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### **THE ATTRACTIVENESS OF TRADE ENTERPRISES IN THE LABOR MARKET**

*Students are an attractive segment on the labor market, as young people learn quickly, have the skills to work with modern information technologies, are inclined to support and develop corporate culture, etc. The aim of the article is to determine the level of attractiveness of trade enterprises from students' opinion, taking into account modern trends in the development of the labor market. The hypothetical assumption is that trade enterprises do not differ significantly in terms of their attractiveness for students when they choose a place of work or internship.*

*The conducted research of modern trends in the development of the Ukrainian labor market showed that significant changes took place during the war, in particular, the number of vacancies decreased by 25 times. Enterprises, for their part, tried first of all to keep the existing staff and were looking for new opportunities for successful operation. There has been a mass migration of the population to safe places, currently about 20% of the population of Ukraine is abroad. Preservation of the working population in Ukraine is an important task of the state and business. The number of vacancies in the field of trade increased by 67% in 8 months of 2023, stabilization took place in the field of trade on the labor market in August according to the R-Index.*

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### **ПРИВАБЛИВІСТЬ ПІДПРИЄМСТВ ТОРГІВЛІ НА РИНКУ ПРАЦІ**

*Студенти є привабливим сегментом на ринку праці, оскільки молодь швидко навчається, володіє навичками роботи з сучасними інформаційними технологіями, схильна до підтримки і розвитку корпоративної культури тощо. Метою статті є визначення рівня привабливості торговельних підприємств з погляду студентів з урахуванням сучасних тенденцій розвитку ринку праці. Гіпотетичним припущенням є те, що для студентів при виборі місця роботи та стажування, торговельні підприємства за своєю привабливістю між собою суттєво не відрізняються. Проведене результати дослідження сучасних трендів розвитку українського ринку праці свідчать, що під час війни відбулися суттєві зміни, зокрема кількість вакансій зменшилася у 25 разів. Підприємства, зі свого боку, намагались насамперед зберегти наявний персонал і шукали нові можливості для успішного функціонування. Відбулась масова міграція населення у безпечні місця – наразі за кордоном перебуває близько 20 % населення України. Збереження працездатного населення в Україні є важливим завданням держави і бізнесу. Кількість вакансій у сфері торгівлі за 8 місяців 2023 р. зросла на 67 %, у серпні у сфері торгівлі на ринку праці за R-Index відбулась стабілізація.*



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*The students' perception of the enterprises attractiveness for work and internship was studied. For this, the survey was conducted among students (1341 respondents) with and without work experience. To analyze the results of the survey, the following methods were used: mathematical expectation, root mean square deviation and coefficient of variation of the expert evaluation results. Enterprises were rated according to their attractiveness for work and internships in the field of trade. Among the 9 leading enterprises, according to the survey results, Rozetka, Fozzy Group and Comfy were identified as the most attractive. The conducted research will make it possible to identify the best practices of employer brand management, and will help enterprises to take into account the expectations of their target audience.*

*Keywords:* students' employment, labor market, division of labor, enterprise attractiveness, level of attractiveness, employer's brand.

*Досліджено сприйняття студентами привабливості підприємств для роботи та стажування. Для цього проведено опитування серед студентів (1341 респондент) з досвідом та без досвіду роботи. Для аналізу результатів опитування використано: математичне сподівання, середньоквадратичне відхилення та коефіцієнт варіації результатів експертної оцінки. Проведено рейтингування підприємств за їх привабливістю для роботи та стажування у сфері торгівлі. Серед 9 провідних підприємств найбільш привабливими за результатами опитування визначено "Rozetka", "Fozzy Group" і "Comfy". Проведене дослідження дасть змогу виявити найкращі практики управління брендом роботодавця, допоможе підприємствам враховувати очікування своєї цільової аудиторії.*

*Ключові слова:* працевлаштування студентів, ринок праці, розподіл праці, привабливість підприємства, рівень привабливості, бренд роботодавця.

**JEL Classification:** J21, J23, J44, J60.

## **Introduction**

The formation of the enterprise attractiveness on the labor market is relevant for the search and hiring of personnel, because every enterprise seeks to provide itself with personnel of the necessary intellectual and emotional level, ready to develop together. The COVID-19 pandemic and the war have affected both the labor market in general and the ability of businesses to hire staff quickly. All this requires new approaches to personnel policy. When searching candidates for enterprises for a future job, the skills to master quickly and use modern information technologies in their activities are important. Students make up the majority of candidates for entry-level positions in the company. For a student and for a university graduate, the main issue is to find a job which will allow him to put own knowledge and skills into practice and get a reward for it. Today, students, while still studying at the university, want to find a job at least part-time and gain experience. This enables them to clarify their desired direction of career development which creates certain opportunities for employers. Currently, companies need to differentiate themselves from other companies in the labor market; they strive to help their employees feel the values, mission and spirit of the company.

Scientists include the question of determining the enterprise attractiveness on the labor market as part of the general problem of forming an employer's brand, its positive reputation on the labor market. Thus, the Rosethorn's work of 2009 defines the main characteristics of the

enterprise attractiveness for a potential employee, such as: economic, containing compensation and benefits; functional (when the employee acquires a certain skill); psychological (self-identification, comparison with the status of the company). In Mosley's work of 2009, the enterprise attractiveness is described as a set of qualities by which it is associated in the target audience. In Tsymbalyuk's work of 2015, the enterprise attractiveness is considered as its sustainable image on the labor market. Stepanov, Tuzhilkin (2018) consider the employer brand as a set of economic, professional, and psychological benefits that candidates receive while working for the company. Bilorus T. V., Firsova S. G. (2018) interpret the attractiveness of the employer as a set of basic values that distinguish the company in the labor market and that allow to find and attract qualified candidates for vacancies quickly. Smetaniuk O. A. (2020) defines the employer brand as internal measures with effective feedback to employees, material and non-material motivation, an effective personnel evaluation system, the opportunity for employee development and training. Dragan, Solomka, Maznyk (2022) investigate the main factors and best practices of an employer brand formation in food industry enterprises. Varis, I., Kravchuk, O., Spirina, K. (2022) identified the main channels of employer brand promotion among Ukrainian companies. The authors note that the measurement of involvement in social networks will become more important in future of employer branding: the success of attracting candidates; quality of candidates; retention rate. A new direction in the field of brand management is Emotional Text Mining (Greso, 2020), it is extracting short information from a large amount of text in a fast mode to understand the essence of the process. In brand management, by analogy, this can be seen as an analysis of an employer-enterprise in social networks. This approach is especially important for students. When searching for information about an employer, they focus mostly on social networks and a small amount of information messages.

