

أهمية العلامة التجارية لصاحب العمل وعرض قيمة الموظف في جذب واستقطاب المواهب والاحتفاظ بها، وضمان التوظيف الفعال واكتساب المواهب وتعزيز ودفع النمو المؤسسي والمنظمة: نهج استراتيجي للشركات في سوق العمل السعودي، بما في ذلك قطاع صناعة الطيران.

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**The role and the Importance of Employer Branding and Employee Value
Proposition in Attracting and Retaining Talent, Ensuring Talent
Acquisition, and Driving Organizational Growth: A Strategic Approach for
Companies in the Saudi Labor Market, Including the Aviation Industry.**

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Abstract

This study aimed to analyze the impact of employer branding and employee value proposition on talent attraction and retention in the Saudi aviation sector. Employer branding and employee value proposition are fundamental elements in enhancing organizational competitiveness. This study focuses on exploring the relationship between these concepts and organizational performance in this sector.

The study adopted a mixed-methods approach, utilizing an open-ended questionnaire to collect qualitative data and a structured survey to gather quantitative data. The study sample included 381 participants working in the Saudi aviation sector. Data were analyzed using appropriate statistical methods through SPSS to determine the relationship between employer branding and organizations' ability to attract top talent, as well as the role of employee value proposition in improving employee retention rates and job satisfaction levels.

The results revealed a statistically significant positive relationship between employer branding and organizations' ability to attract high-caliber talent. Additionally, the study confirmed that an effective employee value proposition significantly contributes to enhancing job satisfaction and retaining skilled employees.

Keywords: Employer Branding, Employee Value Proposition, Aviation Sector, Talent Attraction, Employee Retention.

المستخلص

هدفت هذه الدراسة إلى تحليل تأثير العلامة التجارية لصاحب العمل وعرض قيمة الموظف على جذب المواهب والاحتفاظ بها في قطاع الطيران السعودي. تعد العلامة التجارية لصاحب العمل وعرض قيمة الموظف من العناصر الأساسية في تعزيز القدرة التنافسية للمنظمات، حيث تركز هذه الدراسة على استكشاف العلاقة بين هذه المفاهيم وأداء المنظمات في هذا القطاع.

اتبعت الدراسة منهجًا مختلطًا، حيث تم ذلك باستخدام استبيان مفتوح لجمع البيانات النوعية، والاستبانة المنظمة لجمع البيانات الكمية. شملت عينة الدراسة 381 مشاركًا يعملون في قطاع الطيران السعودي. تم تحليل البيانات باستخدام الأساليب الإحصائية المناسبة من خلال برنامج SPSS لتحديد العلاقة بين العلامة التجارية لصاحب العمل وقدرة المنظمات على جذب المواهب المتميزة، بالإضافة إلى دور قيمة الموظف في تحسين معدلات الاحتفاظ بالموظفين ومستويات الرضا الوظيفي.

كشفت النتائج عن وجود علاقة إيجابية ذات دلالة إحصائية بين العلامة التجارية لصاحب العمل وقدرة المنظمات على استقطاب وجذب المواهب ذات الكفاءة العالية المتميزة. بالإضافة إلى ذلك، أكدت الدراسة أن عرض قيمة الموظف الفعالة تساهم بشكل كبير في تعزيز الرضا الوظيفي والاحتفاظ بالكفاءات من الموظفين المهرة.

الكلمات المفتاحية: العلامة التجارية لصاحب العمل، قيمة الموظف، قطاع الطيران، استقطاب وجذب المواهب، الاحتفاظ بالموظفين.

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Chapter 1 : Introduction

Introduction

Due to a competitive labor market and a rapidly evolving global business environment, organizations are finding it increasingly challenging to attract and retain top talent. This challenge necessitates a comprehensive approach that focusses on enhancing long-term engagement and employee satisfaction rather than just traditional hiring procedures. A strong employer brand is crucial to creating an organization's reputation as an employer of choice and boosting its attractiveness to competent workers seeking promotion in reputable organizations, claim Backhaus & Tikoo (2004).

The aviation business, which depends heavily on human capital, is one of the sectors that need effective talent acquisition and retention strategies. According to Mosley (2014), employer branding and the employee value proposition (EVP) are crucial pillars of organizational success because they foster alignment between employee preferences and corporate objectives. These strategies are essential for retaining employment stability, which is becoming increasingly concerned given the rapid changes in the Saudi Arabian economy under Vision 2030, in addition to helping to attract highly skilled people.

The Saudi Vision 2030 initiative works to create economic diversification alongside sustainable growth while simultaneously increasing the demand for expert professionals across different sectors including aviation. The aviation sector faces major challenges when seeking well-qualified experts within the Saudi Arabian job market because of its demanding requirements. The competitive advantage of aviation sector companies depends on strategic investments in employer branding and staff value proposition development.

The Employee Value Proposition described by Minchington (2010) represents a personalized package of employee benefits which businesses offer to enhance both operational conditions and corporate reputation (2010). Employee advantages from excellent employer branding exceed monetary benefits because they include multiple non-material aspects including career advancement opportunities and both personal growth empowerment and strong feelings of team unity. Businesses which create successful EVP programs become organizations that talented employees want to join.

This research investigates the effect of employer branding together with employee value proposition on talent recruitment and retention within Saudi Arabian aviation organizations. The research examines organizational performance factors by studying this relationship to help companies sustain their operations and enhance market competitiveness during industry adjustments.

Research Problem

Organizations within the Saudi labor market demonstrate difficulties in applying employer branding and Employee Value Proposition (EVP) approaches to increase their attractiveness to potential employees and hold onto their staff even though researcher recognition of these approaches has increased. These social and economic shifts brought by Vision 2030 intensify the importance of such issues which requires the development of advanced integrated strategies to reach national objectives.

Multiple previous studies outline key barriers which prevent both employer branding and employee value proposition projects from succeeding at their intended level. According to Martins & Martins (2011) the main obstacles to overcome are fourfold.

1. Strategic Misalignment: Organizational weaknesses develop when employer branding strategies and EVP fail to align properly with long-term organization objectives. The strategical impact of this brand faces weakness because of this disconnect which especially shows up during succession planning and talent development activities.
2. Implementation Gaps: Organizations face challenges when they attempt to convert employer branding plans into usable practices that generate quantifiable outcomes. The actual outcomes from this strategy are minimal which results in subpar performance at both institutional levels and market-based employer preference levels.
3. Market Requirements Adaptation: Organizations encounter major obstacles when they need to modify their strategies to match sudden market labor market changes which include staff expectations alongside technological improvements and economic changes.
4. Measurement and Evaluation Challenges: The evaluation of employer branding and EVP proves difficult because standards and proper measurement tools are missing. The inability to measure strategic investments and ROI makes organizations struggle to support these strategies and demonstrates their weak adoption.

The Saudi aviation sector stands out regarding these challenges because it faces the combination of specialized talent needs and fast technical progress along with shifting workforce populations. Because competition in the sector runs extremely high this industry requires ultimate coordination between HR practices and employer branding strategies.

Breaugh & Starke (2000) show that not integrating recruitment processes with strategic HR strategies weakens organizations in their ability to find necessary competencies. Research should focus on developing efficient employer branding and employee value proposition methods because the Saudi work environment faces escalating talent retention and attraction problems.

Research Question

Given these challenges, this study seeks to explore the following question:

How do employer branding and employee value proposition influence talent attraction and retention in the Saudi aviation sector, and what strategic approaches can enhance their effectiveness?

Study Importance

First: Academic Importance

- **Contribution to Academic Knowledge:** The study contributes to expanding the theoretical understanding of employer branding and employee value proposition in emerging markets context, focusing on the Saudi labor market. This study adds a new perspective addressing the relationship between HR strategies and economic trends in the Kingdom.
- **Enhancing Theoretical Framework:** The study enriches academic literature by integrating distinctive cultural and regional characteristics of the Saudi labor market within global theoretical frameworks, providing a new knowledge base for the field.
- **Methodological Innovation:** The study presents innovative approaches to measuring and evaluating the effectiveness of employer branding and employee value proposition strategies, contributing to developing new tools used to analyze organizational performance in specialized sectors.

Second: Practical Importance

- **Improving Organizational Strategies:** The study provides practical insights for organizations operating in the Saudi labor market on how to effectively enhance their employer brand and employee value proposition, contributing to talent attraction and retention.
- **Supporting Industrial Sectors:** The study provides practical recommendations targeting the aviation sector as a case study, with the possibility of expanding these recommendations to include other sectors in the Kingdom, such as energy, technology, and hospitality.
- **Contributing to Kingdom's Vision 2030:** The results contribute to supporting national development by enhancing organizational capabilities in talent management and achieving institutional excellence, in line with economic diversity objectives and human capital development in the Kingdom.

Study Objectives

The objectives of this research are multiple and seek to address specific challenges in employer branding and employee value proposition within the Saudi labor market. Specifically, this study aims to:

1. Analyze effective employer branding components and evaluate their role in positioning organizations as preferred employers in the Saudi labor market.
2. Study the relationship between EVP implementation and employee satisfaction, retention, and organizational commitment.
3. Investigate the impact of employer branding and EVP on succession planning and long-term organizational growth, especially in the aviation sector.
4. Evaluate the role of recruitment strategies and qualified recruiters in ensuring talent alignment with organizational objectives.
5. Develop a comprehensive framework for improving employer branding and EVP strategies in the context of Vision 2030.

