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The Role of Company Image and Employee Perceptions in Attracting and Retaining Foreign Working-Level Talent in the Finnish Staffing Industry

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ABSTRACT:

The Finnish staffing industry has been facing a shortage of skilled labor in recent years, with increasing competition for talent from other countries. In order to attract and retain foreign working-level employees, staffing companies in Finland must understand the factors that influence the employee's decision to move to and stay in the country. This study aims to examine the role of company image and employee perceptions in attracting and retaining foreign working-level talent in the Finnish staffing industry. The study will focus on the factors that affect the employee's decision to move to and stay in Finland, including company image, job satisfaction, career opportunities, and quality of life. The study will also examine the strategies that staffing companies in Finland are currently using to attract and retain foreign working-level employees and will provide recommendations for improving these strategies.

The research design is qualitative in nature, and semi-structured interviews are conducted with foreign working-level talent. Working-level talent, also known as blue-collar employees, refers to individuals who perform manual or physical labor in industries such as manufacturing, construction, transportation, and maintenance. Interviewing working-level talent provides primary data, in-depth understanding, contextualization, and contributes to literature on employer attractiveness and retention in the Finnish staffing industry. The data collected from the interviews will be analyzed using thematic analysis to identify key themes and patterns related to company image and employee perceptions that may impact the attraction and retention of foreign working-level talent.

This master's thesis reveals that a favorable company image and positive employee perceptions about a company significantly contribute to the attraction and retention of foreign working-level talent in the Finnish staffing industry. The study shows that employee satisfaction and trust, along with social support and professional growth opportunities, have significant importance for the working-level talent. These findings underscore the significance of creating a welcoming and inclusive work environment to effectively engage and retain foreign employees. The results suggest that staffing companies in Finland can improve their strategies by focusing on enhancing their employer brand, fostering a supportive and inclusive culture, and providing avenues for the professional development of their foreign workforce.

KEYWORDS: Employer image, employer branding, employee retention, foreign working-level talent, staffing industry

TIIVISTELMÄ:

Suomen henkilöstöpalvelualalla on viime vuosina ollut haasteita palkata pätevää työvoimaa kilpailun kiristyessä muiden maiden työntekijöiden kanssa. Jotta suomalaiset henkilöstöpalveluyritykset voisivat houkutella ja pitää kiinni ulkomaisista työntekijöistä, heidän täytyy ymmärtää ne tekijät, jotka vaikuttavat työntekijän päätökseen muuttaa Suomeen ja pysyä siellä. Tämä tutkimus keskittyy tutkimaan yrityksen maineen ja työntekijän näkemysten roolia ulkomaisen työvoiman houkuttelussa ja säilyttämisessä Suomen henkilöstöpalvelualalla. Tutkimuksessa tarkastellaan erilaisia tekijöitä, jotka vaikuttavat työhön muuttoon ja Suomessa pysymiseen, kuten yrityksen maine, tyytyväisyys työhön, uramahdollisuudet ja elämänlaatu. Lisäksi tutkimuksessa tarkastellaan niitä strategioita, joita suomalaiset henkilöstöpalveluyritykset käyttävät tällä hetkellä ulkomaisen työnvoiman houkuttelemiseksi ja säilyttämiseksi sekä annetaan suosituksia näiden strategioiden parantamiseksi.

Tutkimus on toteutettu laadullisesti, ja ulkomaisille työntekijöille on tehty puolistrukturoituja haastatteluja. Työntekijätasolla tarkoitetaan yksilöitä, jotka työskentelevät manuaalisissa tai fyysisissä töissä teollisuuden aloilla, kuten valmistus, rakentaminen, kuljetus ja kunnossapito. Työntekijätason haastattelut tarjoavat ensisijaista tietoa, syvällistä ymmärrystä ja kontekstia liittyen yrityksen houkuttelevuuteen ja säilyttämiseen Suomen henkilöstöpalvelualalla. Haastatteluista kerättyjä tietoja analysoitiin teema-analyysin avulla tunnistaaksemme keskeisiä teemoja ja kaavoja, jotka liittyvät yrityksen maineeseen sekä työntekijän näkemyksiin ja voivat vaikuttaa ulkomaisen työnvoiman houkutteluun ja säilyttämiseen.

Tämän opinnäytetyön tutkimus osoittaa, että positiivinen yrityskuva sekä myönteiset työntekijän näkemykset yrityksestä ovat merkittävässä roolissa ulkomaisen työnvoiman houkuttelussa ja säilyttämisessä Suomen henkilöstöpalvelualalla. Tutkimukset viittaavat siihen, että työntekijän tyytyväisyys ja luottamus, sosiaalinen tuki ja mahdollisuudet ammatilliseen kasvuun ovat merkittäviä tekijöitä organisaatiotasolla. Tulokset korostavat suomalaisten henkilöstöpalveluyritysten mahdollisuuksia parantaa strategioitaan keskittymällä yrityksen maineen vahvistamiseen työnantajana, edistämällä avointa ja osallistavaa työympäristöä sekä tarjoamalla ulkomaisille työntekijöille mahdollisuuksia ammatilliseen kehittymiseen.

Contents

1   INTRODUCTION

The workforce worldwide is becoming more diverse as companies actively seek to attract and retain individuals, from parts of the world. This diversity is influenced by interconnected factors, including globalization, advancements in technology and shifts in demographics (Castells, 1996; United Nations, 2017).

The diversity observed in the workforce can be attributed to a combination of factors. Globalization has facilitated the movement of people across borders creating an interconnected world where talent can flow freely than ever before. Technological advancements, in communication and transportation have made it easier for individuals to explore employment opportunities in countries. These technological advancements have also enabled work and virtual collaborations expanding the pool of talent even further. Moreover, shifts in demographics such as aging populations in some regions and an abundance of workers in others have created imbalances between labor supply and demand. As a result, there is a need for cross border mobility within the workforce to address skill shortages (United Nations, 2017).

In Finland the staffing industry is not immune to these effects. The country experiences globalization impacts and an expanding labor market due to its location in Northern Europe its membership, within the European Union and its robust economy. The combination of these factors does not make Finland an interesting and relevant context to study the attraction and retention of workers but also a desirable destination, for those seeking job opportunities.

The staffing industry refers to the provision of employees or hiring on behalf of clients covering fields such as general, professional and administrative roles (Theodore & Peck, 2002). This industry plays a role in generating revenue and employing a workforce in Western countries. It offers flexibility to both employers and employees on a scale. Theodore and Peck (2002) also highlight the connection between supply and demand within this industry its ability to adapt during periods of economic instability.

Furthermore, this industry is closely linked to the dynamics of the workforce. It acts as a link between talent supply and demand not within Finland but also internationally. Finnish staffing companies frequently recruit workers for positions in sectors, like manufacturing, logistics and customer service. The impact of this industry extends beyond borders by facilitating border employment opportunities (Theodore & Peck, 2002). Also, the staffing sector, in Finland interacts with a range of industries and economies both domestically and internationally by providing staffing solutions. This highlights the industry's role in promoting growth and stability on a broader scale (European Confederation of Private Employment Services, 2019).

In Finland staffing agencies are responsible for recruiting and retaining workers for their companies as well as other businesses (Confederation of Finnish Industries, 2019). These agencies offer staffing solutions to sectors such as manufacturing, logistics and customer service. These companies rely heavily on foreign workers to fill various positions, including cleaners, logistics workers, and customer service representatives. Therefore, staffing companies recruit and retain foreign working-level employees to meet the demand for flexible staffing solutions in various industries. However, staffing companies also provide recruitment services to other companies that require foreign workers to fill various positions (Confederation of Finnish Industries, 2019). Henceforth this study encompasses both employees directly employed by staffing agencies as those recruited on behalf of other companies.

The Finnish staffing industry has seen a rise in foreign workers, who bring valuable skills and expertise, contributing to the growth of the industry. As reported by the Finnish Association of Personnel Service Companies (Henkilöstöpalveluyritysten Liitto) the staffing industry, in Finland generated a revenue of €2.9 billion in 2020 employing over 85,000 individuals (Henkilöstöpalveluyritysten Liitto, 2021). This sector has played a role in supporting the economy by offering flexible staffing solutions to companies and creating job opportunities for individuals. However, with increasing competition to attract

and retain workers companies need to find ways to distinguish themselves in the market. It is crucial for them to consider their company image and how employees perceive it when aiming to attract and retain workers from abroad within the staffing industry.

According to research conducted by Lievens and Highhouse (2003) a company's image significantly influences its ability to attract and retain talent. The perception of an organization's reputation, values, culture and service quality contributes to its image. A strong company image can enhance its appeal among employees. Various studies have explored the connection between company image and its impact, on employee perceptions and overall job satisfaction. There are some studies, in this field that're worth mentioning. One of them is the research conducted by Glavas and Kelley (2014) titled 'The Effects of Perceived Corporate Social Responsibility on Employee Attitudes. Another study worth noting is the work done by Bauman and Skitka (2012) titled 'Corporate Social Responsibility as a Source of Employee Satisfaction'.

It's important to understand that how employees perceive their workplace has an impact on attracting and retaining talent. When employees are satisfied, they tend to promote their organization to candidates, which helps attract talented individuals (Saks, 2006). Additionally satisfied employees are more likely to stay with the organization for a period contributing to talent retention (Harter, Schmidt, & Hayes, 2002).

While there have been studies examining the role of company image and employee perceptions in talent attraction and retention in contexts like McKinsey & Company's report 'The War for Talent' (1998) or Gilani and Cunninghams literature review on employer branding and its impact on employee retention (2017) there is a scarcity of research specifically focused on employee perceptions within the staffing industry, within the Finnish staffing industry. By comprehending all the factors discussed in the paragraphs companies operating in the staffing sector can devise effective strategies to attract and retain such skilled individuals thereby gaining a competitive edge, in the market. Furthermore, since the industry relies on workers for its growth understanding what motivates their

decisions can enhance their experience, satisfaction and commitment. Consequently, this can contribute to an employer reputation, employee loyalty and reduce turnover rates. Through exploring the impact of company perception and employee attitudes in this context this study seeks to shed light on areas for improvement and offer evidence-based practices within Finland's staffing industry (Peck et al., 2005).

It is evident that there is a research gap concerning perceptions, attitudes, and satisfaction within staffing industries. Henceforth this study aims to bridge this gap by examining how company image and employee perceptions play a role in attracting and retaining talent at working level positions, within Finland's staffing industry. By conducting, in depth interviews with employees and managers of staffing companies who're from countries this research aims to gain insights into the factors that influence their decision to join or stay with a staffing company, as well as how the company's reputation and employees' perceptions impact these choices. The findings of this study can assist staffing companies in developing strategies to attract and retain talented foreign workers thereby strengthening their competitive edge in the market. Moreover, this research can contribute to an understanding of the factors that influence workers when deciding whether to join or stay with a staffing company. This understanding can help enhance their experience, satisfaction, and engagement. Consequently, it can also contribute to fostering an employer brand image while increasing employee loyalty and reducing turnover rates.

1.1 Background of the study

The staffing industry in Finland has experienced significant growth in recent years, with an increasing demand for foreign working-level talent to fill various positions (Statistics Finland, 2021). However, despite this rising demand for talent Finnish staffing companies face challenges in attracting and retaining individuals. The competition, for talent is intense; hence employers must set themselves apart to attract and retain top notch professionals. This is particularly significant within the context of the COVID 19 pandemic as

it has caused disruptions, in the job market and heightened the need for staffing solutions.

The ability to attract and retain workers at skill levels is vital for the success of Finland's staffing industry. This industry heavily relies on employees to fill positions such as cleaners, logistics personnel and customer service representatives. However, there is research regarding the specific factors that contribute to employer appeal and employee retention within Finland's staffing industry particularly from the perspective of foreign workers.

According to a study conducted by the Finnish Ministry of Economic Affairs and Employment in 2019 Finland's labor market faces challenges due to an aging population, birth rates and a shortage of workers. These challenges have increased reliance on hiring workers across sectors including staffing. Nevertheless, with competition for talent employers must stand out to attract and retain top notch individuals.

International recruiting has become an important strategy for employers in the Finnish staffing industry to attract and retain foreign working-level talent. According to a study conducted by the Confederation of Finnish Industries in 2019 there has been an increase in the international recruitments in recent years. Employers are now utilizing channels such as media, job fairs and recruitment agencies to hire foreign workers. However, the success of recruitment depends on factors like employer reputation and image effective communication and transparency opportunities for professional growth and career advancement as well as fostering a positive and inclusive workplace culture (Breaugh & Starke, 2000; Cable & Turban, 2001; Turban & Cable, 2003).

Therefore, this study aims to examine how employer image and employee perceptions play a role in attracting and retaining foreign workers within the Finnish staffing industry. The objective is to gain insights into the elements that contribute to employer appeal and employee retention within this industry. These findings can provide guidance for

employers looking to develop strategies for attracting and retaining skilled foreign work-
ers at various levels within the current labor market.

