

RESEARCH ARTICLE

Perspectives of Jobseeker Students and Recruiters on Improving the Digital Recruitment Platform

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ABSTRACT

This article aims to conceptualize a digital recruitment platform designed specifically for students at Metropolia University of Applied Sciences, enabling them to connect with recruiters in Sweden. The platform seeks to match jobseekers and employers based on relevant skills, competencies, and interests. This study examines the expectations of both recruiters and students regarding such a platform, as well as the value it can offer to these stakeholder groups. Qualitative data were collected through semi-structured interviews with students and recruiters, along with consultations with university officials to gather expert insights. Using an applied action research approach, the data were analysed through content analysis and collected in three phases: a current state analysis, the co-creation of platform perspectives, and the validation of expert opinions. The findings from the analysis informed the co-creation and enhancement of the platform as a digital hiring tool incorporating user-centric features. The article includes both theoretical and practical components. The best practices, current state analysis, and an improvement framework were used to identify key development areas for the platform. It also evaluates stakeholder insights that contributed to shaping the platform's perspectives. Three major development areas emerged to improve JobTeaser—Metropolia's existing digital recruitment platform: (1) expanding outreach to students and recruiters, (2) improving communication and recruitment processes, and (3) enhancing job matching to strengthen the platform's effectiveness for both groups. For Metropolia University of Applied Sciences, an improved digital recruitment platform could serve as a strategic tool to support student employability, strengthen relationships with industry partners, and improve the overall quality of services provided to students by aligning with future digital innovation goals.

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1. Problem Statement

Higher education is greatly impacted by digitalization in terms of how organizations run and engage with their students. Digital solutions for administrative and academic tasks are a priority for Metropolia University of Applied Sciences. Despite this dedication, there is room for growth in the

student recruitment opportunities. The purpose of this paper is to determine how to improve the university's current digital recruitment platform, JobTeaser, which helps to improve student recruitment opportunities, by recognizing the viewpoints of recruiters and students.

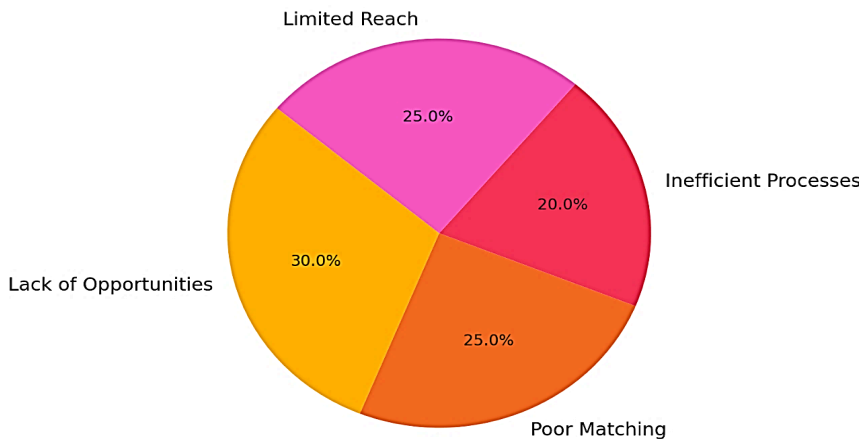
By providing services that help accelerate hiring procedures, job advertising, candidate sourcing, and applicant status, a recruiting platform connects employers seeking to fill positions with job seekers (Breugh 2008). Accordingly, it facilitates the centralization of recruiting, which facilitates the efficient and effective organization of incoming applications and the evaluation of potential candidates (Chapman and Webster 2003). Online systems, including job advertisements, application status, candidate profiles, and employer tools, that facilitate the hiring process between employers and job seekers are referred to as digital recruitment, e-recruitment, or online recruiting (Rosoiu and Popescu, 2016). According to Rozario et al. (2019), this has advantages of its own for enhancing real-time communication, matching algorithms, and accessibility.

One of Finland's biggest applied science colleges is Metropolia University of Applied Sciences, which was founded in 2007. It employs 1054 permanent staff members and serves 17,473 students across four contemporary campuses. Eighty bachelor's and master's degree programs are available at the university. It encompasses[

1,500 international students from over 100 different countries (Annual Report, Metropolia, 2023). Fifty thousand people make up the university's alumni network (Study in Finland, 2024). It conferred 537 Master's degrees and 2,600 Bachelor's degrees in 2023. According to the university's 2023 financial report, its overall revenue increased by 9.6% to 121.8 million euros, in part because of successful investment operations that increased earnings by 4.2 million euros. With 1,000 permanent employees, Metropolia spends 75.6 million euros on labor. 81% of employees have master's degrees, 22% have research credentials, and the typical employee is 48.2 years old. English and Finnish are the main languages used for communication and training. (Metropolia 2024).

There are few options to match students with appropriate, particular employment, which is a clear indication of the traditional recruitment practices used in higher education, such as career fairs, personal networks, and generalist job boards (Metropolia's JobTeaser Portal, 2024). According to studies, these approaches typically fail to align a student's unique skills with appropriate employment offers, hence reducing their employability potential (Sills 2014). It is evident when students find it difficult to interact with companies and showcase their skills. Both immediate employment opportunities and long-term professional advancement and fulfillment are impacted by this. By tailoring job openings, offering employment based on certain talents via data-driven technologies, and boosting interaction with possible employers, digital platforms get over these restrictions (Barbarasa et al., 2017; Eveleigh 2022). Higher education is experiencing a need for digital technologies to automate administrative processes, attract students, and provide career services as a result of the digital evolution (Nkomo et al., 2021). Figure 1 below shows the challenges faced by students in traditional recruitment methods.

Figure 1. Challenges faced by students in traditional recruitment methods (GMAC, 2023).



(Source: Field survey: 2024)

From the recruiters' point of view, they lose a pool of candidates who are varied, meticulous, and organized. Longer hiring times and more expenses may result from this. (Machado and Fernandes, 2022). Because they lack thorough candidate profiles, they frequently struggle to match their organizations with the best talent. Figure 2 illustrates that students are 50% more satisfied with digital recruitment techniques than with traditional ones, with the former yielding 20% higher results for recruiters and 25% higher effectiveness outcomes.

Figure 2. Student and recruiter perspectives on recruitment methods (NACE, 2022)



(Source: Field survey: 2024)

According to LinkedIn Talent Solutions (2024), three out of four recruiters use digital platforms to find applicants since it helps them make better hiring decisions. As well, a study by the National Association of Colleges and Employers (NACE, 2022) found that digital platforms improve this process, benefiting both job seekers and employers.

Furthermore, Universities of Applied Sciences (UASs) have a fairly diversified student body. The prior job experience is a crucial component of diversity, in addition to nationalities and competences. All master's students at UASs in Finland must have at least two years of full-time work experience in order to be eligible for a master's degree, under the standards established by the Finnish Ministry of Education and Culture (OKM, 2023). The students, who are often in their 30s to 40s or older and have had a variety of professional roles in the past, typically have a significantly longer work experience. Because of this characteristic, recruiters can benefit from this particular prospect pool. This

makes it necessary to think of an enhanced digital recruitment platform that would present recruiters with students' distinct competencies as a qualified candidate pool. Motivated by the aforementioned requirements, the purpose of this article is to ascertain the viewpoints of recruiters and students on improving the university's current recruitment platform. In order for the suggested developments to better meet the needs of the stakeholders and allow other universities and industry recruiters to connect with them in a more satisfactory manner, the paper's outcome is the opinions of both students and recruiters regarding the enhancement of the university's current digital recruitment platform.

