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Development of an Employer's Value Proposition for Young Professionals

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Abstract. This study is relevant because the main components of the employer's brand and their priority for Generation Z have not been investigated in the academic field. In addition, there is no information about the most attractive employer companies whose value proposition is a reference for young people. The purpose of the study was to analyse the main components of the employer's value proposition and systemise them. The basis of the study is an expert survey of the audience of Generation Z (born in 1997-2012) using the Google Form online tool and analysis in Microsoft Excel software. The monographic method and the method of theoretical generalisation were used to search for the components of the value proposition, the system method – for their systematisation, and the method of expert assessments – for prioritisation. Visualisation of theoretical and practical results was created using the graphical method. It is customary to divide the components of the company's value proposition into tangible and intangible. Material factors include: wages, official employment, and the material motivation system. Non-material components are additional benefits, office, rating and reputation of the company, the type of activity of the company, and the possibility of training and personal development. The components of the value proposition are systematised for their intended purpose. The trend is revealed in the insufficiency of examples of its adaptation by the employer for Generation Z. A list of employers' value propositions in the labour market for Generation Z has been compiled, the most important of which are the salary level, internship schedule, and training in the company. The results of the author's survey among students (1.341 respondents) with and without work experience are analysed. A rating of attractiveness factors for staying in the company after an internship was built, which demonstrated that the most popular ones are the ability to combine work with education, a team, and access to training. Priority communication channels during job search are identified – Telegram and job sites. The most attractive social networks that are followed by young professionals – Telegram and Instagram – are identified. The aspects that employers need to pay attention to first of all for the establishment of a value proposition in the labour market when selecting personnel for specialists without or with minimal experience are identified, namely: part-time employment, the social impact of the project, the team, the opportunity to train in the company. This data can be used by HR brand agencies, and HR departments of international and Ukrainian companies. Using the results of the study on employer brand development for young professionals would allow enterprises to consider the expectations of their target audience

Keywords: employer brand, brand management, employer company, internship, Generation Z

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Introduction

To develop an employer's value proposition in 2022, it is not enough just to have a comfortable office with a recreation area and the status of an international company. After the beginning of COVID-19 pandemic, the priority changed from material motivation to non-material motivation, namely to ensure the well-being of employees. The remote format of work requires a new approach to the development of components of the employer's value proposition [1]. According to the Harvard Business Review study, 11 trends in the global labour market in 2022 were identified [2]. In the first place – honesty and equal access to any benefits of the company, regardless of the status of the employee. In other words, the same access to the remote work schedule of all teams, the same competitive salary level for an employee, regardless of their territorial location. In second place is the company's provision of employee safety during the COVID-19 pandemic and any other external factors. The struggle for talent in the international market leads to a decrease in the number of working days and, accordingly, the growth rate of the level of payment (2% instead of the usual 4%). Remote work format is and will continue to be the norm on an ongoing basis. However, 90% of companies in 2022 will set a clear schedule for a mixed format of work: remotely and in the office. This is conditioned by the difficulty for managers (64% of the surveyed managers) to measure the effectiveness and level of employee engagement during remote work [2]. Formats for supporting the comprehensive well-being of employees will continue to develop in the future. At the same time, the company will monitor the level of implementation of these tips. Each employer implements appropriate communication and activities to increase the number of active hours for employees. After all, according to the survey, 40% have problems with this [2].

Accordingly, the presence of an employer's value proposition is important for reducing talent recruitment costs. However, the biggest problem of international companies in its implementation is the lack of differentiation of the target audience (if necessary). In other words, the value proposition should include the characteristics of the values and character of the generation. According to the theory of generations, there are Baby Boom Generation (1943(46)-1960(64)), Generation X or Unknown Generation (1961(65)-1980(83)), Generation Y or Millennials, (1978(83)-1990(2003)), Generation Z or Centennials, (1991(2003)-2000(23)), and the Generation Alpha (born after 2010 (15)) [3]. About a third of the world's employees are Generation Z [3]. However, not all companies have adapted the value proposition to the characteristics of this generation and considered labour market trends.

