Lappeenranta University of Technology
LUT School of Business and Management
International Business

ROLE OF PERSON-ORGANIZATION FIT IN RECRUITING

HENKILÖN JA ORGANISAATION VÄLISEN SOVELTUVUUDEN MERKITYS REKRYTOINNISSA

16.04.2017
Miika Kestilä 0442616
Supervisor: Terhi Tuominen

ABSTRACT

Author:	Miika Kestilä
Student number:	0442616
Title:	Role of person-organization fit in recruiting
School:	School of Business and Management
Degree programme:	Business Administration / International Business
Supervisor:	Terhi Tuominen
Keywords:	person-organization fit, talent relationship management, talent management, recruiting processes, organizational culture

The purpose of this thesis is to investigate the role of person-organization fit in recruiting at a large publicly listed Finnish company. The objective of this thesis is to find out which parts of person-organization fit are used practically in the organization's recruiting processes and when. The thesis also aims to investigate further the recruiting strategies and processes at the case organization.

The research was carried out as qualitative research and the chosen method for gathering data was semi-structured interviews. The interviews were conducted to people in the organization's HR department. The purpose of the interviews was to gather data on the recruiting processes and how person-organization fit is seen and utilized in recruiting at this specific case company. The gathered data was used to analyse which parts of person-organization fit the company utilized the most and more specifically at what points in the recruiting process.

Results show that the case organization focuses on several aspects of person-organization fit in recruiting, but places the greatest emphasis on ensuring value congruence and cultural fit between the organization and potential candidates. Recruiting strategies were extremely varied, partly due to external reasons. These external reasons include a very competitive landscape and scarce talent. The value of a talent-focused recruiting process instead of a vacancy-focused process was identified in the organization, with the plan to implement it in the future. Further research topics could be the implementation of a practical model of person-organization fit and within this subject the differences in implementation between different parts of the person-organization fit model.

TIIVISTELMÄ

Tekijä:	Miika Kestilä
Opiskelijanumero:	0442616
Tutkielman nimi:	Henkilön ja organisaation välisen soveltuvuuden merkitys rekrytoinnissa
Akateeminen yksikkö:	School of Business and Management
Koulutusohjelma:	Kauppatieet / Kansainvälinen liiketoiminta
Ohjaaja:	Terhi Tuominen
Hakusanat:	henkilö-organisaatio soveltuvuus, talent relationship management, talent management, rekrytointiprosessit, organisaatiokulttuuri

Tämän tutkimuksen tarkoitus on tutkia henkilön ja organisaation välisen soveltuvuuden roolia rekrytoinnissa eräässä suuressa suomalaisessa pörssiyhtiössä. Tarkastelunäkökulmana henkilön ja organisaation välisen soveltuvuuden tutkimiseen käytetään teoreettista viitekehystä, jota sovelletaan myös organisaation rekrytointiprosessien tarkastelemiseen. Tämän tutkielman tavoite on tunnistaa, mitkä henkilön ja organisaation välistä soveltuvuutta tutkivan mallin osa-alueet näkyvät käytännössä eniten ja missä vaiheissa kohdeyrityksen rekrytointiprosesseissa. Tämä tutkielma pyrkii myös tutkimaan kohdeyrityksen rekrytointiprosesseja sekä rekrytointistrategioita.

Tutkimus toteutettiin kvalitatiivisena tapaustutkimuksena. Tiedonkeruumenetelmäksi valittiin puolistrukturoidut henkilöhaastattelut. Haastattelut toteutettiin kohdeyrityksen HR osastolla toimiville henkilöille. Haastatteluiden tarkoitus oli kerätä tietoa rekrytointiprosesseista sekä siitä, kuinka henkilön ja organisaation välinen soveltuvuus toteutuu ja nähdään kohdeyrityksessä.

Tutkimuksen tulokset osoittavat, että kohdeyrityksessä keskitytään moneen henkilön ja organisaation välistä tutkivan teoreettisen mallin osa-alueeseen. Eniten painoarvoa kohdeyrityksessä kuitenkin annetaan yksilön ja organisaation arvojen samankaltaisuuden varmistamiseksi sekä yksilön soveltuvuudelle organisaatiokulttuuriin. Rekrytointistrategiat olivat hyvin vaihtelevia ja monimuotoisia, osittain ulkoisista syistä. Ulkoisia syitä ovat muun

muassa toimialan kova kilpailu sekä pula osaavista kandidaateista joillain yrityksen toimimilla osa-alueilla. Yrityksessä tunnistetaan osaamiseen pohjautuvan rekrytointitavan arvo perinteisen tarpeisiin reagoivan mallin sijaan, ja tulevaisuudessa tarkoitus onkin siirtyä osaksi tällaiseen malliin. Jatkotutkimusaiheita voisivat olla henkilön ja organisaation välistä soveltuvuutta tutkivan mallin käytännönläheiset implementaatiot, ja kuinka mallin eri osia voisi käytännönläheisesti hyödyntää.

TABLE OF CONTENTS

APPENDICES

LIST OF FIGURES

LIST OF TABLES

1. INTRODUCTION

Assessing person-organization fit is a difficult task. However, accurately assessing and understanding person-organization fit during the recruiting process offers companies an opportunity to recruit individuals that share similar values, goals and attitudes as the company.

As Westerman and Cyr (2004) have shown, person-organization fit has a significant link to a decrease in turnover. On top of that, Westerman and Cyr (2004) propose that the recruiter's perception of a candidate's person-organization fit is often only indicative of a candidate's potential hiring decision, not of the candidate's actual person-organization fit.

At its core, research on person-organization fit concerns the compatibility of the individual and the organization. Bowen, Ledford and Nathan (1991) implicate that employing people with high person-organization fit that can thus move inside the organization is of great assistance in situations regarding downsizing, quality-initiatives and constantly changing job structures. The topic is more relevant than ever in the quickly changing job markets of today. Jobs are becoming more efficient because of technological advances and being outsourced abroad in order to cut costs (Schieberl & Nickles, 2014)

Person-organization fit, when understood, offers significant advantages to the organization in question (Westerman & Cyr; Bowen et al.). This thesis is constructed in a way that it focuses more on human elements, such as cultural and value related aspects, goals, norms, attitudes and demands and managing talent. Abraham & Newcorn (2000) show that one of the most pressing issues that companies face today is the difficult issue of attracting and managing talent. This holds especially true for smaller companies.

1.1 Research problem, objectives and limitations

The topic of the paper was chosen due to the researcher's personal interests and experience in the subject, its timely relevance in today's recruiting trends and its potential practical benefits. The author of the paper has work experience in recruiting, talent management and personal assessments in the field of HR. In addition, today's recruiting trends place significant emphasis on ensuring that the potential candidate is a good fit to the organization culturally and through value congruence with the organization.

The main objective of this paper is to examine the role and significance of perceived person-organization fit in recruiting through one main research questions and three supporting questions. The main research question is:

"Are the elements of the person-organization fit model utilized in recruiting in the case organization and if so, how and at what stage?"

This question aims to reveal the current recruiting policies used in the organization that are related to person-organization fit in recruiting, if there are any. The theoretical framework of person-organization fit proposed by Kristof (1996) is used to examine the organizations current stance on utilizing person-organization fit in recruiting.

The supporting research questions are:

"Are cultural and value-related aspects taken into account in recruiting and if so, how and when?"

"Are goals, norms and attitudes taken into account in recruiting and if so, how and when?"

"Are demands and supplies considered in recruiting and if so, how and when?"

"Is the recruitment process at the case company more of a vacancy-focused approach, or a talent-focused approach and why?"

These supporting research questions are utilized in dissecting Kristof's model of person-organization deeper into its components and analysing their current and potential future uses in the recruiting process at the case organization.

The supporting questions offer a more meaningful look and higher level of utilization of the person-organization fit model (Kristof, 1996) and recruiting process model (Trost, 2014). The supporting questions are structured to take into account the most important parts of the models from the perspective of recruiting. The examination of the person-organization fit model is limited to the recruiting of the case organization. Additionally, more focus will be placed on the supplementary part and therefore individual and organizational characteristics of Kristof's (1996) model on person-organization fit. The examination of the thesis in general will also be limited to analysing the empirical data of the case company which is a large publicly listed Finnish company. Therefore, the findings cannot be directly applied to other organizations, but can offer some value in examining similar cases.

1.2 Structure of the study

The structure of this thesis is divided in to six main chapters. The first chapter is the introduction, which offers background on the research topic. The second and third chapter focus on presenting the theoretical frameworks used to analyse the empirical portions of this thesis. The fourth chapter discusses research methods and structures used in the thesis. The research methods are intentionally placed before the analysis of the empirical portion. Additionally, the research method chapter covers how the thesis was constructed and what research and data collection methods were utilized. The fifth chapter is reserved for the presentation and analysis of the empirical data. The sixth chapter presents the conclusions and further research recommendations based on the findings of this paper.

1.3 Theoretical frameworks

The purpose of this paragraph is to present the essential theoretical frameworks that are used to examine the role and components of the person-organization model in the case organization. Person-organization fit can be looked at from two different perspectives, supplementary fit and complementary fit (Kristof, 1996). The two additional, supporting frameworks that will be used are utilized in examining recruiting processes and strategies by Trost (2014). The concept of talent relationship management (Trost, 2014) will also be explored and compared to employee relationship management (Strohmeier, 2013) and customer relationship management (Jackson, 2005). The recruiting processes and strategies will be covered in less detail and in a slightly shorter manner than the person-organization fit model, as they are secondary and supportive to the research questions. In addition, the paper will shortly explore Strohmeier's (2013) concept on employee relationship management and very briefly Jackson's (2005) work on customer relationship management.

The main concepts that we will use in this paper will focus on the interdependent relationships between the qualities of people alongside the qualities of the organization. According to Kristof's (1996) integrative review of P-O fit this perspective is the most commonly used among research. Interestingly, the same paradigm is used by some researchers (Chatman, 1991) to inspect person-culture fit. The two operationalizations that this thesis will focus on are supplementary fit and complementary fit. Supplementary fit concerns organisational and individual characteristics, and complementary fit focuses on the demands and supplies of both the individual and the organizations. In order to keep this thesis within accurate page restrictions, demands and supplies will be looked at a more superficial level than organisational and personal characteristics. However, in the general view of the analysis they are taken in to account when assessing the person-organization fit in recruiting.

Person-organization fit will be treated as an equal to person-culture fit, as Kristof (1996) defines it as such in the integrative review from which the model that is used in this paper is taken from. Therefore, it can be proposed that culture encompasses a wide array of specifications within the organization, from which culture is in fact formed.

Recruiting processes and strategies will be examined through Trost's (2014) models. The recruiting processes are a vacancy-focused approach and a talent-focused approach, while the recruiting strategies cover a wide variety of strategies based on level of competition and involvement from the company.

1.4 Key concepts

The purpose of this chapter is to present some keywords in order to ensure that reading is efficient and understandable.

Person-organization fit

Person-organization fit is in its most simple form the level of fit between an individual and the organization. This distinction can then be drawn further to include several different operationalizations and several characteristics between the organization and the individual. (Kristof, 1996)

Supplementary fit

Supplementary fit is an operationalization of person-organization fit and focuses on different characteristics that can be compared such as values, personality, goals, attitudes and norms. (Kristof, 1996)

Complementary fit

Complementary fit is an operationalization of person-organization fit and it focuses on demands and supplies between the individual and the organization. (Kristof, 1996)

Talent management

Nilsson and Ellström (2012, p. 30) have defined talent management as “the concept that is often used to emphasize the strategic importance of strong HR practices in organizations”.