1. Methods and Materials

1.1 Research Approach

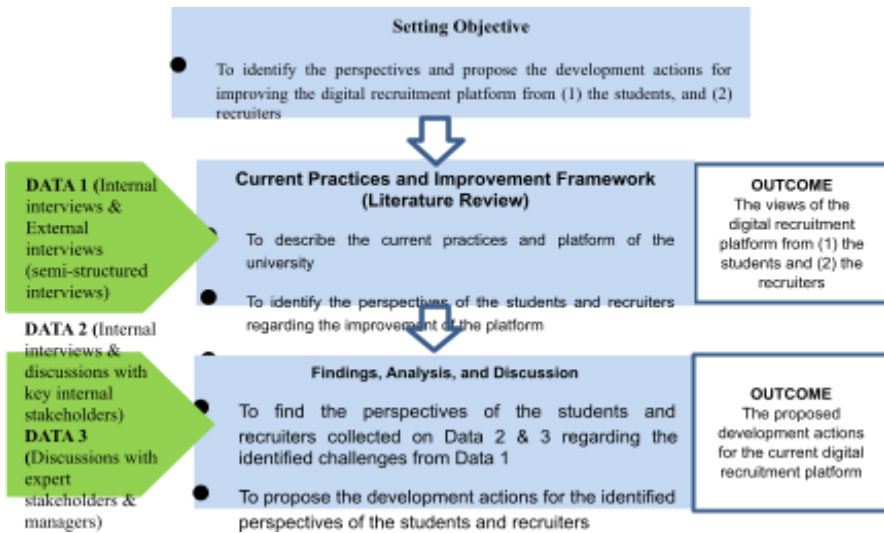
Action research and case studies are two of the most often used research methodologies in business studies. In order to identify and develop solutions for their issues, participants and researchers actively collaborate in action research (Kananen, 2013). Case studies, on the other hand, outline the circumstances around a single case or organization (Yin, 2018). Although both approaches are employed in business research, they vary in terms of the extent of their findings and degree of involvement. Experiments, surveys, archival research, case studies, ethnography, theory, and narrative inquiry are some more research techniques (Saunders et al. 2020). In order to address real-world issues, applied research employs a variety of research methodologies and strategies. Surveys, observations, interviews, and document analysis are common examples of these techniques (Creswell and Creswell, 2018; Coughlan and Coughlan, 2002). According to Blichfeldt and Andersen (2006), this takes into account the needs and insights of participants by using their perspectives to develop research questions. The more extensive strategic research techniques used in business are different from applied action research. According to Kananen (2013), this approach is utilized to finish this kind of study on a smaller scale in order to partially fulfill the requirements for a master's or doctoral paper. Applied action research differs primarily in that it is collaborative and participatory, but it also has a shorter time span and specified aims. Researchers collaborate with

participants in applied action research to make sure the study addresses real-world, practical issues and produces workable answers, usually created in a single action-type research cycle (Kananen 2013). This strategy works best when the goal is to enhance current procedures or address real-world problems, as Kananen (2013) emphasizes. This method works well here since it combines research with real-world development initiatives (Kananen, 2013).

Applied action research was selected for this article because to its capacity to address a topic that is pertinent to a corporate setting. Through participant insights, the study determines viewpoints on enhancing the digital recruitment platform. Since semi-structured interviews with stakeholders are used to gather data, a qualitative research approach aligns with the study's practical objectives. Because of its practical nature, the applied action research approach is appropriate for this paper. This method aids in arriving at the suggested advancements in a predetermined manner by incorporating important stakeholders in the research process and honing the viewpoints.

1.2 Research Design

The research design for this work, which adheres to the previously mentioned applied action research methodology, is presented in this subsection. The research design is a methodical strategy that describes the phases of the study, the components involved in each phase, and the reasoning behind the decisions made. The following chart exhibits the process of the design:

Figure 3. The research design for this paper.

(Source: Field survey: 2024)

A visual representation of the research design for this work is shown in Figure 3, which also provides a summary of the complete research process, from establishing the goal to the results for the enhanced digital recruitment platform. Its three phases address the phases of the research flow as well as their design and structure. The first step establishes the paper's goal. The second step examines the university's platform and presents procedures to identify areas for improvement from the viewpoints of recruiters and students. The final stage contains the outcome of the paper, such as the findings of the perspectives and the proposed development actions for the identified challenges in the current platform. Every step of the study design builds on the one before it and integrates the analysis of the data that was gathered. The development actions for the current digital recruitment platform follow naturally from this type of research design, which guarantees that the final result is revealed based on both theoretical and practical insights from the previous rounds.

1.3 Data Collection

The data used in this study includes three main types of data collected to fulfill the requirements so as to reach the outcome of the research. The

contents in Table 1 include the participants, data type, dates, length of interviews/discussions, and documentation methods.

Table 1: Details of data collection 1-3 used for this paper.

SL	Participants		Data type	Dates	Length	Documentation	
Data 1 (Students from Metropolia)							
1	Respondent Student-1	1:	Interview	24.9.2024	40min	Recordings & Field notes	
2	Respondent Student-2	2:	Interview	25.9.2024	27min	Recordings & Field notes	
3	Respondent Student-3	3:	Interview	25.9.2024	28min	Recordings & Field notes	
4	Respondent Student-4	4:	Interview	26.9.2024	25min	Recordings & Field notes	
5	Respondent Student-5	5:	Interview	27.9.2024	25min	Recordings & Field notes	
6	Respondent Student-6	6:	Interview	27.9.2024	20min	Recordings & Field notes	
7	Respondent Student-7	7:	Interview	27.9.2024	40min	Recordings & Field notes	
8	Respondent Student-8	8:	Interview	27.9.2024	15min	Recordings & Field notes	
9	Respondent Student-9	9:	Interview	27.9.2024	15min	Recordings & Field notes	
10	Respondent Student-10	10:	Interview	2.10.2024	43min	Recordings & Field notes	
11	Respondent Student-11	11:	Interview	3.10.2024	20min	Recordings & Field notes	
12	Respondent Student-12	12:	Interview	19.9.2024	60min	Recordings & Field notes	
Data 1 (Recruiters from Industry)							
13	Respondent Recruiter-1	13:	Group Interview	19.9.2024	60min	Recordings & Field notes	
14	Respondent Recruiter-2	14:	Group Interview	24.9.2024	48min	Recordings & Field notes	
15	Respondent Recruiter-3	15:	Group Interview	2.10.2024	37min	Recordings & Field notes	
16	Respondent Recruiter-4	16:	Group Interview	3.10.2024	30min	Recordings & Field notes	
Data 2							
17	Respondent Staff member-1 (Metropolia)	17:	Discussion, interview	Group	19.9.2024	60min	Recordings & Field notes
18	Respondent Staff member-2 (Metropolia)	18:	Discussion, interview	Group	7.10.2024	60min	Recordings & Field notes
19	Respondent Staff member-3 (Metropolia)	19:	Discussion, interview	Group	15.10.2024	60min	Recordings & Field notes
20	Respondent Staff member-4 (External staff)	20:	Discussion, interview	Group	23.10.2024	60min	Recordings & Field notes
Data 3							
21	Respondent Expert member-1 (Metropolia)	21:	Group Interview, Final Presentation		11.11.2024	37min	Recordings & Field notes

22	Respondent 22: Expert member-2 (Metropolia)	Group Interview, Final Presentation	11.11.2024	37min	Recordings & Field notes
23	Respondent 23: Expert member-3 (Metropolia)	Group interview, Final presentation	11.11.2024	67min	Recordings & Field notes

(Source: Field survey: 2024)

Three rounds of data collection were used for this paper, as shown in Table 1 above. The first round highlights the opportunities and challenges of the current platform while looking at the recruiters' and students' points of view. They are interviewed in a semi-structured manner. The interviews were in-depth, recorded using field notes, and took place online. They usually lasted between thirty to sixty minutes. Metropolia employees provide their thoughts and opinions on the earlier viewpoints in the second round. To co-create the development actions, this entails holding online conversations and conducting interviews. Refining the views based on management input and development activities offered to expert stakeholders is the goal of the third and final phase. Semi-structured interviews with recruiters and students using Microsoft Teams were the main method of data collection. In the first round, interviews were conducted with 16 respondents in total. The interviews lasted at least sixty minutes and included two semi-structured sets of questions: one for the recruiters and one for the students. Its objective was to paint a picture of these stakeholders' present needs, viewpoints, and practices for the digital hiring platform. In the first set of questions, participants were asked how they used digital recruitment platforms to find candidates (for recruiters) or jobs (for students). Questions two through five inquired about the respondents' demographics before focusing on their present job search habits, needs, and viewpoints in Finland. The usage of recruitment platforms was the subject of questions six through eight. Finally, questions 10 to 12 concentrate on how the current platform for hiring could be enhanced for any platforms in the future.

