



# Customer Satisfaction and Digital Strategy

Total-Henkilöstöpalvelut Oy

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## **ABSTRACT**

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Excellent service pays off because it creates true customers who will use the company's services again and praise it to others. Customer satisfaction is the leading indicator for measuring customer loyalty, for identifying unhappy customers and for increasing revenue. It can also differentiate a company in a competitive business environment.

The aim of this study was to measure a mid-sized recruitment company's customer satisfaction in customer service, contact methods and digital services to give the management a clear view of the company's customer satisfaction level and to identify the important development points. The data was collected by a web-based questionnaire survey which was sent to 156 customers from three cities via email. The customer satisfaction survey was based on SERVQUAL and NPS models and the gathered data was analyzed with descriptive statistic and content analysis.

The results indicated that the overall level of customer satisfaction of the company is very high. 91 % of the respondents stated that they somewhat or fully agree that the company performs their service reliably. More than 78 % of the respondents stated that they somewhat or fully agree that the company serves their customers with knowledge, confidence and caring attention. 87 % of the respondents have been somewhat or very satisfied with their willingness to help customers and 56 % have been somewhat or very satisfied with their communication materials e.g. digital services.

The findings suggest that the company has been successful in building trust and long-lasting customer relationships with their current customers. The main development areas should be the consistency of the customer service and the growth of digital presence towards gaining new customers through digital marketing. The recruitment business has a lot of competition and it is important to stand out from the competition. In the future the company should also continue to measure and monitor customer satisfaction regularly in order to develop their operations and succeed in the competitive business.

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Key words: customer satisfaction, customer satisfaction survey, digital marketing, digital strategy, recruitment

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**ABBREVIATIONS AND TERMS**

B2B	Business-to-business
B2C	Business-to-customer
NPS	Net Promoter Score

## 1 INTRODUCTION

In modern marketing customer satisfaction is a fundamental notion. Customer satisfaction is considered a key driver of customer loyalty and bottom-line financial performance and it is acknowledged as the most important marketing metric in many organizations. When starting the analysis of comprehending customer satisfaction, it is important to understand its framework in the mind of the consumer. Customer satisfaction is a derived outcome, where the customer compares the value that they believe they received against the level of value that they expected to receive prior to the purchase. (Fripp n.d.)

This thesis is a marketing research about the business-to-business (B2B) customer satisfaction of Total-Henkilöstöpalvelut Oy. The company commissioned a customer satisfaction survey in order to research the customer satisfaction level and help them with finding the development points. The need for this kind of research occurred as Total-Henkilöstöpalvelut Oy has never conducted a customer satisfaction research to their business customers before.

The main objective for this thesis is to gather information about Total-Henkilöstöpalvelut Oy's customer satisfaction in order to get a clear picture of the quality of the company's performance in different service dimensions and how they could improve their customer service level. With those results the objective is also to find improvement segments in their digital services, so they could serve their customers in areas they want to be served and answer to their needs better.

The research is conducted as a mixed quantitative and qualitative research. The data for the research is collected with a web-based questionnaire survey using Microsoft Forms, the online survey software tool. The survey is based on the customer satisfaction theories SERVQUAL and NPS (Net Promoter Score) which are presented in the following chapters. Statistical data is processed with excel and the qualitative open-ended questions are analyzed thoroughly. Recommendations for development are made based on this research and relevant studies on digital marketing.

## **2 THESIS PLAN**

This thesis plan introduces the reader shortly to the topic, objective and purpose of this thesis. It will also explain topic related concepts and theories which will be used for this thesis. Working methods, the data gathering, and the structure of the thesis are also briefly explained.

### **2.1 Thesis topic**

This thesis will examine the overall business-to-business (B2B) customer satisfaction for a mid-sized recruitment company. The examination will be made to current and previous customers for the past ten years that the company has been running. The company operates in Finland and has offices in three cities: Kuopio, Jyväskylä and Tampere and the thesis will examine the overall satisfaction and also differentiate the satisfaction levels between the cities.

The thesis is examining the customer satisfaction because the commissioner wanted to find out why their customers use their services; what could they do to make the service better and how should they develop their digital services to most efficiently serve the customer. In recruitment business there is a lot of competition, so it is important to stand out for the business to stay profitable.

Customer satisfaction is a powerful strategic business development tool. It is most often related to loyalty and retention behavior with a positive effect on a business's profitability. Satisfied customers constitute the foundation of any successful business as customer satisfaction derives to repeat purchase, brand loyalty and positive word of mouth. Customers that are satisfied with the service they receive are more likely to share their experiences with perhaps five or six people, but dissatisfied customers are more likely to tell another ten people of their poor experience. Even a difference between a totally satisfied customer and a somewhat satisfied customer can lead to an increased revenue contribution. (Haafte 2017.)

## 2.2 Thesis objective, purpose and research questions

The objective for this thesis is to find out how satisfied the business customers at Total-Henkilöstöpalvelut Oy are towards their services like customer service, contact methods and digital services. With those results the objective is to find out how Total-Henkilöstöpalvelut Oy can improve their services and develop their presence in digital services, e.g. social media.

The purpose for this thesis occurred as customer satisfaction is an important measurement for improvement. "Measuring customer satisfaction, and acting appropriately on the results, will increase profitability." (Hill & Alexander 2006, 11). Total-Henkilöstöpalvelut Oy has never conducted a customer satisfaction survey to their B2B customers, so this kind of information is important to the development of the organization. Total Henkilöstöpalvelut Oy was also granted a Business Finland grant in 2020 for digital development, which encouraged to examine how their customers would like to contact them in digital environment. The year 2020 has brought up challenges in business life so it is also important to serve the customers where they need to be served and where they have the access to the service the easiest. Total-Henkilöstöpalvelut Oy is also interested in finding out why their customers use their recruitment service and on the other hand, why do they not use it.

The main research question is "*How satisfied are the business customers of Total-Henkilöstöpalvelut Oy?*". With research questions like "*How satisfied the customers are for a certain topic?*" is an appropriate way to find out which things are the ones that need improvement the most. Asking an open-ended question like "*How could we improve our services?*" helps to specify the improvement points that are important to the customer but might not be otherwise noted in the research questions.

## **2.3 Concepts**

This thesis will introduce and explain different concepts that are related to customer satisfaction and business development. These theories will be used as a theoretical framework for the thesis.

### **2.3.1 Business-to-business customer satisfaction**

According to Hill and Alexander (2006, 1) “customer satisfaction has become the key operational goal for many organizations.” Total-Henkilöstöpalvelut Oy has always valued customer satisfaction in their business but have not yet researched their level of customer satisfaction. Hill and Alexander (2006, 1) explain that it is widely understood that it is far less costly to keep existing customers than it is to win new ones, and it is becoming accepted that there is a strong link between customer satisfaction, customer retention and profitability. Customer satisfaction is a measure of how your organization’s total product performs in relation to a set of customer requirements (Hill & Alexander 2006, 2).

In the last few years, the importance of customer satisfaction for business organizations has been increased as is the customer-oriented philosophy and the main principles of continuous improvement of modern enterprises. Customer satisfaction measurement is one of the most important issues concerning business organizations of all types and is now considered as the most reliable feedback. It provides in an effective, direct, meaningful and objective way to examine the customers preferences and expectations. To reinforce customer orientation on a day-to-day basis, a growing number of companies choose customer satisfaction as their main performance indicator. (Grigoroudis & Siskos 2010, 1.)



According to Grigoroudis and Siskos (2010, 15) “the implementation of a customer satisfaction measurement program should follow the general rules for conducting a market or a customer survey, while at the same time it should adopt the main principles of continuous improvement in a business organization.” Which is why this research, while seeking for the customer satisfaction levels at this moment, is also researching the needed improvement points from the customers point of view. Grigoroudis and Siskos (2010, 15) also state that even if the basic process is rather unvarying the satisfaction measurement programs do not remain constant due to the continuous changes in the set of customers and their expectations, needs and preferences. Thus, the measurement process should be updated and improved regularly for the best results.

According to Levänen (n.d.) in the article “Onko asiakastytyväisyys aidosti yksi liiketoimintamittareistasi?” customer satisfaction and its formation is strongly connected with the customer experience. It means creating meaningful experiences so that the customers will want to continue their relationship with the organization. In an ideal situation an organization maintains and develops its customer relationships together with the customers. The starting point is creating value to the customer, viability of the relationship and the satisfaction of both parties. And to be able to bring value to the customer and exceed their expectation the organization must know their clients. What are the real motives, what values thrive their choices and decisions and what kind of needs and expectations do the clients have? (Levänen n.d.)

It is important to understand the customers needs and expectations and the concept of customer satisfaction in order to be able to find the development areas. Customer satisfaction comes from different aspects in different businesses, so it is important to know what values thrive the customers choices and decisions. It is also valuable to understand that the business-to-business customers can have different needs than the business-to-customer ones.

### 2.3.2 Business-to-business digital marketing

As stated by Hall (2017, 1) “B2B marketing, sometimes referred to as ‘business marketing’ or ‘industrial marketing’, is the practice of individuals or organizations marketing products or services to other companies or organizations.” Total-Henkilöstöpalvelut Oy has B2B and B2C customers, but this research focuses on the B2B side of the business. Hall (2017, 1) explains that “in B2B marketing the customer is an organization rather than an individual customer or consumer, though the products, services and solutions they purchase may sometimes be the same or similar.” Developing of digital services has a straight effect on developing the digital marketing which is a wide concept; thus, it is necessary to understand its concept thoroughly.

Digital marketing refers to advertising delivered through digital channels such as search engines, websites, social media, email, and mobile apps. Using these online media channels, digital marketing is the method by which companies endorse goods, services, and brands. Consumers heavily rely on digital means to research products. For example, Think with Google marketing insights found that 48 % of consumers start their inquiries on search engines, while 33 % look to brand websites and 26 % search within mobile applications. (Adobe n.d.)

Total-Henkilöstöpalvelut Oy is a smaller company in the recruitment industry and has been focusing on more face-to-face marketing and in-person business meetings. The year 2020 has brought some challenges in having business meetings in person which has led to the need for targeting the resources more to digital presence. As a smaller company the money and resources for digital marketing are most likely lower compared to bigger companies and getting better visibility amongst customers can be tough. For that reason, the focus in digital marketing, needs to be in the right spot.

According to the article “What is digital marketing” (n.d.) while there are several channels for the marketers to use, advertising online is more complicated than the channels alone. For the marketers to achieve the full potential of digital marketing, they have to do a profound investigation about the immense and complex cross-channel world to find out strategies that make an impact through engagement marketing (Adobe n.d.). As stated by Hall (2017, 318) in B2B marketing, digital has become more important and marketers need to be aware of the customer’s information needs and consumption behaviors.

