

Kiitos have realized the opportunities that Facebook can offer in recruiting. Kiitos also realized the potential of growing and being innovative in this field as in Finland it is still a rare thing to recruit for example through Facebook.

Kiitos is going to launch a totally new and innovative Facebook application called Joberate. Joberate should be launched already in the end of the year 2010. Joberate's goal is to be in the future Facebook's Mol.fi site. The main idea is that companies can post their job advertisements to Joberate, and then the Facebook users can post their professional profiles to Joberate and apply jobs with the professional profile. The catch with Joberate is that as Kiitos wants the message spread through those million daily users in Finland, they have invented a fee-basis for Joberate. The idea is that if you recommend a job to your friend, he/she applies and actually gets the job, you will get a fee for linking your friend to this job. Also the person getting the job through Joberate will get a fee, so this is how Kiitos wants to make sure people are applying for jobs through Joberate, rather than some other methods. (Joberate – Yhteisöllinen työmarkkinapalvelu 2010)

Joberate is in my opinion a really innovative and fresh new way to recruit employees and apply for jobs. This could work out and revolutionize the recruiting field in

Finland. The key thing why it could work out is the fee-element. If Joberate will be launched so that lot of companies will post their ads there, it could actually work well. The problem may be that this channel is not suitable to all fields as Facebook is still being mainly used among young people.

3 RESEARCH

As part of this thesis the author conducted a research to collect primary data for Salminen & Tikka Oy about social media and recruiting. Primary data was conducted after collecting the secondary data for the theoretical background of the research.

3.1 The aim of the research and research questions

The aim of this Thesis and research was to find out if Salminen & Tikka should in the future use social media as part of their recruiting processes. Another aim of this thesis was to find out how social media can be used in recruiting and which ways would be suitable for small company working in sales and import business. The research questions were:

- Should Salminen & Tikka start utilizing social media in their recruiting?
- In what ways should a small consultant company operating in Finland use social media in their recruiting process?

3.2 Qualitative research

Qualitative research method is a method which aims to gather more understanding of the reasons, why and how the human is behaving as it is. Qualitative research does not just answer to questions like what, where and when, it really focuses on deeper information and understanding of behavior. Usually qualitative research is organized

so that there are smaller samples than in quantitative research method which contains usually large quantities of samples. Qualitative research then on the other hand gives more focused samples and answers. Qualitative research usually wants to find out the patterns behind actions. (Hirsjärvi, Remes & Sajavaara 2009, 160-162)

As already mentioned and discussed previously, social media is still quite a blur and changing phenomena so it is not necessary for this research to find out exact numerical answers about people's use of social media. These numbers and facts can be not valid anymore in next month. It is more timeless to know the reasons behind people's behavior and find out why they are doing what they are doing. This was the main reasons why in this specific study it was clear that qualitative research would be suitable method to choose.

Another reason is that in this research it was more important to find out in-debt information about this subject. With in-debt information Salminen & Tikka can make decision in long-term rather than just make decisions about this specific moment. If we know behaviors why people are doing what they are doing it is easier to look to the future also, even though we do not know any specific data about what the future holds for recruiting and social media.

3.3 Research method and process - theme interviews

"When we are researching humans, why should not we use the advance, that the researched could tell things about themselves (Robson 1995, 227)". Interviews are in that way a unique way to research, as you are in straight contact and interaction with the researched people.

There are various reasons why people use interviews as part of their research. Theme interview is a commonly used research method when you want to research questions which are not commonly known and there does not exist that much of information about it. Interview is also a great method when you do not know so much what kind of answers will you get and when the answers are based on the interviewed own

opinions. (Hirsjärvi & Hurme. 2008, 35)

These are also the main reasons why theme interview was chosen as a basis for the information seeking process in this thesis. Social media is a rather new and still blurry concept and it has become as a hot topic in quite a short time. It is also quite new idea to use social media in recruiting, especially in Finland which is the market focused in this thesis.

Salminen & Tikka also wanted the author to interview people that would be possible candidates who the company would want to recruit to them, meaning that these people should be business professionals working in sales or marketing. So as the aim of the research was to find out what these specific people think about this topic and find out their opinions and behaviors, theme interview was the right decision for this research.

3.4 Structure

After the right research method was chosen it was time to start conducting the process of the interviews. Firstly the basis for theme interviews was conducted and it was conducted so that the research questions would be answered through the questions. The interview was also done so that we would find out something new about people's behaviors behind their recruiting and social media habits. After conducting the interview basis, two test interviews were done to find out if the basis was working well. The test interviews went well and the answers wanted were reached, and the interview was going well and naturally.

