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Adaptation of the employer brand of a Ukrainian company in the EU market during the full-scale russian-Ukrainian war

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Abstract. This study is relevant because the impact of the opening of offices of Ukrainian companies in the EU on the adaptation of their value proposition as an employer has not been investigated in the scientific community. There is no information about the migration of Ukrainians as a result of the russian-Ukrainian war and how it affected the market of Poland, Germany, and the Czech Republic. The purpose of the study is to suggest ways to adapt the employer brand to the requirements of the EU labour market. The study is based on the results of two audience surveys in Ukraine and EU countries in 2022. The number of respondents to the Ukrainian audience of candidates is 1,003 respondents. The EU respondents were recruiters and HR managers – 253 companies with more than 1,000 employees each. Both forms used closed-ended questions. The analytical method was used to determine the main trends in the EU labour market, the graphical method was used to display the results of analysis, and expert assessments are used to evaluate the value proposition. As a result of the study, the main differences in the value proposition of Ukraine were identified: ensuring the smooth operation of the office in conditions of blackouts, the safety of the team during air alarms, support for the Armed Forces of Ukraine or internally displaced persons. For EU candidates, the requirements include a policy of equality for all colleagues and candidates. At the same time, a remote work format is a prerequisite for candidates for employment in the company. It is noted that the reputation and compliance with legal requirements should be covered in the company's social networks in order to build trust among the local population in the Ukrainian company. Ukrainian IT companies have increased their level of competition for talent in local markets due to the opening of new offices abroad. Instagram Facebook, LinkedIn, and Instagram are the top social networks for building an employer brand. The practical significance of the study is to adapt the value proposition of a Ukrainian employer to the market requirements of Poland, the Czech Republic, and Germany

Keywords: reputation; crisis management; employer; value proposition; remote work

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Introduction

Since the beginning of the full-scale Russian-Ukrainian war, Ukrainian employers have been forced to evacuate part of the team abroad. Accordingly, most companies opened offices in different countries of the European Union in 2022 to ensure the comfort and productivity of employees. According to the Polish edition of Business Insider, there was a high activity of registering new businesses by Ukrainians in Poland (Business Insider, 2022). In January 2022, there were 188 Ukrainian companies in Poland, and in September – 2,273. At the same time, the average monthly growth rate of new company registrations ranged from 1.5-2.5%. The share of IT companies in the total number was about 16%, but it created competition in the labour market among native Polish residents (Business Insider, 2022). As a result, Polish employers were forced to raise the salaries of existing IT specialists of medium and high skill level (about 34% on average in the market), as there was a high probability of dismissal and transfer to other companies due to higher material motivation (Lis, 2022).

According to Eurostat, the employment rate of the population (74.4%) aged 20-74 years for the third quarter of 2022 and the unemployment rate (5.9%) remain stable compared to the second quarter of the same year (Eurostat, 2022). The largest migration of refugees from Ukraine is observed in Poland – 1,546,354, Germany – 1,021,667, and the Czech Republic – 473,736 (Eurostat, 2022). Among Ukrainians, the largest migration abroad is observed among residents of the West, central regions of the country, and Kyiv (Gradus Research Company, 2022). Territorial placement, social payments and government support for refugees are the main criteria for choosing these countries for temporary shelter. Therefore, it is worth considering adapting the employer brand of Ukrainian companies in these three countries.

The goal is to suggest ways to adapt the employer brand in the EU countries. The main objectives of the study are:

- analyse trends in the development of the employer brand in Poland, Germany, and the Czech Republic;
- analyse and characterise the development of the employer brand of Ukrainian companies in Ukraine;
- make a comparative analysis of the value propositions of Ukrainian companies in the EU markets;
- suggest ways to improve the employer brand of a Ukrainian company in the labour market of Poland, the Czech Republic, and Germany.

The object of research is the employer brand, that is, associations and a list of value propositions that arise when choosing a company for employment. The subject of the research is theoretical and practical provisions for adapting the employer's value proposition to the requirements of the EU labour market.