However, the problem of determining the enterprise attractiveness, which takes into account modern trends in the labor market, the digitalization of the economy, the challenges of the pandemic, wars, the demands of employers to employees and potential job seekers to the desired place of work, remains unsolved. This will help companies to create an employer brand for young people, increase the number of candidates for one position, and provide employees with the necessary intellectual and emotional level.

The aim of the research is to determine the level of attractiveness of trade enterprises, from students' view, taking into account modern trends in the development of the labor market.

To achieve the aim, the following tasks are set:

- to analyze the changes that took place in the labor market during the war;
- to analyze the level of attractiveness of trade enterprises on the labor market, from the students' view based on the results of an expert survey.

The hypothetical assumption is that when choosing a place of work and internship, trade enterprises for students do not differ significantly in terms of attractiveness on the labor market.

The information base of the research is a students' survey, which was conducted in cooperation with Ukrainian universities and student organizations in May, 2021. 1.341 respondents took part in the survey, which was conducted in Ukrainian universities and student organizations, Telegram channels and Instagram pages of student councils; they identified their priority enterprises for internships and work in each field. The respondents were 776 students without work experience and 565 students or graduates with experience from 1 to 5 years. To determine the TOP companies that offer internships and vacancies for students and participated in the study, it was analyzed career sites, previous employer brand ratings of TOP companies in trade and their market shares. TOP-9 large trade enterprises were selected for the research. The expert survey was conducted online using Google Form. Microsoft Excel software was used to analyze the results of the expert survey.

During the analysis, the Pareto chart was used, which helped to identify and visually separate trade enterprises that demonstrate 80 % attractiveness on the labor market.

Mathematical processing of survey results was carried out on the basis of a probable approach. In accordance with this, the mathematical expectation, standard deviation and coefficient of variation of the results of survey evaluations are determined. These indicators were used to generalize the results of the survey and determine the general level of trade enterprise attractiveness for choosing a place of internship and work, from the point of students' view. A Net Promoter Score was calculated for each researched trading company in order to determine the level of their commitment to future employees.

## **1. Analysis of changes in the labor market during the war**

The macroeconomic factor influencing the labor market in Ukraine was the full-scale invasion and the declaration of martial law in the country from February 24, 2022. The general trend of the labor market was the closing of vacancies at most employers or a 25-fold decrease in offers for candidates. The priorities of all enterprises were aimed at keeping employees safe, relocating business and employees to a safe place. It is appropriate to analyze the change in the average monthly salary in 2021–2022 (*Table 1*).

*Table 1*

Dynamics of changes in the average salary in Ukraine for 2021–2022

Month	Average salary					
	2021, UAH		2022, UAH		changes in 2022/2021, %	
	vacancies	resumes	vacancies	resumes	vacancies	resumes
January	13023	14017	14127	15642	8.48	11.59
February	13061	13591	14413	15606	10.35	14.83
March	13071	13751	14802	15870	13.24	15.41
April	13230	13635	13476	15662	1.86	14.87
May	13240	14235	13395	15412	1.17	8.27
June	13111	14322	13635	15357	4.00	7.23
July	13372	14321	13674	15617	2.26	9.05
August	13510	14863	13879	15707	2.73	5.68
September	13506	14868	13766	15744	1.93	5.89
October	13840	15281	14290	15967	3.25	4.49
November	13980	15095	14455	16102	3.40	6.67
December	14038	15378	14712	16313	4.80	6.08

*Source:* compiled according to Work.ua (2023, September 10).

The average salary in 2022 is higher even in the first month of the full-scale invasion (February–March) compared to 2021. However, the desired salary level of candidates is 2–7 percentage points less than that offered by employers. As a result of rapid mass migration, most Ukrainians have lost their work, so one family member remained financially solvent. According to the job search site Work.ua, the general decrease in the level of average wages in 2022 is observed due to the low number of high-paying vacancies. That is, in 2022, if there are vacancies, the Ukrainian employer will primarily consider candidates for entry-level positions with low qualifications or no need for them.

According to the data of the Ministry of Social Policy of Ukraine, as of September 4, 2023, 4.892.130 internally displaced persons (IDPs) were registered in Ukraine, of which 59.8 % were women and 40.2 % were men. By age group, IDPs are mostly 31–40 and 61–70 years old (*Figure 1*). The number of children who were forced to change their place of residence is 1.093.821.

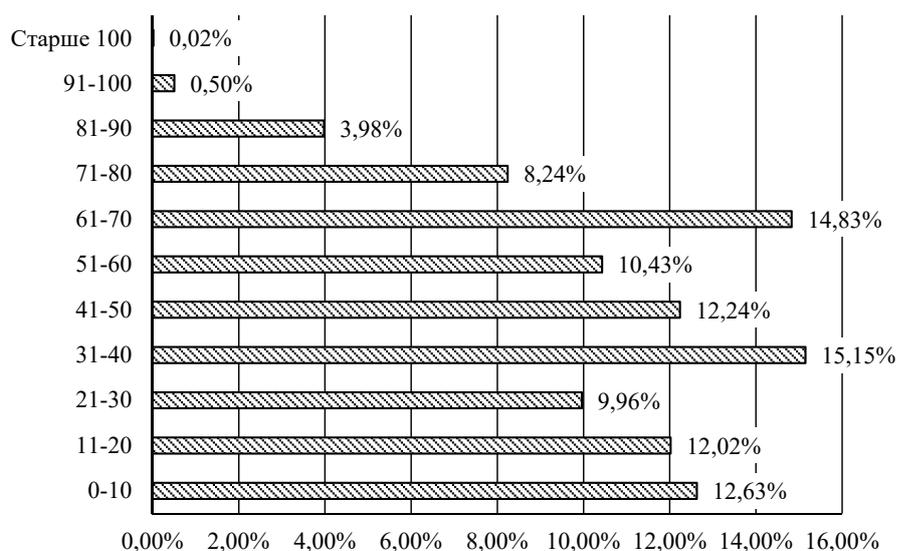


Figure 1. Distribution of IDPs by age groups as of September 4, 2023

Source: Ministry of Social Policy of Ukraine (September 1, 2023).