Two test interviews went well and the feedback from interviewed was positive as well as the feedback from Salminen & Tikka as interviews were answering to the research questions and problems they had.

For the real theme interviews five people were carefully chosen. The reason why these people were chosen was mainly the aim of the interviews: to find out what

possible candidates for Salminen & Tikka, meaning sales professionals, think about this topic. The author chose five sales professionals as researched people, these five sales professionals were from different age groups. The background information of these people interviewed is:

TABLE 3. Background information of interviewees. Conducted by the author, 2010.

Interviewees	1, Male 28	2, Male 46	3, Female 35	4, Female 27	5, Male 26
Gender	Male	Male	Female	Female	Male
Age	28	46	35	27	26
Education	BBA	Commercial Institute	BBA	BBA	BBA
Current job	Sales Manager	CEO	Sales & Export Assistant	Sales Manager	Terr. Sales Representative

The theme interviews were conducted as one-to-one interviews so the interviewees would really say their thoughts and instant associations about discussed topics. It was important that their thoughts would not be lead by some other's opinions. The whole interview can be seen as an appendix for this thesis (Appendix 1.), were the author have opened one of the interviews from word to word. In the results part the author focused to the most important and valid points in answering the research questions. Interviews were all conducted during October 2010. Interviews took approximately 30-45 minutes. The author transcribed interviews during the interview process.

4 RESULTS

Analyzing, interpretation and making conclusions are they key processes behind research and all other actions are pointing to this goal. In analyzing the results the researcher finds out the answers to the research questions. (Hirsjärvi etc. 2009, 221)

The main idea of these theme interviews were to answer to research questions; find

out if Salminen & Tikka should start using social media as part of their recruiting, and if so, in what ways. The whole interview base and people chosen for interviews was done according to this aim and goal. The interview base was conducted so that first the interviewer and the interviewees were talking about social media as its own. The goal was to find out the reasons behind their activities, why they are using or not using social media? What is it that makes them go to social media sites all over again?

After social media section were questions and discussion about recruiting processes and job-seeking. In this section the author also concentrated on finding out the behavior and reasons behind their processes and actions.

In the last section of the interview the theme was to integrate these previous two topics and discuss and talk about social media and recruiting. The aim was to find out if these people had previous experiences about recruiting in social media environment and what thoughts do they have about it. Also in this section it was focused to find out why they think what they think about this topic. In this section the interview also focused little bit to the future, as it was possible. When talking about social media it is really hard to look to the future. The whole upcoming of social media has happened so fast that some drastic changes can of course happen in a fast phase also in the future. Interviewer told these people about upcoming application called Joberate and asked their thoughts about it. Interviewees were also asked their thoughts about the future of recruiting and social media.

4.1 Results - Social Media

Social media has been a hot topic for last few years in medias around the world and this word has become familiar to all most all of us. This new phenomena has been talked about for couple of years now and the hype does not seem to end.

Definition social media was also familiar to all of these five people interviewed, and all of them were aware of the hype around this topic. As already mentioned, the definition is not as clear and one-dimensioned as the hype around it. Specialists are

having difficulties actually deciding which channels can be categorized under this definition. One thing is for sure, Facebook is definitely categorized as social media channel. These facts were also reflected on the answers of interviewees.

In these interviews interviewees were also asked, what do they think social media is, to find out what they think this definition means? To all most all of these five sales professionals it was hard to actually define the word. It was easier for them to tell examples of social media sites. All of them started their answers with examples and the most common answer was really basically just saying that social media is platforms like Facebook. Interviewees all mentioned Facebook in defining the meaning of social media. Interviewees were aware of other platforms also but did not come up with many of them. Only one of them actually tried to define what social media actually means.

This describes really well the fact that Facebook is overwhelmingly popular in Finland, there is not anything like Facebook. It seems to be even a bit hard, at least for these people interviewed, to actually keep these two things separately. During the whole interviews it seemed that for almost all of them these two words become almost like synonyms. When interviewees were asked their thoughts about social media they usually gave answers and thought about Facebook. This is of course understandable and expected as almost all of the social media experiences these people had were from Facebook.

Already from the second question of the interviews the author could make some assumptions about the role of social media as a recruiting tool. It is really important to find out what is the target group of that job, who you want to see your advertisement. From five people interviewed only four of them used social media in the first place, but not all of them.

Male 46 said (2010): "No, I'm not using social media sites and I promised to my son I will never do so". Already this question reveals the fact that choosing social media as the only marketing place for recruiting excludes some parts of maybe potential

candidates away. For some occasion it might not be a problem. In case of Salminen & Tikka, where they have to hire good sales professionals for long-term jobs according to this study it would not be recommendable for Salminen & Tikka to use only social media as their recruiting channel.