The article “What is digital marketing” (n.d.) explains that engagement marketing is the practice of forming meaningful interactions with returning and potential customers based on the data you collect over time and by engaging your customers in a digital landscape, you build brand awareness, set yourself as an industry reflection leader, and place your business at the forefront when the customer is ready to buy. Brand awareness, meaning the degree of consumer recognition of a product by its name, is important for a smaller business as it has to stand out from the bigger businesses in the same industry. “The increasing availability of digital touch points can have significant impact on the customer experience and perception of the brand, requiring brands to pay close attention to the experience across every stage of the customer journey.” (Perkins 2015, chapter 4.)

According to Hall (2017, 318) offering up a pure digital approach may mean that either some customers or stakeholders are left out, or customers are not included at certain buying stages, such as where they require more direct engagement via phone, or face-to-face in the consideration or purchase phase. Thus, Total-Henkilöstöpalvelut Oy should not give up their marketing and customer service methods that have been working well throughout the years but just focus on bringing more choices available for different customer needs. B2B marketers need to understand when, where and how to integrate digital and non-digital channels. (Hall 2017, 318).

According to Snyder and Hilal (2015) in the article “The changing face of B2B marketing” B2B audience is commonly online and 89 % of B2B researchers use the internet during the B2B research process. The B2B marketplace is changing and the business needs to be aware whether or not they are marketing to this changing audience. The purchasing path has changed, and the decision making is happening even prior to the brand awareness. To successfully reach the B2B customer and getting them into the purchase it is now critical to deliver the content-rich experiences they’re seeking. (Snyder & Hilal 2015.)

### **2.3.3 LinkedIn**

According to Hall (2017, 157) having the business actively using social media is fundamental to any business social media activities. One way to develop the digital services is to develop the digital presence of the company. Hall states (2017, 175) that where a business has little or no social presence, a social media marketing strategy will struggle and that business customers today expect all businesses to have a presence and know how to use business social platforms. Thus, creating an active LinkedIn page for the company is important, brings value to the business and can increase customer satisfaction as well.

LinkedIn has present itself from the crowd as of great importance and effective business tool for any brand looking to invest time and effort into. Through social updates and business-to-business interactions in LinkedIn, businesses can generate leads and promote their brand to other potential organizations. LinkedIn has been proven to be the most popular platform amongst business owners and for that reason having a powerful LinkedIn marketing plan is a relevant part of a modern business strategy. (Bluewhalemedia n.d.)

LinkedIn pages are like a LinkedIn personal profile for a business. The company page is a mini website for the company, but it's located on LinkedIn. Those LinkedIn pages will also appear in Google search results and because LinkedIn is a very prevalent and a trusted website, LinkedIn pages rank well in Google. This is very significant because people can view the company's LinkedIn page even if they aren't logged into the site, giving the company significant exposure. (Prodromou 2019, chapter 7)

Company status updates are post made to share company news, product releases, promotions, or relevant industry news. Company status updates are a powerful communication tool, allowing the company to send messages and links directly to their followers. Posts can be seen on the company's overview tab by any LinkedIn member and in a member's network update stream. If a member follows a company, they will see the company status updates directly on their homepage, so it's easy to know what's happening with that company, their competitors, or in their industry. All LinkedIn members can view company status updates, click on embedded links, or view posted videos. They can also comment on, like, or share a company status update, allowing the updates to spread virally to grow the following and engage your members. (Prodromou 2019, chapter 7)

"LinkedIn is the world's most extensive professional network, with more than 610 million users in more than 200 countries and territories worldwide." (Edwards 2019.) When it comes to professional business connections, LinkedIn is positively outstanding, which makes the social platform the ideal asset for any business. Every business can upgrade their sales and marketing efforts by logging into social media and achieving a strong core of followers through content-rich updates in the company profile. Building a strong network of individuals who can add daily value as well as develop sales is possible through LinkedIn. LinkedIn is also completely free to use and is highly effective when used productively. (Edwards 2019.)

## **2.4 Customer satisfaction theories applicable**

“Customer satisfaction is defined as a measurement that determines how products or services provided by a company meet customer expectations.” (Kierczak 2020). For this part, theories that are applicable for measuring customer satisfaction, and chosen by the author to be the most suitable for this research, are collected.

### **2.4.1 SERVQUAL model**

The SERVQUAL model has been devised to identify the gap in perception between what the company believes it is delivering to customers and the perception in the mind of the customer. The model was developed back in the 1980s but has been regularly examined by marketers to make it effective for businesses in any time period. Currently, we have a more digital economy, but this doesn't change the effectiveness of the SERVQUAL model. Customer perceptions are as pertinent today as they were in the past and they could be even more pertinent today because of how connected the world is. (Commbbox n.d.)

SERVQUAL is a compact multiple-item scale with adequate reliability and validity that companies can use to better understand the service expectations and perceptions of their customers. The instrument is designed to be applicable across broad scale of services. As such, it provides a basic structure for each five service-quality dimensions (tangibles, reliability, responsiveness, assurance, and empathy) (Figure 1). The structure can be adapted or supplemented to fit the characteristic or specific needs of a company. (Zeithaml, Parasuraman & Berry 1990, 175.)

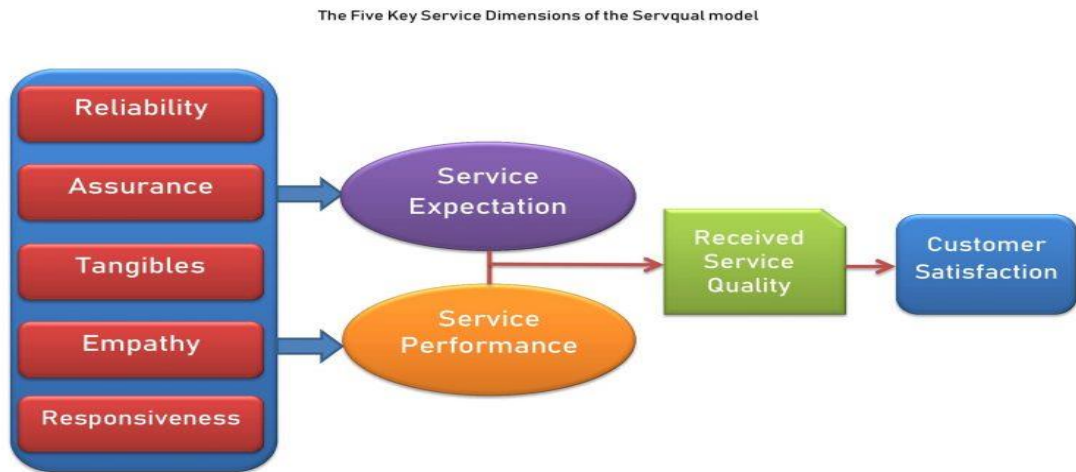


FIGURE 1. The five key service dimensions of the SERVQUAL model. (Kobiruzzaman 2020.)

In developing SERVQUAL well established procedures for designing scales to measure structures that are not directly observable were followed. 97 items were developed while capturing the 10 dimensions of service quality in the investigative phase. Each item was modified into a pair of statements and a seven-point scale ranging from 7 (strongly agree) to 1 (strongly disagree) accompanied each statement. After thorough examination and analyzation, the final instrument was reached with 22 items, spanning five dimensions of service quality. (Zeithaml et.al. 1990, 24-25.)

The original SERVQUAL questionnaire was made up of 22 questions and split into two sections. In the first section, respondents were asked about their expectations of the ideal service firm in that industry. In the second question, respondents were asked specific questions about particular companies within that industry. The purpose of splitting these questions into sections is that it helps identify the gaps in perception between customers and companies. (Commbox n.d.)

There are five dimensions in the SERVQUAL model, and by understanding these dimensions, a company can begin to conquer their business to better meet the customer's needs (Commbox n.d.). The five dimensions of service quality are reliability, responsiveness, assurance, empathy and tangibles (Figure 2). These dimensions are a good starting point to every service industry researching development points in customer satisfaction.

In this study the first section, about expectations, is not used, and the focus is on the specific questions about a particular company. For finding out the expectations, the study would need to be wider, and the survey spread within more companies, not just the current and previous customers of Total-Henkilöstöpalvelut Oy. The five dimensions of service quality in SERVQUAL model are selected by the author to be the base of the customer satisfaction survey.



FIGURE 2. The five dimensions of SERVQUAL.

Reliability refers to the organization's ability to perform the service accurately, on time, consistently and error-free each time. Responsiveness refers to the organization's ability to respond to the customer's needs promptly, as when companies fail to respond to a customer without obvious reason or explanation it creates a negative perception in the minds of the customers. Assurance is a time dimension and relies on the employee's ability to establish trust and confidence with the customer which is based on the employee's knowledge and ability to establish friendly and polite communication. This dimension is characterized by four components: competence, respect for the customer, effective communication, and attitude. Empathy is established by the employee's ability to show care and genuine concern for customers. Empathy must be continually displayed by the employee for it to be effective. The final dimension is tangibles that can be things like the aesthetic of the company (the look and feel of the website, the logo, and so on) or it can refer to other areas like physical facilities, equipment or personnel appearance. (Commbox n.d.)



Total-Henkilöstöpalvelut Oy works in a service industry which is why SERVQUAL model is a great tool for researching the service expectations and perceptions of the customers. Understanding the customers needs and being able to meet them are essential when wanting to keep the customer satisfaction levels high.

#### **2.4.2 Net Promoter Score**

According to Hayes (2008) “The Net Promoter Score (NPS) is used by many of today’s top businesses to monitor and manage customer relationships.” The Net Promoter Score, also known as Net Promoter System, is a customer loyalty metric that measures how likely the company’s customers are to recommend their product or business to a friend. The NPS was first presented by Fred Reichheld in 1993 but in 2003, Fred partnered with the Bain & Company and the NPS was adopted by the them to predict customer purchasing behavior. NPS gives an insight into several key metrics such as customer loyalty, customer satisfaction level, retention rate, customer engagement, reorder value and business growth. (Trustmary 2020.)

There are various aspects of the NPS that make it an ideal approach to developing customer loyalty. The Net Promoter Score is simple and straightforward, easy to administer and cost-effective. The question is self-explanatory which makes NPS a perfect self-administered survey. NPS measures customer loyalty by quantifying and measuring loyalty by asking a simple question and it also identifies unhappy customers. The exact number of respondents that are most likely to switch to competitor can be identified and their problems can be figured out and solved for them to potentially become loyal customers. Finally, it’s one metric for the entire business to improve and will lead to business growth. Measuring NPS and acting based on the measurement helps to reduce customer churn by identifying underlying issues for fixing. (Trustmary 2020.)