Talent relationship management

Talent relationship management (TRM) focuses on attracting talent to the organization organically by providing a great employer value proposition. Additionally, talent relationship management includes establishing a talent pool and keeping individual and personalized contact with potential candidates with the objective of someday employing them. (Trost, 2014)

Employee relationship management

Employee relationship management (ERM) focuses on creating, nurturing and retaining strong relationships with talent from outside and inside the organization. (Strohmeier, 2013) On the contrary, talent relationship management focuses on mostly talent outside the organization whilst otherwise sharing distinctly similar qualities to employee relationship management

2. PERSON-ORGANIZATION FIT

The purpose of the following two chapters is to further explain and clarify the concepts of the main theoretical frameworks used in this research paper. This is necessary in order to understand the models on a deeper level once better understanding of the parts of the models is acquired.

The effects and distinctions of person-organization fit are extremely important. Person-organization fit must be separated from other types of person-environment fit in order to accurately assess the environment and attributing factors between an employee and organization. Kristof (1996) suggests dividing the person-environment fit in to four different categories.

The four categories of person-environment fit are person-organization fit, person-job fit, person-vocation fit and finally person-group fit (Kristof, 1996). The other three categories of person-environment fit apart from person-organization fit will be defined shortly in order to clarify the differences and discrepancies of the alternative categories to the reader. This thesis will focus solely on person-organization fit.

Kristof (1996) describes person-vocation fit to be the broadest of the fit categories that directly regard the working environment. According to Holland (1997), vocations and people seem to have personalities, and thus individual and differing characteristics.

Hoerr (1989) defines the importance of person-group fit as ever-increasing due to work teams becoming common in corporate environments. Kristof (1996) simply defines person-group fit as “the compatibility between individuals and their work groups.” The distinction between person-organization fit and person-group fit is quite large, as the two are quite variable in size and even in culture. In addition to this, research supports the fact that (Louis, 1990; Trice & Beyer, 1993) the values and norms of groups can wildly differ from the values and norms of an organization.

Simply defined, person-job fit is the compatibility of an individual with a specific job. Person-job fit to be different from person-organization in several key areas. Firstly, person-job fit should only be related to the tasks of the job, and not the organization as a whole. Secondly, person-job fit can vary from person-organization fit due to differences in style between managers, groups and teams. Thirdly, person-job fit can change within the organization if the individual chooses to change jobs inside the organization. (Kristof, 1996)

2.1 Organizational and individual characteristics

Kristof's model on person-organization fit is divided in to supplementary fit and complementary fit, while all areas hold some relation to each other.

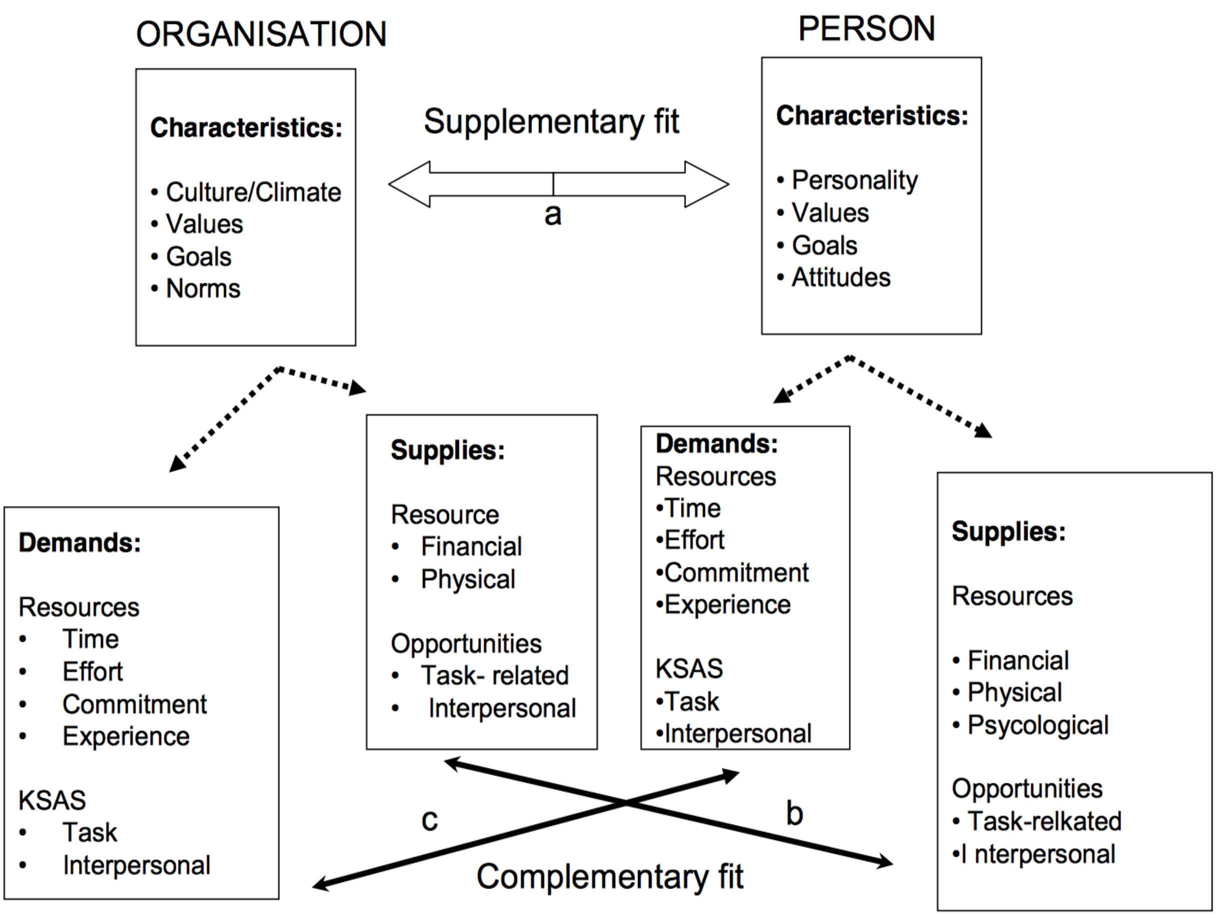

Figure 1. Conceptualization of Person-Organization Fit (Kristof, 1996)

The organisational characteristics are divided in to four different sections. These sections are culture and climate, values, goals and finally norms. Organizational characteristics must be made distinctly different from the personal characteristics. The distinction is made because the two differ from each other greatly. Organizational characteristics are those of the whole organization, including its staff, structures and processes. Individual characteristics comprise of personality, values, goals and attitudes in the person-organization fit model. (Kristof, 1996)

2.2.1 Organizational culture

Organizational culture is absolutely vital for organizations for long term survival and adaptation (Costanza et al. 2016). Denison and Mishra (1995) propose a model for organizational culture which consists of four primary traits: adaptability, mission, involvement and consistency. Adaptability has been proposed as a key factor as to why some organizations survive when others do not. Some examples of key criteria of organizational survival are growth (Denison & Mishra, 1995) and short-term performance as proposed by Chatman, Polzer, Barsade and Neale (1998).

Another trait that seems to have a direct correlation to growth is involvement. The researchers found that these two qualities, adaptability and involvement, were also strong indicators of openness, flexibility and responsiveness, thus leading to growth. On the other hand, the remaining two qualities, mission and consistency, were strongly related to and indicated vision, direction and integration. (Denison & Mishra, 1995) Therefore, organizational culture is an integral basis not only for survival, but for cultivating an environment of growth and well-being in the staff and within the organization.

2.2.2 Organizational climate

Organizational climate has received global attention in the recent years (Coda, da Silva & Custodio, 2015). Patterson et al. (2005) recognize that organizational climate has had several operational definitions over the years and that organizational climate and culture can even sometimes be used interchangeably. However, Patterson et al. (2005) propose that the dominant conceptualization seems to define organizational climate as the employee’s shared perception of organizational events, procedures and practices.

Schneider (2000) presents a less complex and rather simple definition where organizational climate is explained as descriptions of certain things that happen to employees. A clear link can be found between Patterson's (2005) and Schneider's (2010) definitions.

Several researchers have suggested that perceptions of organizational climate are indeed extremely important for various outcomes at individual, group and organizational levels. These outcomes include leader behaviour and turnover intentions as identified by Rousseau (1988) job satisfaction as proposed by Mathieu, Hofmann & Farr (1993), individual job performance as found by Brown & Leigh (1996) and organizational performance as conceptualized by Patterson, Warr & West (2004).

Patterson et al. (2004) also recognized a distinct and clear correlation between employee productivity and organizational climate variables. This goes on to prove the value of organizational climate not only at an organizational level, but also at a group and individual level.

Interestingly, the aforementioned researchers (Patterson et al., 2004) also found that managers significantly over assess their organizational climate in a more positive manner than their non-manager counterparts. It is therefore extremely meaningful and significant for organizations to invest in to creating a good organizational climate, since the benefits are immense and form a basis for consequential and thus substantial individual, group and organizational level outcomes.

It is important for organizations to accurately assess organizational climate, as presuming an adequate or good organizational climate can be very damaging as the problem is not recognized, and thus corrective adjustments are not made.

2.2.3. Organizational and individual values and personality

Cable and Judge (1997) propose that organizational values are an integral part in assessing person-organization fit. In addition to this, Bourne and Jenkins (2013) make the suggestion, that organizational values own a very central place in several organizational occurrences, of which person-organization fit is in a key position. Another central organizational phenomenon that relies heavily on organizational values is identity, as suggested by

Ashforth and Mael (1989). In addition to this, Schein (2010) suggests that organizational values also play an integral part in creating and forming organizational culture.

Bourne and Jenkins (2013) have discovered a framework for examining organizational values, which consists of four main forms of organizational values. According to Bourne and Jenkins (2013), organizational values can be divided in to embedded or intended values, and alternatively aggregated or collective values. The model will be used at a very general level in this paper, as examining it more closely or deeply is out of the scope of this paper. The model does, however, help the reader to get a simple overview of how the values in an organization can be divided in to different categories.

