# The Impact of Employer Branding on Attracting and Retaining Generation Z Talent In Saudi Arabia's Oil and Gas Industry

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## ABSTRACT

*This study examines the impact of employer branding on attracting and retaining Generation Z talent in Saudi Arabia's oil and gas industry within the context of Vision 2030. As Saudi Arabia diversifies its economy away from oil dependence, emerging sectors supported by Vision 2030—such as renewable energy, tourism, and electric vehicles—pose competitive threats to traditional oil and gas companies in attracting young talent. Using a quantitative approach with 100 respondents from Generation Z in Saudi Arabia, this research employs multiple regression analysis to identify which employer branding dimensions most significantly influence Generation Z's intention to apply and employee retention in the oil and gas sector. The study measures four independent variables: Employee Growth Need Strength, Psychological Contract, Perception of Organizational Support, and Organizational Identification, against two dependent variables: Intention to Apply and Employee Retention. Results reveal that Psychological Contract ($\beta = 0.399$, $p < 0.001$ for intention to apply; $\beta = 0.461$, $p < 0.001$ for retention) and Organizational Identification ($\beta = 0.307$, $p = 0.001$ for intention to apply; $\beta = 0.270$, $p = 0.001$ for retention) are the most significant factors influencing both outcomes. The findings suggest that oil and gas companies should prioritize transparent career development programs, competitive compensation packages, work-life balance initiatives, and strong organizational identity to attract and retain Generation Z talent. This research contributes practical insights for human resource strategies in the oil and gas sector during Saudi Arabia's economic transformation.*

| KEYWORDS | *Employer Branding, Employee Retention, Generation Z, Oil and Gas* |
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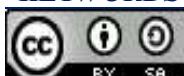
## INTRODUCTION

The Kingdom of Saudi Arabia aspires to become one of the world's most powerful nations, and to achieve this goal, it launched Vision 2030 on April 26, 2016 (Kingdom of Saudi Arabia, 2016; Moshashai et al., 2020). This national blueprint aims to diversify the economy, empower citizens, and position Saudi Arabia as a global leader through sustainable development, innovation, and a vibrant society (Abdelkrim & Saidi, 2020; Abdullateef et al., 2023; Guendouz & Ouassaf, 2020; Nurunnabi, 2017; Yamada, 2016). Guided by His Royal Highness Prince Mohammed bin Salman bin Abdulaziz, Crown Prince and Prime Minister, *Vision 2030* seeks to improve quality of life, expand investment opportunities, and encourage global partnerships while balancing tradition with modernization and sustainability (Alsofayan et al., 2024; Esmail, 2018; Hassan, 2020; Renschler, 2021; Winarni & Permana, 2022).

A key driver of this transformation is Generation Z, which represents approximately 30% of Saudi Arabia's 35 million citizens. This generation is technologically skilled, socially aware,

and significantly influences consumer behavior and workplace expectations. Their active role is vital to achieving *Vision 2030*, especially as the plan emphasizes economic diversification into tourism, entertainment, technology, and renewable energy—areas that appeal strongly to Gen Z's values and aspirations.

While *Vision 2030* seeks to reduce dependence on oil revenues, the oil and gas (O&G) industry remains a central pillar of the economy and a critical enabler of national development. The vision's shift toward diversification, however, presents challenges for the O&G sector in both attracting new talent and retaining current employees. Gen Z's growing interest in sustainability-driven projects such as NEOM, the Red Sea Project, and Qiddiya has intensified competition for talent, prompting the O&G industry to strengthen its employer branding.

Employer branding has become a strategic necessity to maintain the sector's relevance and desirability among young professionals. According to Deloitte (2024), environmental sustainability ranks as a top concern for Gen Z and millennials, with a majority expressing anxiety about climate change and preferring to work for organizations that reflect their environmental values. Many have switched or plan to switch jobs to align with these principles. Given this mindset, oil and gas companies must redefine their image—not only as energy providers but also as innovators in sustainability and advanced technology—to remain attractive employers.