Mainly known and used Social media sites that popped out from the interviews were naturally Facebook and Youtube. Some of the interviewed also were using Skype, Messenger, LinkedIn, Twitter. Also Xing was mentioned.

Mainly these people were using social media to contact and stay in touch with their friends and relatives. The reasons behind going to social media sites were mainly curiosity and the easiness of using it. The main reason behind going again and again to social media sites, all candidates mentioning it, was definitely curiosity; it is fun to see through updates and pictures what friends are doing. "It's really the curiosity, nothing else" said Female 35, really crystallizing the reason behind social media usage of these people.

Social media sites, mainly meaning Facebook, were seen really as tools to stay in touch with people. No one of these people interviewed used social media for playing games or used for example different Facebook applications. Only Youtube was used as an entertainment tool and videos were mainly watched as an entertainment purposes. Youtube was also used in educational way, and two of these people had watched some videos from Youtube to gain new information about topics they were studying or had to learn because of their work.

Interviewer also asked interviewees' opinions and thoughts about social media platform called LinkedIn. It was important to also include LinkedIn to this research as LinkedIn is at the moment the most commonly known professionally oriented social media site in the world. Even though LinkedIn is not the most popular social media site in Finland it is still widely used in some circles, especially in business world. Salminen & Tikka has been also interested in using LinkedIn more actively in the future and it was also important for them that LinkedIn was included to this research.

As some of the interviewees were not using social media sites naturally LinkedIn was not familiar to all of them. On the other hand, all of the interviewed people who used social media were more or less familiar with LinkedIn. This gives as a small hint about the fact that LinkedIn is really familiar in business world. Even though LinkedIn was familiar to these people only one of them was actually using it.

As three of interviewees were familiar of LinkedIn but were not using it it was natural to ask them if they would maybe use it in the future. All of them had thought about maybe starting to use LinkedIn in the future, especially if job-seeking would be more current process for them. LinkedIn was really seen as a great assisting tool for job-seeking and the potential of net-working through LinkedIn was really seen as an appealing addition to traditional job-seeking.

4.2 Results - Recruiting

In the interview process the interviewees were also asked questions about recruiting, where do they hear or look for jobs and why there, what is it that draws their interest towards some specific jobs etc. The main channels where these people were looking for jobs were:

- Mol.fi
- Monster
- Newspapers
- Grapevine
- Oikotie.fi

Four of the interviewees mentioned Mol.fi, Monster, Newspapers and grapevine as channels they use in job-seeking. Oikotie was mentioned by three interviewees. Male 46 told that he had never looked for a job, all had come to him through grapevine or mainly he was asked to the positions. All other mentioned Monster as their main channel in looking open vacancies.

The reason behind their actions, why they are choosing these specific channels to seek for jobs was simple, it just feels that these are the places where there are the most of applications and those are just natural places where to look for them. "Those are the ones I know and which feel that there are most of the applications and the most recent ones" said female 27.

So this shows that there are already places and channels where people know to look for jobs if they want to. There are actually various channels, which are also good and very inclusive ones for those people who are actively seeking jobs. Adding a new, traditional channel like these is maybe not necessary, at least looking at the results of this study. But the catch is to get the advertisement and the message also to those people who actually are not actively looking through job applications. This is also an advantage of social media. There are a lot of people who already have a job, but at some point would be interested to have some new challenges on their careers. Social media could be potential way to promote jobs also to those people.

Male 46 said in the interview that the reason why he chose to change a job when he was offered he's current job was just the will for changes. "I had seen and done everything in my previous job, I felt there was not room for me to improve and to get new exiting challenges, this job gave me those" said male 46.

The best sales professionals usually are already working and they are not actively looking for jobs, this does not mean that they would not apply one when they would see a very appealing and interesting job opportunity.

In the study it was also important to know little bit about the reasons why interviewees are applying some jobs and not applying others. When asked the reasons why some specific jobs are appealing to them it was surprisingly hard for them to name the appealing aspects. After while interviewees named of course obvious things like the job specification, requirements, is it full-time job and also do they see that they can proceed in their careers in that vacancy. Many of these people

were just systematically going through all job advertisements in specific area and looking then more information for titles which seemed interesting and appealing to them.

As nowadays it is surprisingly hard to actually find a job that fits to your profession, skills and desires, especially in field of business it seemed that actually these people were pretty much just looking what is required. In cases where they thought they fitted to those descriptions and the job had something to do with their specialties, they would apply it. Also talking with other people looking for jobs in business fields the author has faced this same issue, especially among young people If the expectations of the company fits to them, they are interested. Actually job-seekers especially young ones in business fields did not have too high expectations themselves about the job.