The NPS was chosen for this study as it is an excellent tool for Total-Henkilöstöpalvelut Oy because it can be easily adapted for researching service quality regularly. NPS is also widely used in different businesses so it is easy to compare the results with the competitors. The question itself is easy to understand and acting fast based on the result can increase the customer satisfaction.

NPS is calculated from a single loyalty question, “How likely are you to recommend us to your friends/colleagues?” Based on their rating of this question using a 0 to 10 likelihood scale where 0 means “Not at all Likely” and 10 means “Extremely likely,” customers are segmented into three groups: (1) Detractors (ratings of 0 to 6), (2) Passives (ratings of 7 and 8) and (3) Promoters (ratings of 9 to 10). A company can calculate its Net Promoter Score by simply subtracting the proportion of Detractors from the proportion of Promoters (Formula 1). (Hayes 2008, 103.)

$$NPS = prop (Promoters) - prop (Detractors) \quad (1)$$

The NPS ranges between -100 and 100. A high score means that a business has more promoters than detractors. Normally, a positive score means that a business has more promoters than detractors and therefore positive NPS is desirable. If a business’s NPS is above 30, it is considered good and if above 60 it is excellent. (Trustmary 2020.)

Promoters are the loyal customers who respond to the NPS survey with either 9 or 10. Preferably, all customers should be promoters. The promoters are most likely to recommend a business to a friend or relative and will usually also actively engage in word of mouth marketing and stick with the company and repurchase. Passives are the customers that respond to the NPS survey 7 or 8. Passives are on the edge and could either become detractors or promoters after some time. Passives are prone to competitor offers and if they find a decent alternative, they’ll switch. Passives aren’t included in NPS calculation because they’re on the fence, but this doesn’t mean they should be excluded from all types of analysis. Passives are easier to retrain than detractors and instead of letting them move to a competitor they should be engaged and converted to promoters. Detractors are customers that respond to the NPS survey with a number between 0 and 6 and are unhappy customers who need special attention. They are not satisfied with

the product and will churn eventually. Dealing with detractors should be done smartly and quickly as they might damage the brand. They might engage in negative word of mouth and this will ruin the brand image and reputation. (Trustmary 2020.)

According to Geoff Colvin (2020) in the article “The simple metric that’s taking over big business” NPS is a very simple and powerful tool and skillfully used can give an organization a significant competitive advantage. NPS gives valuable information when regularly asked from the customers, thus it important to start using it now, so the changes can be followed. NPS is simple and can be easily sent to customers without creating a long survey. Colvin (2020) also states that even though the NPS score gets all the attention the value for NPS doesn’t just come from the number, it’s the second question “Why did you give the score that you gave?” that delivers the value. (Colvin 2020.)

## **2.5 Working methods and data**

The primary data for this thesis will be collected in the form of a web-based survey. “A survey is a research method used for collecting data from a predefined group of respondents to gain information and insights into various topics of interest.” (Questionpro n.d.). For finding out how satisfied the B2B customers are towards Total-Henkilöstöpalvelut Oy, a mixed quantitative and qualitative online customer satisfaction web survey is conducted. The survey will be made with Microsoft Forms and a link to the survey will be sent to the previous and current customers of Total-Henkilöstöpalvelut Oy by email. The e-mails of the businesses have been collected from the private database of Total-Henkilöstöpalvelut Oy.

Self-completion questionnaires are a specifically useful method of capturing customers' perspectives at the point of consumption. They are very inexpensive since there is no interviewer time involved and also, they eliminate all problems associated with untrained interviewers and interviewer-induced bias. Self-completion questionnaires are the least intrusive form of data collection and can offer respondents complete anonymity, which means that some respondents who would be reluctant to agree to personal interviews may be prepared to cooperate with a self-completion questionnaire. There is a wide choice of methods for distributing questionnaires and the distance with the respondents is insignificant. (Hill & Alexander 2006, 104-105.)

"Email surveys are defined as one of the most efficient data collection methods used to collect quantitative data via email." (Kierczak n.d.). An email survey involves sending questionnaires to customers by email, typically in form of a file attachment. A web survey is completed online by logging onto a specified web site. It's common to email customers to invite them to take part in the survey and include within the email a URL that can be clicked to take respondents straight to the questionnaire locations. (Hill & Alexander 2006, 106-107.)

The survey questions will be based on theories like SERVQUAL model and NPS, but it will also take into consideration the information that the commissioner has given in terms of what knowledge they want to gain through this survey. After conducting the survey, the primary data will be analyzed based on different theories the author finds applicable to this subject and with using descriptive analysis and content analysis. The presentation of the data will be made with comparisons of answers from different locations, variation of charts and analyzation of the open-ended questions. Hayes (2008, 133) explains that the presentation of data is an important issue as the quality of the data obtained from the customer satisfaction questionnaire can be affected by the way in which the data are summarized and presented. He also states that a reliable questionnaire will be of little practical use if the data cannot be understood.

### **2.5.1 Limitations of the research**

Despite many attractions, self-completion questionnaires do have serious disadvantages. The questionnaire should be reasonably short and questions simple; any perceived difficulty in completing the exercise will have a significant effect on response rate. The most serious drawback of self-completion questionnaires is the accuracy of the data generated. Respondents tend to reply very hurriedly and with little thought: this is a particular problem in business-to-business markets and as a result, questions are often misinterpreted or omitted. The accuracy of the data can also be affected with very low response rates on the sampling and the problem of 'non-response bias'. Apart from the fact that low response rates in themselves make it less likely that a sample will be representative there is a strong possibility that the customer who did return the questionnaire are not typical of customers as a whole. In B2B markets internet penetration and email usage is no longer a problem and a much bigger problem is the huge number of emails received by many managers, which is increasingly aggravating the problem of poor response rates and non-response bias. (Hill & Alexander 2006, 105-106 & 108.)

### **2.6 Thesis process**

This chapter presents information on how the thesis process will take its place. The first chapter will briefly introduce the reader to the topic of the thesis. Chapter two is the thesis plan, where the reader is provided with the objective and purpose of the thesis with insights of the necessary theories needed for the study with the data collection method used.

Chapter three will present the case company and recruitment business as a phenomenon. Fourth chapter will present the survey results and analyze them and the gathered data thoroughly. The data will be used also in the chapter five, where possible development recommendations are made based on the results. Finally, chapter six will conclude the study and the results.

### **3 THE CASE COMPANY & RECRUITMENT AS A PHENOMENA**

This chapter introduces the reader to the case company and to the part of human resources industry that they represent. It will explain staffing and recruitment as phenomena and present how these occur within the case company.

#### **3.1 Total-Henkilöstöpalvelut Oy**

Total-Henkilöstöpalvelut Oy operates in human resources (HR) industry. They provide staffing and recruitment services to companies in various other industries. Total-Henkilöstöpalvelut Oy offers a temporary staffing service to solve a wide range of staffing and resourcing problems which include situations where the client company is unwilling, unable or unable to meet its employer obligations, which hinders the company's growth. Temporary staffing is also used as a recruitment channel, in which case the employee works as a temporary employee, for example for a probationary period, after which he or she moves on to the customer's books. (Total-Henkilöstöpalvelut Oy n.d., 3.)

Total-Henkilöstöpalvelut Oy was founded in Kuopio in 2010 in order to answer the demand of different kind of workers and to bring the hidden jobs to daylight. Behind everything was the urge to offer a flexible service for different industries which would help them to get the perfect employee in just few hours after the order. They also wanted to be the place where a motivated worker can find the best and the most suitable job for their needs. Total-Henkilöstöpalvelut Oy's turnover in the last accounting period 06/2020 was 2 315 000€ (Kauppalehti 2021). They employ seven employees and have three offices in three different cities, Kuopio, Tampere and Jyväskylä. (Total-Henkilöstöpalvelut Oy n.d.)

Total-Henkilöstöpalvelut Oy's customers consist of small and medium-sized Finnish companies. No industry is excluded, but the healthcare sector, public sector and high-profile positions are not, in principle, ranked in the market. In order to maintain a good and satisfactory level of service coverage, Total-Henkilöstöpalvelut Oy specializes especially in locally operating companies, which are also served in person and with local expertise in the labor market. (Total-Henkilöstöpalvelut Oy n.d., 4.)

### **3.2 Staffing**

Temporary work provided by personnel service companies can be done in almost all sectors, but the most common temporary work is in industrial, service sectors and construction industry. In temporary work, the employee's employer is always a personnel service company, but the work takes place in a client company. Temporary work can be part-time or full-time, fixed term or permanent. A personnel service company enters into a fixed-term employment contract with an employee if the work is available at the client company only for a limited period of time, such as during peak or seasonal periods and the personnel service company is unable to offer the employee other work at the end of the fixed-term employment. (Henkilöstöpalveluyritysten liitto n.d.)

An important task of personnel service companies is also to combine short-term and fixed-term employment relationships into longer ones, which allows the employee to be employed for a longer-term employment relationship if he or she so wishes. A fixed-term employment relationship can also lead to permanent employment if the client company has a permanent need for labor. Establishment is easier once the employee, his or her way of working and skills have already become familiar to the client company. (Henkilöstöpalveluyritysten liitto n.d.)

Total-Henkilöstöpalvelut Oy offers staffing solutions for all industries. They value all of their assignments and start with scanning their customers' needs individually. They are specialized in long term work relationships, so they have a variety of workers from different industries in their registry for urgent needs. If they don't have a suitable worker ready in their registry, they will publish a job advertisement in the best medias and do target marketing for the add. The applicant then will be interviewed, and the most potential applicants will be presented to the client. After the decision has been made the agreement will be made between the worker and Total-Henkilöstöpalvelut Oy and they will handle the wages, healthcare and all the other statutory payments. They will also provide the worker with the suitable work clothes and identity cards. (Total-Henkilöstöpalvelut Oy n.d.)

### **3.3 Recruitment**

Personnel service companies support their customers in the planning and implementation of recruitment. Recruitment is one of the organization's most significant investments. The goal of recruitment is to find the best possible employee for an open position and the best possible job and workplace for the employee. With the help of personnel service companies, recruitment is avoided by misjudgments and recruitment is of high quality, fast, cost-effective and supports the image of the employer. The assistance of a neutral expert in recruitment strengthens the equal treatment of applicants and the objectivity of decision-making. In addition, it saves the recruiting organization time and effort, allowing the organization to focus on its own core competencies and operations. The customer can obtain a specific recruitment phase or the entire recruitment from the personnel service company as a service, from planning to employee selection. Personnel service companies know how to utilize the application methods and channels that are just right for them in recruitment and provide their customers with extensive employee and employer registers and knowledge of various industries. (Henkilöstöpalveluyritysten liitto n.d.)