This study examines two central questions: how the O&G industry can attract new talent despite the competitive appeal of *Vision 2030* projects, and how it can retain existing employees who may be drawn to emerging sectors. The research aims to develop effective employer branding strategies that align with Gen Z's expectations while fostering workforce stability through strong retention mechanisms. By identifying the key dimensions of employer branding that influence Gen Z, this study contributes both theoretically and practically to human resource management in Saudi Arabia's evolving economic landscape. Strengthening the O&G industry's branding will help sustain its role as a foundation for economic diversification and ensure continued support for the broader *Vision 2030* objectives.

## RESEARCH METHOD

This study employed a quantitative research design to investigate the impact of employer branding on Generation Z's intention to apply and employee retention in Saudi Arabia's oil and gas industry. The research was conducted in the Kingdom of Saudi Arabia, targeting Generation Z individuals (born between 1995 and 2010) who were either working in or interested in joining the oil and gas sector.

The study population consisted of Generation Z individuals in Saudi Arabia with awareness of or interest in the oil and gas industry. Using a purposive sampling technique, 100 respondents were selected based on four criteria: (1) aged between 18 and 29 years, (2) Saudi nationals or long-term residents, (3) familiar with the oil and gas sector through education, employment, or career interest, and (4) willingness to participate voluntarily. The sample size of 100 respondents was deemed sufficient for multiple regression analysis, meeting the minimum requirement of 10 observations per variable (Hair et al., 2021).

Primary data were collected through an online structured questionnaire distributed via Google Forms. The instrument consisted of three sections: demographic information, employer branding dimensions, and outcome variables measuring intention to apply and employee

retention. All items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data collection took place from January to March 2024.

The study examined four independent variables representing employer branding dimensions and two dependent variables representing organizational outcomes. These variables and their corresponding instruments were as follows: (1) Employee Growth Need Strength (EGNS) with six items from Berthon et al. (2005); (2) Psychological Contract (PC) with eleven items adapted from Edwards (2009) and Backhaus & Tikoo (2004); (3) Perception of Organizational Support (POS) with nine items; (4) Organizational Identification (OI) with six items; (5) Intention to Apply (IA) with four items; and (6) Employee Retention (ER) with six items adapted from Thalgaspitiya (2020).

Data were analyzed using IBM SPSS Statistics Version 26.0. The analytical procedures included descriptive statistics, validity testing using Pearson's correlation coefficients ($r > 0.195$ for $n = 100$), reliability testing using Cronbach's alpha ($\alpha > 0.70$), classical assumption tests (normality, multicollinearity, and heteroscedasticity), and multiple linear regression analysis. Hypotheses were tested using the t-test for partial effects (t-calculated $> 1.99$) and the F-test for simultaneous effects (F-calculated $> 2.47$). The coefficient of determination ($R^2$) was used to determine the proportion of variance explained by the model.

The conceptual framework of this study posited that employer branding—represented through four dimensions (Employee Growth Need Strength, Psychological Contract, Perception of Organizational Support, and Organizational Identification)—influenced both Generation Z's intention to apply to oil and gas companies and their retention within these organizations. This framework was grounded in Signaling Theory (Spence, 1973), which suggests that employer branding signals organizational attributes to potential and current employees, and Social Identity Theory (Tajfel & Turner, 1979), which explains how organizational identification shapes employee attitudes and behaviors.
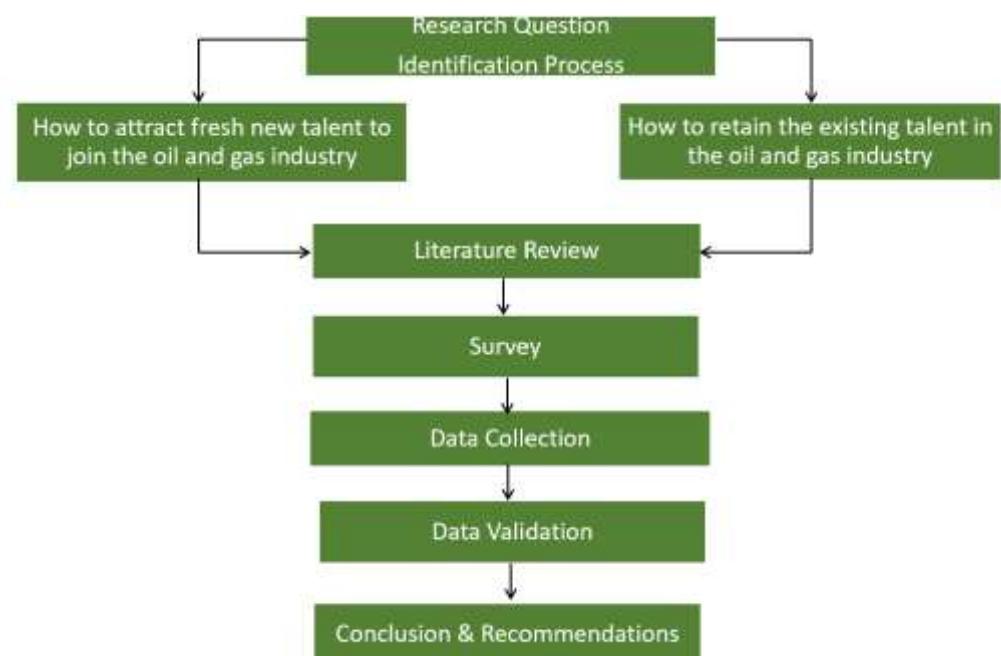