Especially new approaches to work are important for Generation Z, which primarily considers only remote

work. The criteria for selecting a place for a future internship are values that inspire and coincide with the values of the company and the applicant. The employer should highlight and focus on the training and professional development of the company. 75% of young professionals strive to get a promotion or professional growth during their first year in the company. It is also worth noting that Generation Z is the first full-fledged digital generation [4]. The adaptation of the value proposition for Generation Z does not significantly depend on the region. This is conditioned by constant digital communication with peers from different countries, international exchange during university studies, and their rapid development of mentality.

In addition to new components of the value proposition, it is necessary to analyse channels and approaches to communication with applicants. The stages of communication start from the moment of placing an ad about recruitment for an internship or vacancy. After that, the candidate analyses the company's career pages on social networks, career website, social position, and their values. In addition, at each stage of selection, communication with young specialists requires adapting the value proposition in accordance with their priorities and needs.

The purpose of the study is an analysis of the most relevant components of the employer's brand value proposition based on the survey results and their typification.

Literature Review

An employer's value proposition is an established set of advantages, material and non-material motivation to work in a company for a certain target audience. The first stage of forming a value proposition is to define goals and objectives to ensure a positive brand of the employer. The most common task is to reduce staff turnover or increase company awareness. The second stage is the establishment of a team of specialists who will be engaged in the implementation of EVP (Employee Value Proposition). The tools are methods of personnel management, development of their professional qualities, marketing and communications. The third stage is to conduct market analysis, namely, review the existing value propositions of competing companies, create new components and approaches in communications. The next step is to determine the target audience based on their needs, namely: what age, year of study, target universities, speciality, minimum or no work experience, areas of interest, and communication paths. After determining the target audience, it is necessary to test the developed value proposition of the company (Fig. 1) with a focus group. The final stage is the development of a plan for the implementation of the proposal with the help of responsible persons. Control and quality of performance is carried out using benchmarks and deadlines [5].

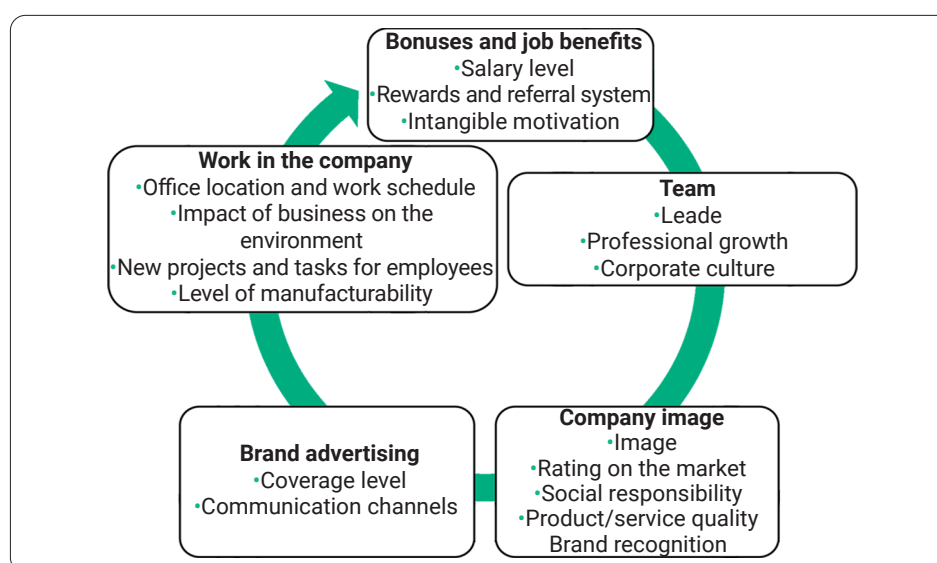


Figure 1. Components of the employer's value proposition

Source: compiled by the author based on the study by M. Tkalych [6]