It was also for the interviewed people a bit hard to name the aspects which are turn-offs in their job-seeking. Many of the interviewed had actually a bit contradictory thoughts, especially considering sales jobs. It is normal for them that the salary consists of the basis and the provisions. It is just always hard to know in advance if the product you are selling is actually sellable or not and this is why it would be for them important that there is a salary basis which gives them the basic comfort about their incomes. 26 years old sales representative told that of course naturally in all sales jobs there is always a small fear in the back of your head about the incomes, as you can never know in advance if you can sell the product or not. So according to these people the ad should somehow include some specific information that the product is sellable. Then the ad would be really appealing.

On the other hand old clichés about competitive salaries and best products were really seen as not appealing and actually forbidding. These clichés were reflected to phone sales jobs. This means that in the advertisement the company should show some valid facts, not just give promises without any info backing it up. Phone sales jobs were a negative thing for all of these people and they were not interested if the ad said that this job would somehow be related to phone sales.

4.3 Results – Social media and recruiting

Career-building study done in U.S.A in 2009, a study about employers' usage of social media sites in recruiting, revealed that 45 % of employers interviewed looked social media profiles of their job applicants. 35 % of these employers told that they had actually made a decision not to hire a candidate based on the content they found on social media profiles (Grawford 2010). Even though these kinds of actions are illegal in Finland it is also reality in Finland.

The author told to people she interviewed about Career-building study and wanted to know their opinions and thoughts about its results. The purpose was to find out do they think about their future or current jobs when updating their social media sites. It was also important to include this part to the research as with this information it could be analyzed how these people see the role of social media. Do they think about working-life during their usage of social media at all? Do they see the link between these two things? This reveals if it is easy for them to already see these two themes together or not. Through this we can analyze if recruiting through social media would be suitable to their thoughts and acts at the moment.

All of the interviewed people, who were using social media, were aware of these circumstances. All of them were aware that social media sites are not just places where you can post anything that pops to your mind. All of them were actually already little bit on their toes about what they were posting to their social media profiles, mainly meaning Facebook. All of them had had thoughts about their friends' post and pictures and questioning why they are posting those to publicity. "I have a rule that everything that I have to think, is this wise thing to post to Internet, I do not post it" said Female 35.

All of the people interviewed had somehow heard or seen recruiting in social media sites. The ways they had seen were mostly personal status updates on Facebook, advertisements on Facebook and opportunities offered through their personal contacts in LinkedIn. Status updates were surprisingly popular as all of the

interviewees who used social media, had seen those. For small companies personal contacts seem to be really valuable and social media is already used at least in that sense to support recruiting acts.

Status updates have become more and more popular way to promote also urgent needs of different fields, also recruiting. As people have already a lot of connections in social media sites like Facebook, why should not they utilize those? For urgent needs Facebook is of course ideal as it is real-time and your posts about your needs will be shown immediately to your friends and fans.

One Facebook recruiting in urgent matters in Jyväskylä got also a lot of attention lately, when Jyväskylä's football club JJK had serious problems with snow. The game was going to be at 2 o'clock but during the night and morning the stadium was covered with snow. JJK posted an ad on their Facebook site saying that they need seriously help to shovel the snow off from the field. Otherwise the game would be cancelled. About 40 people came to help them and thanks to these volunteers they were able to play to game. For this kind of recruiting Facebook and other social media sites are of course optimal and ideal, as no other recruiting channel is so current and real-time. This kind of actions and fast-phase recruiting needs were also familiar to interviewed people and most of their experiences in recruiting through profile updates were similar to this action.

One way to use social media in marketing and recruiting, which came also across from the interviews, is using the traditional way and post advertisement on social media sites like Facebook. One very positive thing in posting a Facebook add is that you can really specifically limit the target group you want to target your add. These limiting facts can be things like age, hometown, interests etc. You can target the ad to people who are interested in things that you value from your workers but still, does these methods give any more value to your recruiting and give more positive results? Female 27 had also realized these opportunities and also had used Facebook advertisements in their company's purposes.

Downside of these Facebook advertisements is that those might have small reliability-problems. Couple of the interviewees also mentioned that as many of the ads shown on Facebook are spam-ads, the other ads are of course naturally affected by this even though there is nothing on the ad itself causing unreliable or unprofessional thoughts.

In the end of the interview the topics also focused little bit to the future and new, upcoming Facebook application called Joberate was also included to the discussions. Joberate is a new application from Finnish recruiting company called Kiitos. The idea behind Joberate is that companies will post their open vacancies to Joberate-site and users can download their professional Facebook profiles and send applications to open vacancies to Joberate. The catch behind Joberate is that users can also link these ads to their friends whom they think would be suitable for that job. If that friend actually gets the job, the person who linked the ad will get a fee. Interviewer asked from these people, what they think about this kind of application, is it needed, does it sound interesting and would they see themselves using it.