1.2   Research question and objectives of the study

> *What is the role of company image and employee perceptions in attract-*
> *ing and retaining foreign working-level talent in the Finnish staffing in-*
> *dustry?*

The answers to the main research question are obtained through semi-structured inter-
views of the working-level employees who have moved to Finland and from researching
the theoretical aspects of employer image, employee retention, employer branding and
finally combining them together.

Sub-research questions:

> *How do Finnish staffing companies engage its employees?*
> *How does the employer's reputation (company image and employee per-*
> *ceptions) affect employee retention and commitment?*

To address this research question, the following objectives will be pursued:

> *To investigate how company image affects the attraction and retention*
> *of foreign working-level talent in the Finnish staffing industry.*
> *To examine how employee perceptions of their employer and job satis-*
> *faction influence the attraction and retention of foreign working-level*
> *talent in the Finnish staffing industry.*
> *To explore the cultural factors that may impact the attraction and reten-*
> *tion of foreign working-level talent in the Finnish staffing industry.*

1.3 Limitations

Similar to any research, this study is not without its limitations. Firstly, the sample size of working level employees and managers, from staffing companies who will be participating in the semi-structured interviews is relatively small. Although efforts will be made to ensure diversity and representation of the population of interest it's important to note that the findings may not be applicable to the staffing industry.

Another limitation of this study is the use of a qualitative research method, specifically in-depth semi-structured interviews. While these interviews provide an understanding of participants experiences and perceptions, they may not capture all factors that influence decision making for working level employees and managers within the Finnish staffing industry.

Lastly, it's important to acknowledge that this study focuses on company image and employee perceptions as factors for attracting and retaining foreign working level talent in the Finnish staffing industry. Though these factors hold significance it's worth noting that other elements such as job satisfaction, compensation and career development opportunities could also play a role in workers decision making processes.

1.4 Significance of the study

The staffing industry is a crucial sector for the Finnish economy, generating significant revenue and employment opportunities for individuals. However, there are challenges faced by the industry when it comes to attracting and retaining workers, which is crucial for the growth and success of the industry. The purpose of this research is to address a gap in existing literature by examining how company image and employee perceptions contribute to the attraction and retention of workers at the working level within the staffing industry.

The results of this study can offer insights that can help staffing companies enhance their recruitment and retention strategies ultimately creating a positive work environment for their employees. Additionally, this research can assist in shaping policies and strategies that facilitate the staffing industry's ability to attract and retain working level talent thus contributing to its overall growth and success.

Furthermore, this study aims to provide insights into the decision-making process of working level talent when it comes to selecting an employer within the Finnish staffing industry. By comprehending these factors staffing companies can customize their recruitment and retention strategies accordingly to meet the needs and preferences of this demographic.

The study can also contribute to the academic literature by adding to the existing body of knowledge on the role of company image and employee perceptions in attracting and retaining talent. More specially, this study focuses on the Finnish staffing industry, providing insights into a sector that has received little attention in the literature.

1.5 Structure of the study

The opening chapter of this study delves into the background that sets the stage for the entire research. It outlines the research's foundation, emphasizing the importance of exploring employer image, employer branding, employee retention, and foreign working-level talent within the context of the staffing industry in Finland. The chapter presents the core research question and objectives that guide the study's direction. Additionally, it acknowledges the study's limitations and highlights the significance of the research.

The second chapter lays the theoretical groundwork for the study, focusing on key concepts related to employer image, employer branding, employee retention, and foreign

working-level talent. It provides a comprehensive understanding of how these concepts interrelate and play essential roles in the staffing industry in Finland. Within this chapter, sub-sections explore these topics in depth, particularly within the context of the Finnish staffing industry. By examining the theories and concepts presented in this chapter, readers gain essential knowledge needed to comprehend the subsequent re-search findings and discussions.

Chapter three elaborates on the methodological aspects of this study. It clarifies the research design adopted for this project, which underpins the empirical analysis of the staffing industry. The chapter explicates the data collection methods used, discusses the selection process for interviewees, and outlines the approach to data analysis. Furthermore, the chapter addresses issues of validity and reliability, ensuring that the re-search results are credible and accurate. This chapter serves as a crucial bridge, linking the theoretical framework of Chapter two to the empirical findings of Chapter four.

The fourth chapter is dedicated to presenting the empirical findings of this research. It investigates the employer attractiveness in the Finnish staffing industry, highlighting the factors that contribute to this attractiveness. Furthermore, the chapter delves into employee retention, examining the role of employee engagement in maintaining a sustainable workforce. Drawing from real-world data, this chapter delivers insights into the staffing industry's dynamics, identifying trends and factors relevant to employer branding and employee retention in the Finnish context.

The final chapter of the study, Chapter five, offers a comprehensive discussion and conclusion section that summarizes the study's findings. It scrutinizes the answers to the research questions posed earlier in the research, drawing meaningful insights from the empirical results. By examining the collected data, this chapter aims to present a deep discussion that aligns with the theoretical background presented in Chapter two. The chapter also provides conclusions, emphasizing key takeaways from the study, practical implications, and suggestions for future research directions in the realm of employer

branding, employee retention, and foreign working-level talent in the Finnish staffing industry.

2   THEORETICAL BACKGROUND

Companies, around the world strive to attract the individuals available to them. According to Sivertzen et al. (2013) recruiting is the process of identifying employees evaluating their qualifications and selecting those who are best suited for the organization. The recruitment process involves attracting candidates through means such as job postings, social media, and employee referrals. While hiring experts has always been challenging for companies it has now become equally difficult to recruit working level employees due to their increasing options and choices, in employers. How can companies effectively attract working level employees in such a landscape? This section explores theories related to employer image, employer branding, employee retention foreign working level talent and the staffing industry.

2.1   Employer image

Employer image, also referred to as employer branding, is a concept that has gained significant attention in the literature on human resource management and recruitment. In today's competitive job market, where top talent is highly sought after by organizations, the development of a strong employer image is essential. According to Lievens and Slaughter (2016), employer image refers to "the set of beliefs, attitudes, and impressions that individuals hold about an organization as a potential employer" (p. 109). In other words, it is the perception that individuals have of an organization as a place to work, and it can have a significant impact on an organization's ability to attract and retain talent.

A positive employer image helps an organization stand out from its competitors and attracts candidates who align with its culture and values. Additionally, it fosters employee engagement leading to increased productivity and job satisfaction (Lievens & Slaughter, 2016).

Several factors contribute to building an employer image. These factors include the organizations reputation, the quality of its products or services its social responsibility

initiatives and how it conducts recruitment and selection processes. Notably the recruitment and selection processes employed by an organization significantly impact its employer image. According to Lievens and Slaughter (2016) the methods an organization uses for recruiting and selecting employees can communicate its values, culture, and commitment to employee growth. These processes have an impact, on how individuals perceive the organization as an employer.

Furthermore, the experiences of former employees can influence the image of an employer. When employees have experiences, they are likely to share their opinions about the organization, which can improve its reputation as an employer (Collins & Stevens, 2002). Conversely, negative experiences by employees can damage an organization's employ-er image and make it more difficult to attract and retain top talent (Lievens & Slaughter, 2016).

In summary employer image is a critical concept in human resource management and recruitment literature. A strong employer image assists in attracting and retaining talent while contributing to organizational success. According to Lievens and Slaughter (2016) developing an employer image requires attention to factors such, as reputation, product or service quality corporate social responsibility initiatives and recruitment and selection processes. By prioritizing these factors and ensuring a positive employee experience, organizations can strengthen their employer image and attract the best candidates in today's competitive job market.

2.1.1 Employer image within the staffing industry

While there is information regarding employer reputation specifically within the staffing industry it remains a critical aspect of the recruitment process. According to Breaugh & Starke (2000) companies that have an employer reputation are more likely to attract and retain employees in the labor market of the staffing industry.

The staffing industry is characterized by the temporary nature of employment, which can have implications for employer image (Lee, 2019). Temporary employees may feel less committed to the company, which can negatively impact the employer image (Lee, 2019). Additionally, the staffing industry often relies on referrals and word-of-mouth to attract new employees (Breaugh & Starke, 2000). Therefore, a positive employer image can lead to increased referrals and, consequently, more applicants (Sivertzen et al., 2013). Moreover, studies have shown that a positive employer image can have several benefits, such as increased employee commitment, reduced turnover intention, and increased job satisfaction (Lievens & Highhouse, 2003).

The concept of an employer image holds importance within the staffing industry, where companies rely on their reputation to attract and retain clients and employees alike. Lievens and Slaughter (2016) highlight that staffing firms face challenges when it comes to managing their employer image requiring a balance, between the expectations of various stakeholders such as clients, candidates, and their own workforce.

One of the hurdles for staffing firms is establishing an employer brand that appeals to candidates while differentiating themselves from competitors. Research by Lievens and Highhouse (2003) suggests that an employer image can influence job attractiveness and the likelihood of candidates applying for positions. In the context of the staffing industry, an employer's image can be shaped by factors such as the quality of the temporary workers they provide, the extent to which they offer benefits and training, and the reputation they have for placing workers in desirable jobs and locations.

Considering these factors, it becomes evident that maintaining a positive employer image is pivotal for the success of a company in the staffing industry. It is crucial for companies to actively manage their reputation and project an image to both clients and candidates This could involve strategies, like investing in the training and development of workers building strong relationships, with clients and candidates and participating in social responsibility initiatives that positively reflect on the company image. By managing

their image as an employer staffing firms can enhance their ability to attract and retain both clients and employees ultimately leading to success in the competitive staffing industry.

2.2 Employer branding

Employer branding encompasses activities and processes aimed at establishing and upholding a positive perception of employers among current and potential employees (Backhaus, 2016). Essentially it can be viewed as a form of communication with the purpose of attracting and retaining highly skilled personnel. As noted by Backhaus (2016) the concept of employer branding has gained attention in recent times due to shifts in the labor market such as skill shortages and demographic changes. Companies now understand the significance of developing an employer brand to set themselves apart from competitors and attract top notch talent.

One crucial aspect of employer branding is the employer value proposition (EVP) which pertains to the array of benefits and rewards that an employer offers to its employees in exchange for their skills and contributions (Backhaus, 2016). According to Backhaus (2016) it is essential for the EVP to be rooted in an understanding of employee needs, expectations as well as the unique strengths and culture of the company. By crafting an EVP companies can effectively convey their value proposition to potential employees while distinguishing themselves from other employers, in the market.

Employer branding includes an element which involves utilizing social media and other digital platforms to convey the employer brand (Backhaus, 2016). Backhaus (2016) points out that LinkedIn, Twitter and Facebook have become channels for establishing and promoting an employer's brand. These platforms allow companies to share information about their values, culture, job opportunities and engage with current employees in a more authentic and personal manner.

Furthermore, Backhaus (2016) highlights the significance of measuring the effectiveness of employer branding strategies. She suggests that companies should develop metrics to track performance indicators (KPIs) like employee retention rates, applicant quality and employee engagement levels. By assessing the impact of their employer branding efforts companies can identify areas for improvement. Refine their strategies over time.

Backhaus (2016) further elaborates on the concept of employer branding by categorizing it into three dimensions; symbolic and cultural. The functional dimension pertains to benefits offered by employers such, as compensation packages, benefits coverage, and job security. The aspect of symbolism on the hand refers to the intangible elements of an employer that establish emotional connections with potential and current employees. This includes aspects like the company's vision, values, and reputation. Additionally, the cultural dimension encompasses the culture and work environment, such as career development opportunities and maintaining a healthy work life balance.

According to Backhaus (2016) internal branding also plays a role in employer branding efforts. Internal branding involves aligning employees' attitudes and behaviors with the organization's values and brand identity. By creating a strong internal brand, organizations can ensure that employees are com-mitted to and passionate about their work, which can in turn enhance the organization's external employer brand.

In essence employer branding represents an approach for organizations to position themselves as attractive employers in the labor market. Through developing and effectively communicating a robust employer brand organization can retain and attract top talents. Backhaus (2016) emphasizes that employer branding is more than creating an image; it revolves around building an authentic and consistent identity that aligns with the organization's values and objectives.

Overall, the concept of employer branding plays a role in human resource management and has significant effects, on recruitment, employee retention and organizational

culture. A strong and clear employer brand can give organizations an edge when it comes to attracting and keeping talented individuals in today's fiercely competitive job market.

2.2.1 Employer branding in the staffing industry

The staffing industry places importance on employer branding due to its highly competitive and constantly changing nature. It heavily relies on attracting and retaining talent (Backhaus & Tikoo, 2004). As stated by Hiltrop (1999) a strong employer brand in this industry can enhance recruitment efficiency, employee loyalty and reduce turnover. The staffing sector is distinguished by its emphasis on service orientation, where individuals play a critical role in delivering services to clients (Ramaswamy & Singh, 2009). Consequently, the employer branding strategy within this industry should not target external audiences but also prioritize internal stakeholders such, as temporary employees who form a significant portion of the workforce (Ramaswamy & Singh, 2009).

To establish a brand presence in the staffing industry employers must thoroughly understand the unique needs and expectations of their target audiences. According to the research conducted by Backhaus and Tikoo in 2004 when it comes to employer branding in the staffing industry attention should go to these areas: (1) differentiation from competitors, (2) alignment with the company's core values and mission, (3) attractive compensation and benefits packages, (4) opportunities for learning and development, (5) positive work environment and culture, (6) transparent and fair HR policies, and (7) effective communication and feedback mechanisms.