The main hypothesis of the study is that in order to form a value proposition for a Ukrainian company in the EU, it is necessary to update the list of components in accordance with the specifics of the region and market trends.

The scientific originality of the study consists in the development of a competitive value proposition of Ukrainian companies in the EU market. The theory of the employer brand and its components was studied by Y. Salo (2022), O. Dragan (2022), I. Varis *et al.* (2022), N. Turunen (2022), J. Silva & H. Dias (2022), M. Dzhulai *et al.*, (2022), I. Paicu (2022). The impact of the COVID-19 epidemic on the labour market, changes in candidates' requirements for choosing an employer, and criteria for evaluating the attractiveness of working in the company were analysed by I. Paicu (2022), I. Prymak (2022), Z. Haldzhun & R. Bakai (2020), S. Bharadwaj *et al.*, (2022), N. Kucherov, & V. Tsybova (2022), J. Joglekar & T. Tan (2022). Migration of Ukrainians under the influence of the Russian-Ukrainian war to EU countries and changes in the labour market were analysed by Eurostat (2022), European Council of EU (2022), Gradus Research Company (2022). Features of the development of an employer brand in the Polish market were revealed by M. Seltak (2021), and in the Czech Republic – Rantstard (2022).

In the scientific sphere, there are no studies on changes in the company's employer brand to market requirements and criteria for choosing an employer by the local population in Poland, the Czech Republic, and Germany. In the labour market, there is a movement and opening of new offices outside of Ukraine to evacuate the company's employees and hire new ones.

Literature Review

A well-developed employer brand and effective management of the company's talent are key factors for retaining IT workers in medium-sized companies in the EU. J. Macalik & A. Sulich (2019) found that the fundamentals of sustainability theory, environmental management principles, and corporate social responsibility are interrelated. Accordingly, the employer brand is recognisable and increases the employer's loyalty. The employer's external brand for Generation Z is formed based on the corporate social responsibility report, the employer's career website, and the company's social networks. Cal J. Halvorsen & E. Erin (2021) found that an employer brand with a high level of attractiveness among candidates directly affects the reputation of the corporation and the candidate's intention to apply for a job. The components of attractiveness are social value for the employee, material advantage, openness of information about the company on all resources. Based on this, a single conceptual model of interaction between the employer brand and the number of resumes (reviews from candidates) for an open position is formed.

L. Löffler & C. Giebe analysed various approaches in the theory of components of the employer's value proposition and as a result divided them into types: focus on personal development of the employee, focus on the company's competitiveness, attributes of corporate culture, functional requirements for the workplace, and material motivation.

After analysing the characteristics of generations and attitudes to the banking sector, it was revealed that Generation Z strives for mobility and multiple choice of functions, an individual approach from the manager, and the ability to work remotely (Löffler & Giebe, 2021). For candidates in Ukraine, when choosing an employer, the priority is the level of salary, training in the company, remote work format, official employment, and the absence of the company in the Russian market. For candidates without work experience, the main selection criteria are material motivation, the opportunity to study and combine work with studying at the university. T. Bilorus & S. Firsova (2019) have created a methodology for assessing the level of development of the employer brand, which is influenced by organisational, functional, economic, and psychological attributes. Y. Salo (2022) investigated the difference between the marketing goal and the employer brand, namely: the target audience of the candidate, the development of the corporate spirit, and the growth of the attractiveness of the employer in the labour market. During remote work, it is recommended to implement a combination of office visits and remote work format. In the Ukrainian market, the most popular job search platforms are special career sites, Telegram with a selection of vacancies, friends/acquaintances.

In 2022, as a result of a full-scale war, 62% of businesses were forced to move their businesses to EU countries, most of them to Poland and Germany. O. Dragan (2022) found that the main criteria for selecting countries were demand for business products/services, developed infrastructure, and fewer legal barriers to company registration. As a result, the value of forming an employer brand for businesses increases. Since the growth of competition for talents of Ukrainian companies with regional ones and higher requirements for the value proposition among the local population have affected labour market trends.