Figure 5 Research Framework

The research framework illustrates the hypothesized relationships between employer branding dimensions and the outcome variables, tested through two regression models: Model 1 examines the impact on intention to apply, and Model 2 examines the impact on employee retention.

## RESULT AND DISCUSSION

### Descriptive Analysis

The recapitulation of descriptive analysis, based on 100 respondents in this research, is presented below.

**Table 1. Descriptive Statistics**

| Variable | n | Statement items | Min | Max | Mean | St.Dev |
|---|---|---|---|---|---|---|
| Employer Branding | 100 | 32 | 68 | 160 | 124.31 | 18.88 |
| Intention to Apply | 100 | 4 | 9 | 20 | 16.57 | 3.21 |
| Employee Retention | 100 | 6 | 8 | 30 | 24.94 | 4.87 |

Referring to the table above, the respondents' evaluations of each research variable can be discerned. The employer branding variable includes 32 statement items, with respondent scores ranging from 68 to 160 and a recorded mean of 124.31±18.88. For the intention to apply variable, which includes 4 statement items, the respondents' scores fall within the range of 9 to 20, yielding an average score of 16.57±3.21. In regard to the employee retention variable, comprising 6 statement items, the scores range from 8 to 30, with a mean value of 24.95±4.87.

### Validity and Reliability Tests Findings

The validity test was done by correlating the question's answer score with the variable's total score. The correlation technique used is the Pearson Product Moment correlation technique, which is based on a measuring scale for ordinal data. The number used as a comparison to check whether an item is valid or not is 0.195 (r table for 100 samples)

Meanwhile, the reliability test is used to check the stability and consistency of the measurement results. A measurement instrument is considered reliable if it produces the same result on one object after multiple attempts. The reliability technique used in this research is consistency reliability, which is assessed between each variable. This research used the Cronbach's alpha method, where the test is considered reliable if the coefficient value of Cronbach's alpha is more than 0,7.

### *Validity Test Result*

Here are the validity test results and Eksogen variable reliability test based on Statistical Package for the Social Sciences (SPSS) 26.0 output, which has been recapitulated

**Table 2. Validity Test Result**

| Variable | Code | Statement | r-Stat | r Table | Info |
|---|---|---|---|---|---|
| Employee Growth Need Strength | EGNS1 | What is your perception regarding oil and gas industry for present and future in Saudi Arabia in relation to Saudi Vision 2030? | 0.538 | 0.195 | Valid |
| | EGNS2 | Stimulating and challenging work | 0.558 | 0.195 | Valid |