Research Questions

The study seeks to answer the following main question: What is the impact of employer branding and employee value proposition on talent attraction, retention, and employee satisfaction in the Saudi aviation sector?

This main question branches into the following sub-research questions:

1. What are the key factors contributing to building a strong employer brand, and how can these factors enhance organizational attractiveness in the Saudi labor market?
2. How does the employee value proposition affect employee retention rates, job satisfaction, and loyalty in organizations operating in Saudi Arabia?
3. What role do recruitment processes play in ensuring alignment between human competencies and the organization's strategic objectives?
4. How can organizations in the Saudi aviation sector improve their employer branding and EVP strategies to enhance their competitive ability in attracting talent?
5. What metrics and standards can be used to evaluate the effectiveness of employer branding and EVP strategies on institutional performance and achieving Vision 2030 objectives?

Research Hypotheses

Based on literature review and research objectives, the following hypotheses were formulated:

Hypothesis One:

Strong employer branding positively affects the organization's ability to attract distinguished talent and establish its position as a preferred employer.

Hypothesis Two:

Effective employee value proposition leads to higher employee retention rates and satisfaction levels.

Hypothesis Three:

Organizations with clearly defined employer branding and EVP strategies demonstrate superior success in attracting and retaining high-competency talent.

Hypothesis Four:

The selection of appropriate talent by qualified recruitment officers significantly impacts organizational performance outcomes and succession planning.

Hypothesis Five:

Integrated employer branding and EVP frameworks contribute to increasing employee loyalty and improving organizational performance.

Theoretical Framework Applied in the Research

In order to give a strong basis for comprehending organizational linkages and results, this study on the effects of employer branding and employee value proposition on talent attraction and retention incorporates a number of scientific theories. These theories have to do with work relationships, organizational identity, and human resource strategy. The following theories are employed:

1. **View Based on Resources (RBV)** One of the core hypotheses applied in this study holds that employee value proposition and employer branding are strategic assets that provide businesses with a long-term competitive edge. According to the notion, having resources that are valued, rare, and hard to imitate improves organizational performance (Barrow & Mosley, 2011). This idea is applied in this study to comprehend how EVP and employer branding might improve organizational appeal and talent retention.
2. **Theory of Social Identity** This idea aids in the explanation of how employee identity formation with the company is influenced by employer branding. According to the hypothesis, a great brand can help workers feel more a part of the company, which boosts loyalty and improves behavioral performance. This framework is used to analyze the connection between employee engagement with the company and the robustness of the employer brand.

3. **The Two-Factor Theory of Herzberg** The factors influencing employee loyalty and satisfaction are understood through the use of this motivational theory. These elements are separated into two categories: hygienic considerations (like pay and working conditions) and motivational factors (like recognition and opportunity for advancement). This study applies the theory to examine the effects of EVP components on employee retention and satisfaction.
4. **Theory of Signaling** According to this notion, employer branding serves as a way to communicate the company's beliefs, culture, and advantages to prospective hires. This idea aids in the explanation of how branding shapes prospective employees' perceptions and draws them to the company.
5. **Theory of Social Exchange** The reciprocal relationship between an organization and its employees is understood through the application of this idea. The notion says that by offering competitive perks that motivate staff to produce exceptional work, a strong employee value proposition builds a positive and long-lasting relationship between the two sides.

Theory Application in Research

1. **Data Analysis:** Social Identity and Resource-Based Perspective Employer branding can help increase organizational attractiveness and staff retention, according to theory.
2. **Employee Satisfaction Measurement:** To determine how EVP components impact employee satisfaction levels, Herzberg's Two-Factor Theory and Social Exchange Theory are applied.
3. **Assessment of Employer Brand:** Signaling The way that the employer brand improves the company's reputation in the labor market is assessed using theory.
4. **Direction of Results: Together,** these ideas help evaluate data and offer recommendations based on science that improve the efficacy of talent management techniques.

Chapter 2: Previous Studies

Introduction:

Due to global competition, firms are struggling to recruit and retain top talent, transforming human resource management concepts and practices. Employer branding and employee value proposition concepts are vital for improving organizations' labor market competitiveness. Backhaus & Tikoo (2004) say these tactics are necessary for a sustained people management competitive advantage.

Due to significant business sector advances, businesses are finding it harder to attract and retain top talent. Mosley (2014) states that a company's ability to create a unique value proposition for its employees and become a desired employer is crucial to attaining its strategic goals. These methods are crucial in aviation, as companies compete for skilled technical and administrative workers.

This chapter reviews the literature and prior research on these two concepts, focusing on their applicability in the Saudi labor market and aviation sector. Vision 2030, which prioritizes human capital development, is transforming Saudi Arabia's social and economic landscape, making this assessment crucial. These techniques must be tailored to the cultural and regional labour market, according to Minchington (2010).

Previous Studies

A. Arab Studies:

1. Alzaid & Dukhaykh Study (2023):

Alzaid and Dukhaykh examined the impact of employer branding on employee retention and the mediating effect of relational psychological contracts in the banking sector in Saudi Arabia. Using a cross-sectional survey to gather data from 459 bank employees, the study found that employer branding is positively and significantly related to relational psychological contracts and employee retention. Furthermore, relational psychological contracts significantly mediated the relationship between employer branding and employee retention.

The study is considered one of the first to provide empirical evidence of relational psychological contracts as mediators between employer branding and employee retention, extending the employer branding literature by recognizing new pathways through which employer branding impacts retention. The research highlights the importance of psychological aspects in the employment relationship within the Saudi context, offering valuable insights for organizations operating in similar cultural environments.

2. Rahman, Esa, & Ahmad Study (2023):

Rahman, Esa, and Ahmad conducted a literature review examining the role of employer branding on employee retention in organizations. By synthesizing and analyzing studies published between 2019 and 2023, this review provided insights into key determinants of employee retention, identified gaps in the literature, and offered implications for practice and future research.

The findings highlighted the importance of various factors, including dimensions of employer branding such as perceived organizational support, development value, work environment, and social value, in influencing employee retention. The researchers noted that most studies on this topic applied a quantitative approach and recommended that employer branding studies should be given more attention. The review underscored the need for more focused research on the influence of employer branding on employee retention across different cultural contexts.

3. Ahmed et al. Study (2022):

Ahmed and colleagues developed a comprehensive conceptual framework for the relationship between internal employer brand image and talent retention. Through an extensive and semi-systematic literature review, they identified a number of antecedents and consequences that have been empirically tested in various cutting-edge research studies conducted around the world.

The researchers carefully selected and reviewed 66 recent research studies based on specific criteria, discerning and synthesizing them to establish a complete understanding of the phenomenon. The resulting comprehensive conceptual framework was proposed for future empirical explanations in various social settings, providing researchers and practitioners with a holistic view of how internal employer branding connects to talent retention strategies.

4. Bharadwaj, Khan, & Yameen Study (2022):

Bharadwaj, Khan, and Yameen extended employer branding research by investigating the role of job satisfaction and organizational identification as predictors of employee retention, and their mediating role between employer branding and employee retention. A cross-sectional survey was utilized to gather data from 352 employees working in top Indian IT organizations, with hypotheses tested and analyzed using SPSS PROCESS Macro.

The results revealed that employer branding is positively related to job satisfaction, organizational identification, and employee retention. The analysis provided support for the mediating effects on employee retention of employer branding through job satisfaction and organizational identification. Additionally, results supported a serial mediation model, where employer branding influenced employee retention via job satisfaction and organizational identification in a sequential manner. The findings suggested that the enhanced positive identity of satisfied employees suppresses the intention to leave among IT professionals.

The researchers emphasized that an employer branding strategy with a unique set of attributes can provide a competitive advantage in terms of high retention levels and should not be merely confined to the issue of retention as it can also play a vital role in enhancing job satisfaction and employees' identification level.

5. Alanazi Study (2020):

Alanazi's doctoral dissertation investigated talent management (TM) practices in the oil and gas industry in Saudi Arabia. The research examined TM's relationship with internal organizational factors including leadership, organizational culture, employer branding, and rewards systems. It investigated the effect of TM implementation on outcomes including employee attitudes (commitment, satisfaction, engagement, and motivation) and how TM can achieve sustainable competitive advantage.

Using a mixed-methods approach involving 26 semi-structured qualitative interviews with managers and a quantitative survey of 417 "talented employees" in oil and gas organizations, Alanazi found that TM practices can result in effective talent outcomes including increased employee commitment, motivation, satisfaction, performance, and efficiency, which would result in achieving sustainable competitive advantage.

The study identified relationships between TM practices, talent outcomes (employee's attitudes), and organizational outcomes. It emphasized the importance of identifying the most influential factors of TM in organizations for effective and efficient implementation. A key contribution was the development of a TM framework for oil and gas organizations in Saudi Arabia, supported by practical guidelines for effective implementation.