The content analysis method was used for analyzing the collected data. This approach consists of using codes for the interview transcripts along with discussion notes and extracting the most noteworthy concepts or trends. Through semi-structured interviews and discussions, the existing best practices, the

current state of the platform, suggestions, and perspectives that may help the development actions for the current digital recruitment platform.

2. Current Practices and Improvement Framework: Context at MUAS

This section examines the current procedures used by JobTeaser, the university's digital recruitment platform, and career services. Additionally, it identifies the main viewpoints of the stakeholders on the existing platform, which will be discussed in the next section and subsequently assessed with the opinions of experts. This will make it easier to identify the platform's areas for improvement. This will ultimately provide the framework for improving the current platform, which serves as the basis for the paper's accomplishment of its research goals, based on such assessments and evaluations.

3.1 Metropolia's Current Practices, Platform and JobTeaser

In addition to offering career counseling and advice, Metropolia gives students access to resources to help them with their academic and professional endeavors. The brief that discusses some current procedures and the platform is provided below.

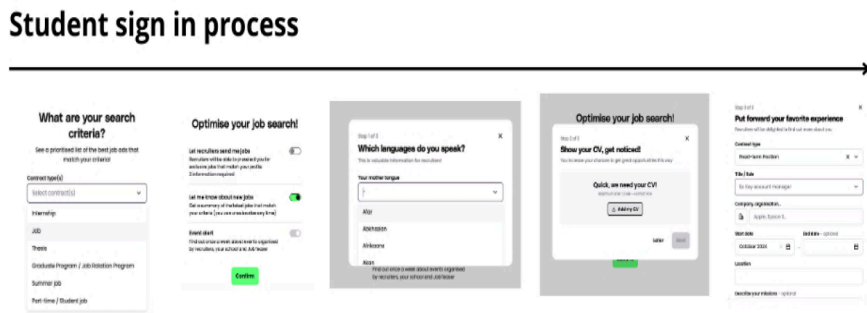
Several projects still target Master's students, particularly overseas students who have a harder time finding employment, even if no special career services are offered to them on the same level as for Bachelor's. Indeed, there are a few areas of focus for the university's career services. First, in order to support the Finnish government's goal of raising the employment rate of international graduates, the Talent Boost initiative seeks to integrate the employability of international talents into the Finnish labor market. By connecting students with Finnish businesses and professional networks, Metropolia hopes to advance career opportunities through corporate partnerships. (Metropolitan Talent Boost program, 2024). In order to gain assistance with career planning, skill identification, polishing their resumes or LinkedIn profiles for job applications, and taking a variety of specialized courses, students can schedule online appointments with career counsellors as part of this program. Second, for immigrants who have finished their higher education in Finland or overseas and would like to continue their studies in Finland, SIMHE (Supporting Immigrants

in Higher Education) offers individualized career counselling. Both degree holders who are employed or unemployed but not pursuing integration training as well as degree students at Finnish applied science universities are the target audience for this program (SIMHE, Metropolia, 2024). Third, the institution provides a number of customized courses. For instance, "Boost Your Job Search," a two-credit career counselling course, is designed especially for master's level students. Real-world skills for job-seeking and employment are the main focus of this course; for instance, it covers resume writing, cover letter writing, and job advertisement analysis. Additionally, it features lectures that help students learn critical skills including identifying personal talents, maximizing LinkedIn accounts, and being familiar with the Finnish labor market. The training covers a lot of ground, including how to adjust to the Finnish job market, industry developments, and tactics for managing unemployment. Even in the face of possible failures, these techniques assist students in staying and advancing in their job. (Boost Your Job Search, Autumn 2023: Course content). Finally, Metropolia organizes stand-alone events, like webinars on career development and job market integration, local recruitment events, competency recognition, and resources like blogs and the Kielibuusti initiative, which improves communication skills that is vital for success in the Finnish job market (Guidance Generalia, Metropolia, 2024). The goal of these programs is to assist students in effectively enhancing their job opportunities. Nonetheless, it is generally acknowledged that BBA students are the primary target of Metropolia's career assistance at the moment. According to the study's findings, the program is still in its infancy and further research is required to fully comprehend its advantages and disadvantages.

It is further revealed that the JobTeaser, the current recruitment platform of the university, is an ecosystem between students, universities, and recruiters, described as a platform for people in their twenties who are uncertain about what they want to do next. Partnerships with colleges and other organizations worldwide demonstrate the process's goal of assisting users in obtaining their first internships or employment (JobTeaser, 2024). Established by Adrian

Ledoux and Nicolas Lombard in 2008, JobTeaser has risen to the top of the European market leaders in career counselling and hiring. With 250 staff members, JobTeaser serves employers, recruiters, and students in 25 countries (JobTeaser, 2024). It is a European network that links 80,000 enterprises with over 750 schools and provides companies with access to 4 million young talents. The fact that it is free for all Metropolia students is the main advantage. Based on 908 reviews, JobTeaser has a 3.9/5 rating on Trustpilot (2024). At the university, the main users of the platform are students. Figure 4 below shows the students' sign-in process.

Figure 4. Student sign-in process (JobTeaser 2024)



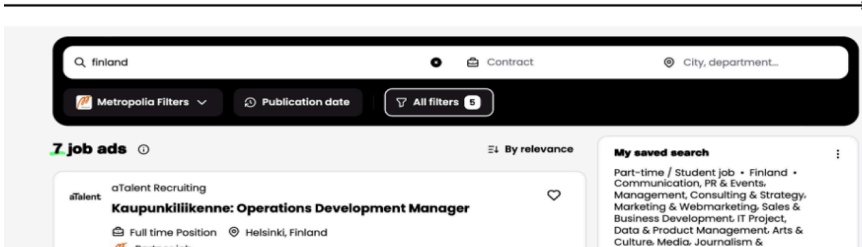
(Source: Field survey: 2024)

Steps: First, the following is how the sign-in procedure is managed. Registration is the first step. Students must choose from a dropdown menu with a restricted set of search parameters when they register. The menu offers six different contract types: summer employment, graduate program, internship, job, paper, and part-time/student work. Additionally, the menu requests the job category, start date, and job location. The search criteria are then input into the system and the system prompts the user to grant permission to three individual requests. *Job* and event alerts make up the two bottom permissions, whereas the topmost permission lets recruiters make a shortlist for users and send job alerts that match the user profile with the kinds of jobs a user is looking for. Selecting the *"Let recruiters send me jobs"* requires two more steps as a user. The first step is to specify languages, including the user's mother tongue and other spoken languages. The second step is to upload a CV. Users can access the platform's

dashboard after completing all the sign-up procedures. As seen in Figure 5, navigation choices for jobs, companies, events, guidance, and career suggestions are located in the upper right corner of the profile screen.

Figure 5. Filtering job ads relevant to location (JobTeaser 2024).

Filtering job ads relevant to Location



(Source: Authors Generation, 2024)

Second, the job search procedure is conducted by filtering all companies that are in Jobteaser. The filtering options in Finland's JobTeaser are displayed in Figure 6. Students can access company sites with 551 companies registered with JobTeaser (in October 2024) and observe that there are 7 jobs available in Finland.

Figure 6. Filtering companies (JobTeaser 2024).