| Variable | Code | Statement | r-Stat | r Table | Info |
|---|---|---|---|---|---|
| | EGNS3 | Opportunities to learn new things from my work | 0.632 | 0.195 | Valid |
| | EGNS4 | Chances to exercise independent thought and action | 0.592 | 0.195 | Valid |
| | EGNS5 | Opportunities to be creative and imaginative in my work | 0.617 | 0.195 | Valid |
| | EGNS6 | Opportunities for personal growth and development in my job | 0.682 | 0.195 | Valid |
| Psychological Contract | PC1 | A sense of worthwhile accomplishment in my work | 0.572 | 0.195 | Valid |
| | PC2 | promotion and advancement | 0.573 | 0.195 | Valid |
| | PC3 | High Pay | 0.643 | 0.195 | Valid |
| | PC4 | Pay Based on my Current Performance Level | 0.597 | 0.195 | Valid |
| | PC5 | competitive employment benefits | 0.583 | 0.195 | Valid |
| | PC6 | Long term job security | 0.510 | 0.195 | Valid |
| | PC7 | Career development training - Hardskill and Softskill | 0.530 | 0.195 | Valid |
| | PC8 | Career development opportunities | 0.576 | 0.195 | Valid |
| | PC9 | Satisfying job | 0.660 | 0.195 | Valid |
| | PC10 | sufficient authority and responsibility | 0.577 | 0.195 | Valid |
| | PC11 | Work life balance | 0.531 | 0.195 | Valid |
| Perception of Organizational Support | POS1 | organisation nowadays cares about our well-being | 0.507 | 0.195 | Valid |
| | POS2 | Organisation nowadays cares about our opinions | 0.583 | 0.195 | Valid |
| | POS3 | Help is available from my organisation whenever I have a problem | 0.552 | 0.195 | Valid |
| | POS4 | The organisation is willing to help me whenever I need a special favour | 0.552 | 0.195 | Valid |
| | POS5 | My organisation strongly considers my goals and values | 0.720 | 0.195 | Valid |
| | POS6 | Organisation has a formal process to align employee goals with business objectives, i.e, performance review meeting and such | 0.616 | 0.195 | Valid |
| | POS7 | My organization provides limited support for my personal or professional well-being | 0.535 | 0.195 | Valid |
| | POS8 | My organisation would forgive an honest mistake on my part | 0.518 | 0.195 | Valid |
| | POS9 | In some circumstances, my organization might prioritize organizational goals over individual employee needs | 0.418 | 0.195 | Valid |
| Organizational Identification | OI1 | When someone criticizes my organisation, it feels like a personal insult | 0.526 | 0.195 | Valid |
| | OI2 | I am very interested what others think about my organisation | 0.545 | 0.195 | Valid |
| | OI3 | When I talk about my organisation, I usually say "we: rather than "they" | 0.564 | 0.195 | Valid |
| | OI4 | If a story in the media criticized my organisation, I would feel embarrassed | 0.498 | 0.195 | Valid |
| | OI5 | My organisation's successes are my successes | 0.645 | 0.195 | Valid |
| | OI6 | When someone praises my organisation, it feels like a personal compliment | 0.594 | 0.195 | Valid |

| Variable | Code | Statement | r-Stat | r Table | Info |
|---|---|---|---|---|---|
| Intention to Apply | IA1 | If an oil and gas company offers me a position, I will take it | 0.793 | 0.195 | Valid |
| | IA2 | Oil and gas company was my first preference for a career | 0.873 | 0.195 | Valid |
| | IA3 | I am determined to pursue opportunities to work with an oil and gas company | 0.948 | 0.195 | Valid |
| | IA4 | If I were searching for a job, I would apply for a position at an oil and gas company. | 0.930 | 0.195 | Valid |
| Employee Retention | ER1 | I like my job at the oil and gas company | 0.919 | 0.195 | Valid |
| | ER2 | I have the opportunity to engage in activities that can enhance my professionalism and performance development. | 0.811 | 0.195 | Valid |
| | ER3 | The oil and gas company has fair policies and procedures while ensuring job security. | 0.773 | 0.195 | Valid |
| | ER4 | The oil and gas company has supportive leaders. | 0.955 | 0.195 | Valid |
| | ER5 | I want to continue working at this oil and gas company for many more years. | 0.908 | 0.195 | Valid |
| | ER6 | The oil and gas company managed to motivate me to stay in this company | 0.944 | 0.195 | Valid |

The calculated r values obtained from the items under this indicator exceeded the r table value of 0.195, which indicates that these items have significant value and possess good validity.