According to the forecasts of Content Stadium specialists of the Czech labour market in 2023, the projected unemployment rate will increase by 0.1 percentage points and will be 3.5% (Content Stadium, 2022). As a result, employer brand development managers must use a marketing approach to find new candidates. Recruiters receive the largest number of job reviews on job search sites, career pages and the company's website, and a referral system for employees. Therefore, the advertising budget for promoting the employer brand should be directed to these sources of candidate search.

According to the analysis of 253 representatives of companies surveyed in Germany, Great Britain, the Netherlands, France, and Belgium, in 2022, only 64% of employers have a well-formed strategy for developing the employer brand and 46% have formed an employer value proposition. The respondents were recruiters, HR managers, and employer brand development specialists. The key components of positioning the employer brand online are the integrity and reliability of the company, conciseness

and clarity in statements, and high-quality visual design of pages in social networks. I. Varis *et al.*, (2022) found that the main goal of a company's social media presence is to increase the number of job candidate reviews (64%). This decision is part of the employer brand development strategy, since during a remote work format; this is a direct contact with the candidate. The most popular candidate search networks are LinkedIn and Facebook (more than 70%). Instagram is in the third place (45%). These platforms are the most popular tools for forming an employer's external brand according to their survey (Varis *et al.*, 2022). Accordingly, these platforms should be key to building an employer brand in social networks. The work and advertising budget with platforms should be prioritised depending on the target audience.

N. Bazalziiska, D. Bazhakova analysed key trends in the development of the employer brand in the EU that emerged under the influence of COVID-19. It was found that there will be no 100% return to the office work schedule. Corporate culture changes towards trust in the employee when performing tasks and making independent decisions. The higher the level of trust of the company's management, the higher the employee's belonging to the company and identification with it. The employer brand of companies that have a remote work format receives a greater response to vacancies (Bazalziiska & Bazhakova, 2022). At the same time, 52% of candidates consider only flexible working hours with a remote format. Integrating diversity and equality policies at all levels of the company has a positive impact on the attractiveness of the employer (33%). As a result, the implementation of this policy increases the company's profitability by about 27%. A social programme to support the physical and mental health and well-being of employees is one of the trends, as 49% of respondents experience chronic stress.

Bilorus defines the concept of an employer brand – a positive image of the company and an attractive place to work for the target candidate (Bilorus, 2019). Y. Salo (2022) suggests that the goal of creating an employer brand is to attract talent, create a corporate culture, increase the brand's competitiveness in the labour market, and retain the company's staff. O. Dragan (2022) suggests distributing value propositions according to employee categories (by age or work area) and appropriate communication, which will become components of a successful employer brand. A. Savina & I. Torianyk proved that the employer's value proposition is the basis for increasing the attractiveness of working in the company. Its absence negatively affects the company's reputation. The employer's attractive value proposition matrix consists of four areas: financial and physical well-being, corporate culture and social well-being, work environment and mental well-being, and talent development (Savina & Torianyk, 2022). Therefore, when changing or adapting the employer's value proposition, it is necessary to consider all areas. I. Varis, *et al.* (2022)

analysed the digital environment for employer brand development. Platforms include social networks, corporate websites, job search sites, online forums, electronic publications, and digital communications (Zoom, Teams, Google Meet). N. Bazaliyska (2022) suggests dividing work with the employer brand into an internal and external audience. Internal – employees of the company, external – target candidates. The task for developing the employer brand for the internal audience is to develop projects and measures to increase employee loyalty and engagement, develop effective communication with personnel at all levels of management. The task for the external one is to increase the recognition of the employer and attractiveness for target candidates in comparison with competitors (Bazaliyska, 2022). The criterion for completing tasks is characterised by numerical measurements and depends on the state and goals of each company.

Materials and Methods

The choice of online platforms is one of the key tools for adapting the employer brand in the European market. Online platforms include job search sites, social networks, LinkedIn, Instagram, and Facebook. Therefore, it is necessary to conduct a comparative analysis of online job search platforms for the local population of the EU, the criteria for choosing a future employer, and the components of its value proposition. This should help employers develop their brand positioning in new markets and fill vacancies faster.