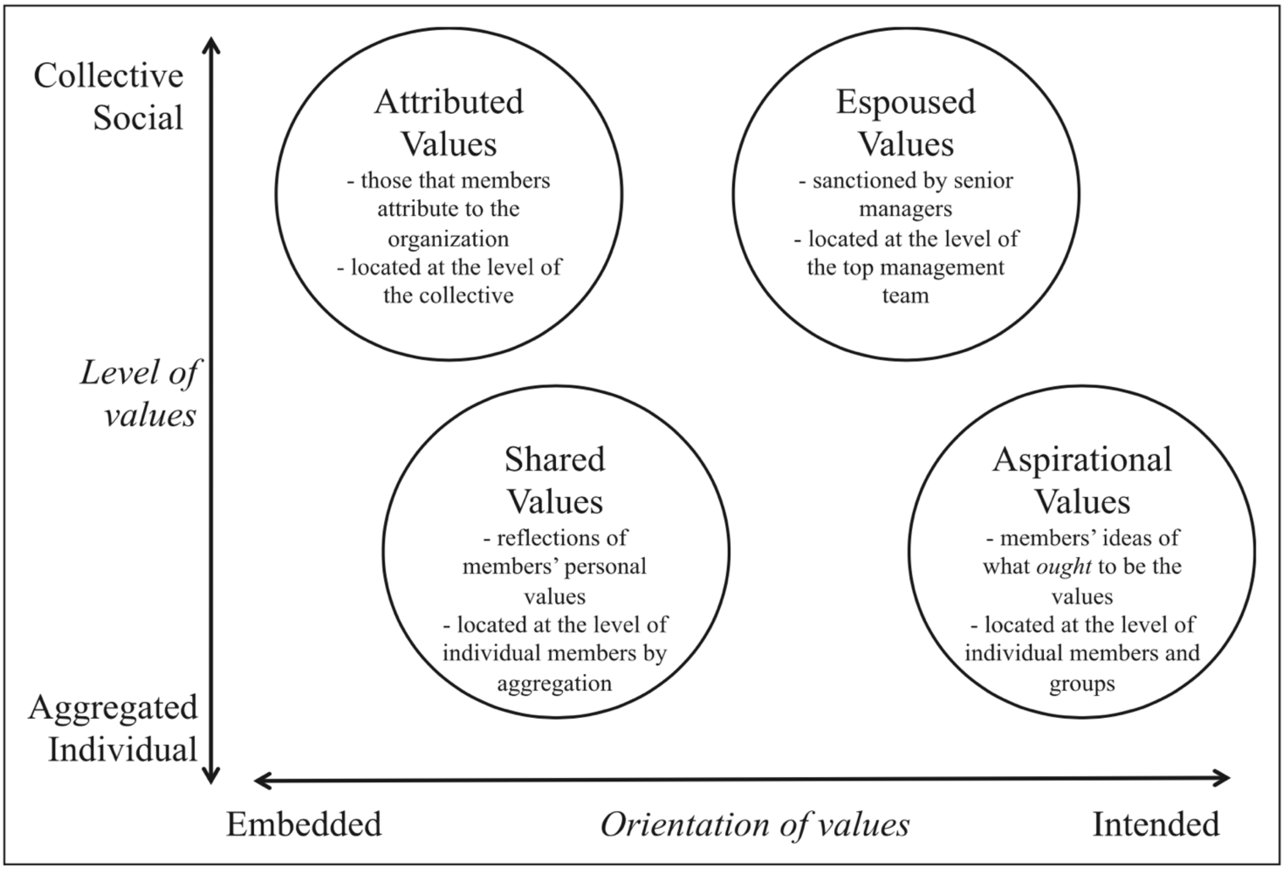

Figure 2. Conceptualization of forms of organizational values (Bourne, Jenkins 2013)

Embedded values appear in the systems and structures of an organization, thus being organic and non-formal. These embedded values have likely formed over a longer period of time, and are deeply integrated in to the organization. (Greenwood and Hinings, 1988)

Intended values can be constituted as the opposite of embedded values, or alternatively a more processed form of embedded values. Intended values are often characterized as being formally advocated by managers or a large part of the organizations personnel, but intended values cannot be found in the structures and systems of an organization. (Amis, Slack & Hinings 2002). This is one of the most significant differences between intended and embedded values.

D'Andrade (2008) very importantly concludes, that organizational values are created from two separate structures. These are personal cognitive structures and social collective structures. These two in unison form organizational values. Based on this conclusion, Bourne and Jenkins (2013) propose that organizational values "are aggregations of personal values that reveal shared cognitive structures." This is proposed as the definition and basis for aggregated values.

Individual values are the basis of our beliefs. Values are the underlying guides of our actions. This can be either unconscious or conscious, and is often a mixture of both. Values control our actions, and determine whether one form of action or ending state is better in our minds. If an employee's values fit with the case organization, they are much more likely to be satisfied with their job and perform better at work. Values also influence behaviour and attitudes. Additionally, values tend to negatively affect rationality and objectivity. (Judge & Robbins, 2013, p. 144-146)

D'Andrade (2008) also identifies that while individual values together may be the basis for social values, there is a need to take in to account factors such as history, group dynamics and power. Collective values may thus be agreed upon, but Hofstede (2008) issues an important reminder that even though these values are agreed upon, they may not be collectively shared by the organizations staff.

2.2.4 Organizational and individual goals

Goal setting has been proven to increase performance, however specific settings are required (O'hora & Maglieri 2006). Locke and Latham (2002) provide four mechanisms, through which goals impact performance.

The four mechanisms are directly related to goals and their processes and environments. Goals are directive and energizing. In addition to this, goals are directly influential to persistence. Finally, goals affect action indirectly through its own mechanisms. The action is affected by development and finding best strategies and approaches which are specifically related to the task at hand. Goals stem from identifying needs that must be fulfilled. (Locke and Latham, 2002) Messmer (2006) proves that a rigorous and continuing analysis of current and expected needs is necessary for organizations to form functional departments that are committed to the organization. Infact, Laursen and Mahnke (2001) propose that human resources are one of the most vital resources a company has.

2.2.5 Organizational norms and individual attitudes

Rimai and Real (2003) propose that organizational norms may encourage certain behaviour, while inhibiting others depending on the nature of the norms. In addition to this, Rimai and Real (2003) suggest that if a behaviour is in line with the organizational norms, the individual is more likely to partake or go through with the behaviour. Dewhirst (1971) shows this in his research, where he examines the use of communication channels and their effectiveness. In addition, Dewhirst’s (1971) research shows that channel-use is influenced by an individual’s perception of organizational norms.

Directly related to the aforementioned issue, Walton and Kemmelmeier (2012) suggest based on their research that creativity is affected in men based on threat levels and whether the norms of the organization are collective or individualistic. Interestingly, the effects were not the same with women.

2.2.6 Organizational and individual demands and supplies

Individual and organizational demands and supplies are an operationalization of the person-organization fit model. (Kristof, 1996) The demands and supplies are often examined as a strict connection between needs and supplies of an individual and organizational structures and processes. (Turban & Keon, 1993) In this operationalization fit is simply defined as the matching of these needs and demands between the individual and the organization. Dawis & Lofquist (1984) offer an alternative theory, where they claim that a person is satisfied with their work, once his or her needs are met. This is largely similar to the proposition by Turban and Keon (1993), but focuses more on the needs of an individual rather than the organization. It is important to note that the teory by Dawis & Lofquist (1984) has mostly been used to study person-vocation fit, but for example Judge (1994) has utilized it in studying person-organization fit as well. Therefore, it is used in the operationalization of this model for the purposes of this thesis.

3. RECRUITING PROCESSES

Recruiting is an extremely essential part of an organizations performance. Organizational recruiting affects the organizations talent pool, capabilities and strategic execution. (Phillips & Gully 2015). It would therefore make sense hire talented individuals with similar motivations, goals and values to the target organization.

Gully et al. (2013) also propose that organizations that pride themselves on social and environmental responsibility must attune to the values of employees in order to achieve a good fit within the organization. This is in line with the previous research from Gully et al. (2013). This is an important factor to take in to account in recruiting, as the case company holds social and especially environmental responsibility as core values

3.1 Talent relationship management

Nilsson and Ellström (2012, p. 30) have defined talent management as “the concept that is often used to emphasize the strategic importance of strong HR practices in organizations”. Talent relationship management (TRM), however, is a fairly new concept in the literature. (Trost, 2014) It is based on the widely-known concept of CRM (Jackson, 2005). CRM is the abbreviation for customer relationship management. Building on the concepts of talent management and CRM, Trost (2014) introduces the concept of talent relationship management (TRM). Strohmeier (2013) also explains in his work the term employee relationship management (ERM), which possesses significant similarities to TRM. The main difference is, that employee relationship management also focuses more closely on talent and employees within the organization once it is acquired as compared to TRM. It is important to take this in to account in order to achieve a holistic view of opportunities concerning internal talent already within the organization in addition to potential future talent from outside the organization

In general, the current situation of talent management in literature is still rather uncertain. The concept is often linked to an extremely wide variety of human resource and strategic human resource management practices, without identifying with one single and universally accepted definition. This is, in part, due to the facts that talent management lacks a stable theoretical foundation and its lack of direct and clear research subjects. (Thunnissen, 2016)

The following models regarding talent relationship management by Trost (2014) offer a view that encompasses some of talent management's principles in a specific area of human resources, namely recruiting. Strohmeier (2013) agrees, that employee relationship management is still in an "embryonic stage", especially when compared to the highly-developed CRM.

3.2 Talent and vacancy-focused approach

Basic principles are that talent relationship management is long-term and strategic. The long-term aspect comes from establishing and seeking talent long before a vacancy proves itself. In traditional recruiting thinking, a vacancy is the beginning point of the recruitment process. TRM principles can be conceptualized as a talent-focused approach in comparison to traditional recruitment processes. (Trost, 2014)

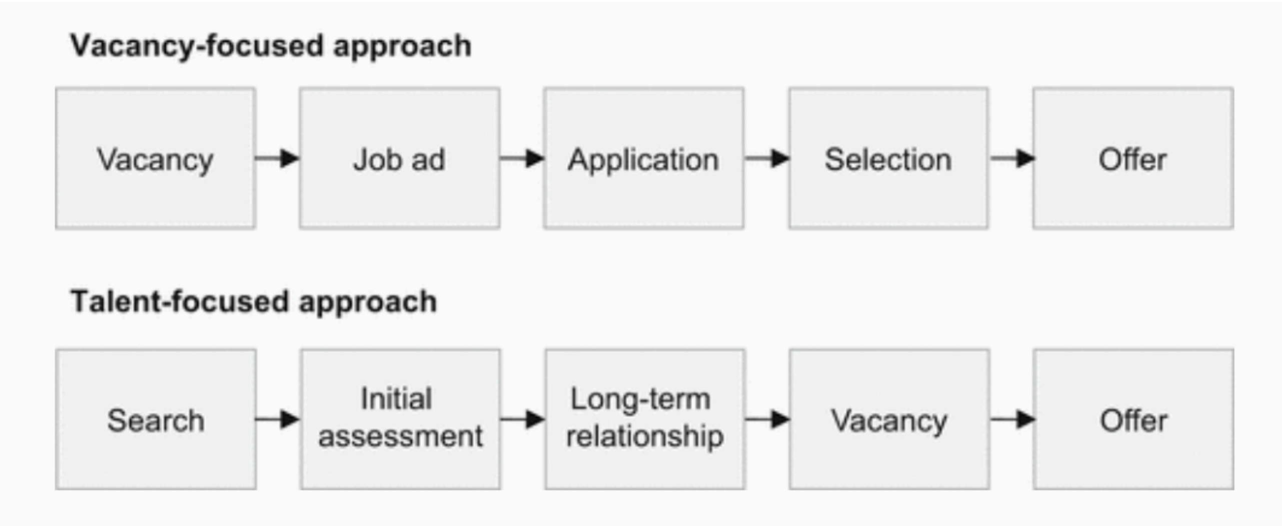

Figure 3. Vacancy focused approach vs. Talent-focused approach (Trost, 2014)

Rothwell (2012) introduces another perspective to the matter and proposes that talent can be cultivated in two ways. The first way is to grow talent from within the organization. The second method is to attract talent to the organization from outside the company by recruiting. In this thesis paper we will be focusing on attracting talent to the organization from outside the company. Trost's (2014) work focuses mostly only on bringing in talent from outside the organization.

In addition to this, Trost (2014) divides job seekers in to seekers and non-seekers, and proposes strategies for the two categories based on their individual attributes and characteristics. TRM is distinctive from traditional recruiting in the sense, that it is not meant for mass recruiting. This is because positions that require mass recruiting are often simple, low-skill and high supply positions that are easy to fill and do not require a complex approach like TRM to complete the recruitment process. This is due to the fact that TRM requires a significant amount of resources, as sourcing and searching for potential talent is resource intensive. (Trost, 2014)

TRM is based on the assumption that talented job-seekers are passive, excel at what they do and do not actively seek other employment than their current position. A company that utilizes TRM must clearly define their target group. The specifications of this target group is that the positions are hard to fill and the positions are often key or bottleneck functions. Bottleneck functions are defined as positions that are hard to fill, which require a significant staffing effort in the future. (Trost, 2014)

On the other hand, key functions are defined as similar roles of those within other competing companies, that require better talent than the rival's comparable positions. Additionally, key functions offer an exponential value increase for the company when compared to normal functions. (Trost, 2014)

3.3 Recruiting strategies

Trost (2014) presents an array of recruiting strategies used in TRM. The goal is, firstly, to identify the passive candidates. Secondly, active sourcing strategies should be utilized to reach the candidates and establish a personal contact with them. These active sourcing strategies include campus recruiting, searching for candidates on social media and employee referral programs. Trost (2014) has listed several recruiting strategies in his model below. The model maps out different resourcing strategies and locates them depending on the level of competition in the industry and required involvement and effort from the company itself.