**Table 3. Reliability Test Result**

| Variable | Cronbach's Alpha | Cut off | Note |
|---|---|---|---|
| Employee Growth Need Strength & Psychological contact | 0.843 | 0.7 | Reliable |
| Psychological Contract | 0.893 | 0.7 | Reliable |
| Perception of Organizational Support | 0.849 | 0.7 | Reliable |
| Organizational Identification | 0.861 | 0.7 | Reliable |
| Intention to Apply | 0.907 | 0.7 | Reliable |
| Employee Retention | 0.945 | 0.7 | Reliable |

Based on the reliability test, it can be concluded whether an independent and dependent variable has Cronbach's alpha value above 0.7. Therefore, this indicates that these research instruments are reliable.

The verified analysis method used in this research is multiple regression. Multiple regression is used to find the effect of the independent variables and examine their direct impact on the dependent variable. Before performing multiple regression analysis, a classic assumption test is conducted to ensure that the produced equation is accurate and unbiased. Data used for regression analysis have been converted into interval format using MSI (method of Successive Interval) technique.

**Multiple Regression Equation**

Multiple linear regression analysis method is used to see the influence of Employee Growth Need Strength, Psychological Contract, Perception of Organizational Support, Organizational Identification on Intention to Apply and Employee Retention. Multiple linear regression analysis in this study is formulated with the following equation:

**Y1 = a + b1X1 + b2X2 + b3X3 + b4X4 + e**
**Y2 = a + b1X1 + b2X2 + b3X3 + b4X4 + e**

Where:
Y1        = Intention to apply
Y2        = Employee Retention
X1        = Employee Growth Need Strength
X2        = Psychological Contract
X3        = Perception of Organizational Support
X4        = Organizational Identification
A        =  constant
b1-b4    = regression coefficient
e        = error model

The following table presents the results of multiple regression analysis calculations performed using SPSS v26.0 software:

**Table 4. Model 1 Multiple Regression Analysis**

| | Unstandardized Coefficients | | Standardized Coefficients | | | Correlations |
|---|---|---|---|---|---|---|
| Model | B | Std. Error | Beta | t | Sig. | Zero-order |
| 1  spssConstant) | -0.648 | 0.303 | | -2.141 | 0.035 | |
| Employee Growth Need Strength | 0.258 | 0.107 | 0.215 | 2.417 | 0.018 | 0.669 |
| Psychological Contract | 0.399 | 0.107 | 0.319 | 3.714 | 0.000 | 0.658 |
| Perception of Organizational Support | 0.265 | 0.102 | 0.211 | 2.602 | 0.011 | 0.637 |
| Organizational Identification | 0.307 | 0.088 | 0.273 | 3.494 | 0.001 | 0.598 |

a. Dependent Variable: Intention to Apply

Based on the calculation results in the multiple regression analysis table for model 1, the following multiple linear regression equation is obtained.

**Y1 = -0,648 + 0,258X1 + 0,399X2 + 0,265X3 + 0,307X4 + e**

The regression coefficient value on the independent variables illustrates that if the independent variable is estimated to increase by one unit and the value of the other independent variables is estimated to be constant or equal to zero, then the value of the dependent variable is estimated to increase or decrease according to the sign of the regression coefficient of the independent variable. The Intention to apply coefficient is 0.648, which means that when the four independent variables do not influence Intention to apply, it will have a value of 0.648 with a negative slope.

The regression coefficient sign of the independent variable indicates the direction of the relationship between the relevant variable and Intention to apply. The regression coefficient for the independent variable is positive, indicating a unidirectional relationship between Employee Growth Need Strength with Intention to apply. The regression coefficient of the Employee Growth Need Strength & Psychological contact variable of 0.258 means that for every one unit increase in Employee Growth Need Strength & Psychological contact, it will cause an increase in Intention to apply of 0.258 units.

The regression coefficient for the Psychological Contract variable is positive, indicating a unidirectional relationship between Psychological Contract and Intention to apply. The coefficient of 0.399 means that for every one unit increase in Psychological Contract, Intention to apply will increase by 0.399 units.

The regression coefficient for the variable Perception of Organizational Support is positive, indicating a unidirectional relationship between Perception of Organizational Support and Intention to apply. The coefficient of 0.265 means that for every increase in Perception of Organizational Support by one unit, Intention to apply will increase by 0.265 units.

The regression coefficient for the Organizational Identification variable is positive, indicating a unidirectional relationship between Organizational Identification and Intention to apply. The coefficient of 0.307 means that for every one unit increase in Organizational Identification, there will be an increase in Intention to apply of 0.307 units.