All most all of them were questioning little bit about the execution of Joberate and how would it actually work out, or would it work out in the first place. If the application would work out properly, there would be a lot of applications in there, these people could see them using the application. Female 27 was little bit doubtful in company's perspective and thought that the wastage of this kind of recruiting tool would be too huge and that's why it would not be appealing to use.

Interviewees were also questioning little bit about the fact if this application would be suitable for all fields. Male 26 crystallized the thought of interviewees when he said that maybe a business professional would not proudly tell out loud that he/she got the job from Facebook, as it sounds a bit unprofessional.

"First thing that comes to mind is that it doesn't fit together". Answered female 35 when asked about what she thinks about social media and recruiting together. Facebook and almost all of the social media sites are primarily done for private life

and free-time activities. Also Finnish working life laws are actually quite controversial as it says: personal information on Internet, like Facebook-profile picture is not necessary personal information for work relationships so it is illegal to look at personal social media profiles in recruiting processes. This necessary-aspect cannot even be departed with the permission of the worker.

All of the other people interviewed said that they see the potential in social media also in recruiting wise. Their thoughts were that in the future social media might be a common way to recruit people. All of them also said in some point they could maybe use social media for either to recruit people or for job-seeking. The point is that at the moment none of them were actually using it in recruiting or job-seeking related matters. Also interviewees did not really know how they could utilize it in job-seeking, otherwise than using their personal contact on social media.

So as we can see, all most all of us seem to realize the potential of social media in recruiting processes, but what are we waiting? Companies may be using social media in their recruiting but still mostly as an assistant tool and through their personal social media contacts and net-works. The world seems to be waiting for that new innovation that gives companies more opportunities for using social media in their recruiting operations.

It was easy to realize through the interviews that as we can see, nowadays all most all companies are using Internet as a basis for their recruiting. Using paper applications have become old fashioned. This revolution happened actually in quite a short matter of time, suddenly all of us were using emails, and companies had their web pages. So recruiting has changed dramatically during this century and it is a normal thing for us at the moment. So why could it not switch its direction again? This time the direction just would be towards social media. The problem seems to be that we need some kind of booster that could fire off this revolution.

5 CONCLUSIONS

5.1 Summary of the study

As it was already mentioned in the research done by Kiitos that usually social media is in Finland seen as an assistant tool for recruiting and in my opinion at the moment that is the best role for it. Especially for smaller companies I do not see that social media could be the only recruiting tool, at least so that it would give better results or some new value for recruiting procedures on its own. It is of course totally different case for big companies having thousands of fans on their social media sites, but for smaller companies it is always harder to get the message through, no matter what is the media they are choosing.

For Salminen & Tikka I would recommend that they would start utilizing social media as part of their recruiting through personal contacts on social media sites. I would recommend them to use personal contacts mainly on Facebook and LinkedIn. In Finland other social media sites are really not so common so it is maybe not convenient to start utilizing other sites also. Facebook is the most common social media site used in Finland so this is why I recommend them to start utilizing Facebook through their personal contacts. LinkedIn is still not so familiar platform in Finland but as Salminen & Tikka is focusing on sales and export business LinkedIn would be also suitable for them. Through professional conversations from LinkedIn you can get to know different professionals from this field and so on find valuable new links and connections which can help a lot during recruiting processes. LinkedIn is also known as its professional touch so people using it are already familiar with recruiting through it. This is why these people, actively using LinkedIn, are probably more alert to job opportunities occurring through social media. These channels were also the main channels Finnish companies are using in recruiting through social media (Korpi 2010).

Personal contacts can be valuable also in recruiting, not just for job-seekers but also

for the companies recruiting. You do not know what kind of professionals do you have as your friends and it is worth of trying also to post for example a profile update about open vacancies in your company. Especially for small companies this is recommendable. As already mentioned, cost-effective recruiting is crucial and really important as finding out the right people to organization without spending fortune while doing it, is a key to success. If you already know that the candidate has been doing excellent job and you know that its performance has been meeting the expectations, the risk for recruiting this person is not as high as recruiting a new person to your organization. Salminen & Tikka has also realized this and have already used their personal contacts in their recruiting and it is recommendable also after this study to continue to utilize these valuable links and contacts.

It has to be also remembered that even though your personal contacts and people you know would not fit to these standards you want from new employees or they are not interested, it does not mean that the information would not be important to forward to them also. As Daryl Rother said (2009) these people might have some friends or relatives who would be interested and suitable.