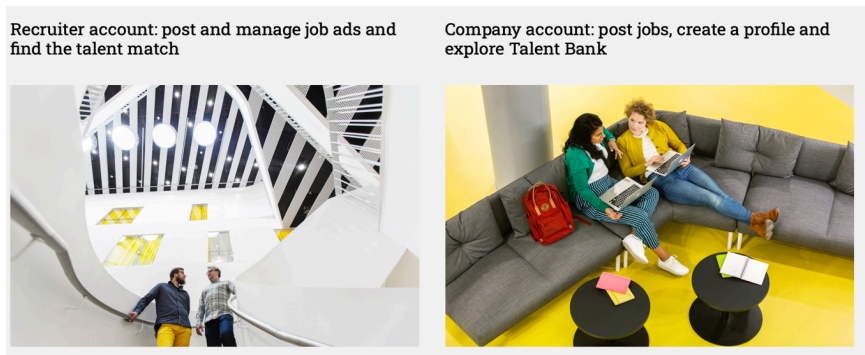
Filtering all companies that are in Jobteaser



(Source: Authors' generated framework, 2024)

JobTeaser provides two ways for recruiters to sign up (Figure 7). With the first option, recruiters can post job openings, create a recruiter account, and look for candidates that fit the job descriptions. Tools for managing and keeping an eye on the hiring process are available through this account. Enabling them to monitor how many people are looking at and applying for their job postings. Nevertheless, Metropolia verifies the job postings a few days after they are made public.

Figure 7. Two sign-up options for recruiters (JobTeaser 2024).



The second choice is a company account, which allows recruiters to access the Talent Bank, post positions, and establish company profiles. Additionally, this account raises the employer's brand awareness. Companies can use tools like user-generated personalized apps, event planning and management capabilities, and recruiters can access the Talent Bank and keyword search criteria. When students post their resumes, the Talent Bank instantly displays them. However, neither the JobTeaser sign-up process nor the student user profile make explicit reference to this capability (Figures 4-6). Crucially, only Metropolia students are visible to recruiters who use the Talent Bank through Metropolia's account (for free). They must pay to subscribe if they wish to view every candidate that is accessible. For both kinds of recruiter profiles, Metropolia's Talent Bank application is free. Since access to the Talent Bank is the main benefit, companies that are already registered typically choose the company account.

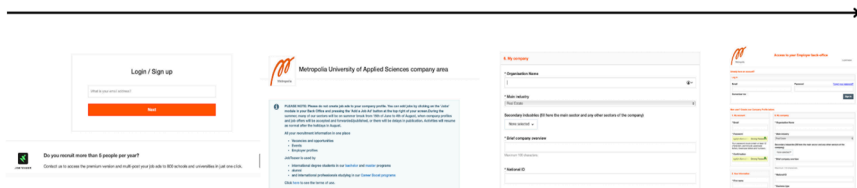
A login/signup button is the initial step in the company profile sign-up procedure. Companies can use multipost job advertising to reach 800 schools and colleges with a single click. It does point out, though, that recruiters are not allowed to post more than five job openings or hire more than a specific amount of candidates. According to the interviews, Metropolia faces difficulties posting

job openings in the summer because the employees who must approve them are frequently on summer vacation in July. The advertising of businesses with available positions is hampered by this delay in posting job advertisements. Because of the limited visibility of their open positions, firms may see the student dashboard negatively (Figure 8). On the other hand, job posting also has its cycle in Finland, so that in July such activities typically significantly subside, if at all.

Before Metropolia evaluates the company's profile, businesses must submit certain information in the third and fourth rounds of the sign-up procedure.

Figure 8. Signing process of recruiters/companies (JobTeaser 2024).

Signing process of recruiters / companies in Jobteaser



In conclusion, it can be claimed that the student interface's user interface is simple to use. However, there aren't many job openings on JobTeaser (1) (at the time of this investigation in October 2024, there were just 4 open positions listed for Finland). The job center's internal report from 2024 states that out of Finland's 571,742 businesses, 37,931 employ five or more people. Additionally, JobTeaser lacks a mobile application, which hinders user convenience. Although JobTeaser is working on a mobile version, it will not be released for general usage until October 2024.

3.2 Perspectives of Students and Recruiters on the JobTeaser platform from Data 1

All students have access to Metropolia's JobTeaser recruitment tool. Nonetheless, the majority of participants acknowledged their low knowledge and usage of JobTeaser, indicating the necessity for further exposure and interaction with JobTeaser through Metropolia's career services. Following responses, as cited, reveals a lack of clean awareness:

"I have not heard that kind of thing." (Respondent 9)

"I have heard about it. I've not used it." (Respondent 11)

"...I have not used JobTeaser before. I once heard about it, but I never used it." (Respondent 7)

"Job what? I was about to Google it. Honestly, I had been familiar with those platforms when I was looking for a job still in my Bachelor's, but I never worked with them." (Respondent 14)

"I do not think I ever used JobTeaser. I think I am hearing about it for the first time." (Respondent 15)

According to some respondents (2, 4, and 5), JobTeaser mostly caters to new grads or junior positions, while some students find value in information that is geared toward career changers or seasoned workers.

"Actually, I do not know what the market of the JobTeaser is... I think that the options there are very limited. And for Finland, I don't know, maybe just two options there." (Respondent 2)

"It is a platform for new, fresh graduates... I am not a fresh graduate anymore... I have years of experience." (Respondent 4)

"I found mostly opportunities for people who are looking for their first job opportunity. So, not for career changers, industry changers like it would be my case." (Respondent 5)

These answers highlight the necessity of expanding the industries and job categories that can be advertised in order to make JobTeaser (or a substitute platform) as inclusive as possible for all students, especially those with a greater range of backgrounds and/or professional goals.

Respondents (1, 3, & 6) noted that JobTeaser does *not offer enough vacancies in Finland to suit the students, specifically local opportunities and fields of interest.*

"In the JobTeaser I see a lot of opportunities out of Finland, like France, Germany, and other countries... Yes, there is content there, but not useful content (for me)." (Respondent 1)

"I have seen, for example, all the positions are posted on LinkedIn, but not all the positions are posted on JobTeaser." (Respondent 3)

"Yeah, I do believe that when I started my studies at Metropolia, we had some meetings... So as far as I know, I do have the profile there. But I did not, let's say, update it very often, yeah." (Respondent 6)

These answers unequivocally show that more employment options that are more pertinent to their fields of expertise must be made available to them once they graduate.

Interviews also confirm that *the platform is not well-known inside the university*. The staff member admitted that *special efforts are needed to develop the use of the platform*.

"That Metropolia needs to do a lot of heavy lifting to lure the students, recruiters, and companies to use the platform... we must add more resources to attract students as well as recruiters to the platform, which has been used since 2020." (Respondent 18)

As previously mentioned, these comments highlight the need for additional promotion, which calls for organizational resources and efforts, in order for JobTeaser to grow in the Metropolia career advising ecosystem and connect students with stronger contacts for employment opportunities.

In conclusion, this section makes the case that JobTeaser, a digital recruiting platform in Metropolia, should expand its reach, provide pertinent content, and encourage students to use it in order to raise their satisfaction levels. To a certain degree, recruiters should also take note of this.

3.3 Improvement Framework for JobTeaser as a Digital Recruitment Platform

The improvement framework of Metropolia's current recruitment platform and practices are summarized in Table 4.

Table 2. Improvement Framework of Metropolia's current recruitment practices and JobTeaser.