6. Al-Sheikh Study (2018):

The Al-Sheikh Study (2018) examined the impact of budget and schedule on construction projects in Khartoum State from 2016 to 2018. The study analyzed data descriptively using Excel and SPSS for statistical and graphical analysis. Project time and cost management were plagued by a lack of cooperation between planning and management engineers and an inability to account for inflation's impact on material costs. Poor time management delays

project execution, costing consultants, contractors, and owners, according to study. Meeting deadlines boosts construction companies' reputation and labor market competitiveness, according to the study. Contracting organizations should form departments to routinely examine strategies, contracts, and timetables to ensure successful implementation, according to the paper.

7. Mohammed Study (2019):

Mohammed Study (2019) examined how poor planning impacts building projects in Khartoum State, identifying causes of delays and cost increases. Poor data analysis and poor staff communication are two of the primary causes of improper planning, according to the poll. The researcher used SPSS to analyze the data and found that stakeholder communication, resource estimation, and activity time control were the top project management issues. The report recommends construction organizations improve their administrative and engineering planning processes, including skilled staff. It stressed the importance of frequently reviewing project implementation to reduce delays and boost efficiency.

Foreign Studies:

1. Mosley Study (2014):

In his book "Employer Brand Management," Mosley addressed the relationship between employer branding and organizational performance, especially in high-risk sectors like aviation. The book indicated that employer branding is considered a strategic tool used to attract and retain talent while promoting an organizational culture that supports innovation and productivity.

The study showed that integrating employer branding strategies with institutional objectives is a key factor in achieving organizational success. Mosley also focused on leadership's importance in enhancing employer branding through providing a positive example and supporting organizational values.

The book highlighted the importance of consistency between internal and external communication in building a strong employment brand. It explained that organizations demonstrating transparency in communication and enhancing employee experience within the work environment can achieve higher rates of employee satisfaction and retention.

2. Tumasjan, Kunze, & Bruch (2017):

In their 2017 study, Tumasjan, Kunze, and Bruch explored the impact of employer branding on firm performance, presenting a model linking workplace branding tactics to substantial commercial consequences. The study concluded that a strong employer brand improves brand performance, recruiting, and staff retention. The study discovered that companies with strong employer brands attracted top talent, which improved hiring results and staff skills. These companies performed better due to lower turnover and more employee satisfaction.

The study found that employer branding is crucial to organizational effectiveness, based on data from 96 organizations and 16,274 employees. It shows how organizations that link employer branding with corporate culture and principles create a more positive and engaging workplace. This increases long-term retention, employee dedication, and business growth. The study suggests that employer branding improves corporate success in several ways, including talent attraction.

3. Patel & Sharma (2018):

Patel & Sharma (2018) studied the link between employer branding and organizational effectiveness in competitive and dynamic industries. Their investigation shows that employer branding boosts innovation, employee engagement, and business performance while attracting and retaining top talent. Corporate branding fosters employee loyalty and productivity, they said.

The report also stressed leadership's significance in workplace branding. Employer branding works better for companies with leadership that supports company values and preserves internal culture and brand messaging. Openness, employee well-being, and employer brand promises that match workplace reality boost job satisfaction, retention, and organizational sustainability, according to the study.

4. Ahmed & Khan (2019):

Ahmed & Khan (2019) examined the impact of corporate culture on employer brand, employee engagement, and retention. The study concluded that employer branding works best with a culture that matches the company's values and practices. The study concluded that open, welcoming, and creative cultures had better employer brands, which boost job satisfaction and long-term employee loyalty.

The poll also stressed the importance of leadership and internal career growth for business branding. Business leaders may retain top talent and nurture future leaders by investing in leadership training and professional development. The study concluded that combining brand principles with real-world work experiences creates a more authentic employer brand, which boosts employee trust and organizational sustainability.

5. Kaur & Gupta (2019):

Kaur & Gupta (2019) explored the evolution of Employee Value Proposition (EVP) in response to changing workforce expectations and competitive labor markets. Their research shows that EVP mixes work-life balance, company culture, career growth, and financial benefits to boost employee

satisfaction and retention. A clear EVP helps companies attract top talent and motivate and engage employees, improving organizational performance, the study showed.

The study showed that engaging EVPs require both physical and intangible rewards. The survey found that non-monetary benefits like flexible work hours, professional growth, and a positive company culture are becoming more important, even while competitive remuneration, bonuses, and job security are still important.

Companies that consistently develop their EVP to meet employee expectations are more likely to boost employee loyalty, job happiness, and long-term workforce stability.

6. Santiago (2020):

Santiago (2020) highlights the importance of organizational learning in employer branding by integrating knowledge management and employer brand management. The study underlines how organisational knowledge management may boost a company's brand identity and appeal to current and future employees. The study links branding with knowledge-sharing methods to emphasize the need of creating a valued and engaged workplace to increase employee loyalty.

The survey also notes that information exchange, workplace culture, and leadership affect employee employer brand perception. This conceptual approach helps companies understand how branding affects employee motivation and retention. The findings reveal that knowledge-driven branding attracts top people and fosters a creative, sustainable workplace that enhances long-term success.

7. King et al. (2021):

King et al. (2021) examined how employer branding impacts employee opinions, satisfaction, and long-term commitment. According to the poll, good employer brands boost employee engagement, morale, and retention. The research shows that workplace branding encompasses public reputation and internal congruence between business values and employee experience. Employees are more loyal and trusting of a corporation that brands honestly.

The study studied the consequences of corporate marketing message misaligning with working realities. Disparities between corporate brand ideals and employee experiences can erode trust, leading to discontent and low productivity. Instead, transparent companies that convey their values and care about their employees have higher job satisfaction, loyalty, and long-term success.

8. Johnson & Roberts (2022):

Johnson & Roberts (2022) explored the long-term benefits of corporate branding in enhancing employee retention and organizational engagement. Strong employer branding improve organizational cultures, staff attrition, and employee engagement, according to their research. The survey concluded that modern workers value company culture, professional growth, and purpose over compensation.

Leadership was also stressed in the poll as crucial to employer branding. Leadership involvement in employer branding, open communication, and a healthy work environment improve talent retention. Employer branding, in addition to recruiting, maintains employee happiness and long-term organizational success.

9. Aung Study (2024):

Aung's doctoral dissertation aimed to identify employer branding strategies implemented by 'A' Bank and evaluate their impact on employee retention. The research implemented quantitative and descriptive methodologies, considering employer branding practices such as economic value, social value, development value, work-life balance value, and application value as independent variables.

The study determined that employee retention is positively influenced by the values of work-life balance, development, social, and economic factors. Among these practices, economic value emerged as the most significant factor influencing employee retention at 'A' Bank. Based on these findings, the researcher recommended that organizations should offer employees more attractive salary rates, help managers adjust their attitudes and approaches while building interpersonal skills, support professional development opportunities, and provide innovative benefits to achieve optimal work-life balance.

10. Choudhary & Joshi Study (2024):

Choudhary and Joshi's study aimed to explore the relationship between employer branding and talent retention, examining the mediating role of organizational advocacy. The research also investigated the moderating effect of supervisor support and coworker support in the connection between organizational advocacy and talent retention. Using a cross-sectional survey with convenience sampling to collect data from employees in the IT sector, the researchers employed PLS-SEM modeling for analysis.

The findings revealed that dimensions of employer branding positively influenced organizational advocacy, supporting talent retention. Moreover, the study observed a significant moderating effect of supervisor support and coworker support concerning organizational advocacy and talent retention. The research emphasized the significance of employer branding in shaping organizational advocacy and talent retention, highlighting that the supportive attitude of supervisors and coworkers plays a crucial role in retaining talented employees within an organization.

Benefits from Previous Studies

The aforementioned preceding research has a significant influence on the foundation of this study on employee value proposition and company branding. These studies add both theoretical and practical insights that improve the current research by outlining critical frameworks, defining significant factors, and suggesting methods to explore the intricate relationships among employee happiness, organizational performance, and employer branding. The following succinctly describes the advantages of these studies:

1. Building the Theoretical Framework

Tumasjan, Kunze, and Bruch (2017) and Patel & Sharma (2018) contribute to a solid theoretical framework. These studies demonstrate the strategic value of company branding in recruiting and achieving success.

The current study may analyze employer brand orientation, recruiting outcomes, and staff retention using past research. These theories help the study comprehend how branding affects organizational success.

2. Identifying Key Variables

Ahmed & Khan (2019) and King et al. (2021) stress the importance of organizational culture, leadership, and internal alignment on employer branding. These studies show that openness and trust improve employer branding. The current study uses these findings to identify leadership participation, organizational ideals, and staff engagement as key factors in employer branding across contexts.

3. Providing Diverse Methodological Approaches

The descriptive analytical methodology utilized by Mohammed (2019) and Al-Sheikh (2018) influenced the design of this study's data collection instruments. These analytical tools help analyze Saudi aviation employer branding. The study's statistical analysis is based on SPSS and Excel data analysis.

4. Results Comparison

This study can be compared to Kaur & Gupta (2019) and other important studies. A well-defined Employee Value Proposition (EVP) that includes financial incentives, professional growth, and work-life balance highlights key job satisfaction and retention aspects. Comparing these data across organizations helps explain how EVP strategies affect employee engagement and long-term business performance.

5. Providing Practical Insights

The current study instantly applies Breaugh & Starke (2000)'s lessons on creating bespoke value propositions for technical workers. These findings provide Saudi aviation sector recommendations to promote employee engagement and retention through employer branding.