**Table 5. Model 2 Multiple Regression Analysis**

| | Coefficients$^a$ | | | | | |
|---|---|---|---|---|---|---|
| | Unstandardized Coefficients | | Standardized Coefficients | | | Correlations |
| Model | B | Std. Error | Beta | t | Sig. | Zero-order |
| 1  (Constant) | -0.438 | 0.280 | | -1.564 | 0.121 | |
| Employee Growth Need Strength | 0.265 | 0.099 | 0.226 | 2.693 | 0.008 | 0.694 |
| Psychological Contract | 0.461 | 0.099 | 0.377 | 4.643 | 0.000 | 0.705 |
| Perception of Organizational Support | 0.237 | 0.094 | 0.193 | 2.517 | 0.014 | 0.641 |
| Organizational Identification | 0.270 | 0.081 | 0.245 | 3.323 | 0.001 | 0.585 |

a. Dependent Variable: Employee Retention

The following multiple linear regression equation is obtained based on the calculation results in the multiple regression analysis table for model 2.

$$Y2 = -0{,}438 + 0{,}265X1 + 0{,}461X2 + 0{,}237X3 + 0{,}270X4 + e$$

The regression coefficient value on the independent variables illustrates that if the independent variable is estimated to increase by one unit and the value of the other independent variables is estimated to be constant or equal to zero, then the value of the dependent variable is estimated to increase or decrease according to the sign of the regression coefficient of the independent variable. The Employee retention coefficient of 0.438 means that when Employee retention is not affected by the four independent variables, it will be worth 0.438 with a negative slope.

The regression coefficient sign of the independent variable indicates the direction of the relationship between the relevant variable and Employee retention. The regression coefficient for the independent variable is positive, indicating a unidirectional relationship between Employee Growth Need Strength and Employee retention. The regression coefficient of the Employee Growth Need Strength & Psychological contact variable of 0.265 means that for every one unit increase in Employee Growth Need Strength, there will be an increase in employee retention of 0.265 units.

The regression coefficient for the Psychological Contract variable is positive, indicating a unidirectional relationship between Psychological Contract and Employee retention. The regression coefficient of 0.461 means that for every one-unit increase in Psychological Contract, there will be an increase in Employee retention of 0.461 units.

The regression coefficient for the variable Perception of Organizational Support is positive, indicating a unidirectional relationship between Perception of Organizational Support and Employee retention. The coefficient of 0.237 means that for every increase in Perception of Organizational Support by one unit, there will be an increase in Employee retention of 0.237 units.

The regression coefficient for the Organizational Identification variable is positive, indicating a unidirectional relationship between Organizational Identification and Employee retention. The coefficient of 0.270 means that for every one unit increase in Organizational Identification, there will be a 0.270-unit increase in Employee retention.

**Hypothesis Test**

Hypothesis testing is conducted to prove whether mineralization characteristics, regional characteristics, worker characteristics, culture, policies, capital, income, and motivation significantly affect the Intention to apply both partially and simultaneously. So, in this hypothesis testing, two hypotheses are used: simultaneous hypothesis testing and partial hypothesis testing.

*1) Partial Hypothesis Test (t Test)*

In the partial hypothesis, H0 (null hypothesis) and Ha (alternative hypothesis) are used to test whether a subset of model parameters (e.g., regression coefficients) significantly affects the response variable, after controlling for other variables.

The t-test is also used to check whether individually, employee growth need strength, psychological contract, perception of organizational support, organizational identification has a significant effect on intention to apply and employee retention. The following are the results of the partial hypothesis test analysis in Model 1 and Model 2.

In this research, hypothesis testing uses the t-test, which has the following provisions.
a. If the calculated t value > t table, H0 will be in the rejection area. Therefore, Ha is accepted, or there is some influence.
b. If the calculated t value < t table, H0 will be in the acceptance area. Therefore, Ha is rejected or has no influence at all.