The largest number of IDPs who have lost their jobs is observed in the Donetsk and Kharkiv regions of Ukraine. Thanks to the employers' application of a flexible approach to personnel management, namely the remote work format, the majority of officially registered IDPs remained solvent. Employers' quick response to changes in the labor market is their competitive advantage.

As of September 4, 2023, according to the Ministry of Finance of Ukraine, the ratio of the number of registered unemployed to the total population of Ukraine is decreasing despite the full-scale war (Figure 2). However, this is not a relevant trend due to the high level of migration of the working population outside the country.

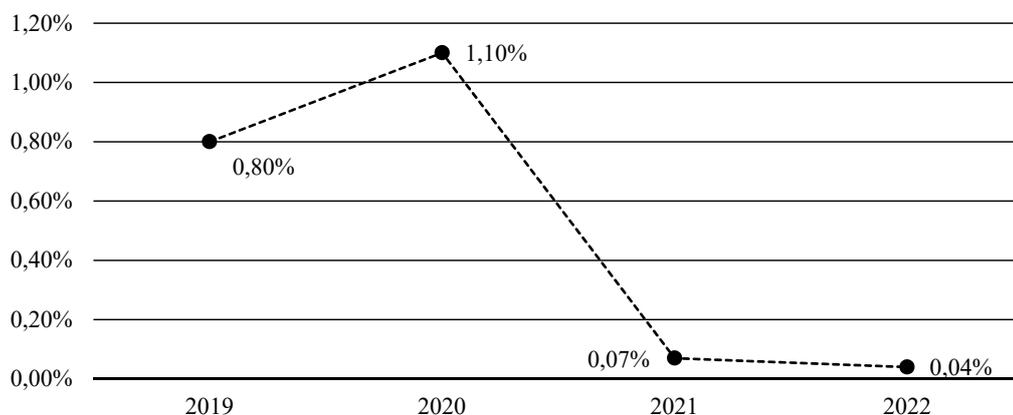


Figure 2. Dynamics of changes in the share of the unemployed to the population in Ukraine for 2019–2022

Source: Ministry of Finance of Ukraine (2023, September 5).

According to forecasts of the National Bank of Ukraine (September 5, 2023), unemployment in Ukraine will remain at the level of 26% in 2023. Gradually, the labor market crisis in 2024–2025 will due to an increase in the number of jobs for the working population. The recovery of employment in Ukraine is predicted thanks to grants for business support and development from foreign investors and lending by Ukrainian banks. A significant increase in wages is not predicted due to the high level of inflation in Ukraine.

According to the State Migration Service of Ukraine, the number of passports received by citizens of Ukraine for travel abroad in the 1st quarter of 2023 compared to 2022 increased by 48 % (Figure. 3). Thus, the number of able-bodied people planning to go abroad has increased over the past year. Most of them are women and children, as men have limited opportunities to cross the border due to the state of war in the country. In 2020–2021, due to COVID-19, the number of Ukrainians wishing to cross the border was halved.

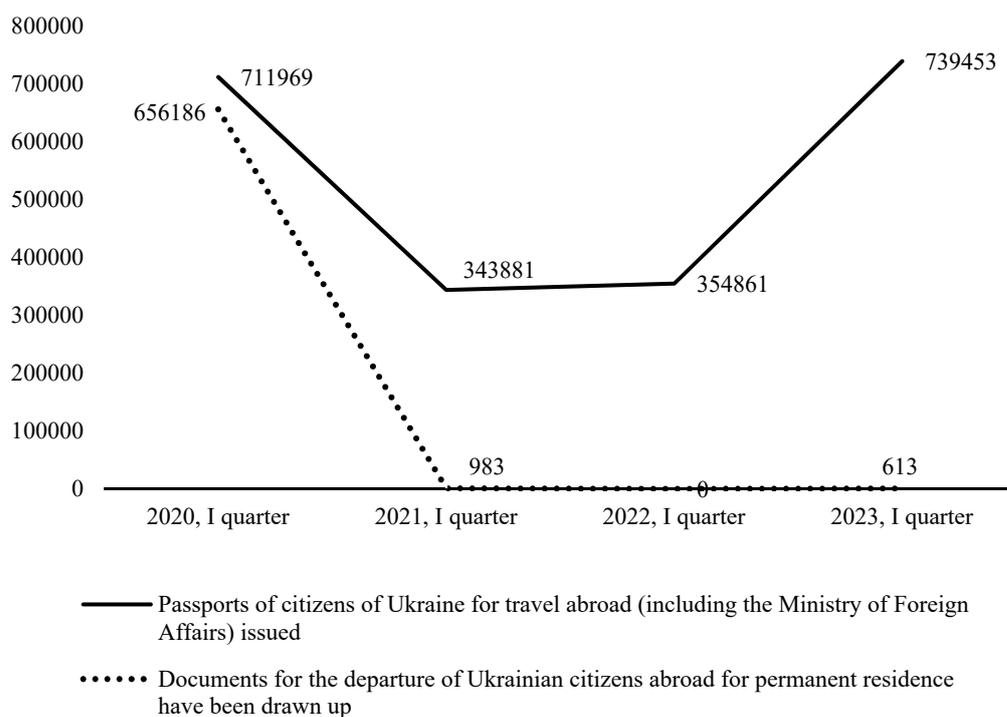


Figure 3. Dynamics of obtaining passports of citizens of Ukraine for travel abroad in 2020–2023

Source: State Migration Service of Ukraine (August 30, 2023).

Migration within Ukraine, according to official data, is most observed in the following regions: Donetsk (10.66 %), Kharkiv (9.08 %), Dnipropetrovsk (9.04 %), Kyiv Region (6.98 %) and Kyiv (7.44 %) (Figure 4). This is due to the geography of the invasion of the territory of Ukraine by Russia and constant shelling.