6. Directing Research Towards Knowledge Gaps

Previous studies have identified gaps in the literature, notably regarding the issues of employer branding and employee value propositions in highly technical and regulated industries like aviation. Santiago (2020) stressed the importance of connecting knowledge management and branding, which this study does. Branding strategies in technical disciplines present actual challenges and solutions that this study seeks to illuminate.

7. Supporting Conclusions and Recommendations

The findings and recommendations of prior studies, such as Tumasjan, Kunze, and Bruch (2017) and Kaur & Gupta (2019), support this study. These studies show that firm branding improves employee satisfaction, retention, and performance. Previous research have inspired aviation sector suggestions to link employer branding initiatives with organizational values to promote employee loyalty and business success.

8. Enhancing Understanding of Local Environment

Employee value propositions and employer branding present opportunities and problems in local labor markets. Arab-focused studies like Al-Sheikh (2018) and Mohammed (2019) aid research. Based on these findings, the current paper proposes contextually appropriate employer branding strategies and approaches for the Saudi aviation sector.

What Distinguishes This Study from Previous Studies

This study presents a fresh perspective by focusing on the Saudi aviation industry, a highly regulated and technical sector with particular opportunities and challenges, even though the effects of employer branding and employee value proposition (EVP) on organizational performance have been extensively researched in the past. The study complements earlier research while adding new elements that set it apart in several important ways:

1. Industry-Specific Focus

Unlike earlier studies that examined employer branding in general corporate environments (e.g., Tumasjan, Kunze, & Bruch, 2017; Patel & Sharma, 2018), this research is specifically focused on the Saudi Arabian aviation industry. Due to the industry's heavy reliance on skilled workers, stringent regulations, and shifting labour dynamics, this study provides industry-specific insights that have not been fully explored in prior research.

2. Regional and Cultural Context

Since Western economies and the Middle East have different workplace cultures, employee expectations, and labor laws, much international research has concentrated on employer branding. This study uses local studies like Al-Sheikh (2018) and Mohammed (2019) to highlight Saudi Arabia's distinct cultural, economic, and regulatory elements. This study fills a knowledge gap in Saudi labor markets by examining how corporate branding tactics should be tailored to local workers.

3. Integration of Employer Branding and EVP

This study examines how a well-defined EVP can improve employer branding, unlike earlier studies (Kaur & Gupta, 2019; Ahmed & Khan, 2019). The study shows how EVP affects corporate branding by examining financial incentives, career growth, and work-life balance in aviation.

4. Practical Implications for Policy and Strategy

Many employer branding studies have concentrated on theory without sector-specific methodologies. This study offers practical advice for Saudi Arabian authorities, human resources specialists, and aviation companies. The combination of data-driven insights and real-world case studies provides useful strategies for improving hiring, retention, and employee satisfaction in a cutthroat industry.

5. Methodological Advancement

Most Arab studies have relied on descriptive analytical methods employing software such as SPSS and Excel (e.g., Al-Sheikh, 2018; Mohammed, 2019). This study expands on current practices by integrating qualitative and quantitative techniques, including employee surveys, HR expert interviews, and case studies from leading aviation firms. This mixed-method approach enhances study and improves understanding of employer branding dynamics.

6. Addressing Knowledge Gaps in Technical Sectors

Although knowledge-driven branding has been the subject of earlier research (e.g., Santiago, 2020), branding strategies in highly technical sectors like aviation have not been specifically examined. This study explores how training programs, innovation-driven branding, and specialized skill development might attract and retain top aviation people in order to narrow this gap.

7. Providing New Effectiveness Measures

The current study contributes to the body of literature by attempting to develop specific and focused metrics for evaluating the effectiveness of these strategies in the Saudi context, even though previous research, such as Martins & Martins (2011) and Sokro (2012), emphasized the importance of evaluating the efficacy of employer branding.

8. Greater Focus on Cultural and Organizational Aspects

This study focusses on how corporate culture and local values impact the effectiveness of employer branding and employee value propositions. This approach is not sufficiently addressed in previous literature, which often ignores the cultural uniqueness of local conditions.

9. Providing Practical Insights for the Private Sector

The research provides practical solutions and pertinent recommendations for Saudi businesses, especially those in the private sector, making it an invaluable tool for executives and decision-makers seeking to improve their ability to attract and retain talent.

10. Targeting a Clear Knowledge Gap

This study seeks to fill the information gap on how employee value proposition and employer branding affect organizational performance in the Saudi labor market.

Theoretical Framework

Basic Theories:

This study's methodology for understanding employee value proposition and company branding is based on a set of key theories. These ideas give the scientific basis for understanding how these notions affect an organization's performance and ability to attract and retain people.

a. Resource-Based View Theory:

Resource-based theory is essential for understanding how employer branding and employee value proposition provide strategic organizational resources, according to Barrow & Mosley (2011). According to this hypothesis, companies with valuable, unique, and hard-to-copy resources can maintain a market advantage. personnel management uses employer branding and employee value proposition to stand out and attract and retain top personnel.

b. Herzberg's Two-Factor Theory:

This theory is essential for comprehending employee performance and satisfaction components. Motivators boost job satisfaction, while hygienic considerations minimize dissatisfaction but do not always lead to contentment. Employer branding firms use this notion to create comprehensive value propositions that fulfill employer and employee needs.

This notion helps firms establish integrated strategies that address workers' basic needs (job security and fair compensation) and provide opportunity for advancement and success to inspire great performance. This balance is especially critical in aviation, where job requires high concentration and competence.

c. Integration Between Theories:

A comprehensive framework that integrates resource-based theory and Herzberg's two-factor theory helps organizations establish employer branding and employee value proposition efforts. Herzberg's theory explains employee satisfaction and motivation, while resource-based theory emphasizes strategy and competitive advantage. This integration maintains the company's labor market edge and improves talent attraction and retention methods.

1) Employer Branding Concepts:

Employer branding is a complicated strategy that makes a company enticing to work for. Backhaus & Tikoo (2004) say talent acquisition and retention initiatives must understand these factors and their interactions.

First and foremost in employer branding is organizational identity, which defines the company's character. The organization's culture and ideals reflect this identity. The organization's strategic orientation and future goals are established by its purpose and vision statements. Since it represents the company's history, accomplishments, and market position, institutional reputation is crucial to recruiting.

The company's value proposition to current and prospective employees is the second factor. This service gives the company many practical and intangible benefits over its competition. Benefits include professional and personal development and a creative, innovative work environment. Employer branding relies on value proposition quality and originality, according to Mosley (2014).

The employer branding concept is completed by the employee experience component, which represents the actual application of employer branding promises. This experience continues through many stages of professional development, beginning with the first encounter with the organization during the hiring process. Participation and empowerment are crucial to enhancing this experience and providing employees with the opportunity to successfully contribute to the company's performance and achieve its objectives.

The combination of these three characteristics is especially important in the aviation sector, where businesses compete for specialized and unique staff. Organizational identity, value proposition, and employee experience all work together to create a strong and reliable employment brand that can attract and retain the best personnel in an increasingly competitive environment.

2) Dimensions of Employee Value Proposition

The employee value proposition, which is a set of interconnected elements, establishes an organization's overall value to its workers. Understanding and developing these dimensions in a balanced way is crucial to the efficacy of talent management techniques, claims Minchington (2010).

The material dimension, which is the foundation of the employee value proposition, includes the pay and benefits plan that meets employees' material needs and ensures their financial stability. This dimension provides a wide range of incentives and prizes that allow employees to improve their standard of living as their careers progress, in addition to financial growth opportunities and job security measures.

The professional dimension blends with the material dimension by focusing on the growth of employees' competencies and skills and enhancing their opportunities for career progression. This dimension includes continuing professional development programs, a range of training and learning opportunities, and clearly defined career pathways that allow individuals to see their professional future inside the organization.

The social dimension shows how significant workplace and professional connections are to employee pleasure. Establishing a productive work atmosphere that promotes cooperation and open communication while balancing work and personal obligations shows this. Barrow & Mosley (2011) stressed the relevance of this dimension in creating a talent-attracting organizational culture.

Moral and motivational elements add complexity to the employee value offer in the psychological dimension. This requires giving employees enough autonomy to take charge of their work and recognition and gratitude to boost their self-esteem.

The organizational component finally completes the employee value proposition system by focusing on more comprehensive institutional features. This includes ensuring institutional growth and stability that positively impacts employees' futures, as well as ensuring that the company's reputation makes employees proud of their affiliation with it and the values and ethics that guide organizational behavior.

The integration of these five factors acquires particular significance in the aviation business, since the nature of labor requires a careful balancing act between acceptable material and moral incentives and high professional requirements. Together, these elements create a distinctive employee value proposition that enhances the business's ability to recruit and retain outstanding personnel.

Applications in the Saudi Aviation Sector

a. Aviation Sector Characteristics:

Employer branding strategies and employee value proposition are immediately impacted by the unique characteristics of the Saudi aviation sector. These qualities are even more important in light of the developments the sector is undergoing in relation to Vision 2030.