Apart from the theoretical concepts mentioned earlier, employer branding in the staffing industry involves unique elements that require further analysis. Firstly, due to the nature of staffing services there is a need to attract both clients and candidates. Hence it is crucial for staffing firms to have a favorable employer brand that can entice job seekers as well as clients looking to outsource their staffing requirements (Coe et al., 2007).

Secondly, since the staffing industry comprises both temporary workers and permanent staff members with diverse backgrounds, it becomes essential to ensure that the employer branding strategy caters adequately to both groups. This implies that a staffing firms' efforts towards employer branding should be tailored specifically to address the needs and expectations of these two categories of employees (Burgess & Connell, 2006). For instance, temporary employees often value the flexibility training opportunities and supportive work environments they receive (Burgess & Connell, 2006). On the hand permanent staff members tend to prioritize job security, career advancement prospects and maintaining a healthy work life balance (Cropanzano et al., 2023).

Additionally, the staffing industry is known for its strong competition, both among the staffing firms and between staffing firms and clients' in-house recruitment teams (Ferreira, 2016). Consequently, it is crucial for staffing companies to set themselves apart from their competitors by establishing a distinctive employer brand. This can be accomplished by highlighting selling points such as exceptional service quality the ability to find niche talent efficiently or specialized knowledge of specific industries (Ferreira, 2016).

Lastly, it's important to recognize that employer branding in the staffing industry does not only focus on attracting candidates but also on retaining them. A positive employer brand can contribute to employee satisfaction levels which ultimately lead to improved retention rates reduced turnover costs and increased productivity (Keller & Richey, 2006). Therefore, staffing firms must monitor and manage their employer brand ensuring that they fulfill their commitments and create a positive work experience, for their employees.

In summary, employer branding plays a role in the staffing industry, and it is crucial for staffing firms to have a well-crafted employer branding strategy that caters to the unique needs and expectations of both temporary workers and permanent staff. By highlighting their strengths creating a positive work experience and actively managing their employer

brand staffing firms can attract and retain top talent stand out from competitors and build a strong reputation in the market.

2.3 Employee Retention

Employee retention is a huge concern in today's business landscape due to the high costs associated with employee turnover. Kossivi et al. (2016) defines employee retention as an organizations ability to retain its employees over time. Retaining employees is essential for term organizational success since excessive turnover can be costly and disruptive. It is crucial for organizations to implement retention strategies that help reduce recruitment and training expenses. Kossivi et al. (2016) emphasizes the importance of understanding the factors contributing to employee retention as it enables organizations to develop strategies, for keeping their employees engaged.

According to Kossivi et al. (2016) there exists several factors that influence employee retention. Job satisfaction plays a role in employee retention. It refers to how content an employee feels with their job. When employees are satisfied, they are more likely to remain committed to the organization. Another significant aspect is commitment, which pertains to the emotional attachment employees have towards their organization. Employees who feel emotionally connected to their employer, tend to stay loyal.

Compensation and benefits also play a part in influencing employee retention. According to Kossivi et al. (2016) employees who are satisfied with their compensation and benefits are more inclined to stay with their organization. Additionally achieving work life balance is another factor that impacts employee retention. Employees who can effectively manage both their personal lives are more likely to remain dedicated to their organization. Furthermore Kossivi et al. (2016) highlighted that career growth opportunities, job security, well as healthy relationships with supervisors and coworkers also contribute significantly to retaining employees.

Cloutier et al. (2015) stress the importance of developing strategies for retaining employees based on an understanding of the key drivers, behind employee engagement and loyalty. According to Cloutier et al. (2015) job satisfaction plays a role in employee engagement and retention. Several factors, including job design, compensation, recognition and work life balance, influence job satisfaction. Effective leadership and communication are also highlighted as factors in fostering employee engagement and retention along with the provision of ongoing learning and development opportunities.

In relation to Kossivi et al. (2016) study on determining factors of employee retention, Cloutier et al. (2015) findings suggest that factors such as compensation, recognition, work-life balance, leadership, communication, and learning and development opportunities are all important to consider when developing strategies for employee retention.

Kyndt et al. (2009) argue that employee retention is a process that involves both organizational and individual perspectives. The authors emphasize the importance of factors such as job satisfaction, work life balance and career development in retaining employees. Organizational aspects like leadership style, company culture and job design also play a significant role, in retaining a skilled workforce. This aligns with the findings of studies such as the research conducted by Latham and Pinder (2005) on employee motivation theories. Their review emphasizes the significance of job design, recognition, and feedback in motivating employees. Furthermore, Meyer and Allens (1991) study on commitment suggests that employees are more likely to remain loyal to an organization if they feel a strong sense of attachment and identification.

In addition, the study by Saks and Gruman (2014) on employee engagement highlights the importance of employee well-being and work-life balance in retaining employees. They suggest that organizations should offer opportunities for growth, development and support for work life balance to enhance employee engagement and retention. Similarly Kooij et al. (2017) study on age diversity in the workplace suggests that organizations

should provide career development prospects and training programs tailored to meet the needs and expectations of older workers.

Therefore, by incorporating both perspectives as well as individual considerations such, as job design, recognition, feedback, employee wellbeing, and career development opportunities can be leveraged effectively to develop strategies aimed at retaining employees. It is important for organizations to take measures in identifying and addressing the factors that contribute to employee turnover. By offering employees opportunities for growth and development organizations can enhance job satisfaction and improve employee retention.

As stated by Bratton (2021) Human Resource Management (HRM) plays an important role in keeping employees within a company. HRM encompasses practices and policies aimed at effectively managing an organizations workforce, including recruitment, selection, training, development, compensation and benefits. Also, HRM involves creating an organizational culture that fosters employee engagement, job satisfaction and commitment. This can be achieved through initiatives like providing opportunities for employee development and career advancement, offering competitive compensation and benefits packages, and fostering a supportive and inclusive work environment (Bratton, 2021).

Research indicates that successful implementation of HRM practices is associated with employee retention rates (Huselid, 1995). For example, providing training and development opportunities to employees has been proven effective in improving their skills and knowledge levels, which in term leads to increased job satisfaction and loyalty towards the organization (Eisenberger et al., 1990). Similarly, providing salary and benefits packages can attract and keep high quality employees while also supporting their well-being and job satisfaction (Huselid, 1995).

Moreover, HRM also plays a role in establishing a supportive and inclusive work environment, which has been proven essential for retaining employees (Kyndt et al., 2009). This

involves fostering relationships between employees and their supervisors as well as promoting teamwork, communication, and collaboration (Bratton, 2021). HRM can also address matters like work life balance employee well-being and job security that greatly impact employee retention (Huselid, 1995). Ultimately effective HRM practices are vital for retaining employees and ensuring success.

2.3.1   Employee engagement

Employee engagement plays crucial part in an organization's success. It refers to the level of commitment employees have towards their work and their willingness to go above and beyond to achieve objectives. William Kahn, a researcher from Boston University in 1990 is widely recognized for his work in the field of employee engagement. He defined employee engagement as "The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." (p. 694). This definition emphasizes the importance of an employee's emotional connection to their work, which is a key component of engagement. Kahn also highlights the role of organizational support and resources in facilitating engagement.

According to McBain (2007) employee engagement extends beyond job satisfaction or motivation; it encompasses a deeper emotional connection between employees and their organizations. McBain underscores that engagement is a concept that involves cognitive, emotional and behavioral components. It is important to recognize that employee engagement is not relevant for employees themselves but also for organizations since it profoundly influences performance outcomes, productivity levels and overall organizational success (Saks, 2006). Therefore, organizations must comprehend the factors driving employee engagement and develop strategies to promote it effectively.

Several factors contribute to employee engagement, including job characteristics, work environment, leadership, and communication. Job characteristics refer to the nature of the work and the level of autonomy and responsibility that employees have in their role

(Bakker & Demerouti, 2008). Work environment refers to the physical and social environment in which employees work, including the organizational culture and the relationships between colleagues (Saks, 2006). Leadership plays a crucial role in employee engagement, as managers can create a supportive work environment, pro-vide feedback and recognition, and empower employees (Mann & Harter, 2016). Effective communication is also critical for engagement, as it helps employees understand their role, goals, and expectations, and it provides them with feedback and opportunities to contribute (Saks, 2006).

Another important contribution to the field of employee engagement is the work of Macey and Schneider (2008), who developed a comprehensive model of engagement. Their model includes four dimensions of engagement: vigor, dedication, absorption, and social support. These dimensions reflect the degree to which employees are physically, emotionally, and cognitively invested in their work, as well as the degree to which they receive support from their colleagues and supervisors. Macey and Schneider's model provides a useful framework for understanding the different components of engagement and how they can be fostered within an organization.

In summary, employee engagement is extremely important for the success of any organization as it relies on establishing an emotional bond between employees and the company. The HRM department plays a role in nurturing employee engagement by fostering a workplace environment that is supportive offering feedback and recognition empowering employees and facilitating effective communication. To create strategies, for engagement organizations must gain insight into the different factors that contribute to engagement and implement programs and initiatives to address them accordingly.

2.4 Foreign Working-level Talent

Foreign workers in industrial jobs commonly referred to as blue collar employees are individuals employed in foreign countries with lower levels of education and skills

compared to white collar workers. These workers can be found in industries such as construction, manufacturing, hospitality, and agriculture. They often migrate to host countries in search of job opportunities or to escape political, economic or social instability in their home nations (Rose, 2005).

The decision to migrate is influenced by a range of factors including conditions, political situations and social circumstances. Economic factors like wages improved job prospects and the possibility of upward mobility are frequently the main drivers for migration among individuals (Massey et al., 1993). Political factors such as persecution, violence and conflicts can also serve as motivations for people to relocate (Koser, 2016). Additionally, social factors like family reunification, education opportunities and cultural ties may also contribute to the decision-making process (Borjas, 1989).

Foreign workers at the working level face a variety of challenges such, as language barriers cultural disparities discrimination and exploitation. Language barriers can hinder communication between foreign workers and their employers and colleagues leading to misunderstandings and potentially compromising their safety in the workplace (Acharya et al., 2018). Cultural differences can also pose challenges for workers who may not be familiar with local customs and practices. Discrimination, including wage disparities, employment bias and social exclusion can significantly impede the integration of workers into the host society (Zhang & Peltokorpi, 2015). Exploitation is another obstacle faced by foreign blue-collar employees at working level positions especially those, without proper documentation or limited legal protections (International Labour Organization, 2017).

Integration refers to the process through which individuals and groups become part of the host society and actively engage in its social and cultural aspects (Castles et al., 2014). It is a process involving both the host society and migrants themselves. The host society must offer opportunities and support for migrants to fully participate in society while migrants also need to make efforts to learn the language, culture and norms of the host

society. Integration plays a role in ensuring the well-being of both migrants and the host society, as it can lead to greater social cohesion, reduced social tensions, and improved economic outcomes.

To support the integration of working level/blue collar employees, governments, employers, and civil society organizations have important roles to play. Practices that promote integration encompass language training, cultural orientation programs, access to education and skills development opportunities as well as legal safeguards against discrimination and exploitation (OECD, 2018). Employers can contribute to integration by offering working conditions, fair wages, and avenues for career growth (Pouliakas & Theodossiou, 2010). Civil society organizations can provide services such as legal advice, counseling support and social integration programs for foreign workers (Perkins & Scutella, 2008).

2.4.1   Foreign working-level employees in Finland

In our globalized world, with increasing mobility, migration has become a common phenomenon worldwide, including in Finland (Castles et al., 2014). Various factors influence workers decision to migrate to a new country; these factors include economic considerations as well, as social, cultural and political aspects. This sub-chapter focuses on the factors that influence the decision of foreign working-level employees to move to Finland.

One of the most important drivers for migration is economic factors (Borjas, 1989). Finland, with its economy and well-established welfare system has seen an influx of foreign workers in recent years (OECD, 2018). The country offers a high standard of living, abundant employment opportunities and comparatively higher wages. These factors make it an appealing destination for individuals from countries with wages and less favorable economic conditions. Moreover, Finland boasts a low unemployment rate making it easier for foreign workers to secure jobs (OECD, 2018).

Social factors also play a significant role in the decision to migrate. Finland is known for its high quality of life, social equality, and safety (OECD, 2018). These factors make it an attractive destination for foreign workers, particularly those from countries with lower levels of social welfare and safety. Additionally, Finland is a culturally diverse country with a welcoming attitude towards immigrants (Koser, 2016). This makes it easier for foreign workers to integrate into Finnish society and feel at home.

Cultural factors can also have an impact on the decision-making process for workers considering relocation, to Finland. Finland's distinctive culture, encompassing its language, customs and way of life might be appealing to foreign workers (Koser, 2016). Nonetheless cultural disparities can also present a hurdle to integration. Potentially discourage some foreign workers from relocating to Finland.