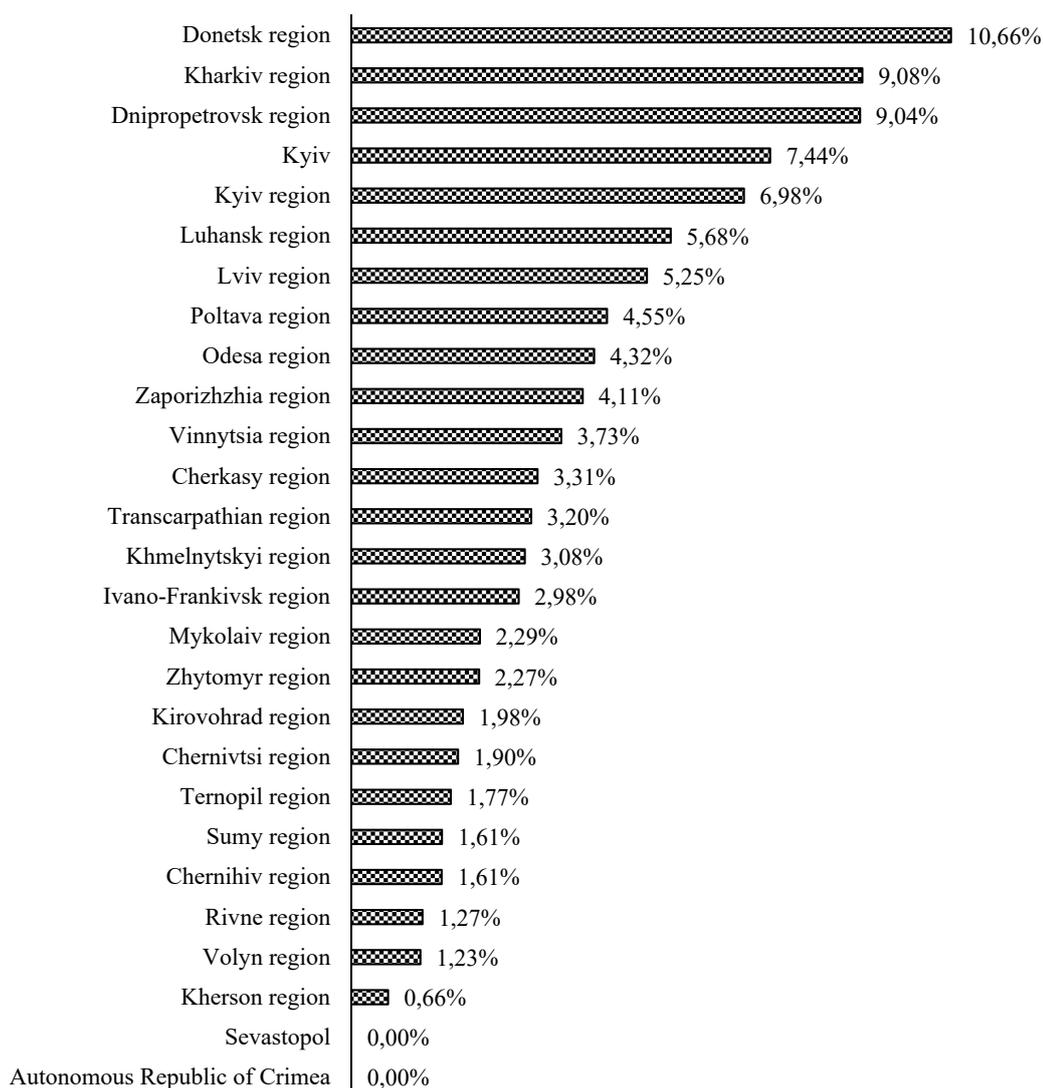


Figure 4. Migration of IDPs within Ukraine in 2022, %

Source: Civic Network OPORA (September 7, 2023).

According to the Ministry of Foreign Affairs of Ukraine, as of June 21, 2023, there are 8.177.000 Ukrainian citizens abroad, which is about 20 % of the existing population of Ukraine by February 24, 2022. Most of them are in three countries, and only 6 % of Ukrainians are on consular records abroad. According to the Office of the United Nations High Commissioner for Refugees, as of September 6, 2023, 6.201.600 Ukrainians were officially registered in the world and received refugee status. Of them, 5.832.400 (94 %) found temporary protection in European countries. The countries that accepted the largest number of Ukrainian refugees are Poland (50.68 %) and the Czech Republic (19.18 %) (Figure 5). This is due to the geographical location of the countries that are part of the European Union, and the conditions of material support at the state level for Ukrainian refugees.

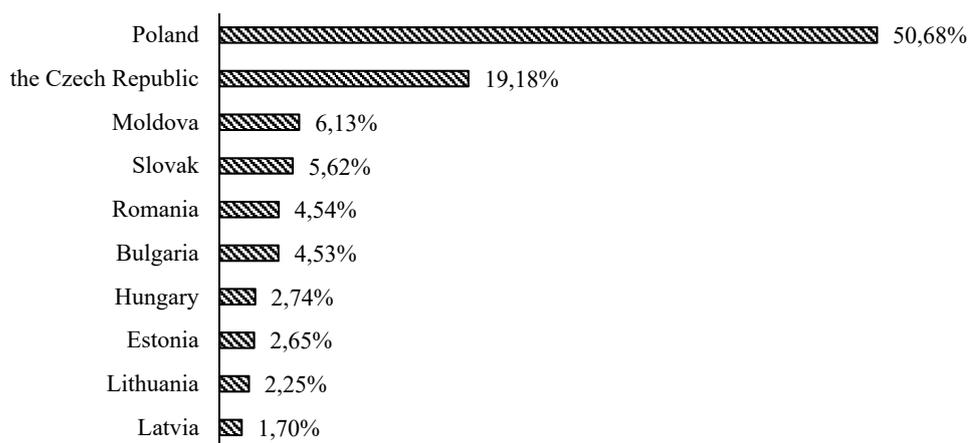


Figure 5. The structure of the location of refugees from Ukraine in Europe by country in 2022, %

Source: Office of the United Nations High Commissioner for Refugees (September 6, 2023).

In 2021, there was a sharp increase in unemployment in the EU to the level of 8.7 % (7.7 % in 2020). This is due to the COVID-19 pandemic, which began in 2020. The unemployment rate in the EU countries has a general tendency to decrease since the beginning of 2022 and remains at the level of 6.7 %, which is a rather high indicator. The countries with the highest unemployment rate are Spain, Greece, and Serbia. At the same time, unemployment is observed mainly in cities.