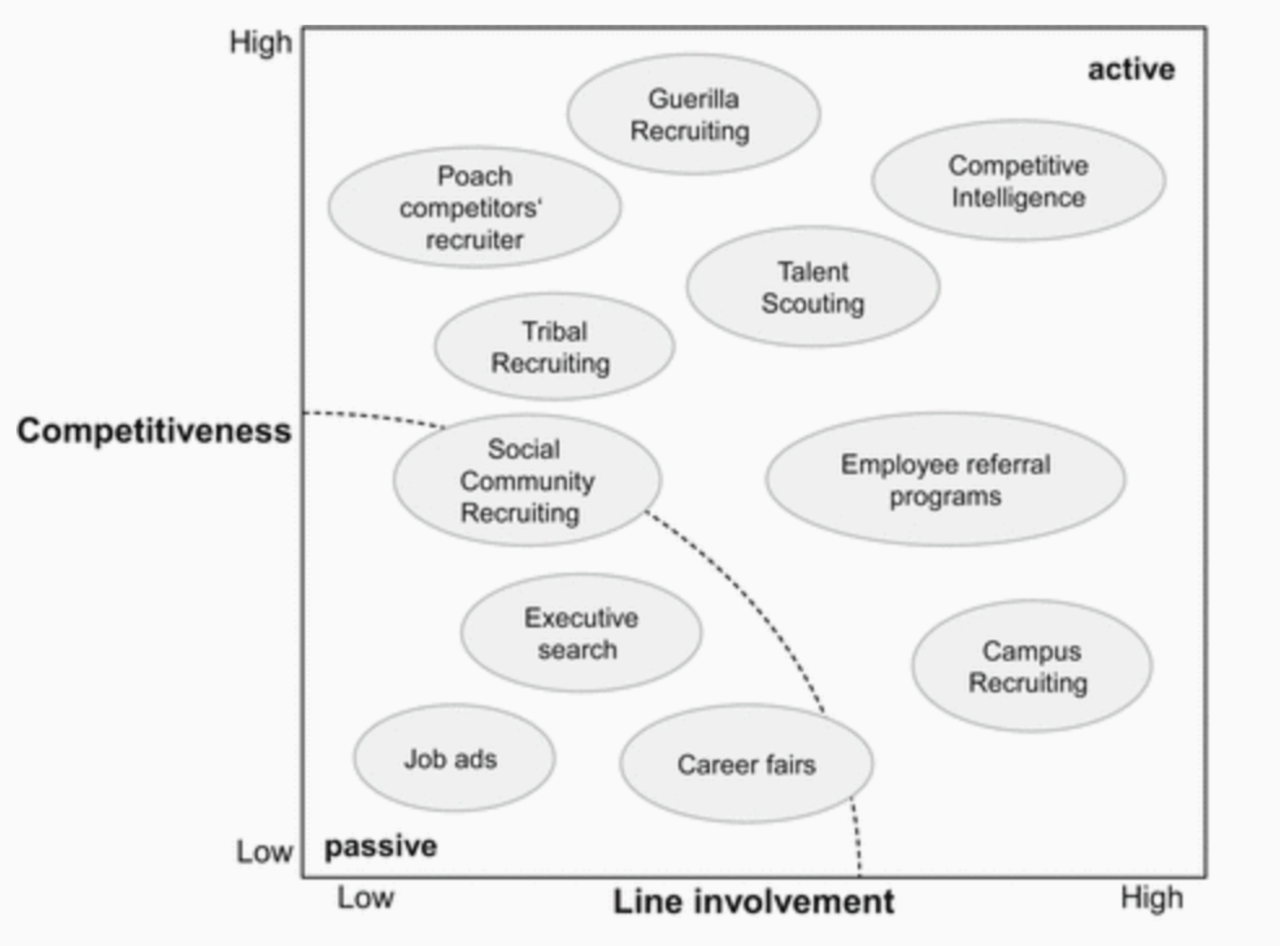

Figure 4. Recruiting strategies (Trost, 2014)

After candidates are identified, a talent pool should be created from the identified candidates. This is achieved by establishing personal contact and deploying a transparent, authentic and persuasive employer promise. The employer promise is used to attract talent, and should be based on provable facts. (Trost, 2014)

Trost (2014) calls the active management of identified talent in the talent pool candidate retention. He proposes that companies should attempt to stay actively in touch with all the potential candidates in the talent pool. The reasoning behind this is to actively communicate with potential candidates and to employ them at the company sooner or later. This also explains why TRM is a very long-term and strategic focus. ERM (Strohmeier, 2013) focuses on establishing deep and individual contact with select talent and employees, that the organization could form mutually beneficial relationship with.

TRM could potentially be supplemented with an employee relationship management (ERM) focus. ERM encompasses concepts such as talent relationship management and human capital relationship management under a very large umbrella, reaching all the way to dealing with current employees in addition to potential candidates (Strohmeier, 2013).

In addition to this, Trost (2014) emphasizes the importance of ensuring a positive candidate experience for all the people inside the talent pool. This also applies for applicants that are not within the pre-emptively identified talent pool. A positive candidate experience is essentially crucial especially to those who do not get an offer. If a candidate does not get offered a job, yet has an overall positive candidate experience, he might be available and willing to apply for future positions. On the other hand, if the candidate has a negative candidate experience, they may never apply to the company again. Trost (2014) summarizes the TRM process in a simple model:

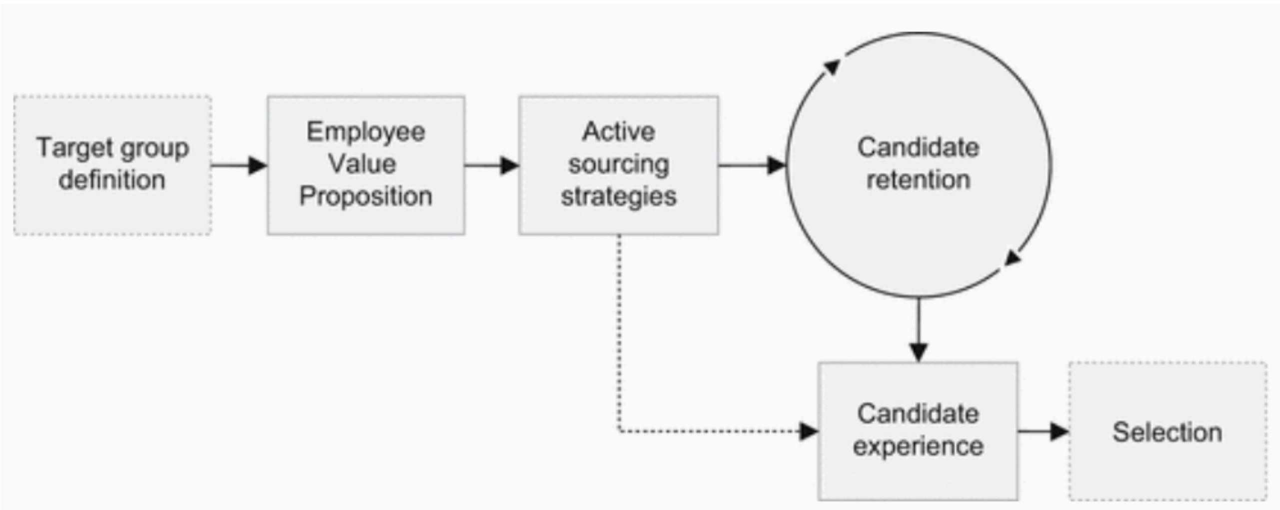

Figure 5. An overview of the TRM process (Trost, 2014)

This model has significant similarities to Strohmeiers (2013) proposed ERM perspective. On the other hand, ERM can be described in a way and option that includes the concept of TRM and helps to understand the large picture surrounding TRM. ERM has been created due to strain in the labor market, techonological advances and concept-push based originally on CRM. These apply to talent relationship management as well. ERM consists of strategy, processes and information systems, and is therefore a very suitable system for modern day talent relationship management. The strategy bases on creating a favourable labour market, while the processes and information systems focus largely on the application and execution of the ERM process as a whole. In addition to this, information systems and analytics are used for monitoring and adjustments of the strategy. (Strohmeier, 2013)

4. RESEARCH PROCESS AND METHODS

This research has been carried out with qualitative research methods. More specifically, this research has been conducted as a qualitative case study. Rossman and Rallis (2012, p. 6) define qualitative research as a very broad phenomena, of which its most characteristic features are the naturalistic and interpretive natures of it. In addition to this, it utilizes multiple methods of inquiry.

The nature of qualitative studies as being very context related. In addition to this, qualitative case studies are described as emerging from specific problems in fields of study. Qualitative case studies focus more on the underlying reasons of phenomena and attempt to portray and investigate them through thick descriptions. (Tracy, 2012, p. 21)

There exists a strong distinction between qualitative and quantitative research. Quantitative research often arranges to try and turn data into numbers and interpret these numbers, while qualitative research does this much less. In addition to this, in qualitative research the researcher is the measuring instrument, as the information and data gathered is relayed through the researcher's mind and paradigms. However, researchers utilizing qualitative research methods should attempt to set aside their own perspectives on the issue. In quantitative research, the research instrument is separated from the researcher. Tracy (2012, p. 24) In the case of this study, the interviews have been conducted by the author of this study.

Qualitative methodology can be explained in simple terms. Taylor, Bogdan and DeVault (2015, p. 7) offer a synthesized explanation of qualitative methodology, where "qualitative methodology refers in the broadest sense to research that produces descriptive data—people's own written or spoken words and observable behavior." In addition to this, Taylor et al. (2015, p. 7) also emphasize that qualitative research is a very wholesome approach of interpreting the world and data, where researchers adopt and form conceptions and ideas from patterns in the data. A strong emphasis is also placed on the constant learning and development process in qualitative research by Taylor et al. (2015, p. 7). The objective of this study is to create a wholesome description of the situation at the case company, as it pertains to the set research questions.

The research questions have been developed through a reflective process throughout the writing to answer the upcoming needs and perspectives that were uncovered during the process. The questions have thus taken shape through a reflective process, not by a one-time decision. Defining and refining good research questions is essential, since according to Agee (2009) the quality of the research questions is an essential pre-requisite to a successful research and that lacking research questions often lead to problems during the research process.

4.1 Qualitative case study

Stake (1995, p. 2) quantifies a case as being something that is unique, interpreted from a specific perspective and with a special interest. There are several different types of case studies. A case study can be either holistic or embedded. According to Yin (1994, p. 41) this distinction between holistic and embedded case studies is crucial. According to Scholz and Tietje (2002, p. 9), a holistic case study embodies significant narrative properties and describes phenomena. For the purposes of this thesis, a holistic case study is used. Yin (2003, p. 13) characterizes case studies as empirical inquiries, that investigate contextual, real-life phenomena in which the borders of between the phenomena and the context are not instantly evident. In addition to this, Yin (2003, p. 3-7) suggests that there are at least three different types of case studies. These include explanatory, exploratory and descriptive forms. Additionally, according to Yin (2003, p. 3-7) case studies can obtain both quantitative and qualitative methods, but for the purposes of this thesis only qualitative methods will be used. In addition to this,

In general, the study was completed as a qualitative case-study. Travers (2001) identifies five methods employed in qualitative research. These five methods of qualitative enquiry are observation, ethnographic fieldwork, interviewing, discourse analysis and textual analysis. For the purposes of this thesis, interviewing was deemed the most useful of the listed methods and therefore used in gathering empirical data.