The analysis was carried out based on surveys conducted by the Ukrainian audience and able-bodied respondents of EU countries in 2022. The survey of the Ukrainian audience was conducted in May 2022. The survey involved 1,003 respondents – 53% of whom were social science professionals, 25% had no work experience, and 22% had more than 3 years of experience. To collect the data, the authors communicated with employment centres and student councils of Ukrainian universities on the protection of personal data when filling out the survey form. All respondents agreed to the processing of personal data in accordance with the law of Ukraine. Survey questions:

- Since the full-scale war, how has your work situation changed?
- Choose 5 important factors for you when choosing a company for an internship/job;
- What resources are you currently using to find an internship/job;
- What difficulties did you face when looking for a new job;
- What format of work is most comfortable for you?

The EU respondents were recruiters and HR managers of 253 companies with more than 1,000 employees each. Both forms used closed-ended questions:

- Do you or your team use social media as a communication channel for recruitment and/or employer branding purposes?
- Which social media channels does your recruitment or employer branding team use?

- What is/are your main goals for your social media channels?
- What content topics do you usually post on your social media channels?
- What type of content do you usually post on your social media channels?
- What would be your top tip or piece of advice for teams that want to use social media for employer branding and/or recruitment purposes?
- How does social media content that features photos of your employees perform compared to content that does not feature anyone?
- Do you encourage employees to share and engage with your recruitment social media content?
- What challenge are you currently facing when it comes to creating your social media images and videos?

The ranking of value proposition criteria or the choice of social networks in different countries was based on a score from 1 to 5 points, where 5 is the highest priority for respondents.

The SWOT analysis methodology was used for the value proposition of the employer brand for the EU market (Tymchenko, 2019). Abbreviations of the method name are deciphered:

S – Strengths – strengths, advantages of the employer's value proposition over competitors that require maximum use;

W – Weaknesses – weaknesses and disadvantages of the research object. The purpose of this technique is to identify and level them;

O – Opportunities – external factors that determine potential opportunities for increasing the competitiveness of the employer brand of a Ukrainian company;

T – Threats – external factors that can potentially worsen the processes of developing an employer brand in the EU market. These factors include the actions of competitors, changes in legislation, and changes in expectations on the part of voters.

Based on the graphical assessment, the components of the value proposition were identified, which will allow specialists to develop a strategy for forming the employer brand for target candidates in new markets – the local population.

The analytical method was used to determine trends in the EU labour market, the requirements of the local population of Poland, the Czech Republic, and Germany for employers. The expert assessment method was used to determine the priorities of value job offers and select sources of job search. Graphic methods were used to illustrate practical materials. Statistical analysis was used to analyse the results of an expert survey using Microsoft Excel software suite.

Results and Discussion

Trends in employer brand development in the Polish labour market include a variety of job offers for candidates of different profiles, internship opportunities for graduate students, employment promotion for internal employees,

and team training (Setlak, 2021). In the Czech labour market in 2022, the most important criterion for choosing an employer was an attractive salary and additional bonuses – 70% of respondents (in 2021, 74%). Long-term life insurance is also an important trend in shaping the employer brand in the Czech market. In third place is a pleasant working atmosphere (Randstad, 2022). For the second year in a row, the most attractive company to work in is Microsoft. The employer's value proposition includes life insurance, competitive wages, and a positive reputation. In the German market, trends in the development of an employer brand are the preservation of a remote format of work as part of the company's culture, inclusivity and equality in recruitment. Moreover, the third important component is the creation of measures for the well-being of employees (Paicu, 2022). Trends in the development of

the employer brand in the labour market of Ukraine are:

- reducing the budget for creating an employer brand for external candidates;
- growing number of job candidates due to job loss during a full-scale war;
- social networks as one of the main tools for finding candidates and increasing employer brand awareness (Prymak, 2022).

To adapt the employer brand of a Ukrainian company to the EU market, the main differences between the value proposition and the source of job search were analysed. During the COVID-19 pandemic, most companies were forced to increase their presence on social networks and career platforms to find targeted candidates. The choice of online sources for finding vacancies or internships depends on the country (Poland, Czech Republic, or Germany) (Fig. 1).