If illustrated, the acceptance and rejection areas of H0 can be seen in the following figure.
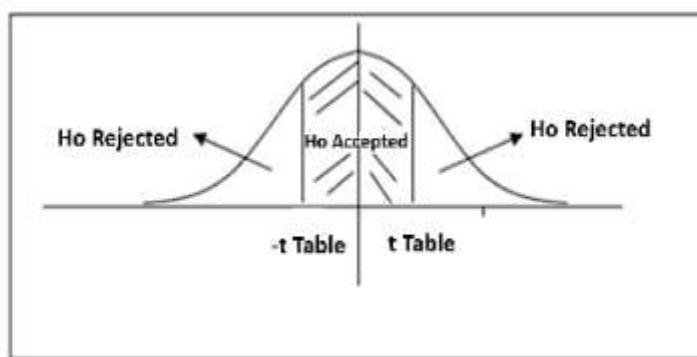


**Figure 1. Acceptance and Rejection Regions of Ho**

For a sample of 100 with 4 independent variables, the T table value was 1.99. This means that the research hypothesis is accepted if the t value is greater than 1.99. Based on Table 17, it can be seen that all factors or variables in employee branding (employee growth need

strength, psychological contract, perception of organizational support, and organizational identification) have a significant effect on Intention to apply. This can be seen from the t value of the variables which is greater than 1.99.

**Table 6. Model 1 Partial Hypothesis Test Results (T-Test)**

**Coefficients[a]**

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations |
| | B | Std. Error | Beta | | | Zero-order |
|---|---|---|---|---|---|---|
| 1 (Constant) | -0.648 | 0.303 | | -2.141 | 0.035 | |
| Employee Growth Need Strength | 0.258 | 0.107 | 0.215 | 2.417 | 0.018 | 0.669 |
| Psychological Contract | 0.399 | 0.107 | 0.319 | 3.714 | 0.000 | 0.658 |
| Perception of Organizational Support | 0.265 | 0.102 | 0.211 | 2.602 | 0.011 | 0.637 |
| Organizational Identification | 0.307 | 0.088 | 0.273 | 3.494 | 0.001 | 0.598 |

a. Dependent Variable: Intention to Apply

T table value for a sample of 100 and 5 independent variables obtained a value of 1.99. This means that the research hypothesis is accepted if the t value is greater than 1.99. Based on table 18, it can be seen that all factors or variables in employee branding (employee growth need strength, psychological contract, perception of organizational support, and organizational identification) have a significant effect on employee retention. This can be seen from the t value of the variables which is greater than 1.99.

### 2) Simultaneous Hypothesis Test (F Test)

To determine if the employer branding variable significantly affects both the intention to apply and employee retention simultaneously, the calculation was performed using SPSS 26.0. The technique for obtaining the calculation results involves using the F test with the following results:

**Table 7. Model 1 Simultaneous Hypothesis Test Results**

**ANOVA[a]**

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| 1 Regression | 41.121 | 4 | 10.280 | 44.430 | .000[b] |
| Residual | 21.981 | 95 | .231 | | |
| Total | 63.102 | 99 | | | |

a. Dependent Variable: Intention to Apply

b. Predictors: (Constant), Organizational Identification, Psychological Contract, Perception of Organizational Support, Employee Growth Need Strength & Psychological Contract

The criteria for provisions in simultaneous hypothesis testing are as follows.
a. If the F-calculated value > the F-table, then H0 is rejected and Ha is accepted. This means there is a significant influence between the employer branding variable and the Intention to apply.
b. If the F-calculated value < F-table, then H0 and Ha are rejected. This means there is no significant influence between the employer branding and Intention to apply.

For Simultaneous Hypothesis Model 1:
a. H0 : There is no significant influence of employer branding on intention to apply
b. Ha : There is an influence of employer branding on Intention to apply

Based on the provisions of simultaneous testing (F test) that have been stated above, it is necessary to find the F-table value as a comparison. The F-table value is obtained by calculating

the degree of freedom 1 (db1 = k) and db2 with the formula (n-k-1) or 100-4-1 = 95 where k is the number of independent variables and the F-table value is 2.47.

3) Coefficient of Determination (R2)

The coefficient of determination is used to see the magnitude of the influence of employer branding, consisting of employee growth need strength & psychological contact, psychological contract, perception of organizational support, organizational identification on intention to apply and employee retention. The following are the results of calculating the coefficient of determination based on SPSS output.