Total-Henkilöstöpalvelut Oy offers recruitment services which cover the whole recruitment process from start to finish. They provide their service with a stable and long experience and promise that the recruitment process works as easy as the staffing. The difference between staffing and recruitment is that with the recruitment service the worker will be employed straight to the client. The recruitment process in Total-Henkilöstöpalvelut Oy starts with a need's assessment with the client. After that the job advertisement will be personally created and advertised, and the suitable applicants will be interviewed. Then the most suitable applicants will be presented to the client, who can also interview the applicants themselves before making the work agreement with the employee. (Total-Henkilöstöpalvelut Oy n.d.)

## **4 THE DATA COLLECTION & ANALYSIS**

This chapter introduces the reader to the design and conduction process of the research. It will also present factors about the validity, reliability and limitations that can affect the research. Then the research results will be thoroughly analyzed based on the customer satisfaction theories used in the research.

### **4.1 Designing & conducting the research**

After the objectives for the research were decided the research methods and implementation needed to be decided. The survey was designed based on the SERVQUAL method and NPS method. The commissioner requested that the survey would be as short as possible in order to get the respondents to participate the survey easier. "Asking too many questions will cause customers to abandon your survey, but not asking enough questions spoils an opportunity to obtain information." (Birkett 2020).

The survey was designed to start with two demographic questions to determine which office does the customer use and for separating if the different industries would offer different responses. After the demographic questions the survey would continue with using the SERVQUAL method that has five topics; reliability, responsiveness, assurance, empathy and tangibles. "Implementing SERVQUAL and measuring customer perception and expectation of service may well result in customer retention, customer loyalty and positive word-of-mouth, increasing opportunity for cross-selling, employee benefits, improved corporate image, profit gains and financial performance." (UKEssays 2018). All the five topics were chosen, and the author decided that three statements of each topic would be chosen to keep the survey short but informative. The goal was to make the statements easy to understand and to avoid misunderstandings.

After the SERVQUAL based topic questions the survey continues with two open-ended questions that were chosen for identifying the customer's value propositions and for gaining qualitative feedback about the digital services and the overall service quality. "By asking an open-ended question, you are giving a voice to the respondent, thus letting them know that their personal opinion is important and that their answers will not simply be fed into automatically generated statistics." (Collomb 2019).

The last two questions of the survey were based on the NPS method, where the respondent grades the company from a scale 0 to 10 based on their opinion how likely they would recommend this company to a colleague or a friend. The grading is followed by an open-ended question where the respondent has a possibility to share some more feedback in regarding what would make them grade the company better.

The survey was conducted in a form of an online survey because the commissioner needed as many responses as possible to get more validity to the research and this method is the most efficient when trying to contact many recipients in a short period of time. "The time span needed to complete an online survey project is on average two-thirds shorter than that of traditional research methods." (Smart Survey n.d.). The online survey was sent to the customers with a link attached to an e-mail. The link was modified with Bitly to make it customized and more appealing to the recipients. When creating links with Bitly the click of the link can be followed for identifying valuable touchpoints (Bitly 2020).

The previous and current customers e-mail addresses were collected from the commissioner's database from all the cities Tampere, Jyväskylä and Kuopio based on the recommendations from the employees. The previous customers that did not have e-mail addresses recorded were left out from the research. The survey was sent to 156 recipients; 80 from Tampere, 42 from Jyväskylä and 34 from Kuopio. The respondents were first given one week to answer the survey, but the first message did not gain enough responses so the response time for the survey was extend to another week and two more reminders were sent to all the recipients.

The survey got 27 answers; 13 from Tampere, 6 from Jyväskylä and 8 from Kuopio. One of the respondents from Tampere disclaimed in the open feedback that they had not used Total-Henkilöstöpalvelut Oy services, which lead to the decision, in cooperation with the author and the commissioner, that their response would be excluded from the research, thus this research will be based on the 26 responses that were collected.

## **4.2 Validity, reliability & limitations**

“Validity and reliability are key aspects of all research.” (Brink 1993). This is especially vital in qualitative work, where the researcher’s subjectivity can easily cloud the interpretation of the data. A valid study should demonstrate what actually exists and a valid instrument or measure should actually measure what it is supposed to measure. Reliability is concerned with the consistency, stability and repeatability of the informants’ accounts as well as the investigators ability to collect and records information accurately. The truth of responses is a key concern when data are obtained through questionnaires and interviews. Bias may be introduced because of particular responses or characteristics of the informants. Informants may want to make things seem better or worse than they are. For attempting to increase the validity of responses the researcher should make sure that the informants are very clear on the nature of the research e.g. why and how the data is collected and what will be done with it. (Brink 1993, 35-36.)

The recipients of the survey were informed who the researcher was, why the research was done and for what the results would be used in the e-mail they got. The same information was also presented in the beginning of the survey. The survey was done so that the recipient could not be identified. Online surveys encourage honesty and have the advantage of minimizing the incentive to lie because being online gives people more anonymity (Njonge 2014).

According to Lindemann's (2019) research in a blog "What's the average survey response rate?" an average response rate for email surveys is 30 %. A response rate can be viewed as an important indicator of survey quality and a low response rate may cause sampling bias. "However, recent studies have shown that surveys with lower response rates (near 20 %) had more accurate measurements compared to surveys with higher response rates (near 60 or 70 %)." (Lindemann 2019). A higher response rate still remains preferable because the missing data is not random. (Lindemann 2019.)

With 26 responses from 156 sent surveys the response rate for the survey was 16,7 %. With a confidence level of 99 %, the probability that the sample reflects the attitudes of the population, the margin of error is 23 %. The margin of error measures the difference between the survey results and how accurately they reflect the views of the overall population. (Poll fish n.d.). The larger of margin of error, the less confidence one should have towards the result of the survey.

The response rate and the margin error are not excellent, but they could have been better if the research would have been better targeted. The e-mails were collected from the database from customers that were marked as "clients" although not all of them had actually used the service all the way through or they had used it years ago and felt like they do not have the present knowledge about the customer service levels at this moment. With this response rate the author decided not to analyze the results by the division to different cities or to differentiate the answers from different industries as planned in the objectives. The author believes that dividing those few answers would have compromised the reliability of these results.

### 4.3 Analysis of survey results

Customers assess service quality by comparing the service level that they receive, against both the service level that they would have preferred and the service level that they are willing to accept. Customer satisfaction, contrastingly, is evaluated from a comparison of what services were expected versus what customers perceive that they have actually received. Paying more attention to a specific service attribute may not always lead to higher customer satisfaction if there is satiation or if that attribute is taken for granted. Customer satisfaction can sometimes be greatly improved with only a small development of a service attribute that is unexpected or satisfying. (Tan 2001, 418.)

The survey got 26 responses. 46 % (12) of the responses were coming from the service area of Tampere, 31 % (8) from Kuopio and 23 % (6) from Jyväskylä. The responses were coming from 8 different industries. Figure 3 presents the industries and their division.

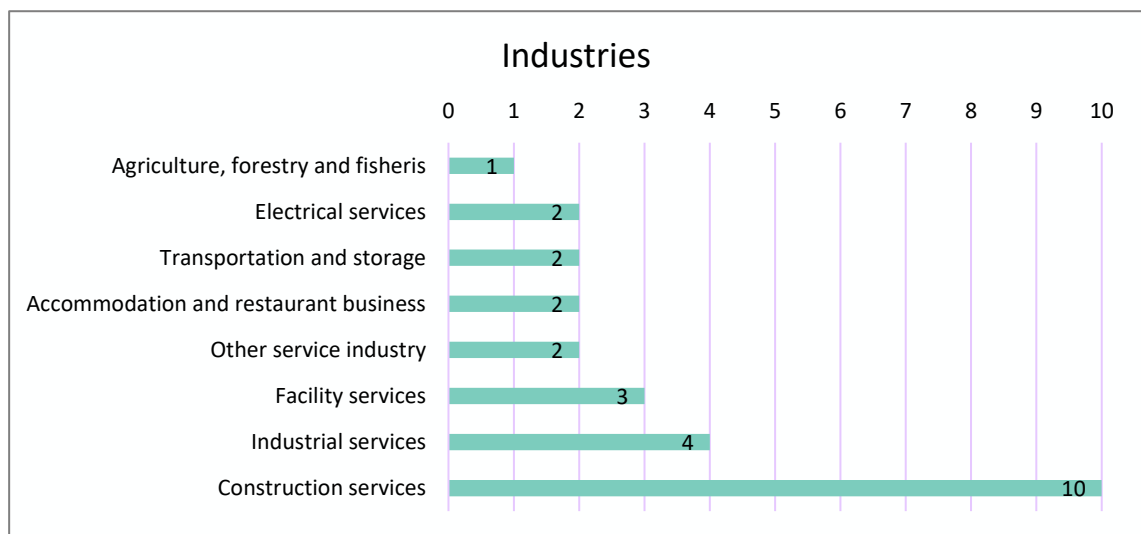


FIGURE 3. Industries.

### 4.3.1 Reliability

Reliability refers to the businesses ability to perform the promised service dependably and accurately (Hill & Alexander 2006, 241). The recipients were asked whether they agree or disagree about the statements ‘the service quality is stable’, ‘agreed schedules hold up’ and ‘we are trustworthy’. Figure 4 presents that at least 81 % of the recipients feel that all of those statements are either somewhat or fully agreeable. None of the recipients disagreed with the statements about schedules or trustworthiness but couple of the recipient thought that there would be some room for improvement in the stableness of service quality.