In addition, this case study is qualified as an explanatory case study. According to Yin (2003), an explanatory case study must explain how and why something happens, seek to examine a contemporary phenomenon and the researchers must not have control over the phenomenon being examined. All these criteria qualify this case study to be an explanatory case study.

4.2 Interview method

The interviews were conducted in a semi-structured format. This method was chosen from three options; unstructured, semi-structured and structured. As DiCicco-Bloom and Crabtree (2006) propose, structured interviews often tend to produce rather quantitative information.

A completely unstructured interview was ruled out as well due to its uncertain nature. The goal of the interview is to find out the interviewee’s views and opinions on matters, while simultaneously retaining some composure in the interview questions. As is usual with semi-structured interviews, the questions will be open-ended and the interview will be conducted at a specific time and date. (DiCicco-Bloom & Crabtree 2006) The main reason for choosing interviews as the data gathering method was that the subject is complex, and requires deeper analysis and descriptive depictions of it from the interviewees. This factor also contributed to the decision of making the interviews a semi-structured format, so that the interviewees remained able to discuss points further or bring up related topics if they felt it was necessary.

The interviews were conducted on 22.3.2017 and 29.3.2017. These two dates were chosen in order to gain advantages from the interviews being chronologically close to each other. This proved to be beneficial when comparing the answers and referring to them. The plan of conducting semi-structured proved to be an excellent plan of action. All of the questions were successfully answered, and some created further discussion and analysis by both parties in the interview.

According to McCracken (1988) the interviewees chosen should be related and share similarities to the research questions to be capable of properly answering them, while simultaneously remaining quite homogenous in comparison to other interviewees. The interviewees chosen for the empirical portion of this research paper have been chosen with these criteria in mind.

Table 1. Background of the interviewees

Interviewee	Gender	Time with the company	Position in the company	Date interviewed
A	Male	6+ years	Manager level	22.3.17
B	Female	< 1 year	Consultant	29.3.17

The interviewees were an in-house consultant and a manager-level employee at the case organization. Both work at the HR department of the case company. The HR department was chosen largely due to the fact that the interviewed persons are likely to have a large body of knowledge on the thesis subject and its surrounding themes. This enables them to answer the questions effectively, regardless of their theoretical nature.

The two interviewees were chosen largely due to McCracken's (1998) research, that suggests that the interviewees should be capable of properly answering the questions, while remaining rather homogenous in comparison to other interviewees. In addition to this, only two were interviewees were chosen due to time restraints with the thesis and the fact, that two interviewees are more than capable of giving enough relevant information for the needs of this thesis.

The interview questions were created mostly on the basis of Kristof's (1996) and Trost's (2014) models. This is due to the fact that these models are the main theoretical frameworks of this research paper and subsequently its various structures are an integral part of the research questions themselves.

The questions are structured in a way which offers the best possible outlook on the research questions and the supporting parts of the model that surround the concepts used in the research questions. These concepts include both organizational and individual characteristics. These characteristics include concepts such as values, goals, norms, personality, attitudes, culture and climate.

It is necessary to treat the overlapping concepts as separate entities as the concepts may vary greatly when inspected through an organizational or individual perspective. The overlapping concepts include values, goals and in addition to these supplies and demands.

The questions were at times rather difficult to answer due to their rather theoretical nature and the fact, that the individual and organizational aspects were attempted to be kept as separate entities. However, the interviews revealed that this was nearly impossible in practice as the individual and organizational aspects have so much in common in practical applications in recruiting.

The theoretical nature of the questions was a necessary attribute in the questions in order to properly convey Kristof's (1996) theoretical model to the interviewees. This applied also to Trost's (2014) models as well, however these were more familiar to the interviewees due to their practical nature. In addition to this, Trost's (2014) models are also integral in recruitment. This is a subject that both the interviewees are specialized in. During the interviews both of the interviewees generally found Trost's (2014) models very interesting and useful, requesting more information and details afterwards for practical business use.

After the interviews were conducted and recorded, the recordings were typed verbatim. Therefore, transcripts were created for both interviews. After this, the most essential parts pertaining to the research questions were coded for future access while writing. In addition to this, several interesting facts were coded due to their potential use in writing the thesis and analysing the interview results.

Elements from grounded theory coding were utilized in the coding process, involving methods based around open coding, axial coding and selective coding. (Hirsjärvi & Hurme. 2001) In addition to this, in the working process of analysing the interviews, more methods related to grounded theory coding were used. These include handling the data, sorting it in to segments, formatting it and finally analysing the gained interview data. (Saaranen-Kauppinen & Puusniekka 2006, 35) The terms in this chapter will not be described in more detail, since that is out of the scope of this thesis. However, it is essential to know that these methods were used in interpreting the interview transcripts.

The objective of choosing a semi-structured interview for our sole qualitative research method is to gather a vast amount of valuable information to be used in the empirical portion of this research paper. The information will then be analysed and interpreted through the various theoretical frameworks from Kristof (1996) and Trost (2014) presented earlier in this research paper.

5. ROLE OF PERSON-ORGANIZATION FIT IN RECRUITING

The main purpose of the following two chapters is to present the results gained from the empirical portion of this thesis. Therefore, the aim of this chapter is to analyse the results and information gathered from the interviews. The purpose of the interviews was to find out how person-organization fit is utilized in recruiting at the case company. In addition to this, recruiting strategies and recruiting approaches at the case company are investigated to a certain extent.

The chosen theoretical frameworks were Kristof's (1996) model of person-organization fit, and Trost's (2014) models of recruiting approaches and recruiting strategies. The interview questions were divided based on these models. This analytical part of the study will be divided similarly by the theoretical frameworks in order to retain clarity. The empirical material will be examined through the theoretical frameworks proposed above. They will be used to examine the recruiting operations, methods and strategies.

5.1 Analysis of the recruiting processes

According to the manager-level interviewee of the case company, the recruiting process at the organization is rather structured and planned. The process ultimately begins with planning. More specifically, the process begins from resource planning. At an early stage it is decided what is necessary and needed for the recruitment. This includes deciding what kind of know-how, areas of knowledge, skills and abilities are required for the specific position.

In addition to this, there are several factors involved in the planning phase. Firstly, a need is identified that needs to be fulfilled. This is typically a vacancy-based approach, as characterized by Trost (2014). Factors like potential job rotation within the company are taken into account as well.

Another prominent part of the planning process is identifying potential candidates who have previously worked in the company and would be interested in working there again in the future. Interviewee A also stresses the importance of "potential obligations by the company to take back previous employees, while simultaneously taking in to account potential job rotation opportunities within the company". All the aforementioned stages are an important part of the recruiting planning process. The final stage of the planning process is getting a final recruiting permission from higher above. This ensures that recruiting is strategic and well planned according to the goals of the organization.

After the planning process, the HR department stays nearly always directly and closely involved in the rest of the recruiting process. The human resource department communicates with heads of business units or other managers involved in the process. The preliminary planning process is proceeded by deciding which channels will be used for recruiting for the open position. This includes several job-searching- and some professional social media sites.

After the recruiting channel is decided, the job-application is posted. Simultaneously existing known personas from either inside or outside the organization will try to be identified who could be potential applicants for the vacant position. However, this varies largely according to needs and specific conditions. Sometimes the search is opened directly to external channels, whilst sometimes the search is first opened exclusively into internal channels within the organization. In some situations, certain people that are thought appropriate for the role are contacted directly to gauge their interest.

The importance and prominence of communication during the recruiting process is highlighted and emphasized throughout the interviews. Communication is especially relevant in the timeframe after the applications are received and until recruiting decisions are made. Both interviewees A and B explicitly emphasize the importance of communication during the recruiting process. It is especially important to communicate about the process effectively to all parties. This includes rejected applicants, applicants that advance in the process and the applicants that are chosen.

The recruiting advertisement is in electrical channels for a couple of weeks. Again, the importance of communication during this period is emphasized. People can be interviewed during the whole period, given that suitable applicants are identified. At the latest, potential applicants for the job are chosen for interviews after the application window has closed. The interview can either be a traditional interview or a video interview. In some cases, both are used.

Depending on the level of the open vacancy, multiple interview rounds may be conducted. In addition to this, some roles require an aptitude test. The interview process is concluded by negotiating contract terms with the final applicant or applicants. After this, both parties prepare for the introduction and familiarization process of the new employee to the company. This process is planned beforehand and is very comprehensive.

The importance of employer branding during the whole interview process and additionally during the interviews themselves is emphasized. The process is designed to communicate effectively to all parties involved throughout the entire recruiting process.

There are some differences in the recruiting process depending on employee role and availability. The recruitment process is naturally adapted to fit the specific situation. For example, for higher level roles where there are small amounts of candidates, the positions are attempted to fill through existing connections or knowledge of people who might have worked at the company in the past.

5.1.1 Talent-focused approach and vacancy-focused approach

Trost (2014) introduces two models of recruiting processes, the talent-focused approach and the vacancy-focused approach. The vacancy-focused approach is more common at the case company, in part due to the nature of the industry. The nature of the industry is, that the projects that a company undertakes partially defines the needs for employees at that time.

However, the case company is large it could afford to pre-emptively contact and even hire potential employees by anticipating future needs. In addition, most business units are used across projects. This includes marketing, HR, finance and so forth. All of these departments include talent, which Tansley (2011, p. 267) defines as "special ability or aptitude, with those seen as talented able to demonstrate outstanding accomplishments in mental and physical domains".

Therefore, the case company is continuously looking for new talent that could be utilized for the needs of the organization. This basically means that the main recruiting process of the company is closer to a vacancy-focused approach than a talent-focused approach in part due to the nature of the industry, and in part due to how new a talent-focused approach is in recruiting globally. However, the direction is to focus on moving towards a more talent-focused approach in the future. Interviewee A says mentions that “we’re not there yet, but a talent-focused approach is an excellent model and a goal for us.” Whilst interviewee B just mentions that “there is not a talent-focused approach in place in the organization, but it is a great idea.” Even so, it’s specified that a talent-focused approach cannot work on its own, but requires a vacancy-focused approach or at least elements of a vacancy-focused approach to compliment it. According to interviewee A and B a working talent-focused approach with a talent pool of some sort is still far away. However, measures such as keeping recognized talent and contacts in mind for potential future positions is already done.

Strohmeier’s (2013) proposition of an ERM model includes significantly similar themes but at a much broader scale than Trost’s (2014) talent-focused approach, of which the case company speaks highly positively of. This includes things such as talent pools, highly individualized communication to current and potential candidates and the utilization of information systems and analytics in HR. As of now, however, these systems are not implemented at the case company to much extent, if at all. One of the pressing issues that prevents the case company from implementing these ERM methods is that the company is relatively large. This makes implementing company-wide policies challenging. In addition to this, there are several different job tasks. Should the case company succeed in adopting a companywide ERM policy, the rewards could be substantially larger than those of simply implementing a TRM policy, which is no small task in itself.

5.1.2 Recruiting strategies

Trost (2014) introduces several recruiting strategies in his work. Of the strategies introduced, the following are used at the case company: social community recruiting, executive search, job ads, career fair, talent scouting to some extent, employee referral programs and campus recruiting. Both interviewees A and B mention these strategies in their interviews. Interviewee B also mentions that “nearly all the recruiting strategies in this model are used, but some to only very little extent and non-systematically.” This is, generally speaking, a very broad set of recruiting strategies.

The effect of imminent and direct competition of the industry can be seen here, as a wide plethora of recruiting strategies is adopted to be used in order to efficiently reach potential talent. Some, however, are only done to an extent. For example talent scouting is only done to a certain extent so far. Talent scouting is implied to be the state that is pursued at the case company. Talent scouting directly links to Trost’s (2014) other research of a talent-focused approach. Both these methods revolve around talent acquisition and retention, and can be seen as pre-emptive methods of recruitment.