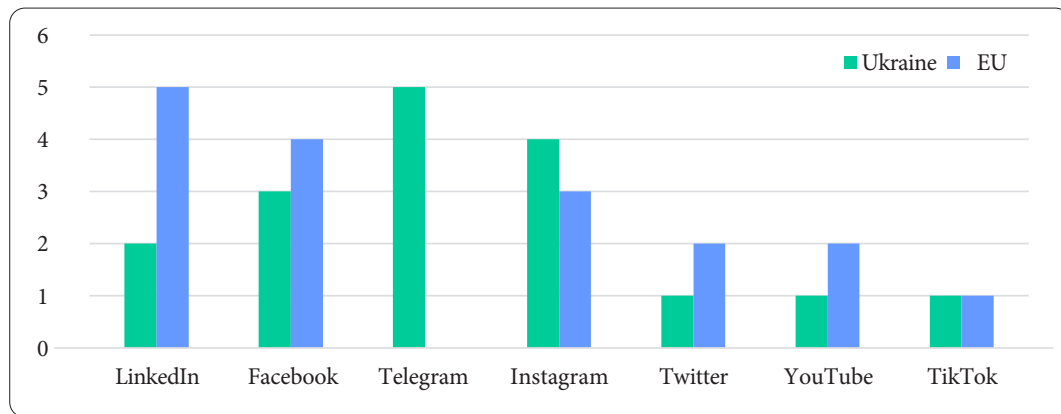


Figure 1. Ranking the priority of choosing social networks for job search by candidates

Source: developed by the author based on a sociological survey

The distribution of communication according to the target audience and the social network should differ. This is necessary to create a positive and attractive image of the employer in comparison with competitors. Facebook, Instagram, and LinkedIn should be the top priority sources for developing the employer brand in social networks in EU countries, based on the survey analysis. LinkedIn is expected to be a popular network for candidates, as it brings together professionals from all over the world (LinkedIn, 2022). It is worth noting that the Telegram platform is not used in the EU for job search or job placement. New platforms for finding candidates and forming an employer brand for Ukrainian companies are Twitter and YouTube. Now Ukrainians perceive them as media for entertainment and receiving news (Haldzhun & Bakai, 2020).

The employer's value proposition must consider new components and meet the requirements of candidates. An excellent criterion is the withdrawal of the company's international representative offices from the Russian market and support for the Armed Forces of Ukraine and internally displaced persons. This is relevant only for Ukrainians who are in Ukraine and work under martial law. Therefore, this criterion was excluded from the comparative rating of

the components of the value proposition. The criterion of inclusivity is equal access to the position and working conditions in the company for candidates with disabilities and physically healthy people. In the EU countries, this factor is a component of the value proposition and contributes to the development of a culture of inclusivity in the company. However, only in the last few years has a policy of supporting candidates with disabilities been implemented in Ukraine. To rank the priority of choosing an employer by candidates in accordance with the value proposition, scores from 1 to 5 points were used, where 5 points were the highest for respondents (Fig. 2).

The most important criterion for candidates when choosing a workplace in the EU is the level of salary that meets the requirements of the labour market and is consistently paid to employees. In second place is training from the employer, which ensures the growth of professionalism and the level of expertise of employees. Training and development is based on internal requirements and programmes for training specialists, periodic evaluation of employees, creation of development plans and improving the level of competence. After the start of the COVID-19 pandemic, a remote format is necessary for

employees. The majority of respondents are not ready to return to an office-based work format. Therefore, comfortable working conditions should ensure not only work in the office, but also remotely from home – high-quality appliances, a headset, and stable Internet. According to the analysis of research, a mandatory requirement for

employment in a company should be official employment in accordance with the requirements of the legislation of the EU country.

To objectively assess the compliance of the value proposition with the requirements of the EU market, it is necessary to conduct a SWOT analysis (Fig. 3).