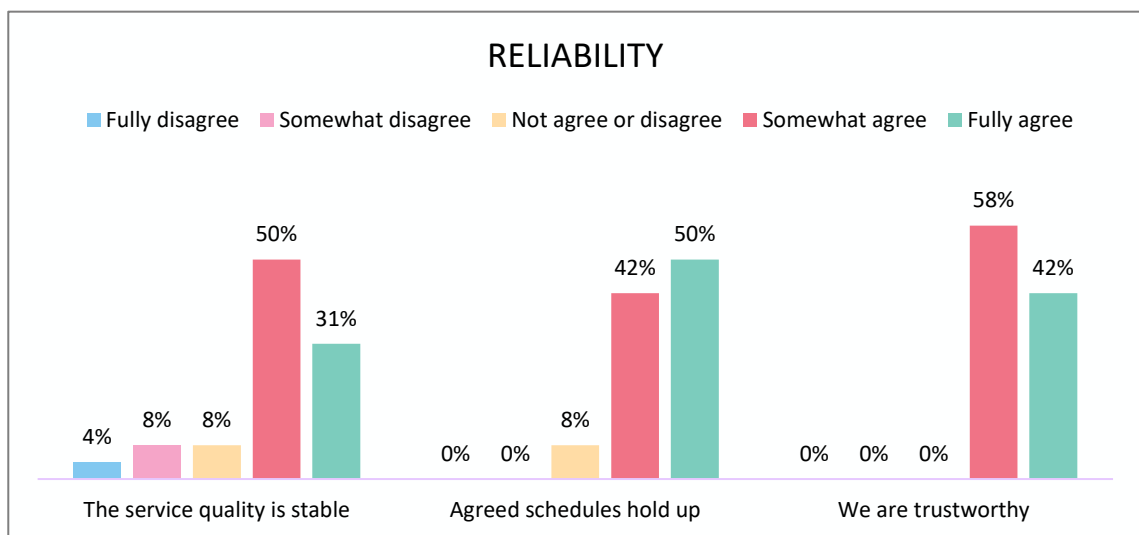


FIGURE 4. Reliability statements and response percentages.

### 4.3.2 Assurance

Assurance refers to the knowledge and courtesy of employees and their ability to inspire trust and confidence (Hill & Alexander 2006, 241). The recipients were asked whether they agree or disagree about the statements 'working with us is easy going', 'my expectations have been exceeded' and 'we understand your needs well'. Figure 5 presents that 100 % of the recipients agree that working with Total-Henkilöstöpalvelut Oy is easy going and 89 % of the recipients agree that they understand their needs. The statement about expectations gained the most neutral responses, which can exemplify that expectations are high in the service industry and exceeding them would need some really special circumstances. Still 46 % of the recipients agreed that their expectations had been exceeded in some cases.

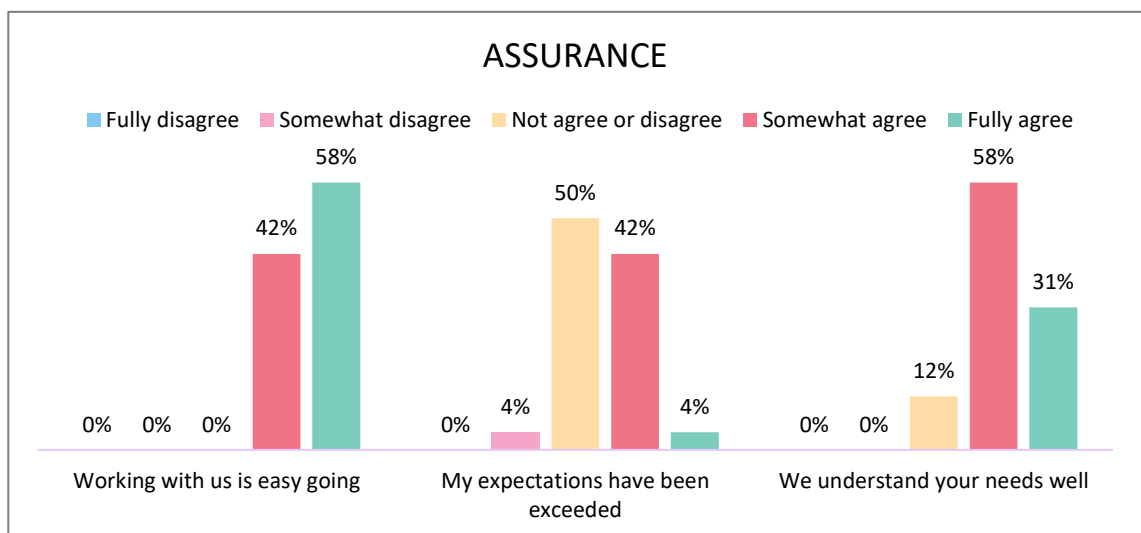


FIGURE 5. Assurance statements and response percentages.



### 4.3.3 Empathy

Empathy refers to the caring, individualized attention that the business provides its customers (Hill & Alexander 2006, 241). The recipients were asked whether they agree or disagree about the statements 'we keep our promises', 'it is delightful to work with us' and 'we handle problems smoothly'. Figure 6 presents that at least 81 % of the recipients agree with all of the statements and only 4 % had faced a problem that was not solved as smoothly as it could have been. Also 62 % of the recipients fully agree and 35 % somewhat agree that it is delightful to work with Total-Henkilöstöpalvelut Oy.

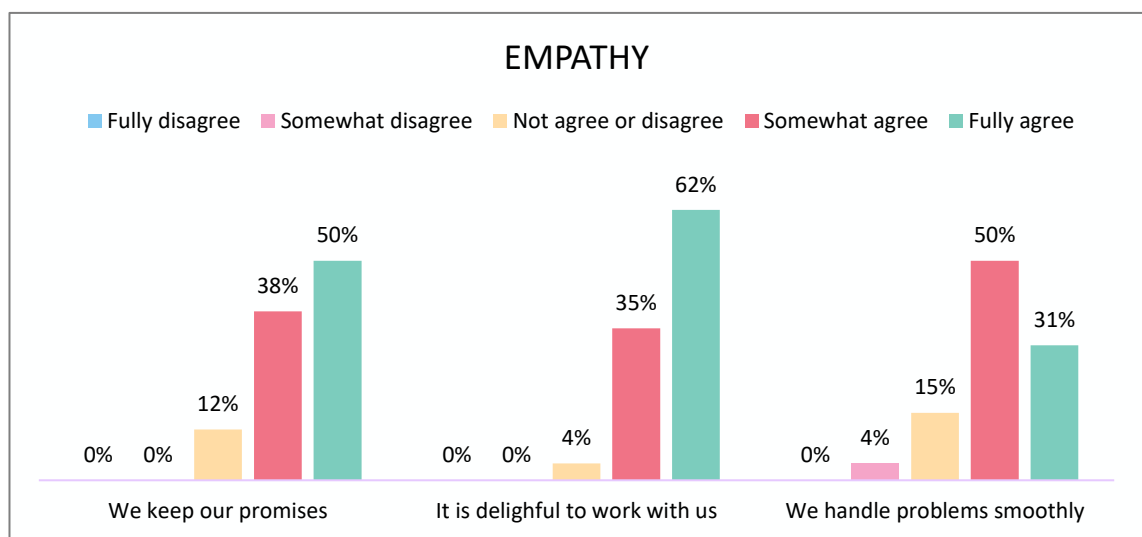


FIGURE 6. Empathy statements and response percentages.

### 4.3.4 Responsiveness

Responsiveness refers to the willingness to help customers and provide prompt service (Hill & Alexander 2006, 241). The recipients were asked whether they are satisfied or unsatisfied towards the statements 'reacting to contact requests', 'the service is easily reached' and 'we are interested in our customers'. Figure 7 presents that at least 80 % of the recipients are satisfied with all of the statements and only 4 % had some unsatisfactory experiences about the reachability of the service and the Total-Henkilöstöpalvelut Oy's interest towards their customers.

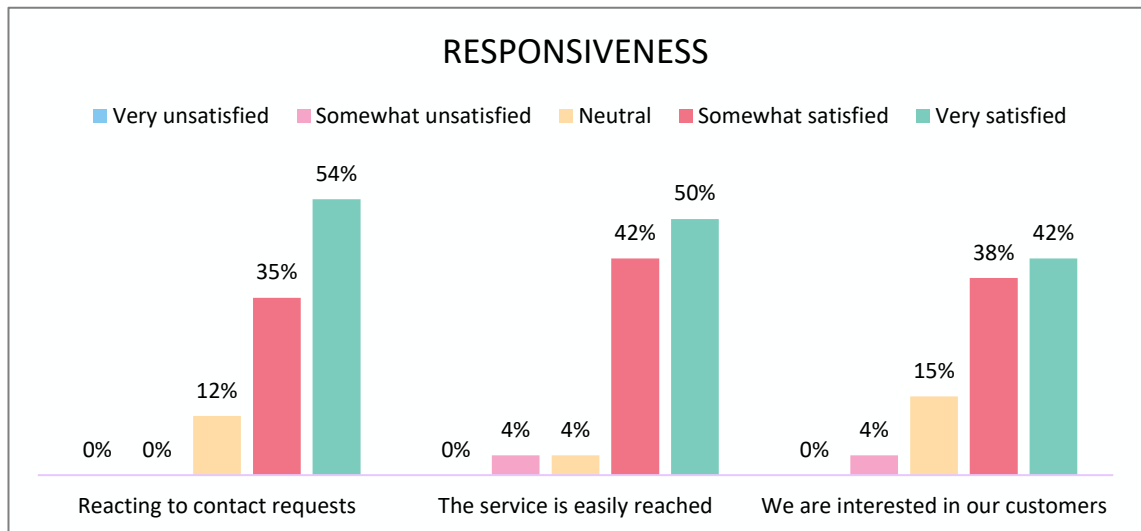


FIGURE 7. Responsiveness statements and response percentages.

#### 4.3.5 Tangibles

Tangibles refers to the physical facilities, equipment and appearance of personnel (Hill & Alexander 2006, 241). The recipients were asked whether they are satisfied or unsatisfied towards the statements 'customer experience', 'accessibility of the digital services' and 'usability of the digital services. Figure 8 presents that 96 % of the recipients were satisfied about the customer experience they have got in Total-Henkilöstöpalvelut Oy and only 4 % felt unsatisfied about it. The two statements about the digital services got 58 % - 65 % neutral responses, which indicates that most of the recipients did not have a lot of personal experience with the digital services Total-Henkilöstöpalvelut Oy offers. About 35 % of the recipients still felt satisfied with the digital services they had experienced.