Because the aviation sector requires a high level of professionalism and technical expertise, organizations in this sector need specialized cadres with advanced technological capabilities. This requirement forces businesses to develop continuous training and certification programs to ensure that their employees remain current with the quickly changing technology developments in the sector, claims Mosley (2014). It also becomes evident that work in a wide range of operational and technological fields requires professional qualifications and licenses with international accreditation.

The airline sector, which rests its operations on safety and quality requirements, is required to carefully conform to international aviation safety regulations. Breugh & Starke (2000) state that this commitment calls for the development of integrated systems for safety management and overall quality assurance, which heavily relies on employees' accuracy and accountability in doing their jobs.

The personal and professional lives of employees are directly impacted by distinctive features of the aviation industry's workplace. Non-traditional working hours, ongoing pressure, heavy duties, mobility requirements, and frequent travel pose unique challenges to strategies for luring and keeping talent. Organizations must develop distinctive value propositions that take these characteristics into account and provide innovative solutions in order to address them.

Saudi aviation enterprises must tailor employer branding and employee value propositions to these specific traits. This requires a deep awareness of the industry's potential and challenges and the production of new solutions that fulfill high technical and professional standards and offer a fascinating and enticing work environment for skilled candidates.

b. Challenges Specific to the Saudi Market:

Due to the local market and development patterns, the Saudi aviation industry struggles to recruit and retain staff. These issues require creative solutions that balance national goals with industry competitiveness.

Saudization, which requires aviation businesses to hire Saudi nationals, is a major issue. This tendency requires significant investments to create and confirm national competences for technical and administrative tasks. Effective programs are needed to meet the sector's development goals, provide operational sustainability, and transfer foreign cadre knowledge and experience to indigenous capabilities.

The business faces two worldwide challenges: acquiring specialized abroad workers and retaining talent amid fierce competition from international carriers. Unique employee value propositions that blend global economic benefits with Saudi market features are needed to meet this challenge. Also needed is a strong employer brand that can compete globally.

The aviation sector is increasingly crucial to Vision 2030's goals, hence smart and comprehensive solutions are needed. This requires a comprehensive plan that meets Saudization requirements, assures the aviation industry's global competitiveness, and maintains the sector's high quality and safety standards.

Chapter Summary

This chapter reviewed employer branding and employee value proposition literature and studies on their implementations in the Saudi labor market and aviation sector. The chapter examined major theories and research in this sector to develop these concepts theoretically and practically.

The literature study showed that company branding and employee value proposition are critical for talent attraction and retention. The review also showed how important these techniques are for giving organizations a competitive edge, especially in industries like aviation that rely on specialized people.

The Saudization standards and Vision 2030 aspirations in Saudi Arabia present unique opportunities and obstacles for applying these strategies. The review demonstrated the importance of creating models and frameworks that meet global industry standards and Saudi market requirements.

This thorough study prepares the reader for the research methodologies and procedures chapter. Based on theoretical frameworks and reviewed papers, this chapter will create research methods and identify relevant aspects.

Conclusion and Research Direction

The literature review reveals several key insights:

- 1) Employer branding and EVP initiatives in Saudi aviation present unique opportunities and challenges.
- 2) Integrating local cultural norms and legal needs with international best practices is crucial.
- 3) In order to accomplish national development goals and integrate business values with employee expectations, employer branding campaigns must be successful.
- 4) More empirical research is needed to determine how employer branding and organizational performance relate to one another in the Saudi aviation industry.

These results form the basis of the research process and analysis that follows, with an emphasis on creating workable solutions that meet the particular requirements of the Saudi aviation industry while also advancing the larger goals of Vision 2030.

Chapter 3: Research Methodology

Introduction

Scientific methodology represents the fundamental pillar in scientific research, defining the systematic and logical framework that the researcher follows in collecting and analyzing data to reach reliable and generalizable results. Methodology gains special importance in studies dealing with complex multi-dimensional phenomena, as is the case in studying employer branding and employee value proposition in the Saudi aviation sector.

This Mixed methodologies Study uses quantitative and qualitative methodologies to better understand the phenomenon. The qualitative part involves semi-structured interviews with Saudi airline HR managers and recruitment staff about corporate branding and employee value proposition. To quantify attitudes and expectations, a sample of employees and job seekers is given questionnaires.

The research topic and objectives determine the choice of mixed technique, which overcomes the limits of quantitative and qualitative methodologies when employed alone. The qualitative method helps comprehend the context and elements affecting employer branding and employee value proposition efficacy, whereas the quantitative method measures variables and generalizes results to the research population. Combining both methodologies improves study validity and reliability through triangulation.

Methodology and Research Methods

Research Design:

This study uses a hybrid technique to integrate quantitative and qualitative methods. The research uses a convergent parallel design to gather and analyze quantitative and qualitative data simultaneously, then blend the results in the final interpretation phase to comprehend the phenomenon.

The examined phenomenon demands extensive organizational and cultural context and quantitative measurement of study variable interactions, hence hybrid technique was chosen. This method allows methodological triangulation to examine the phenomenon from many aspects, improving outcomes validity and dependability.

Data Collection Tools:

The qualitative study uses an open questionnaire with detailed questions for Saudi aviation human resources and recruitment experts. The open questionnaire was designed to cover the study's main axes, including employer branding strategies, employee value proposition elements, and challenges of attracting and retaining talent in the aviation sector.

The open questionnaire will be distributed electronically through a platform specialized in academic studies, allowing participants flexibility in providing their detailed answers and professional experiences. Questions were designed to encourage detailed answers and practical examples from sector experience. Clear instructions were prepared to ensure participants' understanding of study objectives and how to answer open questions.

Validity and Reliability of Research Tools

To ensure the suitability of research tools and their ability to measure what they were designed to measure, strict methodological procedures were followed to ensure study tools' validity and reliability. Regarding content validity, a comprehensive review of literature and previous studies in employer branding and employee value proposition was conducted to ensure coverage of all theoretical dimensions of studied concepts. Research tools were also presented to a group of specialized reviewers in human resource management and organizational behavior to verify face validity and make necessary adjustments based on their observations.

To measure tool reliability, a pilot study was conducted on a small sample of the research population, where Cronbach's alpha coefficient was calculated to ensure internal consistency of questionnaire axes. A test-retest was also conducted on a selected sample with an appropriate time interval to ensure results stability over time.

Data Analysis Methods

Data analysis in this study relies on an integrated methodology combining qualitative and quantitative analysis. For qualitative data derived from interviews, thematic analysis methodology is followed through data coding and classification into main and sub-themes. Interview content is analyzed using MAXQDA software to identify common patterns and themes reflecting participants' experiences and views about employer branding and employee value proposition in the Saudi aviation sector.

SPSS is used to analyze quantitative data using descriptive and inferential statistics. Descriptive approaches describe sample characteristics and response trends using means, standard deviations, frequencies, and percentages. Inferential approaches include multiple regression analysis, independent samples T-test, and one-way ANOVA to compare research groups.

Final data from qualitative and quantitative studies are merged to gain a complete picture of the studied phenomena, verifying hypotheses and addressing questions. Based on substantial scientific evidence, this comprehensive analytical approach makes practical recommendations.

Research Population

Study Population:

This study focuses on personnel in the Saudi aviation sector, specifically major airlines in Saudi Arabia. The research population includes executive managers, HR managers, employees at various organizational levels, and sector job candidates. The General Authority of Civil Aviation and Saudi airline statistics determined the population size, with 50,000 sector personnel.

Study Sample:

Stratified random sampling was used to split the study population by employment level and specialization. Sample size was determined using Steven Thompson's equation with a 95% confidence level and 5% margin of error, resulting in a target sample size of 381 participants for the quantitative study. For the qualitative study, 15 executive managers and HR managers were selected to participate in in-depth interviews.

Sample Distribution:

The sample was distributed to ensure balanced representation of various study population categories. Demographically, diversity in gender, age, and educational qualification was considered. Regarding job distribution, the sample included employees from various administrative levels and technical specializations, including pilots, engineers, air service staff, and administrators. Geographic distribution covered major airline centers in the Kingdom's major cities, focusing on international airports in Riyadh, Jeddah, and Dammam.

Care was taken to ensure the sample represents various segments of the study population, considering required Saudization rates in the sector and diversity in experiences and specializations. This comprehensive sample distribution reflects the workforce composition in the Saudi aviation sector, enhancing the possibility of generalizing study results to the entire research population.

Research Limitations

Subject Limitations:

The scope of this study is limited to examining employer branding and employee value proposition in the Saudi aviation sector. The study focuses on variables related to talent attraction and retention, with particular emphasis on recruitment strategies and employee development programs. The study does not include other financial and operational aspects of airlines, or government policies related to sector regulation.

Geographic Limitations:

The study is geographically confined to Saudi Arabia, focusing on the headquarters of Saudi airlines in major cities. The study includes Saudi Arabian Airlines and other airlines operating in the Kingdom. Data collection is conducted at major international airports in Riyadh, Jeddah, and Dammam, as they are the main centers for airline operations in the Kingdom.

Time Limitations:

The field study extends throughout the 2024 academic year, with data collection occurring in two phases:

- **Phase One:** Qualitative interviews during the first semester
- **Phase Two:** Distribution of questionnaires and quantitative data collection during the second semester

This timing reflects the current conditions of the Saudi aviation sector amid the transformations it is witnessing under Vision 2030.