Development areas for improving JobTeaser	Strengths		Weaknesses	
	Perspectives of Students	Perspectives of Recruiters	Perspectives of Students	Perspectives of Recruiters
Increased outreach to students and recruiters	Free to explore jobs, internships, and projects Established European market leader focusing	Free to post job ads and events Established European market leader with a	Limited accessibility (no mobile application) Low awareness and engagement among MBA students; Career guidance resources	Confusing sign-up options. Low awareness and engagement among recruiters

	on universities and students	student pool of candidates	focusing on BBA students	
Improving Communication and Recruitment Processes	General career coaching to support MBA students' employability Personalized guidance (a pilot phase for MBA students) SIMHE application for international students. The 2-credit course for insights into the Finnish job market for MBA students	Tools to monitor and manage the recruitment process	Unhelpful or irrelevant content (as perceived by some students) Limited promotion and training about JobTeaser	Delays in job ad approval, particularly during summer. The need for better structured, clear, careful (i.e. higher quality) student candidate profiles.
Addressing the Job Matching	The 2-credit course focuses on real-world skills for job-seeking and employment	Offerings of entry-level jobs oriented to students	Limited job vacancies (mostly outside Finland) Job offerings focusing on BBA students; few higher-level job offerings	Companies are interested to have access to the digital profiles of candidates The need for better structured, clear, careful (i.e. higher quality) student candidate profiles

(Source: Fieldwork: 2024)

The following highlights the main advantages and disadvantages of Metropolia's online hiring platform, JobTeaser, and associated procedures, as shown in Table 2.

JobTeaser is appealing to students because it has demonstrated that the European platform that connects colleges with businesses and students and offers free access to internships, employment, and projects is beneficial. It should be noted that a number of current organization-level career services, like SIMHE services for international students, a pilot program of individualized help for MBA students, and general career coaching provided to all students, are employability-focused. But there are also some significant flaws. Students will only use JobTeaser from a PC when they are at home or in a location of study because of some restrictions on access, including the lack of a mobile version. Furthermore, MBA students are still not familiar with the idea and are not as interested in using JobTeaser due to the existing lack of training and promotion efforts. MBA students are left without specialized career services since the majority of career counseling is geared toward BBA students. MBA students do not give JobTeaser much thought because the majority of the job postings are for entry-level positions.

From the standpoint of the recruiters, JobTeaser offers the significant advantage of free job advertising and event publishing, in addition to a robust European

recruitment network with university institutions. Additionally, recruiters are impacted by the system's shortcomings since they could cause confusion during the sign-up process. Additionally, lags caused by summertime posting approval delays might hinder hiring cycles. Additionally, the platform's small selection of mid-to-senior-level job openings may obstruct recruiters from acquiring seasoned MBA candidates, which makes it less appropriate for organizations with demanding job specifications.

Based on these perspectives, three development areas are outlined for *JobTeaser* to MBA students:

First, Increased student outreach for JobTeaser is necessary to leverage this recruitment tool. Better marketing and training materials, as well as a mobile app, would help with that. Recruiters would also benefit from having it simple to sign up and begin doing business right away. Second, communication should be enhanced by providing better JobTeaser training and advertising, with the concurrent objective of developing more pertinent student profiles with tailored job recommendations. Finally, in order to meet the goals of MBA students seeking local, higher-level positions, the Job Mismatch area promotes increasing job offerings in Finland and to higher work levels. As part of an improvement framework, all three of these development areas are handled in order to boost user engagement, enhance the hiring and communication process, and deal with job matching.

3. Result: Findings, Analysis, and Discussion

The viewpoints and the improvement strategies pertinent to the current recruiting platform—that is, utilizing the superior digital recruitment platform—are covered in this part. Using the identified improvement areas (from Data 1), incorporating their viewpoints into the expert managerial opinions (from Data 2), and using a co-creation expert justification with stakeholders (students, recruiters, and faculty members) to support the identified perspectives (from Data 3) formed the basis of the proposed development. The first stage has already been covered in the early stage of the study, and this

results section moves on to the second and third processes using previously determined viewpoints.

4.1 Findings and Analysis

Table 5 below identifies the findings of the perspectives of the students and recruiters (from Data 2 and 3) relevant to improving JobTeaser.

Table 3: The findings of the perspectives of the students and recruiters (from Data 2 and 3) on improving JobTeaser.

Perspectives from Data	Data 1	Data 2		Data 3	
Stakeholders	Weaknesses	Summary	Details	Summary	Details
Development Area-1: Increasing the outreach to students and recruiters					
Students	Limited accessibility (no mobile application)	Use JobTeaser & LinkedIn complementarily	"... focusing more on LinkedIn for professional networking, as it offers ongoing access even after graduation and connects you with a much broader network." (R19) "... the approach should be sort of combinatory or complementary, then teaching the skill of digital profiling is important because it can be applied to several platforms." (R19)	Developing a mobile application by its students as a project	"A mobile application may well now present it, which will, for example at least stages be developed by its students as a project." (R21)
	Low awareness and engagement among MBA students; Career guidance resources focusing on BBA students	Introduce face-to-face introductory sessions with each new group Offer special training to improve the digital profiling skills of MBA students	"JobTeaser is an important tool for Metropolia, as it allows us to reach all students and provide them with equal access to information about career events, job opportunities, as well as career planning, and job search." (R18) "We go and meet every group of students and give their info session about career services and the JobTeaser" (R20)	Visits be face-to-face with the group Show how to build your profile here Aiming to get them to visit JobTeaser more	"...Yeah, this is quite high on my priority list for what to do next with JobTeaser. The idea would be to organize face-to-face visits with new student groups. For example, we could get everyone signed up during the session and show them how to build their profiles directly." (R23) "...So, instead of focusing on what we are currently trying to do, which is encouraging students to visit JobTeaser more. ..." (R23)

Recruiters	Low awareness and engagement among Recruiters	Encourage students to apply for suitable matches found on JobTeaser and remind them of the matches from career advisors	“So basically, we have a lot of support services that are just targeted for master students, and we have different content for Masters, for international students.” (R20)	Not agree; but validate with another solution as putting JobTeaser for the kind of relevant jobs	“...you think we should directly promote the job opportunities already available on JobTeaser to students.” (R23)
	Confuses sign-up options	Finetune current JobTeaser sign-in options by providing one sign-in option for both, companies and recruiters	“... they always emphasize that career services are quite important services for the companies and the students. And our thinking is this one student local tactic. This one is one place where companies can contact us, too.” (R20)	Appointing a company coordinator	The researchers explained that the company should fill it out a little bit later, they would want to know to put the job directly and the registration process you only need the number, the company info or contact, website address, and then you should also show the progress milestone of the registration steps. There will only be three processes for the company to sign in. Then the expert responded, “We are hoping to get a company coordinator resource to also work with JobTeaser and develop the company experience and cooperation.” (R23)
Development Area-2: Improving Communication and Recruitment Process					
Students	Unhelpful or irrelevant content (as perceived by some students)	Use email campaigns carefully Improve identification of career shifters students	“JobTeaser allows posting a variety of events and information... we use email campaigns carefully.” (R20) “... the master students, they don't look at the many different work, opportunities, or possibilities during their studies. Just a few of them, if you are changing your work field.” (R20)	Confirmed.	“I definitely agree already.” (R23)

	Limited promotion and training about JobTeaser	Provide content for marketing the JobTeaser platform Support targeted services for MBA & internationals	"JobTeaser provides content for marketing the platform, which can be leveraged to boost student engagement" (R20) "... we have a lot of support services that are just targeted at master students, and we have different content for Masters, for international students." (R20)	Workshop about JobTeaser and its good use and digital profiling	The researchers explained that yes. So, it's what would be great to have these relevant events when the first, what are first students in a semester... this is how JobTeaser works. Go with them through the platform this is how you do that and if you make your profile very visible and very good... helps you connect these jobs. Then the expert responded, "Yeah... this is actually quite high on my priority list for what to do next with the JobTeaser." (R23) "It would be nice to make a JobTeaser introduction like 30 minutes, maybe 45 minutes... it would be nice to repeat this session somewhere in mid or end of October..." (R21)
Recruiters	Delays in job ad approval, particularly	Appoint a dedicated person to approve job advertisement	"The delays are often in job ad approvals, especially	Confirmed	"I believe there should be one dedicated person