According to data (Eurostat Statistics Explained, August 20, 2023), in general, in all EU countries from 2020 to 2022, unemployment among young people aged 15 to 29 years was observed at a higher level compared to other age categories and amounted to 11.3 %. Candidates aged 15 to 74 have an average rate that is 5 percentage points lower – 6.3 %. Accordingly, the trend towards a high level of unemployment among young people has always arisen due to the fact that such seekers start working after finishing university. The average age of a university (not college) student in the EU is 25 to 35 years old. After school, most students choose to study at vocational technical schools for specialization and then at universities. On average across EU countries, the highest unemployment rate among students is registered in Greece (24.3 %), Spain (11.2 %), Italy (17.5 %) and Serbia (12.1 %). The lowest level of unemployment among young people is in the Czech Republic (4.2 %). For Ukrainian youth, there is certain closeness in the approach to study and work with the countries of Poland and the Czech Republic. This is due to geographical and mental proximity. The main sources of job search among young people are advertisements on job search sites and recommendations of friends/acquaintances. The least popular job search tools are participation of students in educational trainings from employers, internships, use of resources of employment agencies.

Based on the results of the analysis of the EU and Ukrainian market, an active recovery of the employment of the working population and a decrease in the unemployment rate under the influence of the recovery of the economy are predicted. Due to the high migration due to the war, Ukrainian employers should reduce the requirements for candidates and be more flexible regarding the remote work format. This will ensure the necessary number of qualified candidates for open positions in the company.

In *Figure 6* shows the dynamics of the situation on the labor market in the field of trade.

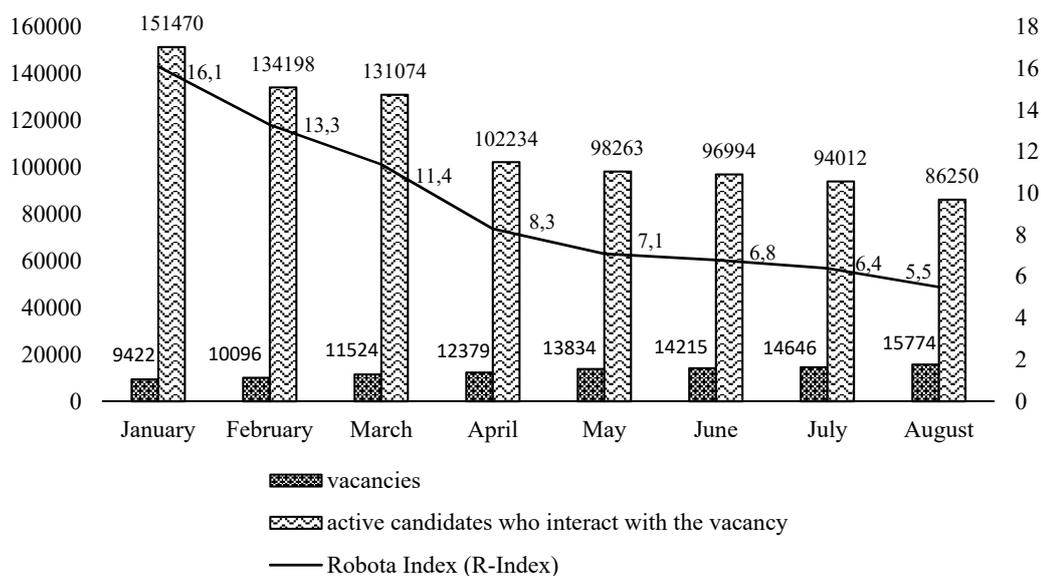


Figure 6. Dynamics of the number of vacancies in the field of trade for 8 months of 2023

Source: Robota.ua. Analysis of the labor market in Ukraine (September 20, 2023).

As it can be seen in Figure. 6, the number of trade vacancies has increased by 67 % over the past 8 months, i.e., it has grown by 8 % every month. And the number of active candidates interacting with enterprises decreased by 46 % during this period, that is, almost twice. Accordingly, there is a certain need for employees in the trade labor market, and companies compete with each other in terms of attracting personnel.

The Robota Index (R-Index) is an index that shows the ratio of active candidates interacting with the company to the number of vacancies in the market according to the selected parameters. There is the following categorization of R-Index parameters: 0–2 – acute shortage of applicants; 2–4 – shortage of applicants; 4–8 – a healthy ratio between employers and job seekers; 8–12 – high level of competition among job seekers, employer’s market; from 12 – a high level of competition among searchers for jobs (Robota.ua, 2023). The number of candidates for one vacancy in January was 16,

and in August – already 5. Accordingly, there was high competition among employers for personnel in January, while in August the market stabilized somewhat and is approaching equilibrium.

In the *Table 2* it is shown the most popular trade vacancies for 8 months of 2023.

*Table 2*

The most popular vacancies in the retail sector for 8 months of 2023

Position	Average month salary, UAH	<i>R-Index</i>
Seller-consultant	13 800	11.7
Cashier	14 500	6.7
Store manager	28 100	6.7
Deputy store manager	21 300	6.05
Guardian	12 100	8.2

*Source:* Robota.ua. Analysis of the labor market in Ukraine (September 20, 2023).

The results of the analysis show that the highest level of competition among employers for personnel for the position of consultant seller (*R-Index* – 11.7), followed by a security guard (*R-Index* – 8.2); for the positions of cashier, store manager and deputy store manager, there is a healthy ratio between applicants and employers.

## **2. Determining the trade enterprise attractiveness for work and internship, from students' view**

The attractiveness of employers in the labor market depends on many factors, in particular, the level of wages, transparency of employment, opportunities for career growth and training, work schedule, level of corporate culture, etc. But in the conditions of war, as the research showed, the level of competition among employers in the labor market is determined by other parameters. First of all, it is a shortage of jobs and the financial stability of employers. As of August 31, 2023, the labor market in Ukraine is beginning to stabilize gradually, enterprises are resuming work, and the question of determining their attractiveness for job seekers is becoming an important task.

To determine the level of attractiveness of the employer, from the point of view of choosing a future place of work, a survey of the student audience was conducted, the structure of which by year, areas of study, respectively, is shown in *Figure 7, 8*.