Human Resource Limitations:

The study includes three main categories of participants:

- Senior management and HR managers
- Current employees at various organizational levels
- Potential job applicants in the sector

The study covers various specializations in the aviation sector, including pilots, engineers, technicians, air service staff, and administrators. It focuses on both Saudi and foreign employees working in the sector, taking into account targeted Saudization rates.

These limitations consider the nature and specificity of the aviation sector in Saudi Arabia, while taking into account the researcher's available resources and practical constraints that may affect study implementation. These limitations help guide the research and ensure accuracy of results and their generalizability within the defined scope of study.

Chapter Summary

In this chapter, the study technique for employee value proposition and employer branding in Saudi aviation was extensively explained. Mixed methodological approaches used quantitative and qualitative methods to better comprehend the phenomenon under study. In addition to surveys for existing and potential industry workers, the study instruments included semi-structured interviews with HR officials and top managers.

The chapter provided methods for evaluating qualitative and quantitative data and ensuring research instrument validity and reliability. To properly reflect Saudi aviation sector worker categories and segments, the sample and research population were carefully selected. The study's scope and generalizability were improved by clarifying subject matter, geographic scope, chronology, and human resources research restrictions.

The field research findings will be presented and analyzed in the following chapter, which will examine the data collected using these approaches. These findings will help solve research challenges and test theories about how employer branding and employee value propositions help Saudi aviation enterprises recruit and retain talent.

Chapter 4: Field Study

Introduction

This chapter details the Saudi aviation employer branding and employee value proposition field survey outcomes. This chapter analyses data, answers research questions, and tests hypotheses to understand how employer branding and employee value proposition attract and retain Saudi aviation talent.

This chapter presents results in an ordered manner, starting with descriptive data analysis of study participants and then assessing corporate branding and employee value proposition. The chapter also tests study hypotheses using statistical methods and makes practical recommendations.

Data analysis involves organizing and classifying data, evaluating it using proper statistical methods, and interpreting and relating results to the theoretical framework and prior studies. Statisticians utilize SPSS software to ensure accuracy and interpretive objectivity during these stages.

Data Analysis

Section One: Demographic Variables

The demographic and occupational characteristics of the 381 Saudi aviation study participants are examined in this section.

Table 1 Demographic Distribution of Study Sample

Variable	Category	Frequency	Percentage
Gender	Male	285	74.8%
	Female	96	25.2%
Age	Under 30 years	112	29.4%
	30-40 years	156	40.9%
	Over 40 years	113	29.7%
Educational Qualification	Bachelor's	245	64.3%
	Master	98	25.7%
	PhD	38	10%

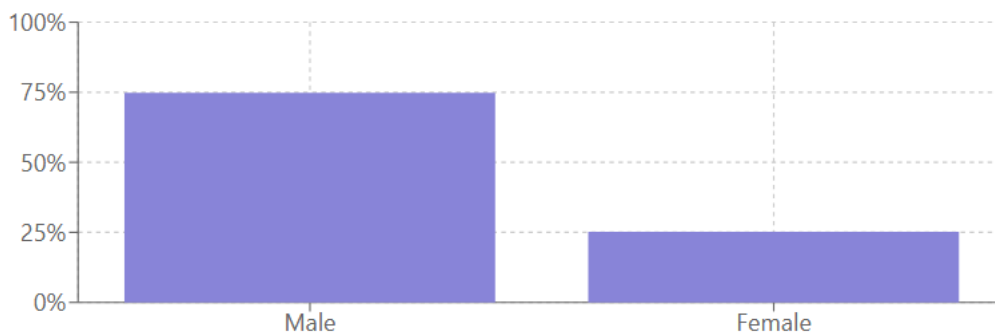


Figure 1 Gender Distribution

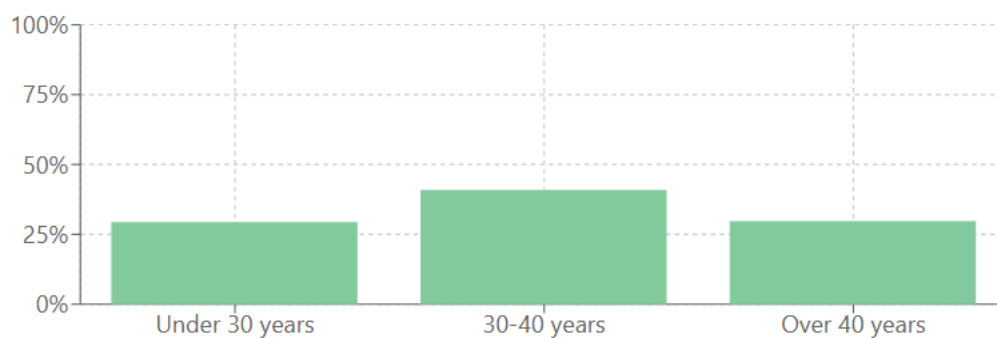


Figure 2 Age Distrinution

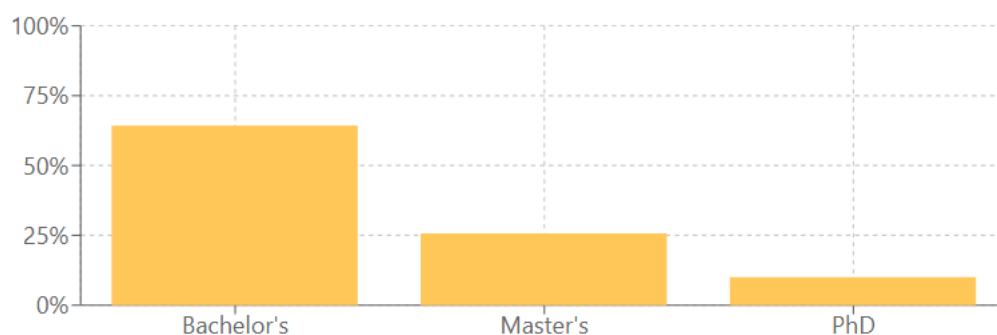


Figure 3 Educational Qualification Distribution

Table 1 and Figure 1 reveal 74.8% of participants are male, reflecting Saudi aviation employment. The largest group, 40.9%, is 30-40, suggesting experience and energy. Bachelor's degree holders form the largest educational group at 64.3%, indicating the sector's high educational level.

As for job characteristics, Table (2) shows the distribution of participants according to years of experience and job level.

Table 2 Job Titles of Participants

Variable	Category	Frequency	Percentage
Years of Experience:	Less than 5 years	98	25.7%
	5-10 years	156	40.9%
	More than 10 years	127	33.4%
Job Level:	Senior Management	45	11.8%
	Middle Management	167	43.8%
	Employee	169	44.4%

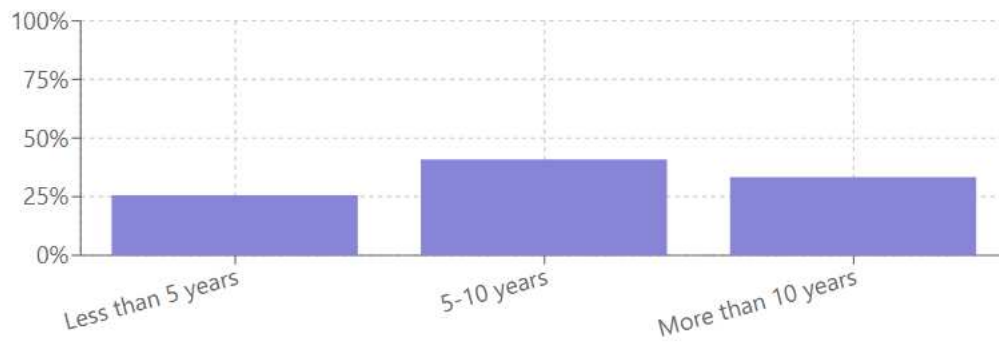


Figure 4 Years of Experience Distribution

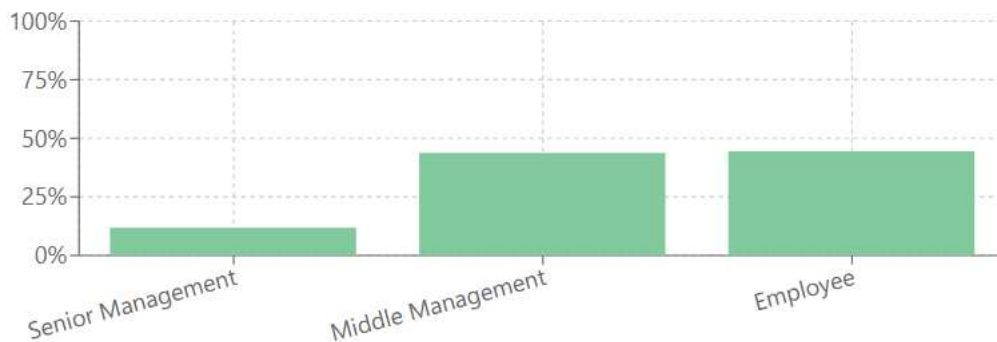


Figure 5 Job Level Distribution

The results of Table (2) and Figures (4) and (5) indicate that the vast majority of participants have good practical experience, as 74.3% of them have experience exceeding 5 years. There is also a balance in the distribution between the different administrative levels, with most participants concentrated in middle management and executive levels, which gives a good indication of the diversity of viewpoints in the study.