	during the summer	publishing year-round Simplify approval processes by improving job ad modules & resources to approve job ads, particularly during peak seasons	during summer" (R20) "JobTeaser for free, but then if I want to reach for example, Metropolia students and Haaga Helia students, I need to go first to the Haaga-Helia JobTeaser platform, and post the job offer to Haaga-Helia students. And then I need to register for the Metropolia JobTeaser platform and post for Metropolia students." (R20) "I believe there should be one dedicated person focusing on company cooperation, someone who can respond promptly, rather than just once a week, as it seems to be happening now." (R18)		focusing on company cooperation, someone who can respond promptly, rather than just once a week, as it seems to be happening now." (R18) The researchers explained that the administrator can put two types of questions that a company can ask to verify that the student is applicable for the job, that would be great. Then the expert responded, "Yeah. OK." (R23)
	The need for better structured, clear, careful (i.e. higher	Provide a clearer candidate view	"LinkedIn complements JobTeaser profiles and provides a clearer	Metropolia offers relevant training & personalized	The researchers explained that if they have a link in connection, it's also in the input elements for the students

	quality) student candidate profiles		candidate view." (R20)	connection with all inputs	and the CV is...if you can put in the profile of the students when they have their contact information...It's Metropolia's e-mail. So, it's easier to contact directly the students...applied to...through... CV...Then the expert responded, "Yeah." (R23)
Development Area-3: Addressing the Job Matching					
Students	Limited job vacancies (mostly outside Finland)	Support international opportunities by adding more local job vacancies	"The challenge is that we have quite limited offerings for the master's international students, in our context, in our value, because we don't get that many opportunities for those students." (R20)	Republish the various local job vacancies from other sources including JobTeaser job ads onto OMA	"...may republish the jobs from, for example, academic job or student job or monster or whatever or wherever they found these vacancies because for companies it in a way it doesn't matter where these vacancies come from... this just physically copied it to our OMA to catch the attention of the students..." (R21) "And you can actually get these JobTeaser job ads also seen a similar way in Oma" (R23)
	Job offerings focusing on BBA students; few higher-level job offerings	Focus on senior positions	"Job postings are largely for internships or entry-level roles..., soon focusing on seniors" (R20)	Advertise those kinds of jobs more to them	"You think, we should directly promote the job opportunities already available on JobTeaser to students. OK" (R23)
Recruiters	Companies are interested to have access to	Access to digital profiles through open job applications	"Digital profiles streamline the hiring process,	Big polls of candidate open profiles that make	"To recruiters who sign up for the platform or not... we make it kind of

	the digital profiles of candidates		allowing direct access to student profiles." (R20)	attractive to companies	mutually interesting. Students can see all sorts of advertisements ... So, it makes sense to come and look at the JobTeaser. ... we have attracted a big pool of candidate profiles and then it makes it attractive for companies to come and search. So, we have a kind of richness on both sides..." (R21)
	The need for better structured, clear, careful (i.e. higher quality) student candidate profiles.	Provide a clearer candidate view	"LinkedIn complements JobTeaser profiles and provides a clearer candidate view." (R20)	Metropolia offers relevant training & personalized connection with all inputs	If they have a LinkedIn connection, it's added in input elements for the students, and the CV is not really that important. But if you can put in the profile of the students when they have their contact information. If it's not a number. It's at least the Metropolia e-mail...Then the expert responded, "Yeah." (R23) "Small companies will never do it...They will just drop it totally and put it on LinkedIn. So, we need to find a compromise..." (R21)

(Source: Fieldwork: 2024)

As seen in Table 3 above, the first development area requires increasing the number of students and recruiters using the system as suggested by stakeholders. According to the viewpoints of the students, creating a mobile application for JobTeaser is advised in order to increase its

usability for students, particularly MBA students. In order to conveniently view job ads, students currently rely largely on mobile devices; they would be unable to do so without a mobile app. It would be easier for students to use JobTeaser frequently if it had a mobile version that would enable them to keep informed about job openings at any time and from any location. Additionally, the experts endorsed the mobile version of the current platform. Another important issue is awareness among MBA students. According to feedback, MBA students are often less informed about JobTeaser's services, as outreach efforts primarily target BBA students. MBA students risk missing out on career resources that could help them because of this ignorance. In order to solve this, during in-person orientation events, career counselors would walk new student groups through JobTeaser's capabilities, explain how the platform may aid with their job search, and provide specialized training to help them become more proficient in digital profiling. Finally, in order to actively promote JobTeaser, the experts suggested setting up in-person meetings with career advisors for the new student groups. This would enable efficient connection with various student groups, assisting them in appreciating the benefits of JobTeaser and supporting the notion of furnishing specialized training to enhance their online personas.

According to the recruiters, they are not currently using JobTeaser too much, in part because they are not fully aware of its capabilities. The platform's effectiveness is diminished because many recruiters are not aware of how JobTeaser may assist them in finding competent prospects. To solve this, career counselors may remind students of the appropriate matches they found on JobTeaser and encourage them to apply. This would obliquely notify employers that students are looking for the right positions. Recruiters view JobTeaser as a useful tool for hiring because

of this strategy, which connects students and recruiters. The perplexing sign-up procedure for recruiters is another problem. According to existing practices, some recruiters may be concerned about fully utilizing the platform since they find the sign-up options ambiguous. This process has to be made simpler and clearer. Companies and recruiters would have a smoother access to the platform and be encouraged to register on JobTeaser if the sign-up interface was improved to include a single sign-in option that is easier to use. This change is expected to complement the focus on usability, allowing recruiters utilize JobTeaser effortlessly. Experts concurred that deeper interaction with JobTeaser companies is necessary. Career advisors should take more proactive steps to engage both groups, according to experts. It might raise both stakeholder groups' awareness in this way. Additionally, some recruiters were deterred from using JobTeaser because they thought the sign-up process was excessively complicated for both firms and recruiters. In order for Metropolia to improve the current JobTeaser sign-in options, experts recommended streamlining the registration process. They also suggested designating a company coordinator and offering a single sign-in option for recruiters and companies. These advancements may broaden the audience for improved JobTeaser use for both.

According to students' feedback in the second development area, personalized content can address the problem of them receiving notifications about job postings that have nothing to do with their field. Student happiness and platform engagement may increase if AI is used to customize notifications for every career path, particularly for those seeking a job move. To prevent information overload, the number of email notifications should be carefully controlled. This will free students from being overloaded with messages and enable them to concentrate on

possibilities that are relevant to them. According to experts, career counsellors should target particular student groups with additional content and job postings. To prevent over-communication and enhance the identification of career goals, such as for individuals seeking to change careers, the career centre should, for instance, employ more targeted email campaigns. Recruiters suggested making improvements to the job ad approval procedure during the busiest hiring season. Among other things, it was suggested that a dedicated individual be assigned to manage the job ad modules, which would streamline the clearance process by publishing advertising all year round. By streamlining ad approvals, this would prevent delays and make JobTeaser a more timely and effective recruitment tool. Additionally, recruiters believed that a well-organized template for student profiles would assist students in creating their profiles, allowing them to concentrate on the elements that employers value most and improve their assessment. With these modifications, JobTeaser would become a more useful tool for hiring, decreasing dependency on outside platforms and improving the hiring process in general. Experts also pointed out that the site frequently displayed career content that was out of step with the demands of students. In order to enable each new student group become more acquainted with JobTeaser features and make better use of the platform, they emphasized the use of two in-person orientation meetings (one in August and another in October for international students coming later in Finland). To increase students' chances with recruiters and future employers, these seminars might be expanded to include a course on creating a digital profile.

According to the students' viewpoints in the third development area, JobTeaser recommends opportunities to them that don't fit their

qualifications or professional objectives; also, they discovered that the majority of job openings are located outside of Finland, which can make their job search seem pointless and ineffective. It becomes challenging to get a local employment because the latter are primarily international job advertisements outside of Finland. It suggests increasing local employment options for international students as a solution to this problem. Republishing (i.e., copy-pasting) job postings from other national outlets onto JobTeaser or OMA Metropolia would be worth thinking, according to some experts. Students would become more interested in the platform as a result of being able to browse local jobs. The experts emphasized that additional internal consultations would be necessary to assess any potential disadvantages of such a strategy. In this regard, the students recommended introducing more senior position advertisements and skills-based filters, which would enable the students to focus their career searches on senior-level jobs and pertinent skills and certifications. This will help those senior students save time and increase their chances of landing a good career by allowing them to concentrate exclusively on jobs that fit their skills. Furthermore, many of the roles offered were perceived by MBA students as entry-level jobs. They proposed that institutions should also draw in mid-to-senior-level job postings, as these are more suited to the skill sets of MBA students. By taking these steps, students may be able to locate relevant jobs that better suit their skill sets.