Association with the company's brand, experience in communicating with the employer, loyalty of the target audience to the brand, and familiarity with the value proposition affect the size of the employer's brand value. The result of the research of the HR consulting company "Sibson Consulting" is the built "Reward of Work" (ROW) model, which includes winning elements and processes for creating an attractive place of work [7]. This model is transformed into the employer's EVP value proposition. The main winning elements in the model are defined as:

- compensation – material remuneration in the form of salary and additional payments;
- benefits – cash payments for health insurance, retirement, and dismissal (at the request of the employee) from the company;
- component of work tasks – employee's satisfaction and level of involvement in completing tasks and goals;
- career – professional development and prospects in the company;
- affiliation – the level of employee involvement in the corporate culture and the establishment of a favourable atmosphere in the company.

The main task facing the company's management is to create a unique set of value proposition, job benefits, and remove any barriers between the employer or employee's desire to receive the promised offer and a valid EVP. According to the survey by Sibson Consulting (1.059 respondents), the component of work tasks is important for all age categories of employees.

During the online recruitment period, there is an influence of factors on the attractiveness of the employer

and familiarity with the EVP. First of all, the company's reputation determines the fullness and content of career pages and page search sites, which, in turn, increases the competitiveness of EVP [8]. However, there is not enough research on EVP competitiveness during online recruitment [9].

It is studied that the components of EVP directly affect the level of productivity of employees, their loyalty to the employer, increase the value of fulfilling promises for employees, and determine further communication in the company [10]. The employer's brand value proposition focuses on internal customers – employees. Employees themselves have an influence on the development of company values. Satisfaction feedback is obtained using the following tools: anonymous audience surveys, outgoing interviews with laid-off employees, and analysis of trends in the employer market. Internal employee activities and internal research in the company in different departments affect the increase in EVP. An important factor in the quality of employer-employee interaction is the consistency between EVP promises and reality. At the same time, it is important to grant autonomy to employees when making decisions [11].

Thus, the main components of a value proposition have economic, emotional, and functional characteristics. It is necessary to consider the peculiarities of Generation Z behaviour in the process of creating a work environment during remote work and choosing the components of the employer's brand for young people. According to the Forbes international business publication, 32% of the modern population are representatives of Generation Z [12]. In any case, this is the numerical and most attractive part of the labour market, since this generation represents the future

development of the nation of each country. Accordingly, the value proposition of the employer's brand should consider the characteristics of this generation. The business publication defines the main components of the value proposition: opportunities and prospects for growth in the company, a team without restrictions for inclusive employees, a project for work (most Generation Z are interested in working in a start-up or small company), how the company's activities affect the environment, additional non-material incentives (including encouragement to volunteer activities or social projects) [12].

The current value proposition of the employer for graduates of educational institutions requires a new definition due to the peculiarities of the Generation Z mentality and new approaches to working with personnel. According to the author of this study, the employer's value proposition for graduates of educational institutions is an ecosystem of support, recognition, and values that exists in the company for employees to achieve the highest level of professional development of employees and potential candidates.

EVP for graduates of educational institutions should be aimed at developing the professional and leadership qualities of future candidates and the possibility of growth in the company. The level of salary is a less important factor for candidates without or with minimal work experience. Due to the peculiarities of Generation Z, it is necessary to investigate and analyse the method of communication at different stages of recruitment: brand awareness, initial assessment, interview, job offer, and adaptation period [13]. Generation Z has more advanced digital skills and starts working earlier than Generation Y. However, remote work helps students combine work and education. Therefore, it is necessary to identify the main components of the employer's value proposition for students when they are looking for a future job.

The main characteristics of Generation Z consist of three components: context, interaction, and consumption. The first – mobility, networking in social media, and a digital component of their skills. The second – self-identification without setting up for a specific direction, communicators, realists. The third – they have their own principles and values, value uniqueness, and have no framework [14]. When purchasing products, representatives of Generation Z analyse the impact on the environment and the company's brand. The topic of ecology and equality of all segments of the population is the main one during the discussion. Generation Z is the most dependent on the internet and social media compared to other generations. 58% of them cannot avoid using the internet for more than 4 hours [15].