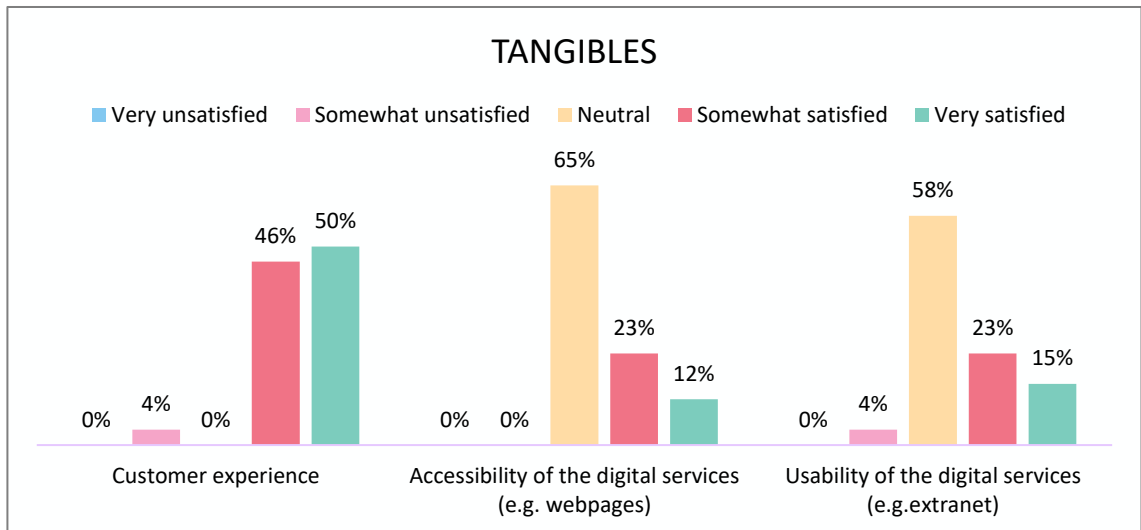


FIGURE 8. Tangibles statements and response percentages.

#### 4.3.6 SERVQUAL, result summary

While service quality is a function of the perceived service gaps, customer satisfaction results from comparing predicted service to perceived service. Predicted service is the level of service that customers believe they are likely to get, while perceived service is how they feel after receiving the service. SERVQUAL is a good tool for eliciting the views of customers regarding service encounters, e.g. customer relative importance, expectations and satisfaction. It can also help to identify specific areas of excellence and weaknesses. (Tan 2001, 420, 421.)

For identifying the specific areas of excellence and weaknesses the responses, to the statements from each service dimension, are collected and gathered in positive (fully agree, somewhat agree, somewhat satisfied, very satisfied), neutral (not agree or disagree, neutral) and negative (fully disagree, somewhat disagree, very unsatisfied, somewhat unsatisfied) sections.

Figure 9 presents the responses collected from all the statements in the reliability dimension. 91 % of the recipients feel positively about Total-Henkilöstöpalvelut Oy's ability to perform the promised service dependably and accurately and only 4 % have negative thoughts about it.

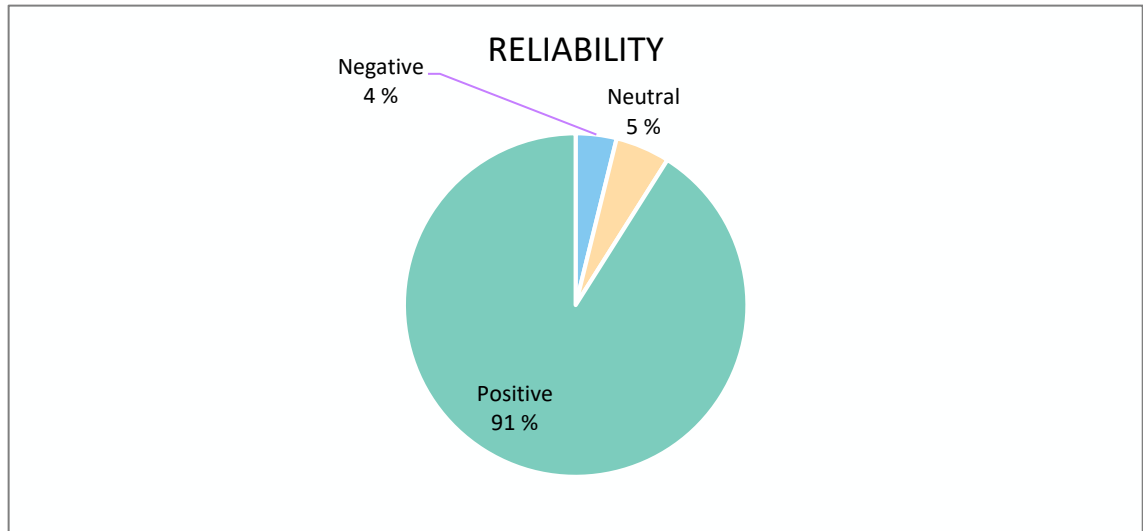


FIGURE 9. Reliability responses collected to percentages.

Figure 10 presents the responses, collected from all the statements in the assurance dimension. 78 % of the recipients feel positively about the Total-Henkilöstöpalvelut Oy's employees' ability to inspire trust and confidence and only 1 % have negative thoughts about it.

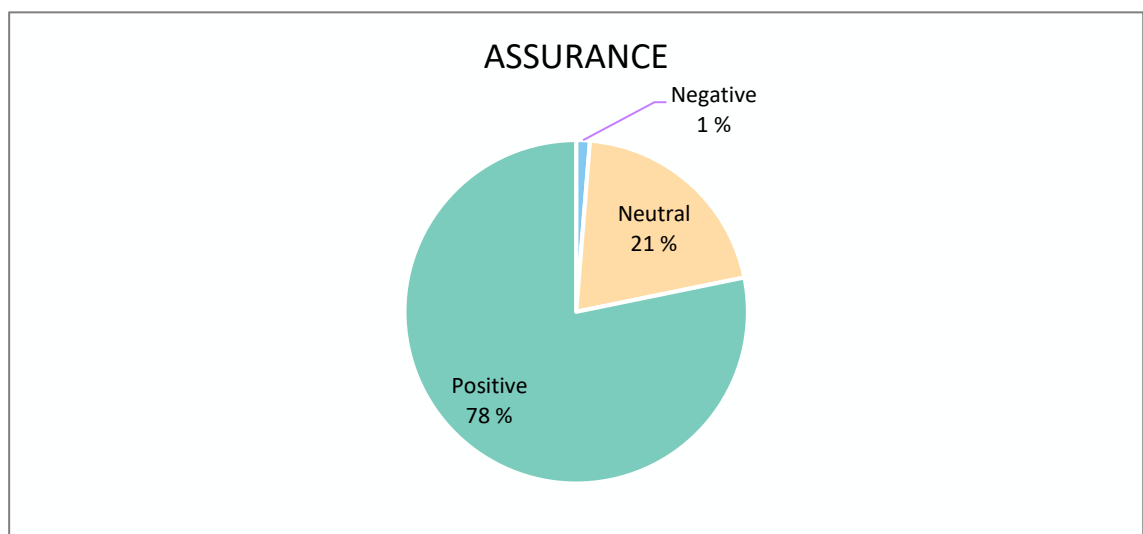


FIGURE 10. Assurance responses collected to percentages.

Figure 11 presents the responses, collected from all the statements in the empathy dimension. 89 % of the recipients feel positively about the Total-Henkilöstöpalvelut Oy's ability to caring and individualized attention towards their customers and only 1 % have negative thoughts about it.

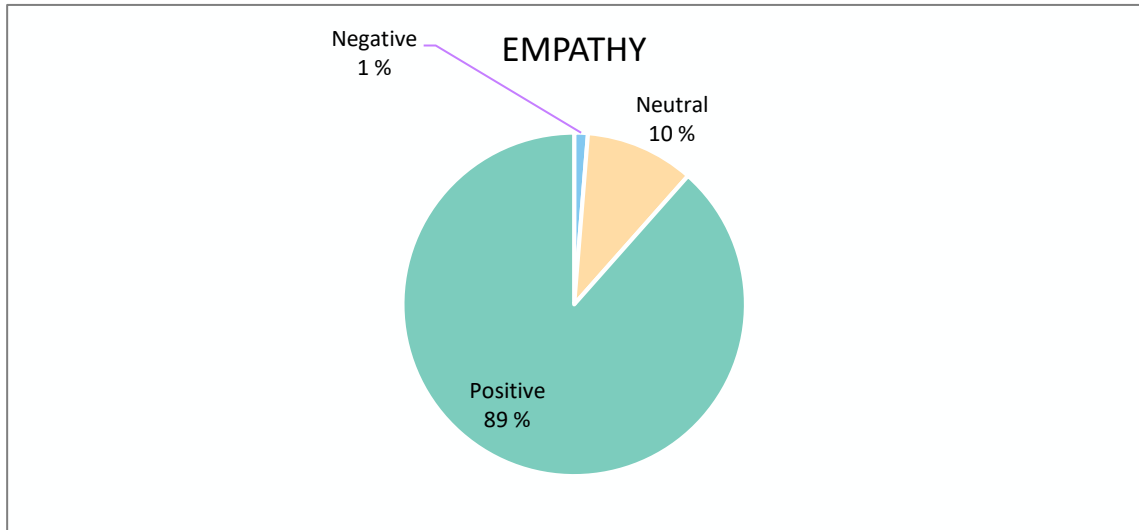


FIGURE 11. Empathy responses collected to percentages.

Figure 12 presents the responses, collected from all the statements in the responsiveness dimension. 87 % of the recipients feel positively about the Total-Henkilöstöpalvelut Oy's willingness to help customers and provide prompt service and only 3 % had negative thoughts about it.

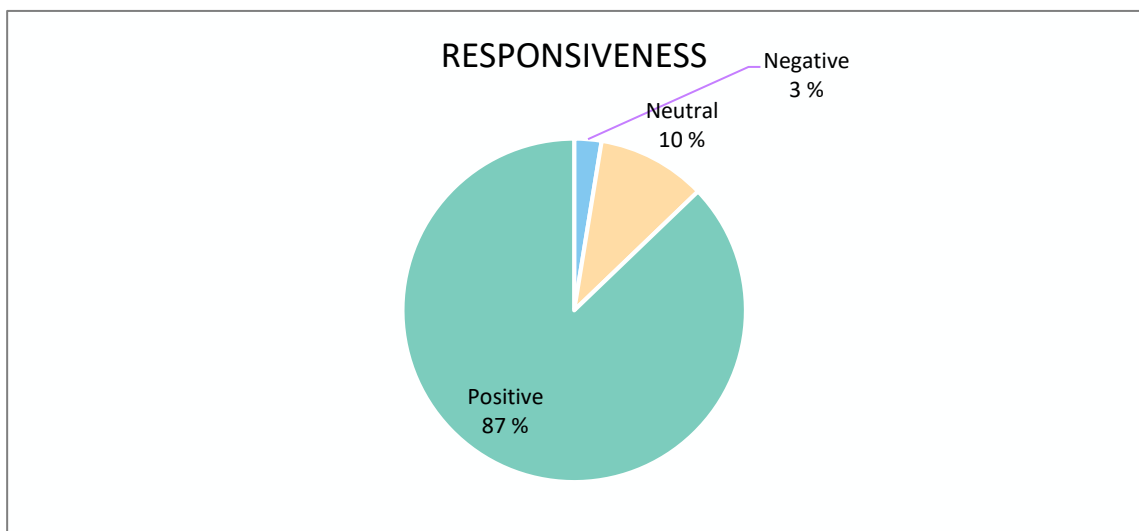


FIGURE 12. Responsiveness responses collected to percentages.