According to recruiters, the clearance procedure for job ads could be improved, especially during periods of high demand for hiring, like the summer. They suggested hiring a specialized individual to oversee the job ad modules and streamline the approval procedure by guaranteeing year-round publication. By expediting ad approvals, this would avoid

delays and make JobTeaser a more timely and effective recruitment tool. In order to produce student profiles of superior quality, recruiters stressed the necessity of an organized template. By including components that businesses value most, this template would help students create their profiles and let recruiters assess applicants more thoroughly. With these enhancements, JobTeaser would become a more useful tool for hiring, decreasing reliance on outside platforms and improving the hiring process in general. Recruiters emphasized the need to develop more lucid student profiles and expedite the approval of employment ads. Some stated that it is difficult to fill positions quickly due to delays in ad approvals, especially during periods of high recruitment. Experts concurred that this problem may be resolved by designating a specific individual to manage ad approvals throughout the year. Experts also recommended that students be taught how to create organized and well-designed applicant profiles, with a focus on the format and style required for recruiters to evaluate them more clearly. These measures would improve communication between recruiters and students, ensuring timely engagement and more effective recruitment processes.

From their point of view, recruiters that use JobTeaser occasionally struggle to identify applicants who meet the requirements for their available positions. The platform might incorporate candidate-matching technologies that examine job criteria in addition to candidates' profiles, including information about job preferences, experience level, and specialized abilities, in order to address this. Recruiters would be able to contact with applicants who are more qualified for the roles they are providing. Experts concurred that expanding the JobTeaser profiles database and giving recruiters simpler access to evaluate them would help them filter and swiftly identify the most qualified and suitable

applicants. According to feedback, employers prefer to have direct access to candidates' digital profiles via open applications. The recruiters also stated that they require student candidate profiles that are more meticulous, well-organized, and clear (i.e., of higher quality). In order for recruiters and organizations to link the required skill sets to their anticipated appropriate opportunities, the stakeholder proposed offering a clear candidate view through a clear structure template for the students' candidate profile. This would be more in line with JobTeaser's job postings. The hiring companies have expressed interest in viewing higher-quality digital profiles of student applicants and having complete access to their resumes. These actions could also reduce the job mismatch with better visible personalized candidate profiles and more profiles available.

4.2 Discussion

The proposed actions for, “Improving JobTeaser”, has been summarized taking the perspectives of students and recruiters that can be seen in the following table.

Table 4: Perspectives as the Proposed Actions for Improving JobTeaser.

Development Areas	Stakeholders	Weaknesses (Perspectives from Data 1)	Proposed Actions (Perspectives from Data 2)	Proposed Actions (Perspectives from Data 3)
Increasing the outreach to students and recruiters	Students	Limited accessibility (no mobile application)	Use JobTeaser & LinkedIn complementarily	Integrate LinkedIn as a combinatory or complementary tool Develop a mobile version of the JobTeaser platform
		Low awareness and engagement among MBA students; Career guidance resources focusing on BBA students	Introduce face-to-face introductory sessions with each new group Offer special training to improve the digital profiling skills of MBA students	Introduce face-to-face introductory sessions with each new group Offer special training to improve the digital profiling skills of MBA students Encourage students to visit JobTeaser more

	Recruiters	Low awareness and engagement among Recruiters	Encourage students to apply for suitable matches found on JobTeaser and remind them of the matches from career advisors	Advertise the relevant jobs more to engage both students and recruiters
		Confusing sign-up options.	Finetune current JobTeaser sign-in options by providing one sign-in option for both, companies and recruiters	Finetune current JobTeaser sign-in options by providing one sign-in option for both, companies and recruiters by appointing a company coordinator
Improving Communication & Recruitment Process	Students	Unhelpful or irrelevant content (as perceived by some students)	Use email campaigns carefully Improve identification of career shifters students	Use email campaigns carefully Improve identification of career shifters students
		Limited promotion and training about JobTeaser	Provide content for marketing the JobTeaser platform Support targeted services for MBA & internationals	Introduce JobTeaser during the orientation twice (in August and October) Workshop about visible digital profiling on JobTeaser
	Recruiters	Delays in job ad approval, particularly during the summer	Appoint a dedicated person to approve job advertisement publishing year-round Simplify approval processes by improving job ad modules & resources to approve job ads, particularly during peak seasons	Appoint a dedicated person to approve job advertisement publishing year-round Simplify approval processes by improving job ad modules to approve job ads, particularly during peak seasons
		The need for better structured, clear, careful (i.e. higher quality) student candidate profiles.	Provide a clearer candidate view	Offer relevant training & personalized connection for a clearer candidate profile
		Limited job vacancies (mostly outside Finland)	Support international opportunities by adding more local job vacancies	Republish the local job vacancies from other sources, including JobTeaser job ads onto the OMA Metropolia platform
Addressing the Job Mismatch	Students	Job offerings focusing on BBA	Focus on senior positions	Advertise the relevant jobs more to the senior students

		students; few higher-level job offerings		
	Recruiters	Companies are interested to have access to the digital profiles of candidates	Access to digital profiles through open job applications	Access to digital open profiles through open applications
		The need for better structured, clear, careful (i.e. higher quality) student candidate profiles.	Provide a clearer candidate view	Offer relevant training & personalized connection for a clearer candidate profile

(Source: Fieldwork: 2024)

Three areas of improvement are shown in Table 4 above: communication, outreach, and job matching that are especially tailored to the requirements of recruiters and students. The goal is to demonstrate how to make listings more relevant, streamline procedures, and boost platform participation. From the viewpoint of the pupils: According to an analysis of the points made in the table, JobTeaser may be considerably more helpful with a few realistic adjustments, especially for those enrolled in MBA programs. Without a mobile alternative, students can currently lose out on possibilities since using the browser on a mobile device is more difficult. Students would find it simpler to stay up to speed on job ads and updates on a regular basis if there was a mobile version available. Additionally, it would be wise to integrate LinkedIn with JobTeaser in a complementary manner. Expanding JobTeaser's student base may facilitate platform accessibility. The lack of the JobTeaser mobile app causes most students to struggle with restricted access. In order to address this, it recommends either a mobile version of JobTeaser or integrating JobTeaser with LinkedIn as a supplementary or combinatory tool to improve usability. Since the majority of outreach is directed at BBA students, another problem is that many MBA students

are unaware of JobTeaser. Career counsellors should address this by providing specialized training on digital profiling techniques and introducing JobTeaser to each new cohort at MBA orientation. Providing in-person meetings for every new group of MBA students and further instruction on creating student candidate profiles could increase awareness and promote consistent platform usage. Students are encouraged to access the JobTeaser platform more frequently by career advisors. By taking these steps, students may be more actively encouraged to use JobTeaser. The career center might employ email ads that are specifically tailored to the target identifiers of career changers and offer content for marketing JobTeaser as a student recruitment platform in order to enhance communication and the hiring process. As a result, JobTeaser's recruitment and communication processes are improved, and job advertisements are more relevant to students. The career center must use email campaigns carefully because some of the content currently available does not meet the needs of MBA students. This is because too much and occasionally irrelevant content can lead to information overload, which would necessitate needless communication, resulting in time waste and a lack of confidence regarding the content and job prospects. Career counsellors could do this by better identifying different types of candidates, such as career shifters, and then sending out an email campaign with pertinent content to the targeted career type. Additionally, orientation training and/or workshops could help students learn how to use JobTeaser, create effective profiles, and connect with job postings that align with their career objectives. Particularly for overseas students who occasionally arrive in Finland in late October, this practical assistance would be provided twice a year, for instance, in August and October. Students would benefit from these sessions by being

able to utilize the platform to its fullest. By taking these steps, communication with the JobTeaser platform, job seekers, and possibly recruiters and employers could all be improved. The career centre should increase the number of local job openings and concentrate on senior-level roles for senior students in order to improve the job mismatch. By making local job postings more accessible, it would help with job-matching difficulties. MBA students' needs are not necessarily met by the majority of positions on JobTeaser, which are entry-level or foreign. Additional local listings from outside sources can be added to JobTeaser and/or Metropolia's OMA system by republishing them, for instance by copying and pasting the link. Students would have more options that might better fit their qualifications as a result. Both the students and the JobTeaser platform would gain from these suggested measures, which would expand outreach, enhance communication and the hiring process, and lessen the problem of job mismatch.