Materials and Methods

The object of research is the employer's value proposition. The subject of research is theoretical and practical provisions for the development of an employer's value proposition for young professionals.

The main hypothesis of the study is that to form a company's value proposition, a new list of components is needed in accordance with the characteristics of generation

and market trends. Analysis of different approaches to the components of the employer's value proposition, typing of components, ranking of the highest priorities when choosing a company and reasons to stay to work further after the internship should solve the problem of forming information messages, communication activities, and value propositions for Generation Z.

The student audience survey was conducted in May 2021 in cooperation with Ukrainian universities and student organisations. The anonymous survey involved 1,341 respondents who identified the company's priority in each industry for internships and jobs. The form used closed-type questions. For students without work experience or with up to 1 year of experience and students or graduates with more than 1 year of experience, there were 13 questions each:

1. Are you planning to work in your speciality?
2. Work experience;
3. Which retail companies would you like to get an internship at? (multiple choice);
4. Which FMCG companies would you like to get an internship at? (multiple choice);
5. What IT companies would you like to get an internship at? (multiple choice);
6. Rank the level of significance of the factor for you when choosing a company for an internship (where 0 – not important, 3 – very important);
7. How do you find out about the company's internships/vacancies? (multiple choice);
8. Are you ready to move to another city in Ukraine for employment purposes?
9. Are you ready to move abroad for employment purposes?
10. In which social networks do you subscribe to the company's career page? (multiple choice);
11. What format of work is comfortable for you? (considering that the quarantine will end);
12. What difficulties did you encounter during your training/internship?
13. Rank the level of significance of the factor that influenced your decision to stay after the internship at the company to work (where 0 – not important, 3 – very important).

The audience of respondents is as follows: 776 students without work experience and 565 students or graduates with 1 to 5 years of experience. Respondents are bachelor's degree students (1st year – 20.5%, 2nd year – 22.9%, 3rd year – 23.7%, 4th year – 16.6%) and master's degree students (1st year – 7.2%, 2nd year – 0.6%), graduates (1 year after graduation) – 5.5%. Accordingly, the criteria for selecting a company for an internship were developed, which allowed comparing the choice of companies by students and graduates with and without work experience, to determine a comfortable work schedule for students after the COVID-19 pandemic. The expert survey was conducted online using the Google Form. Microsoft Excel (USA) software suite was used to analyse the results of the expert survey.

Using the graphical assessment, the criteria were determined that would allow HR managers to manage the company's value propositions when forming such a proposition for young professionals and develop a set of measures for their implementation in the company's activities.

The monographic method and the method of theoretical generalisation were used to define scientific approaches for identifying the components of a value proposition. A systematic approach was used to systematise the company's value propositions in the labour market and typify them. The method of expert assessments was used to determine the priorities of value propositions of

employment, internships, and the choice of communication channels with company representatives. Graphic methods were used to illustrate theoretical and practical materials. Statistical analysis was used to analyse the results of an expert survey.

Results and Discussion

Based on the research of the literature on gender aspects of the establishment of the employer's value proposition in the labour market and its impact on personnel engagement, the typification of the components of the employer's brand value propositions in Figure 2 was developed [16; 17].

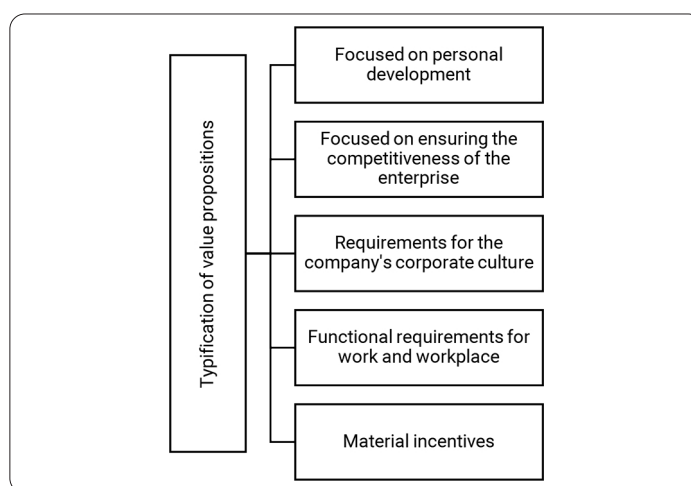


Figure 2. Typification of employer value propositions

Source: developed by the author based on [16; 17]