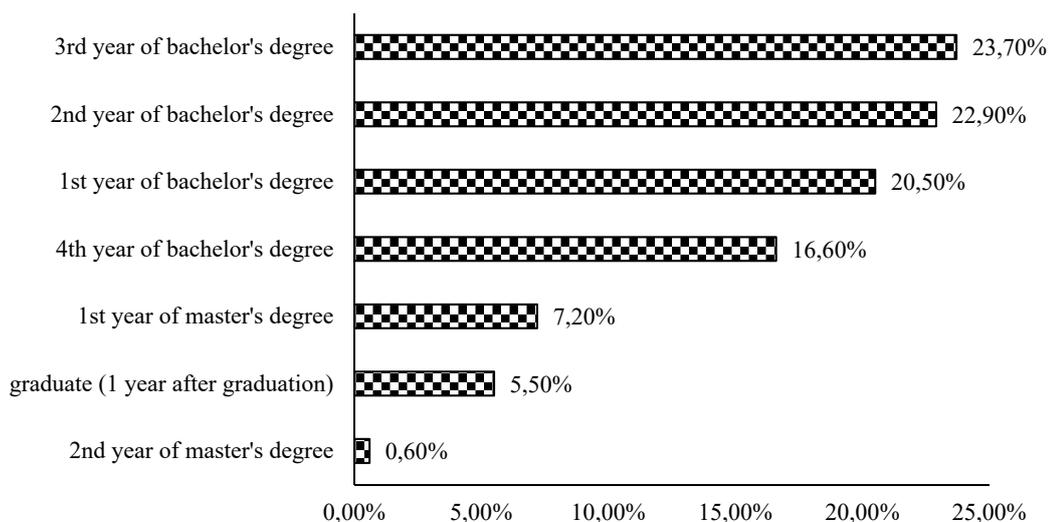


Figure 7. The share of respondents according to the year of study at the university in 2021

Source: determined by the authors based on survey results.

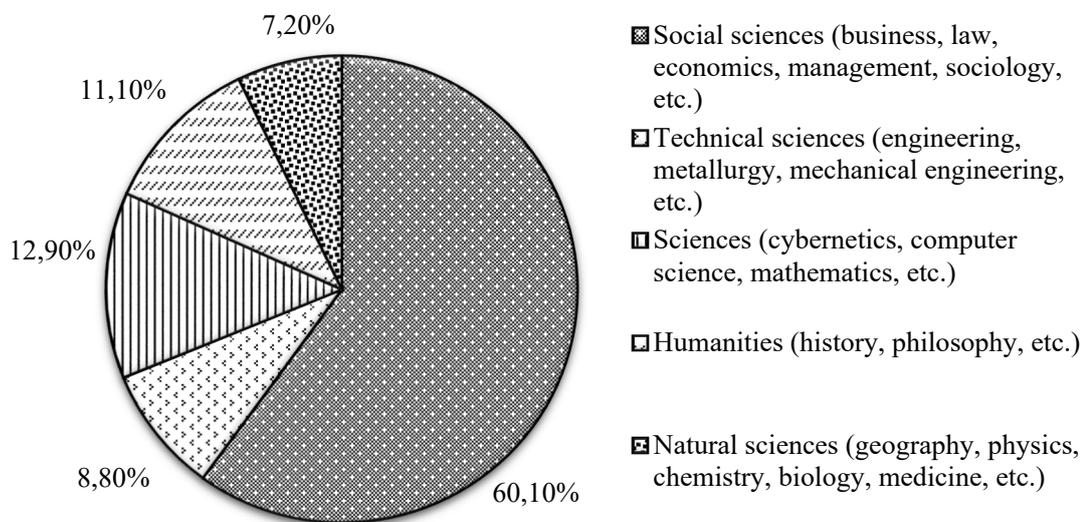


Figure 8. The share of respondents according to the field of study in 2021

Source: calculated by the authors based on survey results.

In order to identify the best practices in the formation of value propositions by modern companies willing to hire young people, a study of the priority workplace for students was conducted. Indirectly, this determines enterprises with effective employer brands.

For a generalized assessment of the level of attractiveness of enterprises for work, the following scoring system was used:

- 1 – the least attractive place of work;
- 2 – average level of job attractiveness;
- 3 – the most desirable place of work.

Thus, a scale for rating the level of attractiveness from 1 to 3 points is used.

In *Figure 9* shows the share of surveyed respondents who chose this enterprise for work and internship.

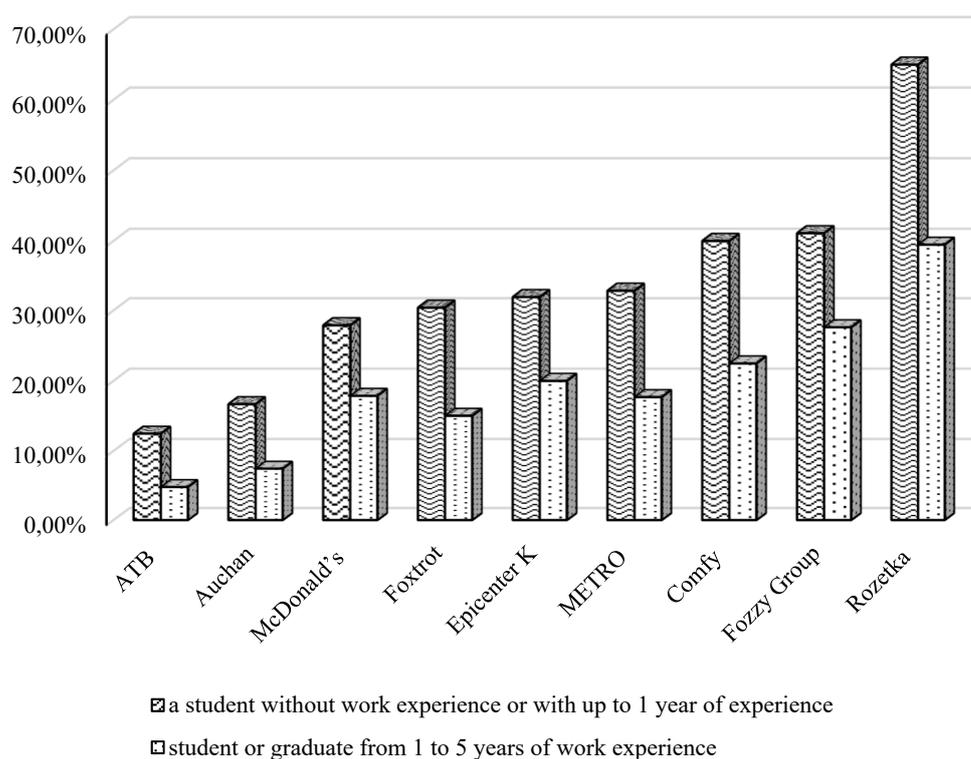


Figure 9. TOP trade companies for work and internships, from the point of view of students with and without work experience, % of surveyed respondents who chose this company in 2021

Source: determined by the authors based on survey results.

