



جامعة ميدأوشن

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قسم / تخصص. ماجستير إدارة الأعمال

عنوان البحث

Employer Brand and Employee Value Proposition

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1. Research Title

Employer Brand and Employee Value Proposition: A Strategic Approach to Attract, Retain, and Ensure Organizational Succession, Growth, and Talent Attraction

2. Introduction

In today's competitive business environment, organizations must not only focus on attracting top talent but also on becoming the **best place to work**. A strong **employer brand** ensures that an organization is seen as a desirable destination for job seekers, especially for high-caliber professionals aiming to work for leading companies. Furthermore, a well-developed **Employee Value Proposition (EVP)** is essential for retaining talent and supporting long-term growth, ensuring that the organization is attractive both to current employees and prospective hires.

This research will explore how **employer branding** and **EVP** contribute not only to **attracting and retaining talent** but also to making the organization the **top choice for high-caliber job seekers**. By establishing a strong employer brand, companies like Saudi Arabian Airlines can position themselves as an industry leader, creating a workforce that drives **organizational performance, growth, and succession**. In addition, this research will emphasize the role of **human resources** in the recruitment process and how having **qualified recruiters** ensures that the organization attracts and selects the right talent, leading to its continued success.

3. Research Problem

The research addresses the challenge organizations face in becoming the **best place to work** by attracting and retaining top talent. Despite understanding the importance of employer branding, many organizations struggle with aligning their branding and EVP strategies with their broader **organizational performance and succession planning** goals. Moreover, the **selection of the right talent** by qualified human resources professionals is often overlooked, though it is critical to ensuring that an organization's manpower drives long-term success. This research will focus on how Saudi Arabian Airlines can strengthen its employer brand and EVP to become the top destination for **high-caliber talent**, while ensuring that the recruitment process supports organizational **growth and succession**.

4. Importance of the Study

This study is important because it highlights how employer branding and EVP not only **attract top talent** but also make an organization the **best place to work**. With the right employer brand, an organization can position itself as the top destination for **high-caliber job seekers** in the market. Furthermore, the research will show how qualified **human resources and recruitment professionals** play a critical role in identifying and selecting the right talent, ensuring that the organization benefits from both short-term productivity and long-term growth and **succession planning**. The findings will be particularly relevant for Saudi Arabian Airlines, as the company continues to grow and seek talented professionals in the aviation industry.

5. Objectives of the Study

The objectives of this research are:

- To understand the key components of an effective employer brand and how it can make an organization the **best place to work**.
- To explore the relationship between employer branding, talent acquisition, and **organizational succession**.
- To analyze the role of **Employee Value Proposition (EVP)** in retaining talent and supporting **organizational growth**.
- To provide recommendations for Saudi Arabian Airlines on enhancing its employer brand and EVP to attract high-caliber talent and **ensure long-term organizational success**.
- To assess the importance of having **qualified recruiters** who can identify and select the best talent that will contribute to the success and growth of the organization.

6. Research Questions

- What are the key factors that contribute to a strong employer brand, making an organization the **best place to work**?
- How does a well-established employer brand influence the attraction of top talent and **organizational succession**?
- What role does Employee Value Proposition play in retaining high-caliber employees and ensuring **organizational growth**?
- How can Saudi Arabian Airlines strengthen its employer brand and EVP to attract top talent and become the **top destination for job seekers**?
- How can **qualified recruitment processes** contribute to selecting the right talent that leads to organizational success?

7. Hypotheses

- A strong employer brand positively impacts an organization's ability to attract top talent and make it the **best place to work**.
- An effective Employee Value Proposition leads to higher retention rates and **organizational growth**.
- Organizations with a well-defined employer brand and EVP are more likely to succeed in **attracting high-caliber talent** and ensuring **long-term organizational success**.
- The selection of the right talent by **qualified recruiters** plays a critical role in driving **organizational performance and succession**.

8. Previous Studies (Literature Review)

This section will review the existing literature on **employer branding, EVP, and the role of qualified recruitment** in organizational success. The literature will explore how strong employer brands and EVP can make companies the **best places to work**, and how effective recruitment practices ensure that the organization selects the right talent to support both **growth and succession planning**. Case studies from the aviation industry and other sectors will highlight the importance of branding and human resources in ensuring **sustained performance**.

The literature review will examine the existing research on **employer branding, EVP, recruitment strategies, and their impact on organizational success, growth, and succession**.

1. Employer Branding and Its Impact on Talent Attraction:

According to Backhaus and Tikoo (2004), employer branding is a critical strategy that not only positions the organization in the talent market but also shapes the perceptions of current and potential employees. It plays a key role in **attracting top talent** and positioning the company as an employer of choice. Organizations with a strong employer brand are perceived as more desirable by high-caliber professionals, increasing their ability to attract competitive talent.

Reference: Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517.