Figure 13 presents the responses, collected from all the statements in the tangibles dimension. 56 % of the recipients feel positively about the Total-Henkilöstöpalvelut Oy's customer experiences and digital services, 41 % did not really have an opinion about them and only 3 % felt negatively towards the subject.

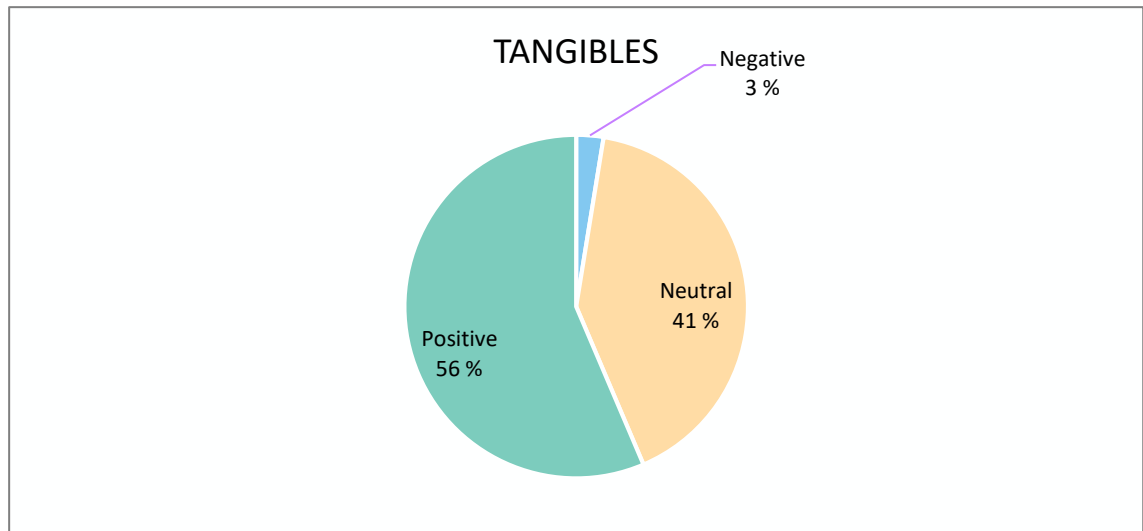


FIGURE 13. Tangibles responses collected to percentages.

#### 4.3.7 Open feedback, services

The survey consisted of two open ended question about improvement ideas. The question 6 was for gaining feedback and improvement ideas towards the digital services that Total-Henkilöstöpalvelut Oy offers. The question was optional and got six responses and four of them stated that they have not used any of the digital services. One of them had a feedback about the paper version of the work sheet, but the company does already have a digital version of that, which is called extranet, so the feedback would have been more useful if it had been about the usability of the extranet. The other feedback was that the presence of the webpage is not really that important, but it would be good to have a digital service or a program that would work together with the customers programs, for better usability.

The other open-ended question, question 7, was about improvement ideas towards the overall services in Total-Henkilöstöpalvelut Oy. The question was optional and got seven responses. Four of the responses said that everything has worked out well, so there were no improvement ideas that they would need at the moment. Two of the responses were about the staffing that Total-Henkilöstöpalvelut Oy offers, concerning that there should be more temporary workers ready at the register for urgent needs and that a hope for good workers is always present. One of the responses was a suggestion to move the contracts and applications from e-mail to a digital portal where they would have better accessibility.

#### 4.3.8 NPS

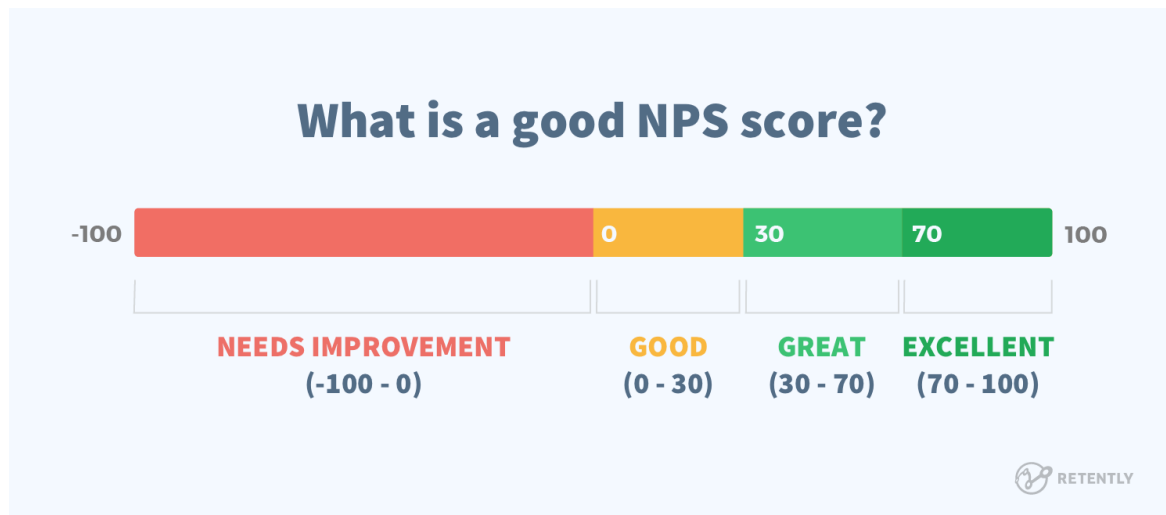
Question number 8 was based on the NPS methodology and the question was “How likely would you recommend Total-Henkilöstöpalvelut Oy to your colleague or a partner?”. 42 % of the respondents were promoters (ratings of 9 and 10), 54 % were passives (ratings of 7 and 8) and 4 % were detractors (ratings of 0 to 6). The NPS score that was calculated based on the answers was 38 (Picture 1), which indicates that the company is doing great (Picture 2)

8. Miten todennäköisesti suosittelisit Total-Henkilöstöpalvelut Oy:tä kollegalle tai kumppanille?



PICTURE 1. NPS-score results.

Behind every customer satisfaction metric, there is a series of factors that influence it and NPS should be relatively compared to the performance within the industry. Generally, NPS that is below 0 would be an indication that a business has some issues to address. A score between 0-30 is a good range to be in (Picture 2), however, when NPS is higher than 30, it indicates that the company is doing great and has far more happy customers than unhappy ones. (Retently 2020.)



PICTURE 2. What is a good NPS score? (Retently 2020.)

The following question, question 9, was “What should change, so that your grade for the previous question would be better?”. The question was optional and got 8 responses. Three of the promoters said that they are happy with how the things are at the moment. The rest of the answers came from the passives. Four of them was feedback related to the recruited staff. The feedback requested that the information given to the worker would be truthful and also that the information about the worker, from the company to the commissioner, would be more informative. There was also a request that the trustworthiness of the workers would be better, and one answer said that their worker is fine but there is always room for improvement. One of the answers requested for the service to be faster, indicating that there should be some more workers ready in the register for urgent needs.



## 5 RECOMMENDATIONS

In the article “The 5 service dimensions all customers care about” Arlen (n.d.) states that “for service providers customers care most about service quality.” All the SERVQUAL dimensions are important to customers, but some more than others. SERVQUAL research showed dimensions importance to each other by asking customers to assign 100 points across all five dimensions. Figure 14 shows the importance of each dimension to customers. (Arlen n.d.)

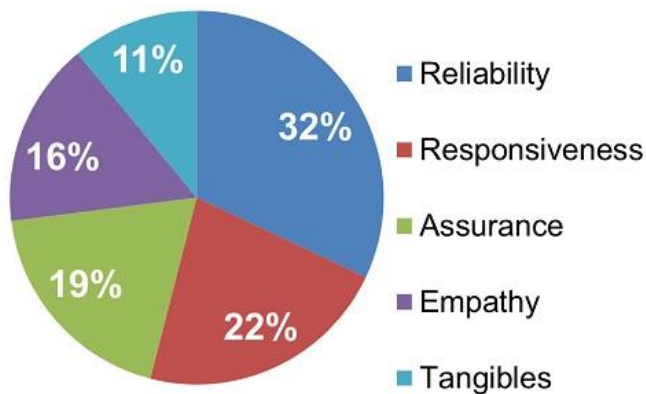


FIGURE 14. The 5 service dimensions customers care about. (Arlen n.d.)

Based on the results of this customer satisfaction research Total-Henkilöstöpalvelut Oy is doing great when it comes to serving their customers. Most of their current customers at least somewhat agree that their service is reliable, they understand their customers' needs and respond to them with stable and understanding attention. Based on these results they don't have a development target that should be focused on in full action right away but making those customers that only somewhat agree or are somewhat satisfied in the researched statements to a very satisfied ones is goal that should be kept in mind. Developing yourself and your service skills can lead to exceeding the customers' expectations even if they are high.

The respondents were least satisfied and had the most neutral answers in the tangibles section, which in this case was about the digital services and online presence that Total-Henkilöstöpalvelut Oy offers. According to SERVQUAL research, tangibles have only 11 % importance in the total level of service, but within the digitalization of nowadays it is a subject that should be taken into consideration when developing e.g. a digital marketing plan. “Digital marketing allows businesses to reinvent their marketing strategies to better connect with target customers and to stay relevant in the customer’s perspective.” (iNurture 2016).

One of the objectives was to develop Total-Henkilöstöpalvelut Oy’s digital services. Unfortunately, the research did not give a lot of feedback about how to make it better or what are the needs of the current customers. Most of the respondents did not have an opinion about the services they offer now or about what they would need Total-Henkilöstöpalvelut Oy to offer. Most of the service is done face to face or by phone so the current B2B customers are not familiar with current digital presence. The author believes that these questions would have been better pointed at people who are not yet customers as this digital presence refers a lot to digital marketing and to the ways to be available and seen for the new customers.

According to Ang (2018) in a blog “7 ways to build a strong social media recruiting presence” utilizing social media in recruiting is becoming more popular and a routine during the hiring process. She believes that in order to use the company’s social media to effectively recruit candidates the company has to make sure that they stand out from the competition. The company must find way to engage with the audience and showcase the company in a positive light so that people will follow them and be interested in applying a position with the company. (Ang 2018.)