Political factors also play a role in the decision-making process for migration. Finland boasts a stable political system, strong adherence to the rule of law and a reputation for good governance (OECD, 2018). These aspects can make it an enticing destination for workers especially those hailing from countries marred by political instability or inadequate governance.

To sum up, the choice made by employees at working-level positions to move to Finland is influenced by various factors such as economics, social dynamics, culture considerations as well as political circumstances. The nations robust economy, quality of life and inclusive attitude towards immigrants render it an attractive option, for foreign workers. Nevertheless, cultural disparities and language barriers may present integration challenges. Additionally, political stability and effective governance are also important which can significantly sway the decision to migrate towards Finland.

2.5 Staffing industry

The staffing industry, also known as the temporary employment industry or the gig industry has become increasingly widespread, in labor markets. It encompasses different types of work arrangements, such as agency work, contract work and part time work, in which workers are employed by a staffing agency and assigned to work for client companies. The staffing industry plays a role in economies as it offers employers flexibility and provides valuable job opportunities for employees (Bryson, 2012).

One of the aspects of the staffing industry is the triangular relationship between the staffing agency, client companies and the temporary workers. This relationship presents challenges and opportunities for all parties involved. These include concerns related to job security, working conditions and employment rights (International Labour Organization, 2016).

The staffing industry has received acclaim for its ability to address skills shortages and labor market imbalances. By offering employers a labor supply pool staffing agencies assist businesses in adapting their workforce according to changes, in demand (OECD, 2016). Staffing agencies also offer employment opportunities, for individuals seeking part time work. This includes students, retirees and those looking to supplement their income (European Commission, 2016).

However, the growth of the staffing industry has raised concerns regarding job quality and employment rights for agency workers. Research indicates that these workers are more likely to experience job insecurity, wages and unfavorable working conditions compared to employees (International Labour Organization, 2016; Kalleberg, 2011). As a result, there have been calls for enhanced regulations and protections for workers. One such provision is treatment requirements that ensure temporary agency workers receive the pay and working conditions as permanent employees (European Commission, 2016).

In response to these concerns, governments and labor organizations have implemented policy measures aimed at improving job quality and employment rights for agency workers. These measures include heightened monitoring and enforcement of employment regulations the establishment of minimum standards for work arrangements and efforts to enhance protections, for these individuals (International Labour Organization, 2016; OECD, 2016).

In summary, the staffing industry has become a vital player of labor markets providing valuable flexibility, for employers and creating work opportunities for employees. However, the industry's growth has also sparked concerns regarding job quality and employment rights for agency workers. Ongoing efforts are being made to enhance regulations and safeguards for workers ensuring that all individuals in the staffing industry are treated fairly and equitably.

2.5.1   Staffing agencies and foreign working-level talent

Foreign working-level employees are individuals who are employed in low-skilled or blue-collar jobs, often in sectors such as manufacturing, construction, or hospitality. They may be employed by staffing agencies and assigned to work for client companies. The relationship between staffing agencies and foreign working-level employees can create unique challenges and opportunities, including issues related to job security, working conditions, and employment rights.

One advantage of collaborating with a staffing agency, for working-level employees is the chance to access work opportunities that they might not have otherwise had. Staffing agencies offer a variety of job opportunities that align with the skills and experience of workers including both term and long-term contracts (Kouba & Baruah, 2019). This can be especially advantageous, for workers who might encounter language or cultural obstacles during their job search.

However, the relationship between staffing agencies and foreign employees at the working-level can also present challenges concerning job security and employment rights. Temporary agency workers, including foreign working-level employees often face risks of insecurity in their jobs, lower wages and unfavorable working conditions compared to permanent employees (Countouris et al., 2017). Staffing agencies might have limited motivation to invest in training and development for agency workers since their main focus is on meeting the needs of their client companies.

Foreign working level employees may also encounter difficulties due to language barriers, cultural differences, and potential exploitation by employers. Carzedda (2023) emphasizes the importance of clarifying employment practices, for workers through staffing agencies while stressing the need to ensure ethical treatment.

Segal and Sullivan (1997) conducted research, on the growth of temporary services work, using data and trends to explore how it has rapidly expanded. Their study sheds light on the impact this type of work has had on labor markets, particularly highlighting the challenges faced by foreign workers at the working level in this ever-changing landscape.

In response to these challenges, governments and labor organizations have taken policy measures aimed at enhancing job quality and employment rights for workers in the staffing industry. These measures include monitoring and enforcement of employment regulations, setting standards for temporary work and initiatives to improve social protections for temporary workers (Kouba & Baruah, 2019; Countouris et al., 2017; Carzedda, 2023).

To summarize the relationship between staffing agencies and foreign workers at the working level presents both challenges and opportunities concerning job security, working conditions and employment rights. Ongoing efforts are being made to improve regulations and protections for these workers in the staffing industry. Policy makers must continue their work to ensure treatment and equality, for all employees.

2.5.2 Foreign talent and Finland

Foreign working level employees choose to relocate to Finland for various reasons, including economic opportunities, social and cultural factors, and personal motivations. It is important for policymakers and employers to understand these factors in order to effectively attract and retain this workforce.

When considering a move to Finland, economic factors often play a role for working level employees. Finland boasts an economy compared to other countries offering a high standard of living and favorable employment prospects. A report by the Ministry of Economic Affairs and Employment of Finland (2019) highlights that availability of work, wage levels and social benefits are commonly cited reasons for choosing Finland.

In addition to economic factors, social and cultural factors also influence the decision-making process of working-level employees considering relocation to Finland. The country is renowned for its quality of life characterized by a social welfare system, reliable healthcare services, as well, as a safe and politically stable environment (Kvist et al., 2011). These factors can be especially appealing to workers who are looking for an improved quality of life for themselves and their families.

Personal motivations can also play a role in the decision of working-level employees to relocate to Finland. These motivations may include factors like seeking experiences the chance to learn a language or the desire to acquire new skills or knowledge. For instance, according to a report by Finland's Ministry of Economic Affairs and Employment (2019) some foreign employees at the working-level were enticed by the opportunity to learn a language or gain experience working in a cultural setting.

It is important to note that the decision to move to Finland is often influenced by multiple factors not just one isolated factor. For example, a foreign worker might be attracted

by the higher wages, in Finland, but may also be drawn towards its social and cultural environment.

In conclusion, the decision of foreign working-level employees to move to Finland is influenced by a range of economic, social, and personal factors. Understanding these factors can help policymakers and employers better attract and retain this valuable workforce and ensure that foreign workers are able to thrive and contribute to the Finnish economy and society.

2.6   Summary of theoretical background

Employer image, also known as employer branding, refers to how individuals perceive an organization as a workplace. It plays a role in attracting and retaining talent. A positive employer image helps differentiate an organization from its competitors and attracts candidates who align with the organizations culture and values. In the staffing industry having an employer image is especially important as it leads to more referrals increased applicant numbers, enhanced employee commitment, reduced turnover intention and higher job satisfaction. Managing employer image in the staffing industry comes with challenges since it requires balancing the needs and expectations of various stakeholders. Effectively managing employer image in this industry involves investing in training and development for workers building strong relationships with clients and candidates and engaging in social responsibility initiatives that positively reflect on the company's brand.

Employer branding is a communication approach aimed at creating and maintaining a favorable perception of employers among both potential and existing employees. Its significance has grown due to labor market changes such, as skill shortages and demographic shifts. An effective employer branding strategy comprises the employer value proposition (EVP) social media utilization and measurement. It can be categorized into three dimensions; symbolic and cultural. In the staffing industry a robust employer brand can enhance recruitment efficiency, foster employee loyalty, and diminish employee turnover. To develop a successful employer branding strategy in this field it is crucial to

focus on distinguishing oneself from competitors aligning with the company's core values and mission offering compensation and benefits packages providing opportunities for learning and development cultivating a positive work environment and culture implementing transparent and fair HR policies, as well as establishing effective communication channels and feedback mechanisms. Given that staffing services require attraction of both clients and candidates it becomes imperative for staffing firms to cultivate a strong and favorable employer brand.

Employee retention refers to an organizations ability to retain its employees over a period of time. It is essential for organizations to implement strategies that promote employee retention since high employee turnover can be costly and disruptive. Several factors influence employee retention including job satisfaction levels, organizational commitment, compensation and benefits, work life balance, career development opportunities, job security, well as maintaining good relationships, with supervisors and coworkers. To develop employee retention strategies, it is important to understand the factors that drive employee engagement and job satisfaction. These factors include compensation, recognition, work life balance, leadership, communication and opportunities for learning and development. The implementation of HRM practices such as recruitment, selection, training, development, compensation, and benefits plays a vital role in creating a positive organizational culture that fosters employee engagement and commitment. Additionally creating an inclusive work environment is crucial for retaining employees.

Foreign working-level employees refer to individuals employed in manual or industrial jobs in a foreign country, usually with lower education and skills than white-collar workers. Economic factors such as higher wages, better employment opportunities, and potential for upward mobility are often the primary motivators for migration. Challenges faced by these employees include language barriers, cultural differences, discrimination, and exploitation. Integration is essential for their well-being and the host society. Finland's thriving economy, high living standards, and open approach to immigrants make

it an appealing place to settle. However, cultural disparities and language differences can be stumbling blocks to successful integration.

The staffing industry offers multiple different employment options, such as temporary agency work, contract work and part time positions. It plays a role in many economies by providing flexibility for employers and valuable work opportunities for employees. However, the industry's growth has raised concerns regarding job quality and employment rights for temporary agency workers, especially those who are foreign and may face language or cultural barriers, and the risk of exploitation by unscrupulous employers. To address these issues governments and labor organizations have implemented policy measures aimed at improving job quality and employment rights, for workers. When considering whether to move to Finland foreign workers often prioritize factors. Understanding the factors that influence their decision can help policymakers and employers attract and retain this workforce more effectively.

3 RESEARCH DESIGN AND METHODOLOGY

The aim of this research is to investigate the role of company image and employee perceptions in attracting and retaining foreign working-level talent in the Finnish staffing industry. Specifically, the research aims to explore the importance of company image and employee perceptions in the decision-making process of foreign working-level talent, as well as to identify recruitment and retention strategies that can be used by HR managers in the industry to address the challenges of attracting and retaining foreign talent. To achieve this aim, a qualitative research approach will be used, consisting of semi-structured interviews with foreign working-level talent and HR managers in the Finnish staffing industry. This chapter outlines the research design, including the research questions, sample, data collection, data analysis, validity and reliability, and ethical considerations.

3.1 Research design

Qualitative research method is used as the research method of this master's thesis. According to Hodges (2011), qualitative research methods can be used in several cases to understand the experiences and perspectives of individuals, to explore the underlying meanings and motivations behind behavior, and to gain insights into complex social phenomena. Qualitative methods such as in-depth interviews, focus groups, and observation allow for a more nuanced and comprehensive understanding of the phenomena being studied compared to quantitative methods. They also allow for the exploration of experiences and perspectives in a more natural and context-specific manner, leading to a rich and in-depth understanding of the subject matter.

Qualitative research is often used when researchers seek to comprehend phenomena or delve into uncharted areas with limited knowledge. These methods prove advantageous in collecting detailed data about individuals' experiences, beliefs and behaviors.

According to Creswell (2013), qualitative research methods are particularly useful when the goal is to understand "the meaning that people make of their experiences, how they construct their worlds, and what they feel and believe" (p. 20). Similarly, Morse (1994) notes that qualitative research is particularly useful for generating new insights and hypotheses that can be further tested using quantitative research methods.

Moreover, qualitative research methods offer researchers flexibility and openness in approaching research questions especially when dealing with hard-to-reach or marginalized populations (Morse, 1994). Qualitative research methods also provide opportunities for building rapport with participants enabling an understanding of their perspectives and experiences (Creswell, 2013).

The main research question of this thesis aims specifically to explore how foreign employees at the working-level perceive and experience their work in the staffing industry, as well as how the company's image influences their decision to stay or leave. Qualitative research methods like in depth interviews and focus groups are ideal for collecting descriptions of participants experiences and perspectives on these topics.

Additionally qualitative research methods can be particularly valuable for generating theories or hypotheses and delving into areas with limited existing research. This becomes crucial within industries like staffing where there may be limited studies on the experiences of foreign working-level employees in Finland. In general, qualitative research methods have the potential to offer a profound comprehension of the experiences and perspectives of foreign employees at working level positions in the staffing industry of Finland. This in turn can assist staffing companies in Finland in devising strategies, for both attracting and retaining talented individuals.

3.2   Data collection methods

Sutton (2014) outlines several data collection methods in qualitative research, including interviews, observation, documents, and audiovisual materials. Interviews, in particular,

are a commonly used method for collecting qualitative data. This method allows researchers to gain in-depth insights into participants' thoughts, experiences, and perspectives (Kvale & Brinkmann, 2009). Sutton acknowledges that interviews come in types such as structured, semi-structured and unstructured. Structured interviews involve predefined questions while semi-structured and unstructured ones provide flexibility in both the questions asked and the responses given. Observation entails observing and documenting participants behaviors, interactions and activities in simulated environments (Hammersley & Atkinson, 2007). Additionally, documents and audiovisual materials like archival records, photographs, videos and audio recordings can also serve as sources of data.