**Table 8. Model 1 Coefficient of Determination (R2)**

| | | Model Summaryᵇ | | |
|---|---|---|---|---|
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error of the Estimate** |
| 1 | 0.807ᵃ | 0.652 | 0.637 | 0.48102 |

a. Predictors: (Constant), Organizational Identification, Psychological Contract, Perception of Organizational Support, Employee Growth Need Strength & Psychological contact
b. Dependent Variable: Intention to Apply

Based on the table above, it can be seen that the simultaneous correlation coefficient value is 0.807, and the determination coefficient (R2) is obtained at 0.653. This means that the total influence between the variables Employee Growth Need Strength & Psychological contact, Psychological Contract, Perception of Organizational Support, Organizational Identification on Intention to Apply is 65.2%. In comparison, the remaining 34.8% is the influence of other variables that the researcher did not include in this study.

Based on the description above, we can draw conclusions regarding the hypothesis test which are described as follows:

**Table 10. Hypothesis Testing Summary**

| Hypothesis | Statement | Probability | Hypothesis Summary |
|---|---|---|---|
| H1 | Employee growth need strength has a significant effect on intention to apply | 0.018≤0.05 | Accepted |
| H2 | Psychological contract has a significant effect on intention to apply | 0.000≤0.05 | Accepted |
| H3 | Perception of organizational support has a significant effect on intention to apply | 0.011≤0.05 | Accepted |
| H4 | Organizational identification has a significant effect on intention to apply | 0.001≤0.05 | Accepted |
| H5 | Employee branding has a significant effect on intention to apply | 0.000≤0.05 | Accepted |
| H6 | Employee growth need strength has a significant effect on employee retention | 0.008≤0.05 | Accepted |
| H7 | Psychological contract has a significant effect on employee retention | 0.000≤0.05 | Accepted |
| H8 | Perception of organizational support has a significant effect on employee retention | 0.014≤0.05 | Accepted |
| H9 | Organizational identification has a significant effect on employee retention | 0.001≤0.05 | Accepted |
| H10 | Employer branding has a significant effect on employee retention | 0.000≤0.05 | Accepted |

**Business Solution**

Based on the multiple regression analysis, it was concluded that all independent variables—Employee Growth Need Strength, Psychological Contract, Perception of Organizational Support, and Organizational Identification—significantly influence both the intention to apply (Model 1) and employee retention (Model 2), with determinant coefficients of 65.2% and 68.9%, respectively. Among these, the Psychological Contract and Organizational Identification emerged as the two most dominant factors, with the Psychological Contract being the strongest predictor for both models. This contract, which encompasses unwritten expectations around career progression, fair treatment, and work-life balance, serves as a crucial value proposition for attracting and retaining Generation Z in Saudi Arabia, who are highly motivated by appealing economic factors like salary and career opportunities.

To address the research questions of attracting fresh talent and retaining existing employees in Saudi Arabia's oil and gas industry, the proposed business solutions strategically focus on enhancing these two key employer branding variables. Strengthening the Psychological Contract can be achieved by implementing a fair and transparent, performance-based salary structure, offering flexible working options for better work-life balance, and establishing clear career paths through attractive leadership programs with regular development dialogues. Concurrently, Organizational Identification can be fortified by maintaining transparent leadership communication through dedicated forums like town hall meetings, involving young talents in strategic, appealing projects such as AI and renewable energy initiatives, and offering exclusive scholarship programs for advanced degrees to foster a deeper sense of belonging and create a binding commitment to the company.

## CONCLUSION

The study concluded that employer branding played a crucial role in attracting and retaining Generation Z talent within Saudi Arabia's oil and gas industry, particularly amid the evolving competitive environment shaped by *Vision 2030*. Among the examined dimensions, the psychological contract and organizational identification were the most influential factors, with the psychological contract—covering career development, fair compensation, and work-life balance—showing the strongest effect on both application intention and employee retention. To sustain workforce competitiveness, oil and gas companies should focus on transparent career pathways, performance-based rewards, and supportive work-life initiatives, while reinforcing organizational identification through strong leadership engagement and development opportunities. Future research should expand sample diversity across regions and sectors, adopt a mixed-methods design to capture deeper insights into Generation Z's motivations, and explore additional influences such as corporate social responsibility, digital transformation, and ESG practices. Longitudinal studies could also assess how employer branding strategies affect Gen Z's long-term career decisions and retention in a changing economic context.

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