Certain inevitabilities caused by the increased competition in the industry create an increased competition for capable employees. Currently, the demand for certain experts exceeds the supply of capable employees, causing a very high competition for said experts. The implications of this are multi-layered. For one, it inevitably increases the negotiation power of skilled experts and lowers the negotiation power of companies. Secondly, it forces companies to increase marketing and recruiting actions in appropriate schools to attract and hire the best talent in to the company as early as possible. This is a requirement to stay competitive in the future.

The implications of these marketing- and recruiting actions in schools will not be clearly visible until some years in to the future, when the students graduate in to the workforce. The company that manages their relationships with students the best will inevitably succeed better than one that does not in an industry where experts are in large demand. Therefore, this analysis is only viable if the industry stays as competitive as it is today. In large, the competitiveness of the industry today is caused by a general increase of the industry in Finland, more specifically through building residential houses and some bigger projects. The business cannot keep up its growth forever, and when the situation turns, the resource allocation on talent attraction should be re-thought.

5.2 Analysis of person-organization fit

Broadly speaking, the elements of Kristof’s (1996) model on person-organization fit can be widely seen in use in recruiting at the case company. The theoretical nature of the model proves to be true, as several segments of the model are shown by the interviews to be in use at the case company in some form.

5.2.1 Organizational culture, climate and values at the case company

Organizational culture is an integral part of an organizations four main characteristics in the person-organization fit model (Kristof, 1996). The case company's organizational culture is described as non-hierarchical, feet on the ground, open, inclusive, relaxed but goal-oriented and hard-working. The goal of this goal-oriented and hard-working approach is to be at the top of the industry, but to achieve this at a grounded and level-headed style.

As Costanza et al. (2016) propose, organizational culture is vital for an organizations long-term survival. The importance of establishing a working organizational culture is clearly recognized at the case company, as proven by its strong values that both the interviewees agree contribute to the company's culture. The company does not recruit people that do not fit its company culture and identify with their values, even if the required skillset matches the organization's demands. Emphasis is put on the fact that an applicant's compatibility the organization's culture is an extremely central fact when making a recruiting decision. Interviewee A describes the organization's culture as "non-hierarchical, open, down-to-earth, relaxed yet goal- and results-oriented." Interviewee B also brings up that the culture is "open, forward-minded and very open-minded and progressive in it's actions."

The values of the case company are the following; caring, being a step ahead, a sense of community and a result-oriented approach. Denison and Mishra (1995) propose a model consisting of four primary traits for organizational culture which includes adaptability, mission, involvement and consistency. In addition to this, pride, mission, honouring one's word and responsibility are mentioned. On the other hand, Cable & Judge (1997) emphasize the importance of organizational values as a pivotal part of assessing person-organization fit. This is in line with that the case company does, as they place significant emphasis on assuring that the applicant is a good fit based on their values. This is one of the main methods at the case company where an individual values are taken in to account. Interviewee B expresses that, "the main method of judging an individual's value fit accurately at the case company is during an interview." However, values are not asked for directly, but rather through questions that directly pertain to the line of work and the individual as a person.

In line with the conceptualization of organizational values by Bourne and Jenkins (2013), the values at the case company are mainly collective and embedded based on the information gained from the interviews. The employees at the case company feel a sense of community, driven by a results-oriented approach to working. These values seem to be shared and attributed to the company at a very fundamental level. The values of the case organization relate deeply to caring and being a step ahead. The values are divided on to two different levels. On the other hand, the values deal with caring and and community, but also on results and being a step ahead. This offers a balance to the values at the case organization, and these values are meant to be lived true as a whole, not by sacrificing say caring for performance. The values of the case organization are very balanced. Interviewee B mentions that “in several other companies values are emphasized on a more theoretical level, but at the case-organization the values are brought more deliberately in to every-day life.”

The significance of values in recruiting at the case-company goes up in correlation with the level of the open vacancy. However, in all instances values are taken in to account heavily in the recruiting process. Cable and Judge (1997) propose that organizational values are an integral part in assessing person-organization fit. Interviewee A explicitly states that “regardless of other knowledge, skills and abilities, if a candidate is not deemed a good fit to the organization’s culture, the candidate is not hired.”

The organizational values of the case company are obviously an integral part in what makes its company culture, and the traits proposed by Denison and Mishra (1995) seem to have significant overlap with the case company’s values. Interviewee B mentions that “culture and values overlap significantly.” Denison and Mishra (1995) have also identified that involvement has a direct correlation with growth. In addition to this adaptability and involvement have been found to be strong indicators of flexibility, responsiveness and openness, therefore leading to growth. Elements of these can be found in the case company’s values and organizational culture, giving a strong basis to believe that growth is possible. The company has grown in the recent years in terms of revenue.

Individual values are recognized during the interview process at the case company in order to gauge an applicant’s cultural fit to the organization. This is a central part of Kristof’s (1996) model on person-organization fit. Throughout the interviews the underlying theme seems to be that values, both organizational and individual, play a very large role in making recruiting decisions. Thus, a lot of value and effort is placed from the organizations side in order to identify potential employees that match the organizations values. These organizational values are seemingly the basis of the organization’s culture. Therefore, it is not surprising that the importance of matching values is appreciated so highly in the case organization.

Individual values also tie in closely with personality. Personality is a concept of a person’s entire psychological system. Personality also describes the growth and development of this system. Personality can also be described as “enduring characteristics, that describe an individual’s behaviour”. (Robbins and Judge, 2017). Personality and values are therefore very tightly interlaced with each other. The personality and values of an individual are assessed during interviews at the case organization and other communication forms at the case company in order to decide whether the potential applicant is a good fit to the organizations culture and values at a general level. As with values, the personality is charted during the interview not by straight questions, but by addressing the interview situation as a whole.

The organizational climate is a concept that is rather close to organizational culture and they are often used interchangeably with each other. Research by Hoffmann & Farr (1993), Rousseau (1988), Brown & Leigh (1996) and Patterson et al. (2004) suggest that perception of organizational climate has significant implications on individual, organizational and group levels. The organizational climate of the case organization is described similarly to its culture in the interviews; as adaptable, mission-centred, involved and consistent. The interviewees seem to unanimously agree that this organizational climate is lived true at the company. Therefore, on the basis of the theoretical models of Hoffmann & Farr (1993), Rousseau (1988), Brown & Leigh (1996) and Patterson et al. (2004), the implications of the organizations perceived climate are likely to be positive at the case company. The case organization places large value on company culture and therefore on company climate, as the terms can be used interchangeably.

Additionally, Hoffmann & Farr (1993) propose implications related to job satisfaction. At the case company, people are in general very satisfied with their jobs. Interviewee A claims that people in general are very satisfied in the organization as proven by internal company surveys and the relatively high amount of long careers at the organization.

Organizational culture and climate are both taken heavily in to account in recruiting in the case organization. However, the challenge from the organizational side is how to effectively and efficiently communicate these organizational values and cultural climate to potential applicants in a genuine and standardized way.

The case organization's large size means that the process of communicating values, climate and norms is hard to standardize in a way that all ongoing and future recruitments could use the standard method. This is largely due to a big discrepancy between the nature of job positions within the organization. For example, the values and climate could be, in an ideal situation, communicated similarly to a C-level executive and a lower-level worker with one similar model. Interviewee A claims that “the higher and more powerful the position is, the more important it is to internalize and live the organization's values and climate and contribute to them.” This is because when a position is higher up the ladder, the individual has the chance to affect multiple people with his or her actions, thus amplifying the effect of living true the values of the organizations.

It should be noted, that this amplifying affect can be either positive or negative, depending on how well the individual internalizes, executes and contributes to the values, norms and goals of the organization. If the case organization fails to effectively communicate the values to a potential employee, the chance of a misunderstanding increases drastically.

5.2.2 Organizational and individual goals and norms

The case company's goals are closely tied to its value and therefore its organizational culture. The main organizational goal mentioned is to be the creator of a better society. Interviewee A mentions that “the biggest goals are to be a creator of a better society and a creator of a better living environment. On a smaller scale, we want to be a very reliable completer of projects.”

In addition to this several goals related to business are mentioned. These include thriving as a business in general in the extremely competitive industry the company is situated in. Interviewee A says that “in more detail, the company wants to be at the top in Finland, Russia and the countries it operates in Europe.” Additionally, interviewee A mentions that “the company wants to be the most desired employer among all technical students and professionals.”

O'hora & Maglieri (2006) propose that setting goals is proven to improve performance. Thus, it can be deducted that the organization has set goals which are more likely to guide the organization towards better performance comparing to setting no goals at all.

In addition to organizational goals, interviewee B agrees that “individual goals are taken in to account in recruiting at the case organization. This includes, for example, career aspirations, personal development goals and personal goals. These are taken in to account in interviews, in negotiations and the onboarding phase.” Interviewee A mentions the same factors, but with slightly different wording. The case organization places a lot of value on its human capital, thus ensuring the well-being of its employees. Individual goals are a major part of people’s well-being. In addition to this and closely relating to values, the personality of an individual applicant is taken into account in recruiting at the case company. This is due to judging whether the individual fits to the work community based on their personality and goals.

Interviewee B proposes that “organizational norms can be hard to define and can more often be seen in the everyday actions in the organization and its employees.”
Some organizational norms in the case organization tie closely to the organization culture, and the organizational culture has been a significant factor that has affected the creation and sustaining of the organization’s norms. Norms are first described at a very general level – for example taking a very modern approach to work-life balance. Interviewee A brings up norms such as the “possibility to work from home when necessary and flexible working times. In addition to this, working time is not monitored for most people and large amounts of trust is placed on the employees to achieve goals and take in to account their own hours.”

5.2.3 Supplementary and complementary fit

In the case organization, recruiting processes possess qualities from both complementary and supplementary fit. The desired fit relies largely on external circumstances in addition to the internal needs of the organization.

Complementary fit is, naturally, seen in situations where specific talent is needed for a specific project or a longer term working situation. Due to the nature of the industry, situations where specific knowledge of certain processes and talent arise very often. Considering the large size of the company, interviewee B mentions that "these needs are in reality quite constant and continually evolving depending on which projects are being executed at the time." The company operates in several industries, so in practice a large amount of talent and know-how on multiple topics is required at all times.

Supplementary fit can be seen as a pre-emptive recruiting measure which amplifies the capabilities of already existing employees. (Kristof, 1996) However, supplementary fit often occurs in recruiting not deliberately, but on accident. The manager level interviewee also claims, that in their experience people have a tendency to recruit people similar in personality to them. However, this is avoided at the case-organisation to the extent that not all employees are similar. Especially for office positions, the aim of the case company is to recruit diverse teams that consist of people with diverse backgrounds instead of people that are very similar to each other.

The significance and synergy of Kristof's (1996) supplementary fit and Trost's (2004) talent-focused approach should be taken note of, as the two approaches work very well with each other. This is due to the fact that supplementary fit doesn't necessary require a vacancy to be open, therefore creating opportunities to introduce recognized talent to the company even if specific vacancies aren't open at the time.

The issue of extremely intense competition in the industry is another contributing factor in recruiting at the case company. The company places strict demands on necessary skill requirements for all jobs, so employees are always equipped with at least the necessary skills to complete the work and comply with the strict work-safety regulations applied by law and the company internally. However, the intense competition in the industry places restraints on demands from the company’s side, and often talent is recruited even if the skillset does not completely match the requirements that were originally set. This is to ensure a large workforce, which is an essential part of growth.