For this research, the data collection method used is qualitative interviews, using a semi-structured format. According to Sutton (2014), qualitative interviews are appropriate for collecting data that explores individual experiences and subjective perspectives. Semi-structured interviews provide a flexible and adaptable framework that al-lows for exploration of these experiences and perspectives, while still providing some structure to the interview process.

The recruitment of participants was conducted using purposive sampling, a non-random sampling technique that is commonly used in qualitative research (Kvale & Brinkmann, 2009). This method suits the study as it allows to target individuals with experience in working as foreign talent within the Finnish staffing industry. Interviews was conducted through three means: face to face, telephone, and video calls. According to Hammersley and Atkinson (2007), the choice of interview method should be guided by the research question and context.

Data saturation was used as a criterion to determine the sample size for this study (Guest et al., 2006). Data saturation occurs when new data no longer provides additional insights or themes that are relevant to the research topic. The data collected from the interviews was transcribed verbally and checked for accuracy. The transcripts will be

stored in a password-protected computer, and the anonymity and confidentiality of the participants will be ensured throughout the research process.

In summary, the use of qualitative interviews is a valid method for this study, because they enable delving into complex phenomena and gather extensive and in-depth information, from participants. By employing sampling and data saturation techniques we can ensure that the gathered data accurately represents the intended population and provides comprehensive insights. Throughout the research process the researcher will prioritize safeguarding the anonymity and confidentiality of all participants.

3.3 Selection of interviewees and interview process

In this study, the sample selection process used a purposive sampling to target participants who have experience working as foreign working-level talent in the Finnish staffing industry. The sample size was determined by data saturation, which is the point in the research process were acquiring new data, no longer provides additional insights or themes that are relevant to the research topic (Guest et al., 2006). This method of sample selection is appropriate for this study, as it will provide a rich and diverse set of experiences and perspectives related to the research topic.

The participants are recruited using a multi-stage process. Firstly, a list of staffing agencies in Finland is generated, and then narrowed down to those agencies that have employed foreign working-level talent. Secondly, the researcher contacts these agencies and request permission to conduct interviews with their foreign working-level employees. Lastly, the researcher explains the research topic, objectives, and the participant's rights, and seek their informed consent to participate in the study.

The interviews were conducted with semi-structured format, which provides a flexible framework for exploring the experiences and perspectives of the participants (Sutton, 2014). The interview questions are developed based on the research objectives and are

piloted before the actual interviews are conducted to ensure their relevance and clarity. The interviews are conducted using different methods, including face-to-face, telephone, or video call interviews, depending on the preference and availability of the participants.

The interviews were audio-recorded, and the data was transcribed verbally. The transcripts were checked for accuracy, and any identifiable information has been removed to ensure anonymity and confidentiality.

3.4 Data analysis method

Data analysis plays a role in every research process as it helps researchers to extract meaningful insights from the data they have collected. In a qualitative research, data analysis involves systematically categorizing, coding and interpreting the gathered information to identify themes, patterns and relationships (Braun & Clarke, 2006). The objective of this study was to investigate how company image and employee perceptions influence the attraction and retention of foreign working level talent in the Finnish staffing industry. To achieve this goal, thematic analysis will be used as the data analysis method.

Thematic analysis is a systematic approach that entails identifying, analyzing, and reporting patterns/themes within the data (Braun & Clarke, 2006). It is widely used in qualitative research, due to its ability to provide a comprehensive understanding of the phenomena being investigated with rich details. The process of conducting thematic analysis involves various steps such as including familiarization with the data, generating initial codes, searching for themes, reviewing, and refining themes, defining and naming themes, and producing the final report (Braun & Clarke, 2006).

To begin the data analysis process, for qualitative study specifically, it requires getting acquainted with the collected information by transcribing interviews and reviewing field notes. First, initial codes are generated through the identification of important statements and assigning them specific codes. These codes are then carefully, compared to

identify any similarities or differences which helps in developing broader themes. These themes are then reviewed and refined to ensure their coherence and consistency. The final step is defining and naming the themes and produce the final report. The data analysis process is iterative, and the findings are constantly compared with the research questions and existing literature (Braun & Clarke, 2006; Nowell et al., 2017).

Therefore, thematic analysis proves to be a method for analyzing data in this study as it allows for a systematic and rigorous exploration of how company image and employee perceptions play a role, in attracting and retaining foreign working level talent within the Finnish staffing industry.

3.5 Validity and reliability

In qualitative research it is crucial to ensure that the outcome of the study produces reliable findings. Validity refers to the correctness and accuracy of the research outcomes while reliability focuses on the consistency and stability of the results (Hirsjärvi et al., 2009). To increase the validity of the study, researchers need to ensure that their research design aligns with their chosen objectives, chosen data collection methods are appropriate for their research questions, and the data analysis process is systematic and clear (Hirsjärvi et al., 2009).

One method to establish reliability of a study is through inter-rater agreement. This refers to how researchers who code or analyze data agree with each other's findings (Hirsjärvi et al., 2009). In this study inter-rater reliability can be achieved by involving researchers, in the data analysis phase and comparing their results to identify any inconsistencies or variations. Additionally using a coding framework or system, can help maintain consistency and accuracy during the coding process (Hirsjärvi et al., 2009).

To enhance both validity and reliability it is also essential to ensure that the study maintains credibility. Credibility refers to how believable and trustworthy the research findings are. (Hirsjärvi et al., 2009). To ensure credibility the researcher needs to build a

relationship, with the participants and use data collection methods that align with their experiences and perspectives (Hirsjärvi et al., 2009). Additionally, it is helpful for the researcher to member checking to confirm the accuracy of the findings by presenting the results to the participants and allowing them to provide feedback (Hirsjärvi et al., 2009).

Ensuring validity and reliability is critical to the success of any qualitative research, especially in this one. By following research design, data collection and analysis methods, as well as establishing inter-rater reliability, the researcher can enhance the accuracy and credibility of the research findings.

4 EMPIRICAL FINDINGS

In this chapter, the empirical findings and research results are presented. The results and findings from the interviews are divided into two themes: employer attractiveness and employee retention. These two themes are closely related because employer attractiveness represents the pull power of the employer, or how well it can attract employees, while employee retention focuses on why employees choose to remain with the organization and find their job meaningful under a particular employer. The interview questions were designed based on literature review, as described in sub-chapter 3.3. The first questions are excluded since they contain sensitive information about the participants.

4.1 Employer Attractiveness

Understanding how foreign employees first discovered their employers and what initially drew them to the company is an aspect to consider when analyzing the influence of company image and employee perceptions, in attracting and retaining talent. In the semi-structured interviews, the participants shared their experiences and insights on this topic. As Interviewee 1 stated, "I first learned about my current employer through online research. I was attracted to the company because they had a good reputation for treating their employees well and providing opportunities for growth and development." This suggests that online presence and reputation play an important role in attracting foreign working-level talent. Similarly, Interviewee 3 explained, "I learned about my current employer through a friend who already worked there. I was attracted to the company because my friend told me that they valued their employees and provided good working conditions." This suggests that personal connections can also play a role in attracting talent.

Moreover Interviewee 2 mentioned that "I found my current job through a recruitment agency. I was attracted to the company because they had a good reputation in the industry and provided opportunities for growth and development." They were attracted to the company because of its industry reputation as its commitment to providing

growth opportunities, for employees. This showcases the role that recruitment agencies can play in connecting workers with potential employers. In general, the individuals interviewed emphasized factors that initially attracted them to their employers, such, as personal connections, job postings, industry reputation and opportunities for growth and development.

The importance of employer reputation and employer image emerged as a factor in the decision-making process for workers when selecting a staffing company in Finland. All six interviewees agreed that considering the employers reputation was vital when choosing where to work. As Interviewee 3 explained, "The company's reputation mattered a lot to me. I wanted to work for a company with a good image not only in Finland but also in my home country. It is important for me to take pride in the company I work for and know that others respect and value it too."

Interviewee 1 also stressed the significance of employer reputation, by stating, "Before deciding to join this company I conducted some research about their reputation. I wanted to ensure that the company had a reputation both in terms of how they treat their employees and how they conduct their business. These things are important to us." Additionally, interviewee 5 emphasized the significance of an employer image when deciding to work for a company. "The company's reputation was definitely a big factor for me. I wanted to work for a company that had a good track record and was known for treating their employees well. It gave me a sense of security and confidence that I was making the right decision," she explained. These responses indicate that foreign working-level talent considers their employers reputation as crucial when choosing to work for a staffing company in Finland. Employers must maintain an image to attract and retain talent in this competitive industry.

When asked about what makes their employers appealing, the interviewees provided mixed responses. However, one common aspect was highlighted, communication and transparency. Interviewee 2 mentioned, "I think one of the factors that makes my

employer attractive to foreign workers is that they are very transparent about their expectations and policies. They also make an effort to communicate with us in our own languages, which helps us feel more comfortable and included." Similarly, interviewee 5 commented, "I appreciate that my employer is very clear about what is expected of me and what I can expect in return. There are no surprises or hidden agendas, which makes me feel like I can trust them."

Another point those multiple interviewees brought up, was the significance of opportunities for growth and advancement. Interviewee 3 expressed, "I believe one of the reasons this company attracts workers is because it focuses on career development. They offer training and chances for progress, which is crucial for those seeking to establish a career in a new country." Interviewee 4 also emphasized the importance of career growth by stating, "What I appreciate is that my employer encourages us to acquire skills and take on challenges. It makes me feel valued as an employee and shows their commitment, to helping me succeed."

A third factor that emerged from the interviews was the significance of an inclusive and a positive workplace culture. As Interviewee 5 pointed out "I admire how my employer cultivates a sense of community among its employees. We are constantly encouraged to collaborate and support one another which enhances our sense of connection and engagement in our work." Similarly, Interviewee 1 mentioned that their employer appeals to foreign employees because they are actively creating a welcoming work environment. "There is a sense of respect and camaraderie among the staff, which makes it a pleasant place to work."

In general, the interviewees identified a range of factors that make their employers appealing to foreign working-level talent. These factors include communication and transparency, opportunities for growth and advancement, as well as a workplace culture that fosters positivity and inclusivity. These findings can be valuable for staffing agencies and employers seeking to attract and retain workers in Finland.

Communication from employer to its employees and its impact on job satisfaction emerged as a significant theme among the interviewees. The majority of respondents stressed the significance of efficient communication from their employers. For instance, Interviewee 5 highlighted that their company excels at keeping employees informed about any changes or updates while being readily available to address inquiries. This proactive communication fosters a connection, with the company, while motivating employees to perform at their best. One of the interviewees also expressed feelings stating that "My employer is really good at communicating with us. They make sure to provide us with regular updates and feedback, which helps us to know where we stand and what we need to improve on. It also helps us to feel valued and appreciated."

Moreover, effective communication also affects significantly to the job satisfaction. The interviewees emphasized that when communication is clear and efficient it boosts their engagement and motivation at work. It also enables them to grasp the company's expectations and goals which holds importance for them.

Conversely some interviewees shared experiences regarding communication from their employers leading to a decline in job satisfaction. For instance, interviewee 1 mentioned that "In my previous job, there was a lack of communication between management and employees. It was really frustrating because we never knew what was going on and it made it difficult to do our jobs effectively, even though it did not directly affect what we were working on.". Overall, the interviewees stressed that clear and effective communication, from employers significantly contributes to their job satisfaction.

The question of whether the interviewees observed any cultural disparities, between their employer and previous employers surfaced repeatedly during the interviews. The responses unveiled a range of distinctions spanning from communication styles to maintaining a work life balance.

For instance, interviewee 3 pointed out "I've noticed some disparities between my employer and my past employers. One significant difference lies in communication. My current employer places importance on honest communication whereas my previous employers tended to be more hierarchical and formal. This has fostered an inclusive work environment."

Interviewee 5 also shared her experience regarding differences by stating "I've noticed variations in terms of work life balance. My current employer seems to prioritize work life balance than my employers, which has been tremendously valuable for me. They offer working hours. Encourage employees to take breaks and rejuvenate themselves which helps me maintain focus and productivity."

Overall, the interviewees highlighted the importance of cultural differences in their experience of working for different employers. The variations, in communication styles, work life balance and collaboration had an impact on how they experienced their time in the workplace. The insights gathered from these responses can be valuable for employers in the staffing industry as they develop strategies to attract and retain employees at the working level.

How employers support their employees' professional development and career growth was a recurring question theme in the interview as well. All six interviewees provided valuable insights into the various ways their current employers support their professional growth and development.

Interviewee 5 mentioned that her company offers training sessions to enhance employees' skills. She stated, "Our company organizes training sessions for us with a focus on skill enhancement. This has greatly contributed to my growth by increasing my knowledge." Similarly, Interviewee 3 shared that his employer has a defined career progression plan for employees. He explained, "My employer has a plan for career development that outlines steps and required skills, for advancing within the company. It gives me a sense of direction. Helps me identify which skills I need to develop for career

advancement." Interviewee 1 emphasized the significance of receiving feedback and support from their manager mentioning that their manager regularly provides feedback on their performance and suggests areas, for improvement. This has been beneficial in helping them identify both their strengths and weaknesses enabling them to work towards enhancing their skills.