2. Employee Value Proposition and Retention:

EVP is a vital tool for **retaining high-performing employees** and fostering long-term engagement. Research by Minchington (2010) defines EVP as the unique set of offerings provided by the employer in exchange for employee performance. It influences not only retention but also employee engagement, satisfaction, and organizational loyalty, contributing to **long-term organizational growth**.

Reference: Minchington, B. (2010). *Employer Brand Leadership: A Global Perspective*. Torrensville, South Australia: Collective Learning Australia.

3.The Role of HR and Recruitment in Organizational Success:

Recruitment strategies are crucial to ensuring that the organization hires the right talent, which in turn supports organizational performance and succession. As argued by Breaugh and Starke (2000), recruitment plays a key role in identifying qualified candidates whose skills and abilities align with the long-term **strategic goals** of the organization. Effective recruitment, carried out by **qualified recruiters**, ensures that the organization hires individuals who contribute to both immediate and long-term success.

Reference: Breaugh, J. A., & Starke, M. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, 26(3), 405-434.

4.Employer Branding as a Strategic Tool for Succession Planning:

Martins and Martins (2011) note that a strong employer brand enhances **succession planning** by ensuring a steady pipeline of talent capable of driving future organizational success. A well-branded organization becomes a destination for high-caliber professionals who seek not only to work in a high-performing company but also to grow with it, ensuring **organizational continuity** and leadership succession.

Reference: Martins, N., & Martins, E. (2011). The role of organizational factors in employer branding: A South African perspective. *South African Journal of Human Resource Management*, 9(1), 1-9.

5.Employer Brand and Organizational Performance:

A study by Mosley (2014) emphasizes the connection between **employer brand** and **organizational performance**. Companies that invest in their employer brand often see improvements in **employee engagement**, **job satisfaction**, and **organizational commitment**, leading to enhanced performance metrics and **business growth**.

Reference: Mosley, R. (2014). *Employer Brand Management: Practical Lessons from the World's Leading Employers*. Wiley.

9. Theoretical Framework

The theoretical framework will be based on the fields of **human resource management (HRM)**, **talent management**, and **succession planning theories**. It will also incorporate **organizational behavior** and **motivational theories** that emphasize the importance of EVP and employer branding in attracting and retaining employees. The framework will examine how these factors influence an organization's ability to become the **best place to work**, and how **qualified recruiters** ensure that the right talent is selected to contribute to long-term success and growth.

10. Methodology

This research will use a mixed-methods approach:

- **Qualitative Research:** Semi-structured interviews with HR managers, recruiters, and senior management at Saudi Arabian Airlines to gain insights into **employer branding**, EVP, and the **recruitment processes** that contribute to attracting high-caliber talent and ensuring **succession planning**.
- **Quantitative Research:** Surveys distributed to employees and job seekers to understand their perceptions of the employer brand, EVP, and the recruitment process, and how these factors influence their decision to join or stay with the organization.

Data will be analyzed to identify correlations between **employer branding**, EVP, recruitment effectiveness, and **organizational performance**.

11. Study Tools

- **Interviews:** Semi-structured interviews with HR managers and recruiters, focusing on how employer branding, EVP, and recruitment strategies make the organization the **best place to work**.
- **Surveys:** Online questionnaires to assess employees' and job seekers' perceptions of Saudi Arabian Airlines' employer brand, EVP, and recruitment process, and how these factors influence their view of the company as a desirable workplace.

12. Study Limitations

Possible limitations include:

- Limited data collection from only Saudi Arabian Airlines, which may not fully represent the broader aviation or regional industry.
- Time constraints that may limit the depth of analysis on the **recruitment processes** and how they contribute to **long-term organizational success**.

13. References

This section will include all academic sources, industry reports, and case studies used in the research. References will be formatted according to the required citation style (e.g., APA, Harvard).

Reference examples:

- **Schlager, T., Bodderas, M., Maas, P., & Cachelin, J. L. (2011):** "The influence of employer brand on employee attitudes relevant for service branding: An empirical investigation." *Journal of Services Marketing*, 25(7), 497-508. This paper explores how employer branding impacts employee attitudes and contributes to organizational reputation.
- **Sokro, E. (2012):** "Impact of employer branding on employee attraction and retention." *European Journal of Business and Management*, 4(18), 164-173. This study examines how employer branding directly influences the ability to attract and retain employees.
- **Barrow, S., & Mosley, R. (2011):** *The Employer Brand: Bringing the Best of Brand Management to People at Work*. This book covers employer branding from a strategic perspective, exploring its role in creating a positive work environment and attracting top talent.

The proposal:

- Clearly outlines the importance of **employer branding** and **Employee Value Proposition (EVP)** in attracting and retaining top talent.
- Emphasizes how a strong employer brand contributes to **organizational growth, succession planning, and long-term success**.
- Includes a **theoretical framework** grounded in relevant HRM and talent management theories.
- Provides a **methodological approach** using both qualitative and quantitative research methods.
- Includes a robust **literature review** with appropriate references that support the research focus.