Among the trade enterprises for work and internship, the most attractive, according to the students, was Rozetka (*Figure 9*), an e-commerce company that sells various goods from products to electronic devices. Such a result is due more to the popularity of the company's trade brand than to the employer's brand. The second company in the rating is Fozzy Group, which has offline grocery stores throughout Ukraine. The least attractive for internships is ATB, which does not encourage students to become part of their team. Instead, according to the results of the analysis, ATB is a more attractive place to work for candidates over 40 years old.

### 3. Methodical tools for assessing the level of trade enterprise attractiveness for work and internship

To generalize the results of assessing the level of attractiveness of enterprises for work and internship, a probabilistic approach was used, which is based on the definition of mathematical expectation, root mean square deviation and coefficient of variation of the results of questionnaire assessments.

At the first stage, the probability of obtaining an appropriate score for each factor is determined by the formula:

$$X_{ij} = \frac{a_{ij}}{\sum_{j=1}^4 a_{ij}}, \quad (1)$$

where  $X_{ij}$  is the probability of obtaining a grade  $j$  for the  $i$ -th factor;  $a_{ij}$  – the number of students who provided an assessment of  $j$  factor  $i$ ; and  $i$  is the index of the factor ( $i=1, \dots, n$ );  $n$  – number of factors;  $j$  is the value of the factor estimate ( $j=1, \dots, 3$ ).

As a result, we will get a matrix of probabilities of evaluations of answers to questionnaire questions:

$$\begin{matrix} X_{11} & X_{12} & X_{13} & X_{14} \\ \dots & \dots & \dots & \dots \\ X_{i1} & X_{i2} & X_{i3} & X_{i4} \end{matrix} \quad (2)$$

Each row of this matrix is a grouped statistical series of the probability of receiving the  $j$ -th rating for each  $i$ -th researched factor of the evaluation system for the selection of enterprises for internship. Thus, for a generalized evaluation of the factor, it is possible to use indicators of mathematical expectation, root mean square deviation and coefficient of variation.

The mathematical expectation of the assessment for each  $i$ -th factor is considered as an integral assessment of the level of attractiveness of the company for work and internship and can be calculated by the formula:

$$M(X_i) = \sum_{j=1}^4 j \cdot X_{ij}. \quad (3)$$

The mathematical expectation of the factor scores shows the average score of the factor on a three-point scale.

The root mean square deviation for each  $i$ -th factor is calculated by the formula:

$$\sigma(X_i) = \sqrt{\sum_{j=1}^4 (j - M(X_i))^2}. \quad (4)$$

The average squared deviation shows the amount of fluctuations in the assessment of each factor around its mathematical expectation, that is, it determines the degree of dispersion of the respondents' assessments.

The coefficient of variation is calculated according to the formula:

$$CV(X_i) = \frac{\sigma(X_i)}{M(X_i)} \cdot 100 \% \quad (5)$$

The coefficient of variation shows the amount of variation in percentage per unit expected factor estimate. With the help of this indicator, it is possible to determine how big the differences are in the assessment of this factor by students.

#### **4. Results of the student survey regarding the trade enterprise attractiveness for work and internship**

In the *Table 3* shows the survey results of students regarding their assessment of the attractiveness of trade enterprises for work and internship.

*Table 3*

The results of a student survey of trade enterprise attractiveness for work and internships

The company name	The number of respondents who chose an answer			Probability of obtained grades		
	the least attractive place to work	average level of job attractiveness	the most desirable place of work	the least attractive place to work	average level of job attractiveness	the most desirable place of work
ATB	439	99	27	0.78	0.18	0.05
Auchan	325	198	42	0.58	0.35	0.07
Foxtrot	230	250	85	0.41	0.44	0.15
METRO	233	232	100	0.41	0.41	0.18
McDonald's	282	182	101	0.50	0.32	0.18
Epicenter K	229	223	113	0.41	0.39	0.20
Comfy	204	234	127	0.36	0.41	0.22
Fozzy Group	193	216	156	0.34	0.38	0.28
Rozetka	110	232	223	0.19	0.41	0.39

*Source:* calculated by the authors based on survey results.

According to the proposed method, formulas (3–5) are used to determine the mathematical expectation, root mean square deviation, and coefficient of variation for the score evaluation of the importance of the factors of choosing an enterprise for work (*Table 4*).

*Table 4*

Statistical analysis of student survey results regarding the level of trade enterprise attractiveness for work and internship

The company name	Average level of attractiveness	Mean square deviation	Coefficient of variation, %
ATB	1.27	0.54	42.60
Auchan	1.50	0.63	42.12
Foxtrot	1.74	0.70	40.22
METRO	1.76	0.73	41.41
McDonald's	1.68	0.76	45.16
Epicenter K	1.79	0.75	41.81
Comfy	1.86	0.75	40.41
Fozzy Group	1.93	0.78	40.49
Rozetka	2.20	0.74	33.69

*Source:* calculated by the authors based on survey results.

The average level of attractiveness of the studied enterprises among students on a 3-point scale was distributed from 1.27 to 2.2. The company Rozetka received the highest rating, and ATB received the lowest rating. At the same time, 8 out of 9 studied enterprises were evaluated by students at an above average level, that is, their evaluation was higher than 1.5.