Social media can really offer a solution for promoting the jobs also to people who are not actively seeking for job opportunities. Social media has got a huge potential also in recruiting wise and we all can see it. Facebook for example has got over a million daily users in Finland, which is unbelievable. We can see the potential but still, the actions are missing. Companies have tried to utilize Facebook in their recruiting but they have not got great results from it. As Salminen & Tikka is also small company the study done by Kiitos really reveals a lot to them also, as others have not gotten any extraordinary results it is unlikely that they will.

Connie Stamper also mentioned in her article *Common Mistakes Companies Make Using Social Media Tools In Recruiting Efforts* (2010) that one of the main mistakes companies do in recruiting through social media is that they use it as its own. Social media can be valuable asset in recruiting but Stamper also says (2010) that companies sometimes tend to think that social media can replace the common

interpersonal interaction between humans.

Yes it might be possible to find a great employee through professional forums or blogs, but when we are talking about hiring probably even 40 people the case is totally different. It is really unlikely in my opinion to find all those people through that kind of medias as the percentage represented in these medias is rather low. As it is a given fact that the resources that Salminen & Tikka has for recruiting are limited it is not in my opinion worth of trying these channels as the main channels to promote open vacancies. Already the statistics tell us (Study done by Kiitos) that the extra value that Salminen & Tikka could get from using social media is small. It is not profitable to use a lot of time for operations which at the moment does not seem to give great results. This is in my opinion the reason why social media should definitely be only an assistant tool for Salminen & Tikka in their recruiting processes.

You might be wondering, why should Salminen & Tikka use social media then at all in the first place? Well firstly, when its being as an assistant tool it does not require too much of the resources and it can sometimes still give as some positive things. The main reason still in my opinion is the fact that when this booster comes and recruiting through social media hits through, Salminen & Tikka will be ready to act quickly and will be in the first line utilizing it. And I am definite that this will eventually come.

5.2 Ideas for further studies and research subjects

Social media is still a changing phenomena and this study was conducted with the facts existing at the time of study. For example Facebook itself gets 700 000 new members every day. This means that the facts presented in this thesis are not valid for a long time and this is why social media and its development is always a good topic for further studies.

This thesis and research was also conducted so that all the results were mirrored in a perceptive of a small consulting company located in Finland. As mentioned earlier it

is really different for big companies to utilize their social media sites in recruiting. This research did not want to answer questions in perspective of big multinational companies and this subject can be studied in further researches.

Habits in Finland and for example in U.S.A. or even in Germany are rather different also in the field of social media and recruiting. For example in Finland only Facebook has become really popular but in U.S.A. as there is a huge population there are also a lot more users for different platforms and applications. In Germany platforms like Xing have become popular and should also be included to studies. Even though in this research the author has presented some fact also from worldwide perspective, to crystallize little bit about where social media and recruiting could also be heading towards in Finland, these results cannot be totally utilized in other countries. Further studies could be done about this topic focusing on other market areas than Finland.

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APPENDICES

Appendix 1: Interview 4, between Interviewer Sanna Pitkänen and interviewee female 27

Gender: Female

Age: 27

Education: BBA

Current Job: Account Manager for German-speaking countries

Sanna: Firstly, are you familiar with the word social media?

Female 27: Yes, I Am.

Sanna: If you are thinking about social media, what comes to your mind?

Female 27: Well, there are couple of sites that come to my mind. Privately I use Facebook, and also professionally I use Facebook, Twitter and Xing, which is like Facebook for professionals and also LinkedIn. That's about it.

Sanna: I have heard about that Xing, I think it's more popular in Germany?

Female 27: Yes, It is. It is like professional Facebook, people have profiles where they are telling more professional details, like where they went to school and where they have worked.

Sanna: Yes, like LinkedIn?

Female 27: Exactly.

Sanna: I don't know why it isn't so popular in other countries.

Female 27: I think they are now trying to spread it out to other countries as well, but I don't know any people outside of Germany who would be using it.

Sanna: So you already told about what social media sites are you using, so what is it that you look from those sites? What do you do there?

Female 27: Privately it's just keeping in touch with people. Sometimes I also look some events from there, which are held in Jyväskylä or in Helsinki. And I also use it for car-sharing, as I go often to Helsinki, there is a group where people can offer a ride, so I check that also sometimes. Those are the main reasons why I go there.

Sanna: Do you use any applications, like games there?

Female 27: No, I don't use any games or other applications there.

Sanna: So what is the catch then, why do you keep on going there?