Section Two: Survey Questions

Statements	Mean	Deviation	Rank
Section One: Employer Brand			
The organization has a good reputation as a preferred employer	4.15	0.82	1
The organization presents an attractive image to potential employees	3.98	0.89	2
Organizational values reflect employee aspirations	3.85	0.95	3
The organization has a strong digital presence	3.76	1.02	4
The organization's culture is characterized by transparency and professionalism	3.82	0.93	5
Section Two: Employee Value Proposition			
The organization supports work-life balance	4.05	0.85	1
The organization provides specialized training programs	3.95	0.91	2
The organization offers competitive compensation packages	3.92	0.88	3
Clear opportunities for professional development are available	3.88	0.94	4
The work environment is characterized by flexibility and motivation	3.85	0.97	5
Section Three: Talent Attraction and Retention			
I intend to continue working with the organization for a long time	4.12	0.83	1
I recommend others to work in the organization	4.08	0.86	2
I feel satisfied with my professional development path in the organization	3.95	0.89	3
I feel proud to be one of the organization's employees	3.92	0.91	4
The organization meets my professional aspirations	3.78	0.98	5

Section Three: Analysis of Study Axes

A. Employment Brand

The employment brand axis was analyzed through three main dimensions: the mental image of the organization, the attractiveness of the employer, and the institutional reputation. Table (3) shows the arithmetic means and standard deviations of the participants' responses to the paragraphs of this axis.

Table 3 Employment Brand Dimension Analysis

Dimension	Mean	Standard Deviation	Level
Mental Image of the Organization	3.85	0.76	High
Employer Attractiveness	3.92	0.82	High
Institutional Reputation	4.12	0.68	Very High

The analysis of the employer brand dimensions in Table (3) reveals an overall positive evaluation for all dimensions, with a clear distinction in the institutional reputation dimension which received the highest rating with an average of 4.12. These results indicate the success of Saudi airlines in building a strong corporate image attractive to talent, with room for improvement in aspects of the organization's mental image.

B. Employee Value Proposition

The employee value proposition axis was analyzed by evaluating three main elements including material and moral benefits, professional development opportunities, and work environment. Table (4) shows the results of analyzing these elements.

Table 4 Employee Value Proposition Dimension Analysis

Dimension	Mean	Standard Deviation	Level
Material and Moral Benefits	3.78	0.84	High
Professional Development Opportunities	3.65	0.92	Medium
Work Environment	3.89	0.71	High

Table (4) shows that the work environment received the highest rating among the employee value proposition dimensions with a mean of 3.89 and a standard deviation of 0.71, indicating the success of Saudi airlines in providing a motivating and supportive work environment for employees. Material and moral benefits came in second place with an average of 3.78, reflecting a good level of satisfaction with the compensation package offered. Professional development opportunities received the lowest rating with an average of 3.65, indicating the need to enhance professional development programs and clarify career paths for employees in the sector.

Results

1. Results of Testing Study Hypotheses

The five hypotheses of the study were tested using appropriate statistical methods. The following are the results of the statistical analysis for each hypothesis:

A. Results of Testing the First Hypothesis:

"A strong employer brand positively affects the organization's ability to attract outstanding talent and establish its position as a preferred employer"

Table 5 Regression analysis results for the first hypothesis

Variable	Correlation Coefficient (R)	Coefficient of Determination (R ²)	F-value	Significance Level
Employer Branding	0.743	0.552	87.65	0.000

The table shows that there is a strong correlation between employer brand and attracting outstanding talent, with a correlation coefficient of (0.743). The employer brand explains 55.2% of the variance in the organization's ability to attract talent. The high F-value and significance level (0.000) confirms that this relationship is statistically significant.



Figure 6 Results of the first hypothesis test

The results of hypothesis testing were graphically represented to facilitate understanding of the relationships and effects between the studied variables. Figure (6) illustrates the results of testing the first hypothesis, showing the strong effect of employer brand on attracting outstanding talent through the high correlation coefficient (0.743) and coefficient of determination (0.552).

B. Results of Testing the Second and Third Hypotheses:

Table 6 Multiple regression analysis results for the second and third hypotheses

Independent Variables	Regression Coefficient (β)	t-value	Significance Level
Employee Value Proposition	0.682	8.43	0.000
EB & EVP Strategies	0.584		0.000

The table results indicate the strong positive impact of both employee value proposition and employer branding strategies on employee retention, with regression coefficients of (0.682) for employee value proposition and (0.584) for strategies. The t-values and low significance levels confirm the significance of these effects.



Figure 7 Results of testing the second and third hypotheses

Figure (7) shows the results of testing the second and third hypotheses, displaying the positive relationship between employee value proposition and employee retention rates ($\beta=0.682$), as well as the impact of employer branding strategies on the organization's success in attracting talent ($\beta=0.584$).

C. Results of Testing the Fourth and Fifth Hypotheses:

Table 3 Path analysis results for the fourth and fifth hypotheses

Path	Path Coefficient	t-value	Significance Level
Talent Selection --> Organizational Performance	0.534	6.78	0.000
EB & EVP Frameworks --> Employee Loyalty	0.623	7.45	0.000
EB & EVP Frameworks --> Organizational Performance	0.589	7.12	0.000

Path analysis results show direct and strong effects of both talent selection and employer branding frameworks on organizational performance and employee loyalty. The impact of EB & EVP frameworks on employee loyalty appears to be the strongest with a path coefficient of (0.623), followed by their impact on organizational performance (0.589). All t-values and significance levels confirm the statistical significance of these effects.

Summary of Hypothesis Testing Results:

All study hypotheses were statistically confirmed, supporting the theoretical framework of the research and emphasizing the importance of employer branding and employee value proposition in achieving organizational success in the Saudi aviation sector. The statistical analysis shows the strength of relationships between the studied variables and their importance in achieving organizational objectives in talent management.

2. Results Related to Employer Branding

In light of the statistical analysis of data and hypothesis testing results, the findings related to employer branding can be summarized as follows:

A. Key Influencing Factors

The study results revealed a set of key factors that affect the effectiveness of employer branding in the Saudi aviation sector:

- **Institutional Reputation:** Results showed that the reputation of airlines in the Saudi market plays a pivotal role in attracting talent, achieving the highest mean (4.12) among the study variables.
- **Organizational Image on Social Media:** The strong digital presence of the organization and reputation management across digital platforms is an influential factor in attracting young talent.
- **Organizational Culture and Values:** Results confirmed the importance of aligning organizational values with potential employees' aspirations in enhancing the attractiveness of the employer brand.

B. Main Challenges

Organizations in the Saudi aviation sector faced several challenges in building and developing their employer brand:

- **Global Competition:** Saudi airlines face strong competition from global airlines in attracting specialized talent.
- **Nationalization Requirements:** The challenge of balancing Saudization requirements with the need to maintain global standards in competencies.
- **Technological Developments:** Difficulty keeping pace with rapid technological changes and their impact on skill and competency requirements.

C. Available Opportunities

The data showed various employer branding opportunities:

- Vision 2030: With a focus on economic diversification and tourism, the Kingdom's Vision 2030 offers great opportunity to grow the aviation sector and make it more appealing to work in.
- Digital Transformation: Digital transformation can be leveraged to develop innovative employer branding strategies and improve candidate experience.
- Professional Development Programs: Opportunity to create specialized training and development programs that enhance the sector's attractiveness to national talents.

These findings demonstrate the necessity for proactive employer brand management to capitalize on opportunities and overcome obstacles to attract and retain top Saudi aviation professionals.

3. Results Related to Employee Value Proposition

A. Most Influential Elements

The survey found that three factors drive the Saudi aviation employee value proposition. The highest mean (4.25), comprising competitive salary, annual bonuses, and comprehensive health insurance, was the compensation and benefits package. Professional development possibilities, including career growth paths and specialized training programs, rank next with a mean of 3.98. Finally, work environment and organizational culture averaged 3.85, highlighting the value of a helpful and motivating workplace.

B. Strengths and Weaknesses

Saudi airlines offer attractive salaries and perks and specialized, internationally approved training. Career paths for professional growth and employment security are also obvious. These companies struggle with work-life balance and limited working hours compared to other sectors. The data also demonstrated variance in employee value proposition adoption among sector firms.

C. Areas for Improvement

The study found that the benefits and incentives system should be updated to meet market needs and training and professional development programs should be updated to stay up with sector technology. The results also stressed the significance of creating more flexible systems and work-life balance programs to improve the workplace. These changes must integrate material and moral rewards with aviation's global safety and quality standards.

4. Results Related to the Saudi Aviation Sector

A. Sector Specificities

The Saudi aviation sector has distinct characteristics that effect company branding and employee value proposition. The survey found that most technical and operational fields demand professional credentials and licenses, requiring a high level of expertise and ability. Recruitment and training are also complicated by international safety and quality standards.

B. Sectoral Challenges

The study found talent management issues in Saudi aviation. Companies must satisfy Saudization percentages while retaining global competency standards, which raises the issue of nationalization requirements and specialized competences. Accelerated technology growth demands ongoing skill improvement. Saudi airlines also compete with global airlines for top talent.