Material incentives are one of the most important factors when choosing a job. These include the level of wages that must correspond to the labour market and be competitive, official employment, additional benefits and compensation. Health insurance, maternity leave payments for men and women, retirement benefits, KPI's achievement bonus, partial or full coverage of gym membership fees, and placement of employees' children in school or kindergarten.

Value propositions focused on personal development are second only to material incentives when choosing an employer. These are opportunities for training and development of employees, the opportunity to gain international experience, and career advancement. These values are often paramount when choosing your first job or gaining experience.

The company's image as an employer, the company's rating as an employer, the company's business rating, and the products/services that the company creates are value propositions focused on ensuring the company's competitiveness. The higher the company's rating, the more attractive the employer is to job seekers. This type of typing is not the top factor when looking for a job.

Work schedule, work-life balance, use of the latest technologies, creativity/office design, office location, and

comfortable workplace are requirements for the functionality of work and workplace. This type of value proposition partially loses its relevance in remote work, as most companies work remotely due to the COVID-19 epidemic. Thus, the usual work schedule from 9 to 18 loses its relevance. The priority for company managers is to fulfil tasks and achieve goals by employees.

When building a corporate culture, it is necessary to include the company's values that relate to the establishment of relationships between all employees of the company and are determined in the behaviour of each of its members. This is manifested in the company's attitude to society, which can be manifested in the presence of social projects. Each international company chooses one or more UNICEF Sustainable Development Goals. In the modern format of work, candidates are looking not only for the most attractive payment option, but also for an employer based on common goals and values. This is especially true for Generation Z, for whom volunteering and solving environmental and social problems are important in their daily lives.

The main channels of communication with young professionals are the Telegram messenger app, the job site (section "for students" or "without work experience"), and the company's social media page (Fig. 3).

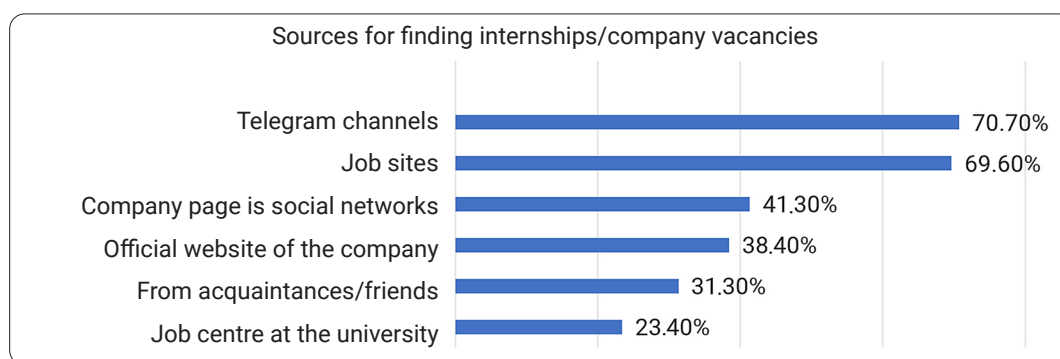


Figure 3. Ranking of communication channels when looking for a job for young professionals
Source: developed by the author based on a sociological survey described in the methodology

During COVID-19, the development of an employer's brand on social media is one of the new areas for HR professionals. This area combines the tools of SMM (social media marketing), recruitment, and brand management. Online communication with your target audience

only through job search sites, a company's career site, or a LinkedIn page is not enough. In the Ukrainian market, Telegram channels with opportunities for young people and the Instagram social network are most prioritised (Fig. 4).