Female 27: Curiosity, it's mainly just being curious about what's going on in other people's lives. And as I said, sometimes for specific reasons like if I go to Helsinki I check those groups, but usually it's just curiosity. Mainly I'm there in daily and just checking through the updates.

Sanna: Yeah, that is the common way to use it I think. So those were the questions about social media, if you have some thoughts about it later on you can of course add those, but now let's discuss little bit about recruiting. So previously when you have been looking for jobs, what is it that you look for? What makes you to apply that specific job? What is appealing to you? For example thinking about your current job, what was interesting on that?

Female 27: Well, for my current job, I just got it basically as being in the right place at the right time. I got it when I was in job-trade fare in Paviljonki, and there I met my current boss. But usually if I browse through job applications in Internet I just first look at the titles of the jobs. Then usually I of course look at the location, usually I look, for example I browse Helsinki and then I just look all the jobs available in Helsinki and look through the titles if there is anything interesting.

Sanna: Ok, so just basically the location and the job itself are the key things in the ads for you?

Female 27: Yes.

Sanna: So when you are looking through those ads, are there things that are totally not appealing to you?

Female 27: For me, I wouldn't be interested if I can see that it is a phone sales position as that is something that I'm totally not interested in. That is basically it, I cannot think about any other things that would be not appealing to me.

Sanna: Okay, how about, for example for many BBA's the salary is a key thing also. In sales jobs as there is usually some provision, do you look those, is that not appealing to you if the salary isn't certain?

Female 27: No, In my current I have a basic salary and I get commission about what I sell. So if it's a sales job, I think it's natural and ok.

Sanna: So if you would now start to look for jobs, where would you look?

Female 27: Usually the most common sites that I browse are Monster, then the Jobstep-site for students, Mol.fi sometimes and other than that, sometimes I see job ads in newspapers and their web pages, like Helsingin Sanomat.

Sanna: Ok, have you heard from people you know about open vacancies?

Female 27: It happens rarely, as the job situation anyway at the moment it's not the best one, so that's happening very rarely, but sometimes somebody recommends be a job but then also that person read it in the newspaper or saw it somewhere else and lets me just know about it.

Sanna: So those medias you told you would be looking for a job, why those?

Female 27: Because those are the ones I know, and I think that those have the most job ads and the most recent ones.

Sanna: So what was it in this job you are having now, what was the thing that made you want that job?

Female 27: Basically, I was looking for a job, so I was actively looking for a job. Then in that fare I heard that they were looking for person who could speak German as they are getting a lot of questions from German speaking countries, so I saw a opportunity for myself there. And also why I was very eager to get that job, was that I knew that this company was very young and energetic work atmosphere, and I also knew their product already and I really believed already to that product.

Sanna: Yeah, that's nice that you really got a job that you were keen to get. Those wore my questions about recruiting itself, so I will now ask you some questions about these topics together. So have you ever seen or heard about recruiting through social media channels?

Female 27: Every now and then, as I'm following Twitter and Facebook advertising companies, I have seen status updates that they are looking for an intern or something like that, so I have been running in to those, yes.

Sanna: In Facebook and in Twitter?

Female 27: Yes, and in Twitter there are also these recruiting services that you can follow that particular twitter account which is only about open jobs. So you will get to your Twitter account updates about those jobs. Also actually on Facebook, the advertisement agencies that I follow, they post those also.

Sanna: Are they located in Finland or?

Female 27: They are located in Germany.

Sanna: Yes, as I thought it is still quite rare thing In Finland.

Female 27: Yeah, that's right.

Sanna: So, what do you think about the fact that companies utilize social media also in recruiting? For you, does it ring any bells, like would you think it is not that reliable or something like that?

Female 27: I actually think that it is a good addition for recruitment. I don't think it should be the only channel where they are looking for people but I think it is really a good addition. If you think about for example a Twitter or a Facebook account, the people who are following those are already interested in that particular company. So if you for example post that you are looking for a marketing manager, or an intern etc., you can make sure that only those people who are interested in your company get to read it. So I think that yes, it is a good addition, if you have a good twitter account or Facebook page with good amount of followers it is worth of using it also for recruiting. The other thing is of course that on Facebook you can also post ads. I have tried that also for our company, not for recruitment but for marketing, and what I like about it is that you can target it very well. You can really target it down to hundred people it you want to, by clicking that I want this ad to be shown to people who are interested in marketing, or who are living in Jyväskylä area, or something , you can target it really well. So the wastage is really low so that is also a good addition.

Sanna: Yes, that's true. So, I will now tell you little bit background information for this next question. In U.S.A. , there has been done this Career-Building study to employers in year 2009 about their usage of social media in recruiting. And about 45% of these employers had used social media sites to screen the candidates and 35 % of those said that they had find out some information on Facebook or other profiles that made them not to hire that person. That is a quite a big percentage?