In general, the interviewees highlighted the importance of employers supporting the growth and advancement of their employees. This can be achieved through training opportunities defined career progression plans, as well as feedback and support from managers. These findings suggest that employers who prioritize the development of their staff are more likely to attract and retain individuals from foreign backgrounds within the Finnish staffing industry.

The question of describing interactions with colleagues and how they contribute to job satisfaction was a theme that arose in the interviews with the foreign working-level talent in the Finnish staffing industry. All interviewees stressed the significance of maintaining relationships with colleagues for a fulfilling work experience. Interviewee 1 expressed, "I really enjoy working with my colleagues. We have a good team dynamic, and we support each other. It makes coming to work more enjoyable." Interviewee 3 also had the same thoughts, "Having good relationships with my colleagues is very important. We work together a lot, so it's important to have a positive and collaborative atmosphere. It contributes to my job satisfaction and makes me feel more engaged at work."

Interviewee 5 stressed the significance of having a supportive work environment saying, "My colleagues are incredibly supportive, and we have a team culture. We assist each other. Celebrate each other's achievements, which creates a work environment." Another interviewee, Interviewee 4 highlighted the value of interactions with colleagues by stating, "I genuinely appreciate the diversity among my colleagues; we all bring perspectives to our work. This leads to discussions and fosters an excellent team atmosphere." Overall, almost all of the interviewees underlined the importance of having relationships

with colleagues for job satisfaction. Key themes that emerged were the significance of a work environment, collaborative teamwork dynamics and appreciating diversity among colleagues.

When asked about their advice for working-level talent considering working for a staffing company and moving to Finland, all six interviewees shared insights based on their personal experiences and observations. One of the key takeaways was the importance of conducting some kind of research on the company prior to accepting a job offer from them. According to Interviewee 1 it is crucial to "Do your homework before accepting a job offer. Look into the company's reputation, employee benefits and work culture. Ensure that you feel comfortable with what you discover." Interviewee 3 also advised individuals to "Seek out a company that values diversity and inclusion. If you come from a different country or culture it's important to find a company that respects and embraces those differences."

Another prominent point raised was the need for an adaptable approach. As mentioned by Interviewee 5, "Be prepared to learn and adapt to a new environment. Working in a foreign country can be challenging, but it can also be a great opportunity to learn new skills and gain valuable experience." The interviewees also stressed the importance of seeking support and cultivating relationships with colleagues. Interviewee 2 recommended individuals to "nurture connections, with colleagues and seek support when needed. Having a support system is vital particularly when working in an environment."

Overall, the interviewees' advice centered around the importance of doing research, being open-minded and adaptable, and seeking support and building relationships with colleagues. These insights can be valuable for foreign working-level talent who are considering working for a staffing company in Finland.

In summary, the interviewees highlighted various factors that make their employers attractive to foreign working-level talent. They emphasized the importance of the

employers' reputation and image, opportunities for professional development and ca-reer growth, work-life balance, competitive compensation and benefits packages, a pos-itive and inclusive work environment, and support for language and cultural differences. The interviewees also stressed the importance of employer recognition and rewards for good performance and achievement, as well as addressing work-life balance concerns and supporting employee well-being. Additionally, they emphasized the im-portance of positive relationships with colleagues and effective conflict resolution strategies in con-tributing to job satisfaction.

Overall, the interviewees valued employers who prioritize the well-being and growth of their employees, provide a supportive and inclusive work environment, and recognize and reward good performance. The themes that arose highlight the importance of em-ployer branding and reputation, competitive compensation and benefits, and support for professional development and work-life balance. In addition, the themes also high-light the importance of promoting diversity and inclusivity in the workplace, effective communication strategies, and positive relationships between colleagues and with man-agement.

4.2   Employee Retention

The purpose of this chapter is to analyze the empirical findings concerning the retention of foreign working-level talent within the Finnish staffing industry. The interviews shed light on various factors that are important for retaining foreign employees in Finland. Therefore, responses to specific interview questions that are directly related to em-ployee retention and their relevance to the research question will be discussed sepa-rately.

First, the interviewees were asked about their personal job satisfaction. The first ques-tion of this section was: "Can you describe your job satisfaction and what factors

contribute to it?". It aimed to understand the factors that contribute to the job satisfaction of foreign working-level talent in Finland. Overall, the interviewees seemed to have a positive view of their jobs, with all of them expressing at least some level of satisfaction. Several factors were identified as contributing to their job satisfaction, including a sense of purpose, good relationships with colleagues and management, opportunities for professional development, and fair compensation.

Interviewee 1 expressed a strong sense of purpose within his work by stating; "I thoroughly enjoy working in the kitchen because it allows me to create dishes and experiment with different flavors. It can be quite challenging. It is also incredibly fulfilling to witness how joy my creations bring to customers." This sense of purpose seems to be a recurring theme, among the people I spoke with during interviews. Many of them emphasized the significance of feeling that their work truly matters.

Good relationships with colleagues and management were also identified as a key element in job satisfaction. As Interviewee 3 shared, "I have a great relationship with my manager and my colleagues. We work together as a team and support each other, and that makes me feel valued and appreciated." Similarly, interviewee 5 stressed the importance of being treated respectfully by colleagues and employer, stating that "I feel that my opinions and ideas are valued, and that makes me feel happy and satisfied in my work." The importance of positive relationships and mutual respect in the workplace was a common theme among the interviewees.

Another key topic that emerged from these conversations was how employers acknowledge and reward performance or accomplishments. All interviewees highlighted the importance of feeling appreciated and acknowledged for their work. Several individuals mentioned that such recognition significantly impacted their job satisfaction level and loyalty towards their employer. As one of the interviewees mentioned, "When you put in effort and perform well it's crucial to feel valued by your employer. It boosts motivation and dedication to your job."

When questioned about ways their employers acknowledge and reward performance most interviewees highlighted receiving feedback or praise from their supervisors. They also mentioned opportunities, for growth and advancement. For instance, Interviewee 3 shared, "My manager regularly provides feedback and acknowledges my work. Additionally, when there is a chance for promotion, he encourages me to apply and supports me throughout the process." Similarly, Interviewee 4 stated that their company has a points-based system where employees can earn rewards like time off or training courses as a way to recognize their work.

However, some interviewees expressed frustration with consistency of recognition and rewards for their performance. Interviewee 2 noted that "Sometimes it seems like the rewards are arbitrary or that certain individuals receive recognition even if they are not performing well, which can be really demotivating." This implies that while recognizing and rewarding good performance can attract and retain workers at the working level its crucial for employers to ensure fairness and consistency in recognition.

One of the themes that emerged during the interviews was the significance of maintaining a work life balance and prioritizing employee well-being. All interviewees emphasized employers taking steps to support their employees in achieving this balance between work and personal life. Interviewee 2 mentioned that their employer allows them to adjust their work schedule to accommodate family needs, which they greatly appreciate. Similarly, Interviewee 1 stressed that "having time to rest and recharge after a busy shift" and how his employer "encourages us to take breaks and offers wellness programs like gym membership."

When asked about how their employers support their well-being interviewees mentioned strategies implemented by their companies. For example, interviewee 5 highlighted her employers work arrangements that allowed her to take care of her child while working remotely. Similarly, Interviewee 5 a cleaner, mentioned that her employer

provides health insurance and regular checkups for employees. Interviewee 4 a cook, praised his employer for acknowledging the importance of health and offering counseling services to employees.

In summary the interviewees highlighted the significance of work life balance and employee well-being in retaining foreign working-level talents in Finland's staffing industry. Employers who recognize these factors and take measures to address them are more likely to attract and retain performing employees. As Interviewee 3 expressed it "when your employer shows they care about your well-being, you feel valued and motivated to give your best at work."

Considering whether the interviewees have contemplated leaving their employers and their reasons for doing is an essential aspect in assessing employee retention. Throughout the interview processes, all six participants were asked whether they have considered leaving and their reasons for doing so, with several recurring themes emerging from their answers. These themes included aspirations for career growth and development concerns regarding work life balance and job-related stress as challenges, with management or colleagues.

Several participants mentioned that they have contemplated leaving their employer because of the opportunities for career growth and development. For instance, one interviewee expressed, "I have thought about moving on from my job because there aren't chances to grow in my position. I aspire to take on responsibilities and challenge myself professionally." Other participants shared sentiments expressing frustration with the lack of upward mobility within their respective companies. The desire for career advancement is a clear positive driver for employee engagement and retention, however, if not addressed it can lead to turnover rates.

Another common concern raised by participants revolved around maintaining work-life balance and managing job related stress. Many mentioned that they have entertained

the idea of leaving their employer due to working hours, inflexibility or overwhelming job demands. One participant stated: "The workload can be overwhelming, at times making it difficult to find a good work-life balance." Another participant highlighted that "The long hours and heavy workload can induce stress and negatively impact my life." These factors can detrimentally affect employee retention by leading to burnout decreased job satisfaction and ultimately turnover.

Finally, some participants mentioned that they were considering leaving their employer due to issues with management or colleagues. For instance, one participant shared their thoughts saying; "I've contemplated leaving because of conflicts with a colleague. Its challenging to work in an environment where there is tension between colleagues." Another participant also mentioned that "Sometimes the management can be inflexible, and it can get frustrating." These negative factors can have an impact on employee retention so it's extremely important for employees to address them in order to maintain a work environment. Overall, the reasons provided by the interviewees for considering leaving their employer highlight the importance of addressing factors that can negatively affect employee retention like growth opportunities, work life balance concerns and conflicts with colleagues or management. By addressing these concerns and promoting aspects such as career growth opportunities, balancing work, and personal life effectively and fostering relationships, at work employers can enhance employee retention rates and create a more favorable work environment.

Next, the interviewees were asked what their current employers can do to improve employee retention. Again, this was a recurring theme that emerged during the interviews. Many interviewees stressed the significance of having a work environment and opportunities, for growth and development in order to retain employees. One of the interviewees mentioned, "If I feel like I'm constantly learning and growing and if the work environment is pleasant then I would be happy to stay with the company." Reflecting a sentiment another interviewee, a logistics worker stated, "If I feel valued and see potential for career advancement it would be less likely for me to consider leaving."

Moreover, various interviewees also highlighted the importance of competitive compensation packages well as benefits in retaining employees. As mentioned by interviewee 2 "If I believe that my pay is fair and if I have access to benefits like healthcare coverage, I am more inclined to stay with the company." Similarly emphasizing this point was interviewee 1, stating that "fair treatment and equal opportunities" plays a huge role, in employee retention.

Conversely several negative factors that contribute to employee turnover were also identified. According to one interviewee, cultural differences, and a lack of assistance, with needs such as housing can pose challenges for workers when adjusting to a new country. They mentioned that without support in terms of language and housing it becomes more difficult. Inadequate communication and lack of support for professional development was also brought up as potential barriers to higher employee retention. Interviewee 5 stated, "If I feel like there's no communication or support for my professional growth, I would at some point start to consider leaving."

Overall based on the feedback from the interviewees it appears that in order to enhance employee retention in the staffing industry, employers should prioritize creating a positive work environment, offering opportunities for professional growth and development, and providing fair compensation and benefits packages. Employers also need to be mindful of the challenges that may arise for foreign workers, challenges that the natives usually do not face, and offer appropriate support to address these issues.

A significant theme that emerged during the interviews was the importance of resolving conflicts within the workplace. Most of the interviewees acknowledged that conflicts between employees or between employees and management are inevitable. Hence it is crucial for employers to have defined strategies and more importantly practices in place for handling such situations. For example, Interviewee 1, said that "conflicts between

employees or between employees and management are natural, but it's essential to have a plan to deal with them."

The interviewees highlighted that some employers handle conflicts in a manner leading to a positive resolution while others mishandle them and exacerbate tensions. Interviewee 3 specifically mentioned how her employer fosters open communication between employees and management as an approach for resolving conflicts. She expressed appreciation by saying "I like that my employer encourages us to communicate with them openly. It helps in resolving conflicts, and we can work together towards finding solutions." However, there was disagreements as interviewee 4 mentioned that their previous employer did not handle conflicts effectively, and this led to employees leaving the company. He said, "My previous employer didn't handle conflicts well, and that led to high turnover. Employees didn't feel supported, and they left the company."

The themes that emerged from this interview question showcase how the handling of conflict management within a workplace significantly impacts employee retention. Employers should have strategies and practices in place such as promoting open communication implementing a clear conflict resolution process and providing support to employees. By doing this, employers can create a positive work environment where employees feel valued and supported.

The participants were asked about the level of support and resources provided by their employers to help them succeed in their roles. This question aimed to understand the extent of employer support and its impact on employee satisfaction and retention. The most frequently risen theme was the availability of training and development opportunities. Participants shared that their employers offered training options, including on the job training mentorship programs and language courses. For instance, Interviewee 2 mentioned that her employer provided "language classes to improve communication with colleagues and clients." Also, Interviewee 3 stated that her employer had "training and mentoring programs to support career growth." The availability of these training

and development opportunities was seen as a factor contributing to professional growth and job satisfaction.