Some recruiters, in their opinion, are not quite aware of how JobTeaser can assist them in locating competent applicants. Increasing their awareness and involvement on JobTeaser was recommended by the specialists in this field. Career counselors should remind students about JobTeaser and encourage them to apply for appropriate matches. This would encourage recruiters to utilize JobTeaser more and increase their engagement with it. To engage both groups, the career advisors should also post additional job listings that are appropriate. There is need for improvement in the recruiters' sign-up procedure. It is a little complicated right now, which may deter recruiters from making the most of the platform. It was proposed to streamline the sign-up process by improving the existing JobTeaser sign-in options and offering a single sign-in option for recruiters and companies. Some recruiters were

deterred from utilizing JobTeaser by the complicated sign-up process, according to experts. Additionally, they recommended streamlining the registration procedure and designating a firm coordinator to manage and improve the JobTeaser sign-in features. Recruiters may use JobTeaser more effectively as a result of these actions. The fact that job postings are delayed at the busiest time of year is another issue. Metropolia could designate a dedicated individual to authorize the publication of job advertisements all year long in order to streamline this process. It's critical to streamline the JobTeaser recruitment and communication process, particularly during peak hiring seasons when ad approvals are delayed. In order to guarantee that peak-time approvals are finished on schedule, it is also advised that a dedicated individual manage ad approvals throughout the year while enhancing the job advertisements module. Recruiters may find it simpler to locate qualified applicants more rapidly if they assist students in creating concise, well-organized profiles. It is advised to provide tailored networking and suitable training to meet the unique requirements of job seekers. In order to lessen job mismatches, recruiters also recommended creating a more lucid candidate profile using an organized framework. Employers have shown interest in immediately accessing the profiles of student candidates via open job applications. By enhancing communication and the hiring process, these steps may increase recruiters' involvement on the JobTeaser platform. They would then discover organized student profiles, which would enable them to quickly find the most suitable and competent applicants. In order to locate the best prospects more quickly and conveniently, recruiters also recommended viewing student candidates' comprehensive digital profiles. Through open applications, experts suggested expanding the JobTeaser profile database and

providing recruiters and businesses with simple access for reviews. This could help recruiters locate the most qualified and suitable individuals more rapidly. Experts also recommended holding training sessions and workshops on profile building. Student prospects would have organized, easily accessible digital profiles as a result of these efforts, which would assist recruiters in minimizing job-skill mismatches. These steps could improve communication and the hiring process, decrease job mismatches, and expand outreach to recruiters. With open, customized profiles and an increased candidate pool through open applications, these modifications would ultimately assist recruiters in identifying the most qualified and appropriate applicants.

In brief, these suggested actions aim to make JobTeaser a practical and efficient tool for students and recruiters, helping both groups connect and meet their career goals. The proposed actions be applied using the existing digital recruitment platform with the expected implementation of these proposed development actions.

4. Limitations and Future Avenue of the Study

The study has three significant limitations that could restrict its applicability and significance. First, even though the study noted the value of communication between recruiters and students, more research on cross-functional communication between platform developers, career advisers, and recruiters may yield additional insights for future hiring procedures. Second, even though the article takes a perspective-based approach, Creswell (2018) suggests that usability testing be used to evaluate the document's practical functioning and accessibility. Future studies could enhance the platform's usefulness and relevance in real-world scenarios. Third, in order to investigate user perspectives on the digital recruitment platform, this study used qualitative research

techniques such semi-structured interviews and conversations with recruiters and students. Nonetheless, a mixed-method study strategy that combined interviews and quantitative surveys could balance opinions. Actually, adding quantitative data could improve the study of user needs and provide insight into platform efficacy and user experiences.

Despite the study's aforementioned constraints, this paper's quality is evaluated using the following important standards: relevance, validity, reliability, and logic. The study's validity is demonstrated by its alignment with digital recruitment platform best practices, which are in line with both its theoretical and practical conclusions. Construct validity was enhanced by the thoughtful selection of research instruments (such as interviews and literature comparisons) pertinent to the study's topic. A participant base could also help with external validity. External industry recruiters are one of the platform's development concepts that are useful beyond an academic setting. Reliability was reinforced by the methodical content code approach and consistent data collection techniques. According to Quinton and Smallbone (2008), proper reporting of findings is ensured via transparent data handling. Reliability across stakeholder viewpoints was facilitated by the appropriate interviewing techniques. The research was organized logically, with each phase relying on earlier discoveries. This made the connection between recognizing difficulties in hiring, investigating prospects, and suggesting advancements more clear. This study's logical framework backs up Thietart's (2001) suggested method for demonstrating coherence and clarity. This framework makes it easier for readers to follow the research method and comprehend how conclusions relate to suggested advancements.

This study identifies a weakness in the present digital hiring platform and suggests a fix. The results (i.e., digital champion, the growing need for individualized job matching, and greater user engagement) are in line with the university's interests. It is deemed crucial to match research goals with practical requirements (Thiétart 2001).

5. Conclusion

This study identifies the weakness in the present digital hiring platform and suggests a fix. The results (i.e., digital champion, the growing need for individualized job matching, and greater user engagement) are in line with the university's interests. It is deemed crucial to match research goals with practical requirements (Thiétart 2001). Here, solutions are put out to address the actual demands of recruiters who require improved methods to find applicants who will succeed in those positions as well as students searching for viable career pathways. This study makes recommendations for enhancements that can enable a more efficient hiring process for all parties involved, based on the opinions of end users.

The study employed the applied action research methodology and qualitative research techniques, including semi-structured interviews with two stakeholder groups: recruiters and students. Later on, Metropolia's faculty and staff were included as experts in the study. Three steps comprised the data collection process: (i) recruiters and students were interviewed for Data 1, (ii) they discussed the platform development based on their identified perspectives in Data 2, and (iii) experts were consulted for Data 3 in order to refine their perspectives.

In conclusion, it may further be pointed out that the paper conclusions include a list of flows and suggested actions for "Improving the JobTeaser platform." It lists three areas where the JobTeaser platform

needs to be developed: By suggesting mobile applications and user-centric designs, (1) expanding outreach to recruiters and students; (2) enhancing communication and the recruitment process with career-specific content and AI-supported, automated workflows; and (3) decreasing job mismatch with AI-recommended job matching that targets positions that fit MBA skill sets. The suggested changes aim to improve awareness and engagement, streamline the hiring process, and better match recruiters and students with the appropriate skill sets and material. If put into practice, the suggested digital recruitment platform might enhance Metropolia's job-matching accuracy, boost students' visibility to prospective employers, and improve the digital recruitment process. By reiterating its commitment to student employability and business engagement, Metropolia, a digital champion university, may benefit from this enhancement. Additionally, other universities and industry recruiters may choose to use this platform to hire the most qualified applicants. As this study comes to an end, it provides a foundation for future research and development about hiring in the digital sphere. These observations are disseminated not only to encourage expansion but also to stimulate further study to enhance the effectiveness of digital recruitment platforms in supporting professional communities and educational institutions.

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Disclaimer

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