Female 27: Yes, it is.

Sanna: This is actually illegal to do in Finland.

Female 27: Ah, okey!

Sanna: As you cannot base the hiring process to personal life matters which are not related to that job requirements.

Female 27: But it's kind of hard to find that out!

Sanna: Yes, as you can imagine, it is rather hard to point this out, so it happens also in Finland. So do you ever think about your future or current jobs when posting things to social media?

Female 27: Not so much about the future careers, but the current one yes. As all my colleges are my friends on Facebook I would never post things like: What a boring work day, or something like that. It would be of course a stupid thing to do. I have gotten a bit more sensitive about posting my whole life to Internet, because I have realized that actually for example in your Facebook wall you can really go down to the day you entered Facebook. Really, everything is still there, everything, that's like three years now. So if somebody wants to know what you have been doing for the past three years it's all there, day by day. And I think that that is something really scary. So I have become a bit more sensitive about that and I have restricted my

privacy in there. I think that some people are spreading out their whole life a bit too openly. Because the internet doesn't forget anything. It is really hard to delete anything in there; you can't for example even delete your Facebook account. You can do it like so that it is not showing anymore, but then later on if you want to re-enter it, you just put your email address and boom, everything is there again! So I think in some ways that is really scary. So I think that it is really important to also think about that aspect.

Sanna: Yes, I know. I just saw a document where two men got one hour time to find out information about this Finnish lady and they found everything, really everything. Social security numbers, where does she live, phone number, where has she been.

Female 27: Yes, this would never happen in Finland but a friend of mine has a friend in Mexico and he was actually threatened to kill one time and all of those information was actually gotten from his Facebook site. And so he is now having a fake name and so on on Facebook.

Sanna: Wow, that's really scary! There have also been some robberies in Finland based on Facebook, like people have posted that hey I'm going to be off for two weeks and then someone has robbed them.

Female 27: Yeah, that's it, people don't really think about things when they post that kind of things to their profiles.

Sanna: Yep! So then I have also some more background information for this topic. There is this Finnish recruiting company called Kiitos, who is using a lot social media in their operations. They are now launching, already during this year a new Facebook application for recruiting called Joberate. The idea is to be Facebook's Mol.fi. So companies can post ads there and then users can add their professional profiles and application there. The catch of Joberate is, that there is also a fee included to this application, the thing is that if you would post a link to your friend about a job that would be good for him/her, and this person gets the job, you will get a fee from it. So what do you think about this, do you think that there is a need for this kind of application, is it interesting? Would you think of maybe using it in the future? What do you think?

Female 27: If I would have a company and I would be recruiting, I think I would not want to use that service, as I would think that the wastage would be too huge. As anybody could forward or link that and as we know there are zillions of people in Facebook and there are also zillions of stupid people in Facebook. You know there isn't a possibility to filter that so well, and I think that you would get a lot of useless applications. Yes, the idea is kind of good, and it doesn't really surprise me that somebody got that idea and is trying to make money out of it, but it depends on how they actually do it, execute it. If you could actually filter that somehow, like only people age over 22 could link that, or people living in this area could link that or something like that, so the wastage wouldn't be so huge.

Sanna: If you would be looking for a job, would you use it? If it will success and there

will really be ads.

Female 27: Yes, If I'm looking for a job, I could look through it, why not.

Sanna: How about, if you would see an add that for example company is looking for a nurse and you know your friend who is a nurse is looking for a job, would you link that add to that friend?

Female 27: Yes, for a good friend yes.

Sanna: Because of the money?

Female 27: No, not because of that. I would do it for a good friend without getting any money.

Sanna: For people you know well?

Female 27: Yes, I think I would do that.

Sanna: Okey. So finally couple of questions about LinkedIn. You already mentioned that you were familiar with LinkedIn. So do you have a profile there?

Female 27: No, I haven't got familiar with it yet personally. As I'm using this Xing, I have been figuring out that do I really need two of these professional social media profiles.

Sanna: So you are not yet sure if you would be suing it in the future?

Female 27: No, not sure yet. Maybe I will after I have got more familiar with it. The idea that I have about LinkedIn and Xing is that those are mainly job-hunting things, that you would basically find jobs through networking there. So in the future maybe if I would have to start actively look for job that would be probably one thing that I would try.

Sanna: Yes, why not try it also. So that was basically the questions I had, do you have something on your mind you want to add, or discuss about?

Female 27: Hmm, no, I think not.

Sanna: Okey, well thank you a lot for your time!

Female 27: Thank you.