Figure 2. Ranking the priority of choosing an employer by candidates in accordance with the value proposition
Source: developed by the author based on a sociological survey

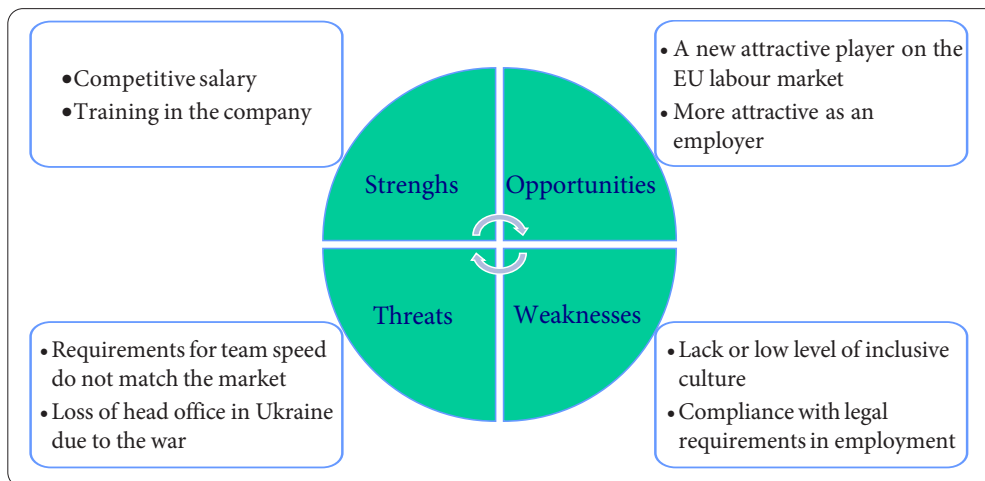


Figure 3. SWOT analysis of the value proposition of the employer brand of a Ukrainian company for the EU market
Source: developed by the author based on the analysis of Figures 1 and 2

For Ukrainian companies operating internationally, the process of adapting to the EU market is easier during a full-scale war in Ukraine. A competitive advantage is the compliance of wages with the market requirements of Poland, the Czech Republic, and Germany. However, the fight for talent in these countries is high. In second place among the competitive advantages is training within the company. Therefore, it is necessary to analyse how well the career development component is developed within the employer through feedback from the team and changes in professional skills. Development results after training should be communicated with potential employees in social networks and the company's career website. These can be interviews in text or video format.

Opportunities for Ukrainian companies to enter the labour market in Poland, the Czech Republic, or Germany are the originality and interest in a new employer among potential candidates. Therefore, it is important to create a positive image of the company as an employer and add key components of the value proposition to communication. When forming an employer's development strategy in the EU market, it is necessary to analyse the inclusivity and equality of access to work in the company. It is also important to establish the process of communication with the team in different countries and opening hours. Special attention should be paid to official employment in accordance with the requirements of the labour legislation of Poland, the Czech Republic or Germany. This factor is

important for EU candidates. Therefore, job transparency and equality of candidates during hiring should be reflected in the brand's online communication.

The main obstacles may be differences in the speed of selection for a certain position in the company and the loss of main control due to the threat of a missile strike in Ukraine. Ways to avoid the first threat are to analyse the labour market and the duration of the recruitment process in the EU target market and adapt within the company. In order to avoid the second threat, it is necessary to plan the transfer of responsibilities to a new responsible person in the event of the loss of the head of the department.

Adaptation of the employer brand of a Ukrainian company in the EU market consists of a material component: competitive wages, insurance, and training in the company. An intangible component is the ability to work remotely. The main emphasis in communication in new labour markets should be placed on these components of the value proposition.

The prerequisites for the development of the employer brand and its value proposition are determined by the organisational culture, name, and reputation of the company as a trading brand. This is a logical business process, since first the company's product or service and its marketing are formed, and after the recruitment and establishment of the team, the employer brand is developed. To reduce staff turnover, the crucial factors are recognition of the team's contribution to the company's development, team, corporate culture, and work-life balance (Rizman, 2022). The criterion of training in the company takes the second place in the priority of choosing a future employer in the EU and Ukrainian markets. Therefore, it is necessary to cover this in social networks, job descriptions or internships, and the company's career website.