The root mean square deviation of the student survey results ranges from 0.54 to 0.78. The larger the root mean square deviation, the more scattered the responses of the respondents according to the average level of attractiveness of enterprises. The root mean square deviation was used to determine the coefficient of variation, which can be used to determine the percentage of response fluctuations relative to their average level. In the conducted study, the coefficient of variation ranged from 33.69 % for Rozetka to 45.16 % for McDonald's. Students' opinions regarding the choice of Rozetka for work have less variability, that is, the level of attractiveness is  $2.2 \pm 0.74$ , or  $2.2 \pm 33.69\%$ . The results of the survey for McDonald's have a higher level of variability among students – the level of attractiveness of this employer is  $1.68 \pm 0.76$  or  $1.68 \pm 45.16\%$ .

In *Figure 10*, a Pareto diagram is constructed to determine the level of attractiveness of trade enterprises for work and internships from the point of view of students. With the help of such an analysis, it is possible to determine

the most attractive trade enterprises for determining the place of internship and work, which account for 80 % of the students' choice.

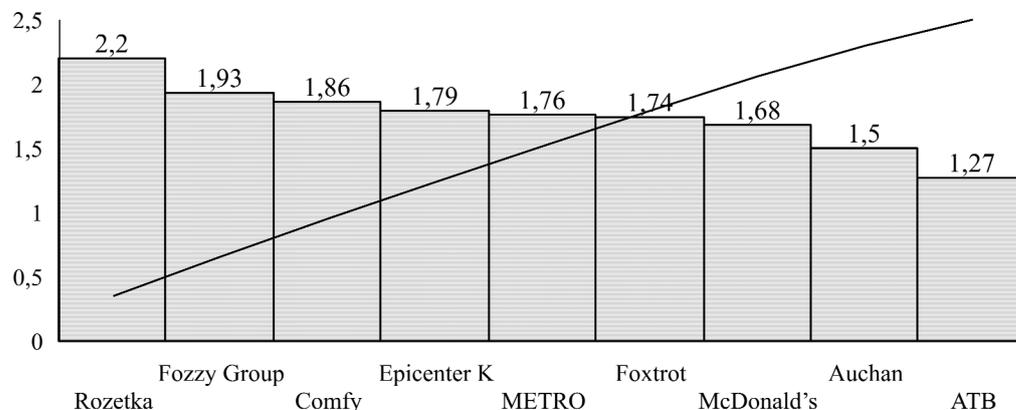


Figure 10. Generalized assessment of the level of trade enterprise attractiveness for work and internships for students

Source: calculated by the authors based on survey results.

The results of the analysis of the Pareto diagram show that 80 % of the students' choice of trade enterprises fell on 6 enterprises: Rozetka, Fozzy Group, Comfy, Epicenter K, METRO, Foxtrot.

For a deeper analysis and understanding of the level of attractiveness of enterprises for work and internship, the Net Promoter Score was also calculated – as the difference between the shares of students who gave the enterprise the highest and lowest attractiveness score for work and internship.

Attractiveness and loyalty for work and internship of employees among students can be considered as target metrics of enterprises (Table 5).

Table 5

Determination of the Net Promoter Score level of trade enterprise attractiveness for work and internship from students' view

The company name	Probability of choosing and recommending the company to others			Net Promoter Score
	critics	neutrals	supporters	
ATB	0.78	0.18	0.05	-0.73
Auchan	0.58	0.35	0.07	-0.50
Foxtrot	0.41	0.44	0.15	-0.26
METRO	0.41	0.41	0.18	-0.24
McDonald's	0.50	0.32	0.18	-0.32
Epicenter K	0.41	0.39	0.20	-0.21
Comfy	0.36	0.41	0.22	-0.14
Fozzy Group	0.34	0.38	0.28	-0.07
Rozetka	0.19	0.41	0.39	0.20

Source: calculated by the authors based on survey results.

Usually, to determine customer loyalty, the evaluation results are distributed as follows: more than 0.5 – everything is very good, and the company is among the market leaders; from 0.3 to 0.5 – a good result, but there is an adverse incident, or management errors can negatively affect the reputation; up to 0.3 – there are small problems at the enterprise that require attention to management, product, customers or employees; less than 0 – the number of dissatisfied customers significantly exceeds the number of satisfied customers, so if there are alternatives in the market, it will be very difficult to retain customers. We will also use this scale to assess the attractiveness of the employer. Only Rozetka has a Net Promoter Score greater than 0. That is, this company, although it has some problems in terms of its attractiveness in the employment market, has twice as many supporters as critics due to the high proportion of neutrals.

Thus, we can conclude that for enterprises with a high level of Net Promoter Score, the process of hiring young progressive workers is easier. Such enterprises can gain an advantage due to the high loyalty of employees within the company, they do not need to spend a lot of time looking for employees and do not need to do it often. Loyal employees work much more efficiently. Often, new employees come to hire on the advice of loyal employees they know.

Thus, as a result of the conducted research, enterprises with a high level of attractiveness for work and internships from the point of view of students were identified. This makes it possible to additionally conduct an analysis of best practices in these employers regarding the formed value propositions for the labor market.

### **Conclusions**

The war in Ukraine had a significant impact on the labor market. The main trends were the closure of enterprises, mass job loss among the population, mass migration, and a decrease in offers on the labor market. As a result, the number of registered unemployed increased, although this trend is stopped in 2023. Business development support from the state, the banking sector, and foreign investors is necessary to restore the operation of enterprises and create jobs. Businesses in Ukraine should reduce requirements for job candidates and be flexible to a mixed work format. The Robota Index showed that in 8 months of 2023, the labor market stabilized somewhat and came close to equilibrium. Thus, the number of candidates for one vacancy in August was three times less than in January.

A study of the priority workplace for students in order to identify the best practices in the formation of value propositions by modern companies willing to hire young people revealed that the most desired workplace for students in the field of commerce is Rozetka, Fozzy Group and Comfy which is due to the popularity of these brands, the level of their informatization of business processes, flexible work schedule. Indirectly, this determines

enterprises with effective employer brands. The least attractive, from the point of view of students, are the enterprises of the ATB network. Thus, the research results revealed exemplary companies with an established employer brand. HR brands can be used by agencies, HR departments of international and national companies for additional analysis of their best practices regarding the formed value propositions.

The disadvantage of the research is the lack of open questions. Fixing this shortcoming would increase the complexity of processing survey results, which is not justified.

Further research will be aimed at building a methodological toolkit for evaluating the employer brand and organizing management activities regarding its formation by enterprises.

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