5.2.4 Organizational and individual attitudes

Organizational and individual attitudes have a role in the recruiting process at the case company. According to Kristof (1996), person-organization fit affects the work attitudes of individuals. This, in turn, relates to congruence of fit. This includes values and culture, and how according to Kristof (1996) value congruence seems to have a very positive effect on job satisfaction and commitment to the organization from the individual’s perspective. Attitudes from the organizational and individual side are primarily displayed in interview situations, but also in all communication between the two parties. Both interviewees A and B agree that an individual’s attitude in an interview situation is a “very important and decisive factor in assessing an individual”.

According to internal surveys in the case organization, people are, in general, very satisfied with their jobs and are committed to the organization. Therefore, some of this satisfaction and commitment should be derived from aligning and similar values. Job satisfaction is primarily an individual benefit, but the organization benefits from an individual’s job satisfaction as well. The same applies, generally speaking, for an individual’s positive relationship to organizational commitment.

The qualifying condition for this is, that the employed individual is an asset to the organization. Therefore, a high level of person-organization fit is the qualifying condition. A high level of perceived person-organization fit is achieved at the case organization most of the time, whilst simultaneously achieving high value congruence between the organization’s employees and the organization. This allows the organization to maximize the benefit of the employee’s high levels of job satisfaction and organizational commitment.

5.2.5 Organizational and individual demands and supplies

The organizational demands are considered in recruiting at the case organization. In general, the recruiting process of the case organization is formed nearly entirely on its needs and demands. For example, vacant positions can be seen as an organizational need that needs to be fulfilled. However, these vacant positions originate from a deeper need, for example an ongoing or future project that requires certain know-how or additional personnel to complete.

The needs of an organization are an integral part of the recruiting process. The recruiting process is mapped out and planned based on the specific need that needs fulfilling at the organization. These needs are often multi-faceted and complex in nature, as the needs are ultimately guided by the organization's vision, strategy and goals. These elements hold within them smaller parts, such as ongoing projects, that also determine the needs of the organization. Therefore, it might be a simple task to define the needs of an organization when referring to a specific situation at a specific time, but when looking at the bigger picture the reasons behind these decisions are often complex and stem from several different subjects.

The individual's demands are also taken into consideration at the case organization in recruiting. As mentioned before, the company places a large amount of effort and supplies in to the well-being of its employees. Interviewee B mentions that "an individual's balanced well-being is a priority for the company". Therefore, it's only reasonable that the demands of potential future employees are taken in to account as well. The relevance and significance of an individual's demands is also a factor. The more valuable the individual is to the organization, the more leverage the individual has in negotiating demands.

Interestingly, this links to the fact that a high value congruence between the individual and the organization leads to high levels of job satisfaction and organizational commitment. In addition to this, an individual is more likely to be satisfied with a job and commit to the organization when their needs are met and they are happy (Hoffmann & Farr, 1993). To a certain degree, the organization places a larger emphasis on value congruence for job positions that are higher up in the organization. This means that this connection could be acknowledged at the case organization, at least to some form or extent. This is because the retention of people in key positions is extremely beneficial financially to the organization. Job satisfaction and organizational commitment both include several sub-factors, but they are in general a very important part of why individuals choose to stay at organizations, thus increasing key employee retention from the organizations perspective. This means, that recognizing individual and organizational supplies and demands is mutually beneficial to both parties, creating a win-win situation when the needs of all parties are met.

6. SUMMARY AND CONCLUSIONS

The purpose of this chapter is to clearly summarize the findings and themes of this research paper. This chapter will also recap the motives for choosing this specific research topic and it will contain the research questions with explanations and answers to them from the case organizations perspective. These answers are based on the data gathered and analysed from the interviews. In addition to this, some additional research topics will be suggested based on the analysis done during the thesis. Reliability of the research will also be discussed.

The main purpose of this thesis was to study the utilization of a specific person-organization fit model by Kristof (1996) in recruiting at the case organization. Surrounding this theme, other models by Trost (2014) concerning recruiting strategies and recruiting processes were chosen to further support the research questions and overall set the frame for the thesis.

At its most essential and simple description, person-organization fit concerns the compatibility between the individual and the organisation (Kristof, 1996). This is a large subject area, and encompasses several terms such as organizational and individual characteristics, which consist of values, goals, norms, attitudes, personality and culture. In practical application during this thesis, these terms have linked to each other very closely.

The utilization of person-organization fit in recruiting is an important subject for several notable real-life business applications. Bowen et al. have shown (1991) that a high level of person-organization fit allows for mobility within the organization, helps in downsizing situations, quality initiatives and changing job structures. These are all issues that will be more relevant than ever in the future. The value of person-organization fit and cultural value fit should not be underestimated, since jobs are being outsourced at an alarming rate in order to cut costs. (Schieberl & Nickles, 2014). The research subject is thus valuable and important.

The research questions were designed around the theoretical models, with a primary focus on Kristof’s (1996) person-organization fit model. The primary research question was:

“Are the elements of the person-organization fit model used/utilized in recruiting in the case organization and if so, how and at what stage?”

Based on the data gathered from the interviews it is clear that elements from the model on person-organization fit by Kristof (1996) are utilized at the case company in recruiting measures. However, the applications of the theoretical model are more pragmatic at the case organization and in real life recruiting use. The model is a good illustrator of a comprehensive view on person-organization fit and all its several facets, but does not offer much in terms of real-life applications in day-to-day business apart from identifying which parts are in use and which are not. Additionally, not all aspects of the person-organization fit model are used in same proportions at the case company. However, it should be taken in to account that the model displays a very holistic view of person-organization fit, and all its potential applications may not suit all situations. In the case organization’s situation, significant weight is placed in the model on organizational and individual values, cultural aspects, individual personality and organizational and individual supplies and demands. These characteristics appear in practical, day-to-day recruiting practices.

The supporting research questions were:

“Are cultural and value-related aspects taken into account in recruiting and if so, how and when?”

Cultural and value-related aspects are the most heavily emphasized and weighted aspect of the entire person-organization fit model at the case company. The case company prides itself on its focus on human capital and wellbeing of the staff. The importance of values is emphasized to such an extent at the case company, that they claim that they do not hire anyone who’s values do not match with theirs. This is regardless of other skills, knowledge and abilities. Organizational culture and value aspects are attempted to be conveyed to the applicants constantly in all communication, but especially during interviews. The case company is currently devising methods of communicating organizational values and organizational culture to all applicants in a uniform manner. This has proven to be challenging for the case organization due to its large size and difference in job descriptions. The second supporting research question was:

“Are goals, norms and attitudes taken into account in recruiting and if so, how and when?”

Goals, norms and attitudes are all taken in to account in recruiting both from the organizational and individual perspectives. At the case company organizational goals directly relate to the organizations needs from a recruiting perspective. In addition to this, stricter business goals are discussed such as being the top company in the industry in Finland, Russia and the countries it operates in Europe. Additionally, the company wants to be the most desired employer among all technical students and professionals.

Individual goals are taken into account in recruiting in the form of paying attention to individual development, professional development, career goals and work-life balance. These are taken in to account in interviews, in negotiations and the on-boarding phase. Significant emphasis is placed on the individual in the case organization. The organization’s values reflect this, at they include concepts such as caring and community. The third supporting question was:

“Are demands and supplies considered in recruiting and if so, how and when?”

Demands and supplies are considered in recruiting at the case organization heavily from both individual and organizational aspects. Demands and supplies were examined at a slightly more superficial level than organizational and individual characteristics in this thesis in order to remain within given page limitations. However, the interviews revealed that demands are based on current organizational needs in recruiting. Major emphasis was placed on the applicants having fitting values with the case organization. Supplies were interlinked to values, norms and culture where the case organization attempts to care and supply the individual with good work-life balance along with individual and professional development. All in all, the demands and supplies were approached from strictly a needs-based perspective, where the main goal is to fulfil the demands of both the individual and organization in order to contribute to person-organization fit.

“Is the recruitment process at the case company more of a vacancy-focused approach, or a talent-focused approach and why?”

The recruitment process at the case organization is more a vacancy-focused approach than a talent-focused approach. However, the organization is attempting to move more towards a talent-focused approach, at least for appropriate working positions. The benefits of a talent-focused approach are widely recognized at the organization, and both interviewees agree that a talent-focused approach is the state towards which they should attempt to work.

The fact that the organization mainly utilizes a vacancy-focused approach also has to do with the intense competition for talent in the industry. Specific, but necessary talent is extremely scarce and this can also be seen in the organization's recruiting strategies, which include but are not limited to the following; social community recruiting, executive search, job ads, career fair, talent scouting to some extent, employee referral programs and campus recruiting. Concluding, the case organization invariably understands the importance of person-organization fit in recruiting, but also in general to the well-being of the organization. Most of the person-organization fit model's parts are used at the case organization, with an emphasis on values and company culture, as those are two dimensions which the organization holds in high regard within the company. Concluding, the case organization invariably understands the importance of person-organization fit in recruiting, but also in general to the well-being of the organization. Most of the person-organization fit model's parts are used at the case organization, with an emphasis on values and company culture, as those are two dimensions which the organization holds in high regard within the company.

The research can be considered quite reliable, since the two interviewees are two people that are very knowledgeable of the organization's HR processes and very involved in the organization in general. In addition, the honesty of the interviewees should not be questioned since there is no motive to not have spoken the truth during the interviews. However, it is essential to remember that even when an individual is attempting to speak as objectively as possible, the individual's paradigms and values still affect the speech. In this case it is assumed that the effect is small. The reliability of the thesis could have been increased by conducting more interviews within the organization, however this was not possible due to set time and page restrictions. Also, the need for more interviews in general is questionable, since both the interviewees answered the questions in a very similar manner, and therefore most likely truthfully.

6.1 Further research opportunities

This thesis shows that the person-organization fit model along with its several different operationalisations can be used to examine a case organization's recruiting processes effectively from a practical angle. However, further research opportunities could include the practical effectiveness of implementing a plan based on Kristof's (1996) person-organization fit model. In addition to this, applications and effectiveness of the model's separate parts could be further topics of research. Different parts that could be examined are for example supplementary fit and complementary fit, and how the effectiveness of them could be practically, repeatedly and reliably measured. Also, a mixture of supplementary and complementary fit as a recruiting strategy could be a possible research topic. If the person-organization fit model is examined only at the recruiting level as it is in this thesis, further research topics should focus on the practical aspects of implementing measurement of person-organisation fit at different stages of the recruiting process.

REFERENCES

Abraham, K. , & Newcorn, C. 2000, "Online Recruiting- A Powerful Tool for Small Businesses", *The National Public Accountant,* vol. 45, no. 6, pp. 32

Amis, J., Slack, T. & Hinings, C.R. 2002, "Values and Organizational Change", *The Journal of Applied Behavioral Science*, vol. 38, no. 4, pp. 436-465.

Agee, J. 2009, "Developing qualitative research questions: a reflective process", *International Journal of Qualitative Studies in Education*, vol. 22, no. 4, pp. 431-447.

Ashforth, B.E. & Mael, F. 1989, "Social Identity Theory and the Organization", *Academy of Management Review*, vol. 14, no. 1, pp. 20-39.

Bowen, D.E., Ledford Jr., G.E. & Nathan, B.R. 1991, "Hiring for the organization, not the job", *Executive* (19389779), vol. 5, no. 4, pp. 35-51.

Bourne, H. & Jenkins, M. 2013, "Organizational Values: A Dynamic Perspective", *Organization Studies*, vol. 34, no. 4, pp. 495-514.

Brown, S.P. & Leigh, T.W. 1996, "A new look at psychological climate and its relationship to job involvement, effort, and performance", *Journal of Applied Psychology*, pp. 358–368.

Cable, D.M. & Judge, T.A. 1997, "Interviewers' perceptions of person–organization fit and organizational selection decisions", *Journal of Applied Psychology*, vol. 82, no. 4, pp. 546-561.