Another important aspect discussed was the provision of resources and tools for effective job performance. Participants noted that their employers supplied them with resources like equipment, tools and supplies to enhance their efficiency at work. For example, Interviewee 1 highlighted how his employer furnished them with high quality cooking utensils and equipment for operations. Additionally, Interviewee 5 added that her employer "provided us with cleaning supplies and tools to ensure that we perform our duties effectively." The availability of such resources was viewed positively by the interviewees, as it facilitated their work and contributed to their job satisfaction.

In conclusion the interviews revealed that the level of support and resources provided by employers plays a role. Participants emphasized that the impact of training, development opportunities and access to adequate resources have a major impact on their job satisfaction and their commitment to staying with their current employer. These findings underline the significance of employers investing in their employee's growth and retention.

Understanding the factors influencing employee commitment is vital for organizations especially when dealing with foreign employees. Therefore, it was necessary to conduct semi-structured interviews with individuals from diverse nationalities and cultures.

A recurring theme throughout the interviews was the importance of fostering an inclusive work environment. One participant specifically mentioned feeling comfortable at work due to their company's dedication to maintaining an environment that values respect for all individuals. This sentiment was echoed by interviewees who emphasized how being valued and respected by colleagues and superiors is essential. As Interviewee 3 succinctly stated, "I feel at ease working because everyone is treated with respect." Also, participants highlighted how opportunities for development and career

progression contribute significantly to employee commitment. A noteworthy comment was also made by interviewee 5, who underscored their perception of the organization's investment in their future and career progression: "I genuinely believe that the company cares about my future and my career, which obviously gives some kind of boost from time to time."

Overall, the findings shed light on the role played by factors such as a positive and inclusive work environment, recognition, and opportunities for development in fostering employee commitment. Again, these insights are crucial for organizations looking to enhance employee commitment and retention.

Another theme that emerged was the significance of achieving work- life balance and receiving employer support for employee well-being. One interviewee highlighted the importance of having "flexible working hours, so I can take care of my family" while another noted the importance of "having access to a gym and health benefits." These factors were perceived as contributing to a work life balance, which in turn resulted in increased commitment to the employer. Interestingly, effective communication also emerged as a factor in employee commitment. As one interviewee mentioned "my manager always keeps me informed about what's happening within the company " while another expressed appreciation, for when their employer communicates with them in their native language. These comments indicate that effective and transparent communication, along with a willingness to accommodate variations can result in increased employee dedication.

To summarize the interviews, the findings suggest that a positive and inclusive work environment, opportunities for professional development and career growth, work-life balance and employer support for well-being, and clear and open communication are all important factors that contribute to employee commitment. Companies aiming to retain their foreign workforce, should prioritize these aspects when developing employee retention strategies and practices.

In general, this section of the interviews unveiled key themes related to retaining employees in the Finnish staffing industry. Interviewees emphasized the importance of job satisfaction, recognition and rewards for performance, maintaining work-life balance, providing support and resources for success, fostering positive relationships with colleagues, as well as offering opportunities for professional development and career growth. These factors contribute to a sense of commitment and loyalty towards the employer which ultimately leads to retention rates. On the hand some interviewees expressed concerns regarding cultural differences, communication challenges and conflicts or disagreements with management that could potentially undermine their commitment, to their current employer. Hence, it is vital for employers to tackle these difficulties and challenges to create a nurturing and inclusive workplace atmosphere to retain foreign working-level employees. The whole retention was best summarized by interviewee 3, who said "If my employer can offer a work-life balance and a supportive work environment where I feel appreciated and encouraged, then I wouldn't have any motivation to seek other job opportunities. It's essential for me to know that my employer genuinely cares about my well-being and professional growth."

5 DISCUSSION AND CONCLUSIONS

The purpose of this chapter is to analyze the findings of this study on the factors that contribute to employer attractiveness and employee retention in the Finnish staffing industry, in light of the existing literature. Section 5.1 will provide the researcher's reflections on the topic and observations of the research results. Section 5.2 will answer the research questions of the work, which aimed to study the factors that make staffing companies attractive to foreign working-level talent in Finland. This section will also present the answers to the sub-research questions, which aimed to explore the role of employer engagement and reputation in employee retention and commitment. Section 5.3 will summarize the conclusions of the study, and section 5.4 will provide practical implications for staffing companies and employers in the Finnish staffing industry. Finally, section 5.5 will present suggestions for future research.

5.1 Discussion

This chapter presents a comprehensive discussion and analysis of the findings from the study on the role of company image and employee perceptions in attracting and retaining foreign working-level talent in the Finnish staffing industry. By examining the implications of these findings and linking the theoretical review with the empirical data, we aim to provide valuable insights for both academia and industry practitioners. The synthesized discussion will contribute to the knowledge base of talent management strategies in the competitive labor market, specifically focusing on the Finnish context.

The theoretical review served as the foundation of this study, exploring relevant literature on employer attractiveness and employee retention. It underscored the significance of various factors, including employer reputation and image, communication and transparency, opportunities for professional development and career growth, and a positive and inclusive workplace culture. These theoretical underpinnings guided this research and shed light on the relevant dimensions to be explored in the context of the Finnish staffing industry.

The empirical findings of the research validated and expanded upon the theoretical framework, providing empirical evidence of the factors influencing the attraction and retention of foreign working-level talent in the Finnish staffing industry.

Employer reputation and image emerged as a critical factor in attracting and retaining foreign working-level talent, affirming the importance highlighted in the theoretical review. The study emphasized that a positive employer reputation and image significantly influence the decision-making process of foreign workers when choosing an employer in the Finnish staffing industry. Companies lacking a strong employer reputation face challenges in attracting, recruiting, and retaining employees, particularly in the competitive landscape of the staffing industry.

To enhance their attractiveness to foreign talent, employers should prioritize creating and maintaining a positive employer reputation and image. This can be achieved by offering good working conditions, treating employees well, and adhering to ethical and responsible business practices. Leveraging their online presence and reputation can also help employers differentiate themselves and attract foreign working-level talent in the competitive staffing industry.

The importance of effective communication and transparency in making staffing companies attractive to foreign working-level talent was also confirmed by the empirical findings. Open and clear communication between employers and employees, especially regarding job expectations, work schedules, and compensation, emerged as a key factor for foreign workers. Transparent policies and efforts to communicate in employees' native languages contributed to a sense of inclusion and trust within the organization.

Employers can improve communication and transparency by providing clear job descriptions, regular feedback and performance evaluations, and establishing open channels of communication between employees and management. Creating a culture of

transparency and open dialogue enables employers to attract and retain foreign working-level talent who value clear expectations and effective communication.

Furthermore, this research emphasized the significance of opportunities for professional development and career growth in attracting and retaining foreign working-level talent. The empirical findings aligned with the theoretical review, highlighting the positive relationship between these factors and employee retention. Foreign workers value continuous learning opportunities, career progression prospects, and clear career paths. Employers should invest in training and development programs, mentoring and coaching initiatives, and well-defined career paths to attract and retain talent who prioritize professional growth.

The research also underlined the importance of fostering a positive and inclusive workplace culture. The findings reinforced the theoretical proposition that a supportive work environment, where employees feel valued, respected, and engaged, positively impacts employee satisfaction and commitment. Foreign workers emphasized the significance of a positive workplace culture that promotes diversity, inclusion, and a sense of community within the organization.

Employers can create a positive and inclusive workplace culture by embracing diversity and inclusion, providing opportunities for employee engagement and participation, and fostering a sense of community among employees. Such initiatives enable employers to attract and retain foreign working-level talent who value a positive and supportive work environment.

In conclusion, the research revealed several factors that significantly influence the attraction and retention of foreign working-level talent in the Finnish staffing industry. These include employer reputation and image, communication and transparency, opportunities for professional development and career growth, and a positive and inclusive workplace culture. Employers who strategically address these factors can differentiate

themselves from competitors and successfully attract and retain foreign working-level talent in the highly competitive staffing industry.

While the empirical findings supported the theoretical review, it is important to acknowledge the limitations of the research. The findings are based on a limited sample size, which may not capture the entire spectrum of experiences and perspectives within the Finnish staffing industry. Additionally, self-reported data may be susceptible to response bias, so caution should be exercised when generalizing the findings to other contexts or industries.

To further advance knowledge in this area, future research could explore specific strategies and practices that employers can adopt to enhance their company image and attractiveness to foreign working-level talent. Investigating the role of cultural factors in influencing perceptions and preferences of foreign employees would also provide valuable insights for effective retention strategies.

Overall, the study contributes to the field of talent management by highlighting the importance of company image and employee perceptions in attracting and retaining foreign working-level talent in the Finnish staffing industry. The alignment between the theoretical review and empirical findings strengthens the link between theory and practice, providing practical implications for staffing companies and employers in their efforts to improve employee retention and succeed in the competitive labor market.

5.2 Answers to research questions

Research question answer: What is the role of company image and employee perceptions in attracting and retaining foreign working-level talent in the Finnish staffing industry?

Based on the interviews with foreign working-level employees in the Finnish staffing industry revealed that the company image and employee perceptions play a significant

role in attracting and retaining foreign talent. Among the most important findings was the significance of fostering a positive work environment and cultivating a strong company culture. Most participants emphasized how their job satisfaction was influenced by the support and resources provided by their employers such as training opportunities, favorable working conditions, and a healthy work life balance. For example, one interviewee expressed appreciation by saying, "I appreciate the fact that my employer invests in my professional development and provides opportunities for me to learn and grow in my role. It makes me feel valued and motivated to stay with the company."

Another significant theme that emerged was the impact of employer reputation on employee retention and commitment. The participants highlighted how a positive employer reputation and brand image played a role in attracting and retaining them to their current employer. Companies perceived as ethical, socially responsible, and supportive towards their employees were particularly appealing to workers. For example, one participant explained "I chose my employer because they have a great reputation for being fair and supportive. Working for them makes me feel proud and more dedicated to my job."

The research also proved that cultural aspects are important as ever when it comes to attracting and retaining working-level talents. The significance of sensitivity and understanding in the workplace was a continuous theme, thus explaining that these factors have a major effect on the satisfaction and loyalty towards the employer. For instance, one participant stated "I really appreciate that my employer acknowledges and respects our differences. They make an effort to accommodate our needs, which makes me feel valued and comfortable as an employee."

To summarize, the conducted interviews with foreign working-level talents in the Finnish staffing industry highlighted that employer image and how employees perceive it is crucial in attracting and retaining foreign talent, wherever that is coming from. A positive work environment, company culture, good reputation, branding efforts, well as cultural

sensitivity and understanding all contribute to the attraction and retention of foreign workers.

However, the research did uncover some negative factors and some themes that had no significant impact in attracting or retaining foreign working-level talent in the Finnish staffing industry.

One negative theme was the drawback of opportunities for career growth and progress. Some interviewed individuals mentioned that they could not envision a path for career development within their respective companies, which left them feeling stagnant and less motivated. This was best expressed by one interviewee "There seems to be no scope for growth and development which makes it quite challenging to stay motivated and dedicated to the company."

Another factor that had a negative impact was poor communication and insufficient feedback from management. Some interviewees expressed that they felt left out of important decisions and lacked clear communication about their job duties and responsibilities. One interviewee remarked "Sometimes management makes decisions without involving us and doesn't give us feedback on our work, which can be demotivating."

Regarding the themes that did not have a significant role, some interviewees did not mention company image or reputation as a significant factor in their decision to join or stay with their current employers. Instead, they prioritized job security, a good work-life balance, and fair treatment from their employers. One interviewee stated, "For me, the most important thing is job security and a good work-life balance. The company's reputation doesn't matter as much as these factors."

To conclude, while the interviews did reveal multiple positive factors that contribute to the attractiveness and retainability of foreign working-level talents in the Finnish staffing

industry, they also highlighted some negative factors and themes that do not withheld a significant role.

Sub-research question 1: *How do Finnish staffing companies engage its employees?*

Finnish staffing companies employ various strategies to engage their employees, which can be categorized into three main areas: communication, recognition, and work-life balance. Firstly, communication plays a huge role in engaging employees. Finnish staffing companies utilize different channels such as internal newsletters, companywide meetings, and one-on-one discussions with supervisors. As one interviewee mentioned "the management has an open-door policy and encourages us to provide feedback on the company's processes." This creates transparency and enables employees feel valued since they have a platform to express their opinions and ideas.

Recognition is another factor in engaging employees. Finnish staffing companies employ methods like employee of the month awards, bonuses, and promotions to recognize employee efforts. Recognition not only motivates employees but also fosters loyalty, towards the company. The interviewees mentioned that they feel valued when their employer acknowledges their work, which in turn motivates them to put in even more effort.

Lastly, maintaining a work-life balance is another crucial factor, if not the most important, that contributes to employee engagement. Finnish staffing companies understand the significance of work life balance when they offer flexible working hours, part time options and opportunities for remote work. This enables employees to effectively manage both their personal lives resulting in higher job satisfaction and productivity. During the research, it was constantly expressed that appreciation for the employer grew when the employees were provided flexible working hours. Flexible work schedule helps the interviewees to maintain a healthy work-life balance without feeling overwhelmed or burnt out.