To evaluate the employer brand for the company's team, it is necessary to study the level of employee satisfaction with working in the company at least once every six months or a year. In the analysis of methods for assessing the level of development of the employer brand, the criterion of team evaluation is one of the main ones. The components for conducting a survey can be different in type: financial, intangible, values, and mission of the company. That is, any that the manager considers necessary to evaluate. Different approaches to the survey components and the employer's value proposition are not analysed in the paper.

Based on the analysis of job satisfaction in the company, a positive image of the employer, components, and key messages for the communication strategy are formed. For a company entering a new labour market, the features of candidates and the specifics of communication between the local population are the basis of the preparatory stage. The company's competitive advantage in the labour market is created based on unique components of the value proposition. Therefore, the salary level and training conditions in the company should correspond to the level of competing companies or above average (Shubhangi, 2021). The paper and scientific studies do not reveal the results of

developing the employer brand of Ukrainian companies and their value propositions, so there is a need for further analysis to form reasonable recommendations.

According to the conducted research, it was proved that the effectiveness of hiring new staff increases with a positive employer brand among candidates. There is also a direct effect of COVID-19 on reducing the moderate relationship between employer branding for external candidates and employer brand-building programmes for an internal audience (team). Therefore, the use of social networks for both audiences will increase the employer brand awareness and awareness of the facts and uniqueness of the components of the company's value proposition (Kosova *et al.*, 2022). Social networks should differ from each other according to their target audience. In other words, the same content or its design will not affect candidates unambiguously effectively. That is why the scientific field analyses different methods and approaches communication and working methods for different generations. However, communication strategies in social networks as components of developing an employer brand in accordance with different generations and digital environments require detailed research.

The study reveals that the policy of inclusivity and equality of employees during employment is a weak component of the employer brand of a Ukrainian company in the new markets of Poland or the Czech Republic. Therefore, there is a need to study the impact of integrating this policy into the strategy of developing the employer brand of Ukrainian companies. The scientific research reveals the principles of integrating the policy of equality and inclusivity at all levels of personnel management: politeness in communication, documentary and visual design of the employer's value proposition in accordance with different categories of employees, transparent and understandable communication with all employees regarding the implementation of the policy, its necessity and importance (InStride, 2021).

A positive impact on the development of a positive image of the employer in social networks through publications with employees of companies was revealed. LinkedIn as a professional network is used by specialists with work experience. Therefore, content created by employees in this network and published on their personal pages about working in the company increases the competitiveness of the employer brand in the labour market (Joglekar & Tan, 2022). It is investigated that it is advisable to use social networks to involve company employees in internal communication. With the constant support of communication via online messengers, an increase in employee loyalty to the company and team was revealed (Špoljarić & Ana Tkalac Verčič, 2022). Digital technologies and the speed of communication with the employer play a key role in employment for Generation Z (Islamiaty *et al.*, 2022). It is necessary to conduct a study of which network affects the employer brand and how, and what PR activities affect candidates and employees. The study does not fully reveal the potential impact of social networks. There is an open need to

investigate the impact of other social media tools. Additional research is needed into the content posted by employers on social media. That is, what format (photo, video, audio, picture, text), style, dynamics of presentation, duration of familiarisation with the material, and trends affect different categories of subscribers and their perception of the employer brand. The analysis should consider the scale of the company, the multi-nationality of the team, and the territorial location of the office to which the hiring takes place.

Conclusions

The result of the study represents the ways to adapt the brand of a Ukrainian employer in the labour markets of Poland, the Czech Republic, and Germany. The first criterion for choosing a job for candidates in the three countries listed above is the level of salary, in the second – insurance, and in the third – training in the company. An intangible factor in choosing an employer is the format of work, mainly remote or hybrid. The employer brand in Ukraine is not a priority for Ukrainian companies due to the full-scale war in the country. However, employers are increasing their social media presence.