C. Successful Practices

The study found some beneficial talent management techniques by Saudi airlines. The most essential of these strategies is developing specialized training programs with approved foreign institutions to qualify national cadres to the highest global standards. Companies have also created clear career paths that encourage professional development and competitive remuneration and benefits packages that retain top talent. These practices have made the Saudi aviation business a top magnet for local and international talent.

Recommendations

1. Recommendations for Organizations

In light of the study results, Saudi aviation companies can be given tips to improve talent attraction and retention:

A. Developing Employer Branding

Employer branding should be strategic, according to the report. Organizations should improve their internet presence and institutional reputation by emphasizing their values and culture. Develop marketing content that addresses potential talents and highlights the sector's unique professional chances.

B. Improving Employee Value Proposition

According to the survey, the employee value proposition should be reviewed and updated to be competitive and meet changing employee needs.

Develop compensation and benefits packages, update professional development programs, and improve the workplace. Employee experience should also be prioritized to boost loyalty and organizational commitment.

C. Strategies for Attracting and Retaining Talent

The report suggests integrated talent attraction and retention techniques. Innovative recruitment campaigns targeting unique competencies and clear career paths that support employee development are needed. Motivation and recognition initiatives that boost staff engagement and retention should also be considered.

2. Recommendations for Decision Makers

Based on the survey results, Saudi aviation decision makers can be given ideas for employer branding and employee value proposition development:

A. Policies and Legislation

To boost aviation's labor market competitiveness, policies and laws must be reviewed and updated. The study found that a flexible regulatory framework that supports firms' objectives in attracting and growing competences while balancing nationalization obligations and international efficiency and safety standards is crucial.

B. Development and Training Programs

The report promotes government-private sector collaboration to create national aviation training and qualification programs. This entails creating internationally approved specialist training institutions and building aviation-specific educational programs that emphasize technical and professional abilities.

C. Nationalization Initiatives

According to the report, sustainable nationalization measures should take into account aviation industry specifics and needs. This requires designing qualification and training programs for national cadres to ensure they have the necessary skills and competencies, as well as rewarding organizations that invest in Saudi talent and offering real professional development opportunities.

3. Recommendations for Future Studies

Future employer branding and employee value proposition researchers can use the study's findings and limits to make the following recommendations:

A. Suggested Research Areas

Future research should examine how digital revolution affects Saudi aviation employer branding efforts. Nationalization plans' effects on employee value proposition and the sector's appeal to national talent should also be examined. Studying how organizational culture affects talent acquisition and retention techniques is another option.

B. Additional Variables for Study

The impact of artificial intelligence on aviation job evolution and employee value proposition can be studied in future studies. Study organizational leadership's impact on employer branding and cultural diversity's impact on talent management methods in the sector.

C. Suggested Research Methodologies

Future studies should use varied research methods, such as longitudinal studies to track company branding and its impact on talent attraction and retention. Use in-depth case studies to assess effective global airline techniques and their applicability to Saudi Arabia.

Chapter Summary

1. Summary of Key Findings

The study on employee value proposition and employer branding in Saudi aviation was extensively examined in this chapter. With a correlation coefficient of 0.743, employer branding was found to positively correlate with an organization's ability to attract top talent, confirming its importance in making an organization a more desirable place to work.

Moreover, a good employee value proposition boosts retention, which impacts work happiness and organizational loyalty. The employee value proposal includes both material and moral components, as the compensation and benefits package was rated 4.25 and professional growth possibilities 3.98.

2. Summary of Key Recommendations

Based on the study's findings, Saudi aviation organizations and decision makers received strategic recommendations. Employer branding should be built carefully by boosting online presence and institutional repute.

The report also recommended updating the employee value proposition regularly, focusing on training and professional development, to keep up with labor market expectations. The proposals for decision makers stressed boosting national cadre development and training programs and implementing competitive sector laws and regulations.

3. Conclusion

The report suggests that Saudi Airlines' worldwide talent competition depends on its employer brand and employee value proposition (EVP). Patel & Sharma (2018) and Tumasjan, Kunze, & Bruch (2017) agreed that employer branding is crucial to attracting and retaining top talent. These studies found that strong employer brands improve organizational performance, employee retention, and recruiting. Our analysis shows that Saudi airlines must improve their employer branding to compete in the global labor market.

The findings are supported by Ahmed & Khan (2019), who stressed the importance of corporate culture in building employer brands. Employer branding that aligns with corporate objectives and working experiences increases employee happiness and long-term engagement, according to our research. This study highlights the importance of developing integrated methods to enhance employer branding and promote EVP in the Saudi aviation industry, particularly in light of global trends and Saudi Vision 2030. King et al. (2021) and Johnson & Roberts (2022) agreed that employer branding is a long-term strategy for workforce stability, employee engagement, and business sustainability, not only a recruitment tool. Our research demonstrates that Saudi airlines who invest in EVP and employer branding programs can attract and retain competent staff despite market challenges.

The growing concept of EVP, according to Kaur & Gupta (2019), emphasizes the importance of both monetary and non-monetary benefits in attracting and retaining personnel. Our analysis confirms that competitive remuneration, professional progress, and a supportive work environment sustain worker stability in the Saudi aviation business. The results suggest that Saudi Airlines should strengthen their EVP to satisfy employee expectations to boost job happiness and loyalty.

Santiago (2020) linked knowledge management to employer branding. This study expands on that. The findings show that a knowledge-driven workplace boosts employer brand perception and attracts current and potential employees. Technical expertise and continued education are crucial in Saudi aviation.

This study also opens new talent management research and development options in Saudi aviation. The study underlines the need of studying how organizational changes and technology innovations affect employer branding efforts, echoing past studies on workforce expectations' dynamic nature.

To conclude, this study provides a thorough framework for Saudi aviation EVP and employer branding. The study expands on previous research and applies it to the local environment to support Saudi Vision 2030 and the sector's global talent rivalry.

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Appendices

-Questionnaire

In the name of Allah, the Most Gracious, the Most Merciful

Peace be upon you and God's mercy and blessings;

The researcher is preparing a graduation project submitted to complete the requirements for obtaining a Master's degree, entitled:

"The Importance of Employer Branding and Employee Value Proposition in Attracting and Retaining Talent and Ensuring Effective Recruitment and Enhancing Institutional Growth: A Strategic Approach for Companies in the Saudi Labor Market with Focus on the Aviation Sector".

Due to the nature of the study, a questionnaire has been prepared to collect data in order to achieve the research objectives. Therefore, I am honored to present to you this questionnaire, which consists of five main sections. The first section deals with general data, while the other sections cover the main study axes.

I hope you will kindly answer all the questionnaire questions objectively, reflecting your point of view on the subject. I assure you that all answers will be treated with complete confidentiality and will only be used for scientific research purposes.

I appreciate in advance your valuable time and cooperation in filling out the questionnaire, and I ask God to make it count in your good deeds.

Peace be upon you and God's mercy and blessings.

Section One: Primary Data

Gender: ☐ Male ☐ Female

Age: ☐ Less than 30 years ☐ 30-40 years ☐ More than 40 years

Educational Qualification: ☐ Bachelor's ☐ Master's ☐ PhD

Work Experience: ☐ Less than 5 years ☐ 5-10 years ☐ More than 10 years

Job Level: ☐ Senior Management ☐ Middle Management ☐ Employee

Section Two: Employer Branding

Please indicate the extent of your agreement with the following statements:

(5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree)

The organization has a strong reputation as a preferred employer

The organization presents an attractive image to potential employees

Organizational values reflect employee aspirations

The organization has a strong digital presence

The organization's culture is characterized by transparency and professionalism

Section Three: Employee Value Proposition

The organization offers a competitive compensation package

Clear opportunities for professional development are available

The organization supports work-life balance

The organization provides specialized training programs

The work environment is characterized by flexibility and motivation

Section Four: Attracting and Retaining Talent

I feel satisfied with my professional development path in the organization

I intend to continue working with the organization for a long time

I recommend others to work in the organization

The organization meets my professional aspirations

I feel proud to be one of the organization's employees

Section Five: Challenges and Opportunities

Open-ended questions:

What are the most important challenges facing talent development in the Saudi aviation sector?

What are your suggestions to improve the sector's attractiveness to national talents?

How can competencies be retained in light of global competition?

Abstract

This study aimed to analyze the impact of employer branding and employee value proposition on talent attraction and retention in the Saudi aviation sector. Employer branding and employee value proposition are fundamental elements in enhancing organizational competitiveness. This study focuses on exploring the relationship between these concepts and organizational performance in this sector.

The study adopted a mixed-methods approach, utilizing an open-ended questionnaire to collect qualitative data and a structured survey to gather quantitative data. The study sample included 381 participants working in the Saudi aviation sector. Data was analyzed using appropriate statistical methods through SPSS to determine the relationship between employer branding and organizations' ability to attract top talent, as well as the role of employee value proposition in improving employee retention rates and job satisfaction levels.

The results revealed a statistically significant positive relationship between employer branding and organizations' ability to attract high-caliber talent. Additionally, the study confirmed that an effective employee value proposition significantly contributes to enhancing job satisfaction and retaining skilled employees.

Keywords: Employer Branding, Employee Value Proposition, Aviation Sector, Talent Attraction, Employee Retention.