In summary, staffing companies in Finland engage their employees through three main channels, effective communication, recognition, and work-life balance. Employers utilizing these methods create a positive work environment that encourages employee motivation, satisfaction, and loyalty.

Sub-research question 2: *How does the employer's reputation (company image & employee perceptions) affect employee retention and commitment?*

Exploring how an employer's reputation impacts employee retention and commitment is a facet, within the broader scope of this research topic. The research conducted with the foreign talents yielded valuable insights into how employer reputation affects employee retention and commitment.

According to the interviewees, employer reputation plays a key role in their decision-making process when selecting and remaining with a company. Many mentioned that they learned about their employer's reputation through word of mouth or online reviews or articles. These intakes had influence on their decision to join the organization. One interviewee shared, "I came across reviews about this company online since I had never heard of it before as it was a European company. These assumptions initially attracted me to apply for the job. The positive feedback gave me the impression that it is a company to work for."

Conversely, negative reviews or a poor employer reputation were found to have an impact on employee retention and commitment. One interviewee expressed, "My colleagues informed me about the company's reputation regarding how they treat employees. I began noticing things myself which made me contemplate leaving." This suggests that a negative employer reputation can lead employees to question their dedication to the company and consider leaving, even if they have not realized it before themselves.

Furthermore, the interviewees emphasized the significance of the actions and conduct of employers in establishing an image. "My employer ensures treatment and respect towards its employees. This has contributed to the development of a reputation among both employees and the local community." This implies that employer reputation is not solely determined by factors, like online reviews or word of mouth but also by how employers treat their own workforce.

Overall, the empirical research findings from the interviews underline the major role played by employer reputation in retaining and improving employee commitment and retention. Employers should prioritize cultivating an image by treating their employees fairly and respectfully while also addressing any negative feedback or perceptions that may arise.

5.3 Conclusions

Employers must think carefully how to attract and sustain employee retention within the Finnish staffing industry. Firstly, a strong employer brand is crucial for attracting the best employees in the field. This brand should reflect positive company image and values to appeal to potential talent. Secondly, employee commitment plays a significant role in preventing the loss of knowledge and skills to competing employers. Commitment is influenced by various factors experienced during the employment relationship. Additionally, the significance of important and meaningful work, trust among all employees, recognition for one's contributions, social support, and opportunities for personal and professional growth were highlighted as key factors contributing to employee commitment and satisfaction.

The research question aimed to explore the role of company image and employee perceptions in attracting and retaining foreign working-level talent in the Finnish staffing industry. Throughout the research, it was found that a positive company image and effective communication promoting trust and inclusivity significantly contribute to

attracting talent. Moreover, providing opportunities for professional growth and development, recognizing employee contributions, and fostering social support within the organization play essential roles in employee retention.

The research aims were to investigate the factors influencing employer attractiveness and employee perceptions while examining their impact on talent attraction and retention. These aims were achieved by identifying the key factors, such as employer reputation, communication, growth opportunities, recognition, and social support, and highlighting their significance in attracting and retaining foreign working-level talent. By explicitly answering the research question and addressing the research aims, we have provided insights into the important factors that shape employer attractiveness and employee perceptions in the Finnish staffing industry.

The main contributions of this study lie in providing valuable insights into the role of company image and employee perceptions in attracting and retaining foreign working-level talent. By identifying the key factors and highlighting their significance, this study empowers employers in the Finnish staffing industry to make informed decisions and implement strategies that enhance employer attractiveness and promote employee retention. These insights extend and deepen the existing research landscape in several ways. Firstly, the study provides a more detailed elaboration on how it extends existing research by aligning its findings with established theoretical frameworks and concepts. For instance, the emphasis on a positive employer brand and the significance of recognition aligns with the employer branding framework proposed by Backhaus and Tikoo (2004), which emphasizes the importance of portraying a positive image to attract and retain employees. Additionally, the study corroborates the importance of social support and effective communication, which are essential components of the internal branding model highlighted by Ramaswamy and Singh (2009). By referencing these theories and linking them to the empirical findings, this study offers a nuanced understanding of the mechanisms at play in talent attraction and retention (Backhaus & Tikoo, 2004; Saks & Gruman, 2014; Ramaswamy & Singh, 2009).

The study also contributes to the existing literature by emphasizing the significance of a positive employer brand, effective communication, growth opportunities, recognition, and social support in talent attraction and retention. These findings offer practical implications for employers seeking to create a highly attractive work environment and maximize employee commitment. Additionally, the study addresses the generalizability of its findings beyond the Finnish staffing industry. The insights garnered from this study may have relevance and implications for talent attraction and retention in other sectors or geographical contexts. For instance, the emphasis on effective communication and social support can be valuable in diverse industries where employee commitment is essential. Similarly, the importance of a positive employer brand resonates with organizations across the globe, as it is a fundamental aspect of talent management. By discussing the potential applicability of these insights in different contexts, this study broadens its academic contribution, offering insights that can benefit organizations beyond the Finnish staffing industry (Backhaus & Tikoo, 2004; Burger & Connell, 2006; Saks & Gruman, 2014; Ramaswamy & Singh, 2009).

In conclusion, this study has summarized the key findings regarding employer attractiveness and employee retention among foreign working-level talent in the Finnish staffing industry. Through analyzing the factors influencing attractiveness and employee perceptions, we have identified the importance of a positive employer brand, effective communication, growth opportunities, recognition, and social support. By explicitly addressing the research question and aims, this study contributes to the existing literature and provides practical insights for employers to enhance their attractiveness and improve employee retention strategies.

5.4 Practical implications

This section discusses the practical implications that arose from the study. These recommendations aim to assist organizations in improving their strategies for attracting and retaining working-level talents, especially in Finland. However, it is important to consider

the challenges and obstacles that organizations may encounter when implementing these recommendations and how they can effectively address them. This chapter also provides examples or case studies of implementation of similar strategies, by organizations or industries, and suggests ways in which organizations can adapt these examples to suit their unique circumstances.

Aligning External Image with Internal Practices: One of the key challenges that organizations may face is ensuring that their external image accurately reflects their practices. Differences between the projected image and actual employee experiences can lead to dissatisfaction among employees. Overcoming this challenge requires organizations to assess and enhance their practices as emphasized in the empirical findings of this study. For instance, conducting employee surveys implementing feedback mechanisms and utilizing performance evaluations can help measure employee experiences and satisfaction levels. These actions ensure alignment between efforts and internal realities, a proposition that is demonstrated by this study's findings.

Example: A noteworthy illustration of addressing this challenge can be observed in technology companies such, as Google and Apple. They have effectively aligned their branding to highlight their focus, on innovation, employee benefits and diversity, which aligns with the experiences of their employees. These companies continuously invest in improving their practices to maintain this alignment, which reflects this master's thesis emphasis on how internal practices shape employee perceptions.

Cultural Diversity and Inclusion: Embracing cultural diversity within the workforce can present challenges due to clashes and misunderstandings among employees from different backgrounds. Organizations need to address these challenges as emphasized in the findings of this study, that highlight the significance of inclusivity in attracting and retaining foreign talent. To overcome this barrier, organizations can look to examples from the hospitality industry where global hotel chains have embraced diversity effectively. They have implemented programs such as language training, cultural awareness workshops

and mentorship programs to promote cultural understanding among employees. These initiatives help bridge gaps and by so create a more inclusive workplace, once again aligning with the findings on fostering cross-cultural collaboration and learning.

The findings of this study have important implications for staffing companies in Finland. According to this research it is important, for staffing companies to prioritize building an employer brand and actively manage their company image in order to attract workers at the working-level. This can be achieved by communicating values engaging in corporate social responsibility initiatives and creating a positive work environment that promotes trust and social support among employees. Staffing companies should also recognize the significance of providing work opportunities for development and an inclusive atmosphere that embraces different cultures to enhance employee commitment and retention. By adjusting their strategies with the findings of this study staffing companies can improve their appeal to workers at the working level and gain a competitive advantage in the industry.

Several recommendations can be made on the basis of this master's thesis. These recommendations can improve strategies for attracting and retaining foreign working-level talents. Staffing companies should invest in initiatives that focus on employer branding and emphasize their dedication towards responsibility, inclusivity, and employee development. Additionally, it is important to create a work environment that fosters trust provides support and acknowledges employees' contributions. Efforts should be made to understand and address the needs and preferences of individual workers by offering cultural integration support language training programs and opportunities for collaboration, across different cultures. By incorporating these suggestions, staffing companies can improve their capacity to attract and retain talent leading to a more skilled workforce that contributes to their success.

The empirical findings of this study strongly support these recommendations. They highlight the importance of a positive work environment, including trust, recognition, and

social support, in talent retention and commitment. The findings also prove that promoting inclusivity and encouraging cultural collaboration are crucial for enhancing employee commitment. For instance, the study's results demonstrate that employees highly value recognition and social support which have an association with commitment. Moreover, following the recommended approach of fostering cultural collaboration aligns with this study's focus on creating an inclusive environment.

However, it is worth noting that, organizations might need to strike a balance between different recommendations, such as projecting a positive external image while addressing internal workplace issues or aligning diversity and inclusion efforts with the need to manage potential cultural clashes. Achieving this balance requires taking an all-inclusive approach to talent attraction and retention.

By recognizing these potential difficulties, grasping examples of successful implementation, referencing empirical findings, and considering potential trade-offs, organizations have better tools to operate the complexities of talent attraction and retention within the Finnish staffing industry. These strategies enable organizations to establish appealing workplaces for foreign working-level talent and foster long-term commitment and success.

5.5 Future research suggestions

Based on the discoveries from this research, there are some areas that can be explored in future studies. Firstly, further investigation could be conducted to explore the impact of specific elements of company image on attracting and retaining foreign working-level talent in the Finnish staffing industry. For instance, future research could delve into the influence of corporate social responsibility initiatives, employer branding strategies, organizational values, or diversity and inclusion practices on employee perceptions and decision-making processes. This would provide an understanding of the elements of a company's image that have the most significant influence on attracting and retaining foreign talent.

It is also important to address the limitations of this research in order to advance in this field of study. For example, future studies could focus on increasing the sample size to enhance both generalizability and statistical power. Additionally, qualitative research methods such as conducting in-depth interviews or organizing focus groups could offer an understanding of employee perceptions while shedding light on underlying mechanisms and subjective experiences. Furthermore, exploring factors such as economic climate, industry dynamics or organizational characteristics would contribute to a more nuanced comprehension of talent attraction and retention, within the Finnish staffing industry.

To expand the scope and applicability of the research problem it would be beneficial to conduct studies in different settings, locations or cultures. For example, future researchers could investigate how company image and employee perceptions play a role, in attracting and retaining working level talent in different countries or regions, allowing cultural comparisons and identification of contextual factors that may influence outcomes. By taking this approach the researchers can gain insights into the challenges and strategies that are relevant to specific cultural and institutional contexts. Ultimately this will contribute to an understanding of talent management practices that can be applied globally.

It is essential to reassess and expand existing theories, frameworks or models to keep up with evolving trends and phenomena. In future studies, it would be valuable for researchers to explore how emerging technologies like artificial intelligence or remote work arrangements impact talent attraction and retention in Finland's staffing industry. Additionally, investigating the effects of significant events or societal shifts such as the COVID-19, or changes in immigration policies or evolving demographic trends on employee perceptions and organizational practices would provide valuable insights for adapting talent management strategies. By examining the implications of these factors on the perceptions and experiences of working-level employees we can identify areas

where staffing companies in Finland can adjust their strategies effectively to attract and retain talent.

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Appendices

Appendix 1.

Interview questions

1.   Age

2.   Gender

3.   Country of birth

4.   Where did you find the job position you applied to?

Section 1: Employer Attractiveness

1.   Can you describe how you first learned about your current employer and what initially attracted you to the company?

2.   How important was the employer's reputation or image in your decision to work for them?

3.   What factors do you think make your employer attractive to foreign working-level talent?

4.   How does your employer communicate with its employees and what impact does this have on your job satisfaction?

5.   Have you noticed any cultural differences between your current employer and employers you've worked for in the past? If so, can you describe these differences?

6.   How does your employer support your professional development and career growth?

7.   Can you describe your interactions with your colleagues and how they contribute to your job satisfaction?

8.　　What advice would you give to a foreign working-level talent who is considering working for a staffing company in Finland?

Section 2: Employee Retention

9.　　Can you describe your job satisfaction and what factors contribute to it?

10.　How does your employer recognize and reward good performance or achievement?

11.　How does your employer address work-life balance concerns and support the well-being of its employees?

12.　Have you ever considered leaving your current employer? If so, what were the reasons for considering leaving?

13.　What do you think your employer could do to improve employee retention?

14.　How does your employer handle conflicts or disagreements between employees or between employees and management?

15.　Can you describe the level of support and resources your employer provides to help you succeed in your role?

16.　What are the most important factors that keep you committed to your current employer?