Chatman, J.A. 1991, "Matching People and Organizations: Selection and Socialization in Public Accounting Firms", *Administrative Science Quarterly*, vol. 36, no. 3, pp. 459-484.

Chatman, J.A., Polzer, J.T., Barsade, S.G. & Neale, M.A. 1998, "Being Different Yet Feeling Similar: The Influence of Demographic Composition and Organizational Culture on Work Processes and Outcomes", *Administrative Science Quarterly*, vol. 43, no. 4, pp. 749-780.

Coda, R., da Silva, D. & Custodio, I. 2015, "Multidimensional configurations of the organizational climate construct", *The International Journal of Human Resource Management*, vol. 26, no. 14, pp. 1827-1847.

Costanza, D.P., Blacksmith, N., Coats, M.R., Severt, J.B. & DeCostanza, A.H. 2016, "The Effect of Adaptive Organizational Culture on Long-Term Survival", *Journal of Business and Psychology*, vol. 31, no. 3, pp. 361-381.

D'Andrade, R. (2008). A Study of Personal and Cultural Values : American, Japanese, and Vietnamese, Basingstoke, GB, Palgrave Macmillan

Dawis, R.V. & Lofquist, L.H. (1984). A psychological theory of work adjustment: An individual-differences model and its applications, MN, University of Minnesota Press

DiCicco-Bloom, B. & Crabtree, B.F. 2006, "The qualitative research interview", *Medical Education*, vol. 40, no. 4, pp. 314-321.

Denison, D.R. & Mishra, A.K. 1995, "Toward a Theory of Organizational Culture and Effectiveness", *Organization Science*, vol. 6, no. 2, pp. 204-223.

Dewhirst, H.D. 1971, "Influence of Perceived Information-Sharing Norms on Communication Channel Utilization", *Academy of Management Journal*, vol. 14, no. 3, pp. 305-315.

Glaser, B.G. & Strauss, A.L. (2009). The discovery of grounded theory: Strategies for qualitative research, Transaction publishers

Greenwood, R. & Hinings, C.R. 1988, "Organizational Design Types, Tracks and the Dynamics of Strategic Change", *Organization Studies*, vol. 9, no. 3, pp. 293-316.

Gully, S.M., Phillips, J.M., Castellano, W.G., Han, K. & Kim, A. 2013, "A Mediated Moderation Model of Recruiting Socially and Environmentally Responsible Job Applicants", *Personnel Psychology; Durham*, vol. 66, no. 4, pp. 935.

Hirsjärvi, S. & Hurme H. (2001). Tutkimushaastattelu – Teemahaastattelun teoria ja käytäntö, Yliopistopaino, Helsinki.

Hoerr, J. 1989, "The payoff from teamwork", *Business week*, vol. 10, pp. 56-62.

Hofstede, G. 1998, "Attitudes, Values and Organizational Culture: Disentangling the Concepts", *Organization Studies*, vol. 19, no. 3, pp. 477-493.

Holland, J.L. (1997). Making vocational choices: A theory of vocational personalities and work environments, 3rd ed, Odessa, FL, US, Psychological Assessment Resources

Judge, T.A. 1994, "Person–organization fit and the theory of work adjustment: Implications for satisfaction, tenure, and career success", *Journal of vocational behavior,* vol. 44, no. 1, pp. 32-54

Kristof, A.L. 1996, "Person-Organization Fit: an Integrative Review of its Conceptualizations, Measurement, and Implications", *Personnel Psychology*, vol. 49, no. 1, pp. 1-49.

Laursen, K. & Mahnke, V. 2001, "Knowledge Strategies, Firm Types, and Complementarity in Human-Resource Practices", *Journal of Management and Governance,* vol. 5, no. 1, pp. 1-27

Locke, E.A. & Latham, G.P. 2002, "Building a practically useful theory of goal setting and task motivation. A 35-year odyssey", *The American Psychologist*, vol. 57, no. 9, pp. 705-717.

Lofland, J. 1995, "ANALYTIC ETHNOGRAPHY Features, Failings, and Futures", *Journal of contemporary ethnography,* vol. 24, no. 1, pp. 30-67

Louis MR. (1990). Acculturation in the workplace: Newcomers as lay ethnographers. In Schneider B (Ed.), *Organizational culture and climate* (pp. 85-129). San Francisco: Jossey-Bass.

Mathieu, J.E., Hofmann, D.A. & Farr, J.L. 1993, "Job Perception–Job Satisfaction Relations: An Empirical Comparison of Three Competing Theories*", Organizational Behavior and Human Decision Processes*, vol. 56, no. 3, pp. 370-387.

McCracken, G.D. (1988). The long interview, 1. pr. edn, London, Sage.

Messmer, M. 2006, "BUILDING FINANCE DEPARTMENTS From Recruiting To Retaining", *Financial Executive; Morristown,* vol. 22, no. 2, pp. 42-44

Nilsson, S. & Ellström, P. 2012, "Employability and talent management: challenges for HRD practices", *European Journal of Training and Development,* vol. 36, no. 1, pp. 26-45

O'hora, D. & Maglieri, K.A. 2006, "Goal Statements and Goal-Directed Behavior", *Journal of Organizational Behavior Management*, vol. 26, no. 1-2, pp. 131-170.

Patterson, M., Warr, P. & West, M. 2004, "Organizational climate and company productivity: The role of employee affect and employee level", *Journal of Occupational and Organizational Psychology*, vol. 77, no. 2, pp. 193-216.

Patterson, M.G., West, M.A., Shackleton, V.J., Dawson, J.F., Lawthom, R., Maitlis, S., Robinson, D.L. & Wallace, A.M. 2005, "Validating the organizational climate measure: links to managerial practices, productivity and innovation", *Journal of Organizational Behavior*, vol. 26, no. 4, pp. 379-408.

Rimal, R.N. & Real, K. 2003, "Understanding the Influence of Perceived Norms on Behaviors", *Communication Theory*, vol. 13, no. 2, pp. 184-203.

Robbins, S.P. & Judge, T.A. (2013). Organizational behavior*,* 15th edition, global edition edn, Boston, Pearson

Rossman, G.B. & Rallis, S.F. (2012). Learning in the field*,* 3. ed. edn, Los Angeles, Sage

Rothwell, W., 2012, “Talent management: Aligning your organisation with best practices in strategic and tactical talent management”, *Training & Development*, Vol. 39, no. 2, pp. 12

Rousseau, D.M. (1988). The construction of climate in organizational research. In C.L. Cooper, & I.T. Robertson (Eds.), *International review of industrial and organizational psychology* (Vol. 3, pp. 139-158). New York: Wiley.

Saaranen-Kauppinen A. & Puusniekka A. (2009). Menetelmäopetuksen tietovaranto KvaliMOTV, Yhteiskuntatieteellinen tietoarkisto, Tampere. [verkkoartikkeli] [Viitattu 15.4.2017]. Saatavjlla: http://www.fsd.uta.fi/fi/julkaisut/motv_pdf/KvaliMOTV.pdf

Schein, E.H. (2010). Organizational culture and leadership. 4. ed. edn, San Francisco, Calif., Jossey-Bass

Schieberl, J. & Nickles, M. 2014, "Outsourcing U.S. Jobs Abroad: Why?", *The International Business & Economics Research Journal (Online); Littleton,* vol. 13, no. 2, pp. n/a

Schneider, B., Brent, D. & Goldstein, H.W. 2000, "Attraction–selection–attrition: Toward a person–environment psychology of organizations" in Person–environment psychology: New directions and perspectives, 2nd ed, eds. W.B. Walsh, K.H. Craik & R.H. Price, Mahwah, NJ, US, Lawrence Erlbaum Associates Publishers, pp. 61-85.

Scholz, R.W. & Tietje, O. (2002) Embedded case study methods: Integrating quantitative and qualitative knowledge, Sage

Stake, R. E. (1995). The art of case study research. Thousand Oaks, CA, Sage.

Strohmeier, S. 2013, "Employee relationship management — Realizing competitive advantage through information technology?", *Human Resource Management Review,* vol. 23, no. 1, pp. 93-104

Taylor, S.J., Bogdan, R. & DeVault, M. (2015). Introduction to qualitative research methods: A guidebook and resource. John Wiley & Sons

Tracy, S.J. (2012). Qualitative research methods: Collecting evidence, crafting analysis, communicating impact, John Wiley & Sons

Travers, M. (2001). Qualitative Research through Case Studies. 1st edn, GB, Sage

Trice HM, Beyer JM. (1993). The cultures of work organizations. Englewood Cliffs, NJ, Prentice Hall.

Trost, A. (2014).Talent Relationship Management, 1st edn., Berlin, Heidelberg, Springer Verlag

Tyrone W Jackson 2005, "CRM: From 'art to science'", *Journal of Database Marketing & Customer Strategy Management,* vol. 13, no. 1, pp. 76

Turban, D.B. & Keon, T.L. 1993, "Organizational attractiveness: An interactionist perspective.", *Journal of Applied Psychology,* vol. 78, no. 2, pp. 184

Walton, A.P. & Kemmelmeier, M. 2012, "Creativity in Its Social Context: The Interplay of Organizational Norms, Situational Threat, and Gender", *Creativity Research Journal*, vol. 24, no. 2-3, pp. 208-219.

Westerman, J.W. & Cyr, L.A. 2004, "An Integrative Analysis of Person–Organization Fit Theories", *International Journal of Selection and Assessment*, vol. 12, no. 3, pp. 252-261.

Yin, R.K. (2003) Case study research: Design and methods. 3rd.ed, London, Sage

APPENDICES

Appendix 1. Interview format

Background:

1. What is your background at the company?
(2. How long have you been at the company?) TARVITTAESSA
(3. What sort of positions have you held before?) TARVITTAESSA

Questions on Trost's recruitment process & recruiting strategies

1. Could you please describe the recruitment process from start to finish to the best of your ability?
2. Does this process differ for work-site and office personnel and if so, how?
3. Is the recruitment process standard, or does it vary. If so, how?
4. Is the recruitment process closer to a talent-focused approach or vacancy focused approach? Which and why? (Use Trost's model of recruitment processes to illustrate)
5. Which recruitment strategies are used at the case company? (Use Trost's model of recruitment strategies to illustrate)

Questions on Kristof's Model

4. Could you describe the culture/climate of the company?
5. Could you describe the values of the company?
6. Could you describe the goals of the company?
7. Could you describe the norms of the company?

Is supplemental fit seen in recruiting? If so, how?
Is complementary fit seen in recruiting? If so, how?

8. Are organizational cultural aspects taken in to account in recruiting? If so, how and when?
9. Are individual cultural aspects taken in to account in recruiting? If so, how and when?

10. Are organizational value-related aspects taken in to account in recruiting? If so, how and when?
11. Are individual value-related aspects taken in to account in recruiting? If so, how and when?

12. Are an individual’s goals taken in to account in recruiting? If so, how and when?
13. Are the organization’s goals taken in to account in recruiting? If so, how and when?

14. Are organizational norms taken in to account in recruiting? If so, how and when?
15. Are individual norms taken in to account in recruiting? If so, how and when?

16. Are organizational attitudes taken in to account in recruiting? If so, how and when?
17. Are individual attitudes taken in to account in recruiting? If so, how and when?

18. Are organizational demands **(Resources: Time, effort, commitment, experience + KSAS: Task, interpersonal)** taken in to account in recruiting? If so, how and when?
19. Are individual demands **(Resources: Time, effort, commitment, experience + KSAS: Task, interpersonal)** taken in to account in recruiting? If so, how and when?

20. Are organizational supplies **(Resources: financial, physical + Opportunities: Task related, interpersonal)** taken in to account in recruiting? If so, how and when?
21. Are individual supplies **(Resources: financial, physical, psychological + Opportunities: Task related, interpersonal)** taken in to account in recruiting? If so, how and when?