The development of an employer's value proposition of a Ukrainian company in the EU markets is based on trends and requirements of local candidates. Instagram Facebook, LinkedIn, and Facebook should be used to build an employer brand. The more sincere and truthful the company is about the benefits of work, the higher the number of responses to vacancies or internships. It is necessary to pay attention in the value proposition to the policy of inclusivity and equality of all employees. Integration should take place at all levels of the company and be accessible to each candidate when considering the company as a future employer. The proposed format of work should be hybrid – work from home and office. The majority of the local population of EU countries does not consider only the office format of

work after the onset of COVID-19. Therefore, comfortable working conditions should be provided in an office with inclusive needs and remotely modern equipment. What is new for Ukrainian companies is a less fast pace of work and a longer deadline for completing tasks. This is conditioned by the specificity of residents of EU countries who highly value work-life balance.

New opportunities for Ukrainian companies in the EU countries are the creation of a competitive environment for existing and well-known employers. As a result, increase the attractiveness of the employer brand through greater flexibility and rapid adaptability when entering a new job market. Accordingly, the number of responses to vacancies or internships is higher. However, it is necessary to analyse the culture of inclusivity, adapt it to the company's team, and start implementing it in Ukraine. Building an employer brand in social networks should start with LinkedIn and Facebook in English. The PR strategy should be to display the company as an employer. Honesty and openness with candidates regarding working conditions, material and non-material motivation, and uniqueness in additional benefits should be reflected on all online job search platforms. Information about reputation and official employment must be covered in the value proposition and social networks.

Further prospects for the study are to assess the adaptation of the employer brand of Ukrainian companies in the markets of Poland, the Czech Republic, and Germany. The evaluation criteria will be the level of recognition of the employer in new markets and the number of responses from the local population of countries to open positions in the company.

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Conflict of Interest

None.

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Адаптація бренду роботодавця української компанії на ринку ЄС під час повномасштабної російсько-української війни

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Анотація. Дане дослідження є актуальним, оскільки у науковій сфері не досліджено повністю вплив відкриття офісів українських компаній в країнах ЄС на адаптацію їх ціннісної пропозиції як роботодавця. Відсутня інформація про міграцію українців внаслідок російсько-української війни та як це вплинуло на ринок Польщі, Німеччини та Чехії. Метою дослідження було запропонувати шляхи адаптації бренду роботодавця до вимог ринку праці ЄС. Основою дослідження стали результати двох опитувань аудиторії в Україні та країнах ЄС у 2022 році. Кількість респондентів української аудиторії кандидатів становить 1003 респонденти. Респондентами країн ЄС стали рекрутери та HR-менеджери – 253 компаній, які є мають понад 1000 працівників кожен. В обох формах використовувалися запитання закритого типу. Аналітичний метод було використано для визначення основних трендів на ринку праці ЄС Графічний метод використаний для відображення результатів аналізу, експертних оцінок – для оцінки ціннісної пропозиції. У результаті дослідження було виявлено основні відмінності ціннісної пропозиції України – це забезпечення безперебійної роботи офісу в умовах відключень світла, безпека команди під час повітряних тривог, підтримка Збройних Сил України чи вимушено переселених осіб. Для кандидатів країн ЄС у вимогах присутня політика рівності до всіх колег та кандидатів. При цьому віддалений формат роботи є обов'язковою умовою кандидатів для працевлаштування в компанії. Зазначено, що репутація та відповідність вимогам законодавства має висвітлюватися у соціальних мережах компанії задля формування довіри у місцевого населення до української компанії. Завдяки відкриттю нових офісів за кордоном українські IT-компанії збільшили рівень конкурентності за таланти на місцевих ринках. LinkedIn, Facebook та Instagram є найбільш пріоритетними соціальними мережами для формування бренду роботодавця. Практичне значення дослідження полягає в адаптації ціннісної пропозиції українського роботодавця до вимог ринку Польщі, Чехії та Німеччини

Ключові слова: репутація; кризовий менеджмент; роботодавець; ціннісна пропозиція; віддалена робота