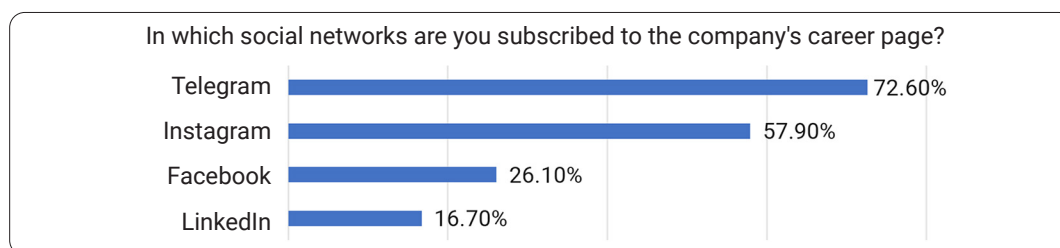


Figure 4. Ranking the priority of the company's social networks for young professionals
Source: developed by the author based on a sociological survey described in the methodology

For most young professionals, an internship in the company is an opportunity to get an offer for permanent employment in the company. When choosing a company for an internship, the student learns about

further career development during the selection stages. However, the final decision to continue working for the company depends on the results of their internship and new criteria (Fig. 5).

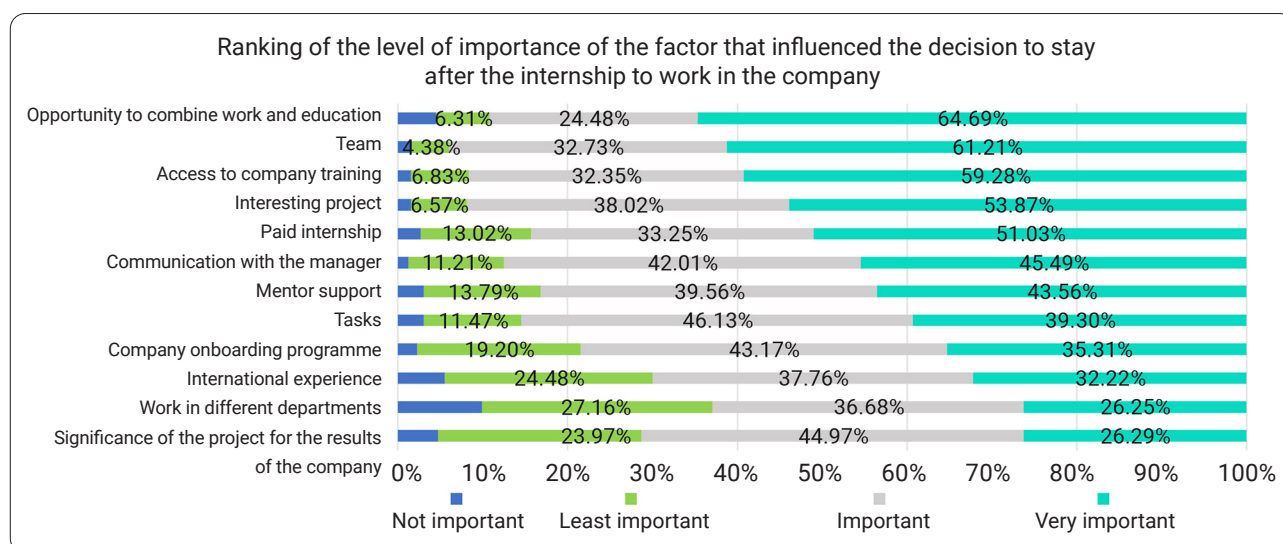


Figure 5. Ranking the priority factors to stay in the company after an internship for young professionals
Source: developed by the author based on a sociological survey described in the methodology

Accordingly, when forming an internship programme and vacancies for young professionals, special attention should be paid to the possibility of part-time employment, a team, and access to training in the company. In addition, for Generation Z, the importance of the project and its social significance are an important criterion. HR managers form project teams based on the following criteria: skills and abilities, values of each team member, their motivation to work and professional experience. Professional growth of young professionals takes place not only through trainings, but also through the exchange of experience with the team, mentoring support of the manager.