The massive breakthrough of digital technology is pushing communications to an advanced level. To expand the extent their offerings, businesses must leverage the technology-enabled tools such as emails, blogs, and social media. Digital marketing has reinvented the advertising approaches to providing more focused and accurate messages to customers and it provides significant cost benefits in terms of affordability, but it does not come without challenges e.g. failing to appreciate the need to invest in resource training and technology. (iNurture 2016.)

Total-Henkilöstöpalvelut Oy has a newly refreshed webpage which also focuses on content marketing in terms of an actively updated blog. From their webpage, customers can find all the relevant info about contacting them and find their way to the extranet-service that is an online service for tracking and approving the employee's hours. As there were a request in having all the contracts in some online service the author believes that extranet could be developed for that usage as well, but with the experience the author has with Total-Henkilöstöpalvelut Oy that service is currently not highly used within the B2B customers.

Within the results of this research and studies about digital marketing the author recommends Total-Henkilöstöpalvelut Oy to develop their online presence. The author believes that being more visible in social media would increase Total-Henkilöstöpalvelut Oys' visibility amongst other recruitment companies. Social media presence would not only increase the visibility amongst the business customers, but it would also significantly increase the visibility among the employees they seek. And with more visibility, they could increase the amount of applications and possibly have even better applicants.

LinkedIn is the largest professional network in the world and most successful social media site for a business, in terms of networking and finding new talent. Building connections with certain people will position the business in the industry pool and grow the network. In LinkedIn it is important to keep the page active, with sharing posts and industry news about the company. It is also important to get the company employees to share and like the posts for widening the reach of the company page. (Imsmarketing n.d.)

In the business perspective the author would recommend increasing Total-Henkilöstöpalvelut Oy's activity in LinkedIn. In April 2021 they had 63 followers on their LinkedIn company page, and they have been posting approximately once a month within last year. To compare it to other recruitment companies, e.g. Lokki Henkilöstöpalvelut Oy has 265 followers and Click henkilöstöpalvelut Oy has 481 followers. Five of the seven employees presented in their webpage can be found in LinkedIn but only two of them have more than one hundred followers in their personal LinkedIn page, which indicates that the rest are not that active. With the experience the author has with Total-Henkilöstöpalvelut Oy the employees at the company feel that they don't have enough knowledge about how to utilize social media in their work. Thus, the author recommends the company to invest in training the staff for social media marketing and creating a digital marketing plan that would include directions how and when the staff should utilize their own social media presence in their work.

## 6 CONCLUSION

The purpose of this thesis was obtained, and this thesis gave the company's management a current view of the company's customer satisfaction levels. Unfortunately, the customer satisfaction survey did not reach a high response rate, and it limits the reliability of the research. The objective to gain feedback about development directions to the digital services through the survey did not succeed but based on recent articles and studies of digital marketing and with the experience the author had when doing an internship for the company the author was able to give development ideas to the digital presence of the company.

If the satisfaction survey was performed again the author would have limited the customer pool to customers from past 5 years instead of 10, which would have possibly affected the response rate and ensured more validity of the respondents' responses. Adding a possibility to gain something from answering the survey could have also raised the attractiveness of the survey amongst the respondents.

As stated by Kenett and Salini (2011, 6) annual customer satisfaction surveys are conducted in order to recognize key drivers of satisfaction and prioritize actions, to compare data over time to identify patterns in customers' experiences and also to distribute the results throughout the appropriate audiences within the company to drive change within the organization. To assure the loyalty of customers and long-term commitment Total-Henkilöstöpalvelut Oy's customer satisfaction needs to be at high level. Also, according to Hill and Alexander (2006, 10) "carrying out a thorough customer satisfaction measurement exercise, communicating results internally and then updating the survey and monitoring progress will do more than anything to demonstrate the importance of customer satisfaction to all employees." Therefore, the development of customer satisfaction is essential and should be continuously monitored and measured in the future as well, preferably regularly, to get the most benefits from it.

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## APPENDICES

## Appendix 1. Customer Satisfaction survey, Total-Henkilöstöpalvelut Oy

15.4.2021

Asiakastyytyväisyyskysely Total-Henkilöstöpalvelut Oy (Mukaan) Microsoft Forms

Forms(<https://www.office.com/launch/forms?auth=2>)? Suvi Sammaljärvi 

## Asiakastyytyväisyyskysely Total-Henkilöstöpalvelut Oy

26

Vastaukset

04:35

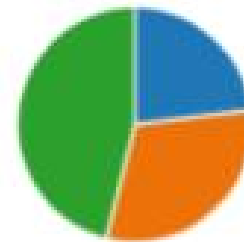
Keskimääräinen vastaamisaika

Suljettu

Tila

## 1. Teitä palveleva Total-Henkilöstöpalvelut toimipiste?

 Jyväskylä	4
 Kuopio	8
 Tampere	12



## 2. Yrityksenne toimiala?

26

Vastaukset

Uusimmat vastaukset

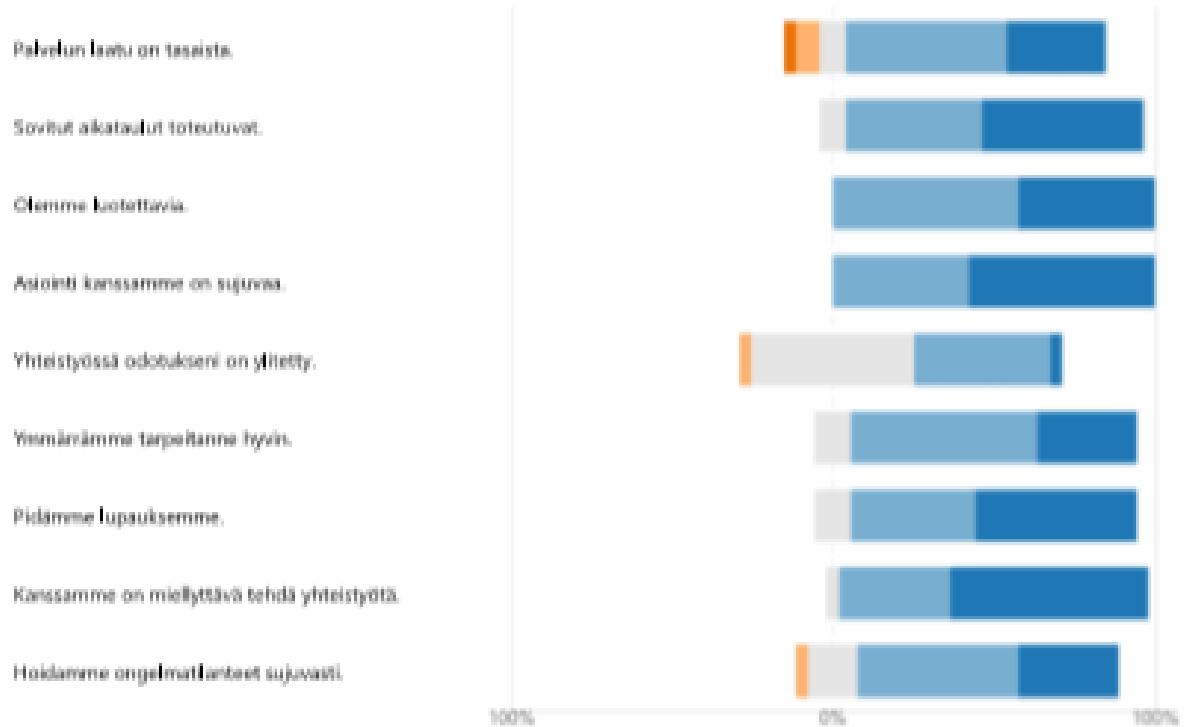
"Kuljetus"

"Huoltamotaiminto"

"rakennus"

## 3. Ota kantaa seuraaviin väittämiin.

■ Täysin eri mieltä
 ■ Jossain määrin eri mieltä
 ■ Ei samaa eikä eri mieltä
 ■ Jossain määrin samaa mieltä
 ■ Täysin samaa mieltä



## 4. Arvioi toimintaamme seuraavien asioiden suhteen.

■ Erittäin tyytymätön
 ■ Jossain määrin tyytymätön
 ■ Neutraali
 ■ Jossain määrin tyytyväinen
 ■ Erittäin tyytyväinen



18.4.2021

Asiakastytyytyväisyyskysely Total-Henkilöstöpalvelut Oy (Muokkaa) Microsoft Forms

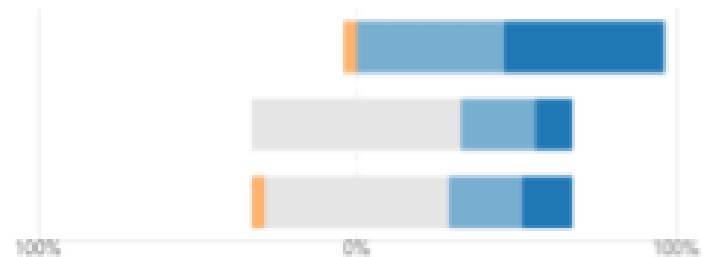
## 5. Arvioi toimintaamme seuraavien asioiden suhteen.

■ Erittäin tyytymätön ■ Jossain määrin tyytymätön ■ Neutraali ■ Jossain määrin tyytyväinen ■ Erittäin tyytyväinen

Asiakaskokemus yrityksessämme (esim. puhelinkeskustelut, tapaamiset yms.)

Digitaalisten palveluiden saatavuus (esim. kotisivut)

Digitaalisten palvelujen käytettävyys (esim. tunnikirjaus, extranet)



## 6. Miten voisimme parantaa digitaalisia palvelujamme?

8

Vastaukset

Uusimmat vastaukset

## 7. Miten voisimme kehittää palveluamme vastaamaan paremmin tarpeitanne?

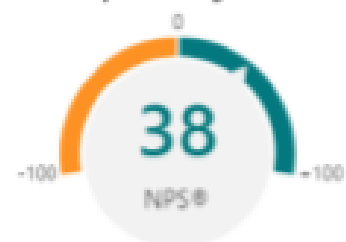
9

Vastaukset

Uusimmat vastaukset

## 8. Miten todennäköisesti suosittelisit Total-Henkilöstöpalvelut Oy:tä kollegalle tai kumppanille?

Markkinoijat	11
Positiiviset	14
Kritisoijat	1



## 9. Minkä asian toivoisit muuttuvan, jotta antamasi arvosana edelliseen kysymykseen olisi parempi?

9

Vastaukset

Uusimmat vastaukset

\*Esiteltävän työtehtävän valmiudessa alan eri työtehtäviin on ollut liian...