Conclusions

Through the trend search study of “knowledge management”, it was found that the decline of knowledge management search trend was closely related to Chinese traditional holidays, such as Spring Festival and National Day. An analysis of the attributes of the “knowledge management” population proved that there were obvious differences in gender when it came to the attention to “knowledge management”. Men pay more attention to knowledge management than women. Beijing, the most advanced political center in Chinese mainland, pays attention to knowledge management, ranking first in all provinces and

cities in China. The search trend of “knowledge management system” related to “knowledge management” is analyzed in the same period, and it is found that the search trend of “knowledge management system” was consistent with that of “knowledge management”. However, the overall daily average and moving daily average of “knowledge management” are higher than those of “knowledge management system”.

Sorting out and gathering knowledge management data information is helpful to analyze the public's search behavior and psychology, and can greatly promote the development of knowledge management in China. Based on the Baidu Index, it is possible to understand the online attention to knowledge management in different regions and different genders in China, to analyze the user psychology and needs behind the search behavior. However, a deeper study of knowledge management Baidu index needs to be continuously developed and improved in future.

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Формування ціннісної пропозиції роботодавця для молодих спеціалістів

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Анотація. Дане дослідження є актуальним, оскільки у науковій сфері не досліджено основні складові бренду роботодавця та їх пріоритетність для покоління Z. Крім цього, відсутня інформація про найбільш привабливі компанії-роботодавці, ціннісна пропозиція яких є еталонною для молоді. Метою роботи було проаналізувати основні складові ціннісної пропозиції роботодавця та типологізувати їх. Основою дослідження є експертне опитування аудиторії покоління Z (народжені у 1997–2012 роках) за допомогою онлайн інструменту Google Form та аналіз в програмному забезпеченні Microsoft Excel. Монографічний метод та метод теоретичного узагальнення використовувались для пошуку складових ціннісної пропозиції, системний – для їх систематизації, метод експертних оцінок – для пріоритизації. За допомогою графічного методу була створена візуалізація теоретичних та практичних результатів. Прийнято поділяти складові ціннісної пропозиції компанії на матеріальні та нематеріальні. До матеріальних відносяться: заробітна плата, офіційне працевлаштування, матеріальна система мотивації. Нематеріальними складовими є додаткові пільги, офіс, рейтинг і репутація компанії, вид діяльності компанії, можливість навчання та розвитку. Здійснено типізацію складових ціннісної пропозиції за цільовим призначенням. Виявлено тенденцію у недостатності прикладів її адаптації роботодавцем для покоління Z. Складено перелік ціннісних пропозицій роботодавців на ринку праці для покоління Z, найбільш важливими яких є рівень заробітної плати, графік стажування, навчання в компанії. Проаналізовано результати власного дослідження – опитування серед студентів (1341 респондент) з досвідом та без досвіду роботи. Побудовано рейтинг факторів привабливості залишитися працювати в компанії після стажування, який продемонстрував, що найбільш затребуваними є можливість поєднувати роботу з навчанням, команда та доступ до навчання. Виявлено пріоритетні канали комунікації під час пошуку роботи – Телеграм та сайти з пошуку роботи. Визначено найбільш привабливі соціальні мережі, за сторінками яких слідкують молоді спеціалісти, – Телеграм та Інстаграм. Встановлено аспекти, на які роботодавцям потрібно звернути увагу в першу чергу для формування ціннісної пропозиції на ринку праці при підборі персоналу для спеціалістів без або з мінімальним досвідом, а саме: часткова зайнятість, соціальний вплив проекту, команда, можливість навчатися в компанії. Ці дані можуть бути використані HR-бренд агенціями, HR-відділами міжнародних та національних компаній. Використання результатів проведеного дослідження формування бренду роботодавця для молодих спеціалістів дозволить підприємствам враховувати очікування своєї цільової аудиторії

Ключові слова: бренд роботодавця, управління брендом, компанія-роботодавець, стажування, покоління Z