

# Communication Strategies in Social Media of Global Aviation Companies

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## Communication Strategies in Social Media of Global Aviation Companies

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social media, social media communication, aerospace industry, Facebook, employer branding, digital image

### ABSTRACT

The contemporary business environment is characterized by rapid technological advancements, necessitating that organizations continually adapt and seek innovative channels for public communication. Among these, social media have emerged as increasingly significant instruments. Today, social media platforms serve not only as tools for communication, but also as critical mechanisms for fostering relationships with customers, business partners, and both current and prospective employees.

In an era of accelerating digitalization, social media have become an integral component of corporate communication strategies across numerous industries, including the aerospace sector. These platforms enable companies to swiftly and effectively engage a broad audience, thereby facilitating stakeholder relationship building and enhancing their employer brand reputation. The growing role of social media in corporate communication strategies underscores the need for a closer examination of its extent of utilization, effectiveness, and thematic content disseminated by the organizations under study.

The purpose of this paper is to present the process of analyzing selected aspects of the use of social media by multinational companies in the aerospace industry, with a particular focus on their role in external communications in the context of employer image building, and to present some of the research results.

The research begins with an analysis of the foundational data to identify the specifics of the industry, its level of economic development and employment needs. Key companies in the sector and the most popular social media platforms used by these entities were selected.

As part of the analysis of messages posted on social media, one platform was selected based on three criteria: popularity of the site, redirection of traffic to the websites and declared intensity of daily use. The research was quantitative and qualitative in nature. The first stage of the research utilized the Sotrender tool, which enables detailed observations of companies' social media activities. The empirical data was aggregated and presented in the form of tables and charts.

In the further analysis process, a key role was played by cooperation with representatives of the CLARIN-PL scientific consortium, who provided tools for processing and systematizing large text collections, enabling research based on the thematic modelling method and corpus analysis.

### Introduction

Communication among diverse groups of actors is currently evolving on a global scale that was previously unattainable, driven by the progressive compression of time and space. Information is transmitted at an increasingly rapid pace, enabling recipients to engage with current events in near real-time (Kowalski, 2017). Subsequently, social media have assumed a pivotal role in the construction of brand image and the optimization of marketing communication strategies, facilitating direct engagement with audiences and promoting a dynamic, bidirectional flow of information. (Gawroński & Jakubowski, 2018).

Therefore, the research problem of the research work undertaken concerned the communication of companies in the aviation industry in the new media, with particular emphasis on social media. The presence of multinational companies in the media, communication methods and strategies, frequency and effects of communication activities, as well as their impact on employer image building, were analyzed.

The scope of the research encompassed the identification of the types of platforms utilized, the outcomes of communication activities, the most frequently published content categories, and the topics eliciting the highest levels of audience engagement. Furthermore, the study analyzed the leading organizations in engagement communication on Facebook, examining their practices and the thematic content of their posts within the framework of building an attractive employer image as articulated by the Employer Value Proposition (EVP). Particular emphasis was placed on selected variables such as content popularity, engagement metrics, communication formats (text, graphic, video), and publication frequency in order to evaluate the effectiveness and strategic approaches employed by the companies under review.

To achieve the research objectives, specific questions were formulated to comprehensively analyze the communication of aviation companies on social

media. In order to realize the research assumptions and answer the main research problem concerning the communication of aviation companies in social media, a set of specific research questions was developed. These addressed key aspects of the analysis, such as:

### **1. Presence and activity of enterprises in social media**

- What social media sites and platforms do the surveyed aviation companies use to communicate with the public?
- Are there significant differences in the use of social media among the surveyed companies
- Which companies have the highest number of followers and engaged users on the selected social media platform?

### **2. Effectiveness and nature of communication**

- What indicators (reach, engagement, frequency of publication) characterize companies' communications?
- What content published on social media elicits the greatest audience engagement?
- To what extent do communications contain elements related to building an image of an attractive employer as defined by the Employer Value Proposition?

### **3. Engagement communication leaders**

- Which companies stand out as engagement leaders on the chosen social platform?
- What communication practices contribute to their success in engaging audiences?
- What types of publications (e.g., images, videos, text, infographics) are most commonly used, and what results do they achieve?

### **4. Thematic content of communications**

- What keywords and thematic categories dominate the messages published by leaders?
- What thematic contexts elicit the greatest audience engagement?
- To what extent do communications focus on building the employer's image and highlighting key company attributes?

The above research questions formed the foundation for the development of the methodology, selection of research tools and analysis of the collected data. Thanks to their detailed elaboration, it was possible to obtain insightful answers to key questions, as well as identify trends and best practices in the communication of

aviation companies on social media. Studying the presence and activity of aviation companies on social media plays an important role for several reasons.

First and foremost, these platforms are gaining importance as key communication channels that both companies and consumers increasingly use to share information, build relationships and shape brand image. Social media use is showing a steady upward trend.

According to Datareportal's Global Overview Report, "Overview of social media use," 2024, the number of active social media users has exceeded 5 billion, equivalent to 62.3% of the world's population. Over the past year (2024), the global number of social media users increased by 266 million, representing a 5.6% rise. This represents an estimated growth of 9.4 new users per second (Datareportal, 2024).

In addition, research conducted by Datareportal, "Digital 2024: Global Overview Report, Use of Social Media for Brand Research," 2024, indicates that social media is becoming increasingly important for gaining information about companies and brands. As many as 73.9% of respondents reported using these platforms to gain knowledge about companies and their products (Datareportal, 2024). For companies, this is both a challenge and an opportunity to reach a wide audience, shape a unified brand image and conduct effective communication with the public.

In conclusion, in the digital age, investing in the development of a strong employer brand through social media is becoming crucial, enabling companies to attract the best professionals and increase their competitiveness in the market by, among other things, creating content that engages audiences and regularly interacting with the public, including potential job candidates (Macnar, 2020, Oladipo, 2013).

For aviation companies, social media platforms offer a unique opportunity to connect with a global audience and build brand awareness, as well as establish an attractive employer image. The selection of the aviation industry was based on an analysis of reports and information provided by organizations such as the International Air Transport Association (IATA, 2024), the International Civil Aviation Organization (ICAO, 2024) and the Air Transport Action Group (ATAG, 2024), which point to the industry's long-term growth and key role in the economy.

Current forecasts indicate that the aviation sector needs a significant increase in employment, mainly in response to the growing demand for air travel and freight, which is already surpassing pre-pandemic levels in 2024. The Boeing Company estimates that more than 2 million new employees will be needed in the industry

worldwide by 2043, including pilots, technicians and operations specialists (The Boeing Company, 2024).

The global focus on sustainability is also having a major impact on the aviation industry. The Air Transport Action Group (ATAG, 2020) notes that the sector is under increasing pressure to reduce its environmental impact, leading to accelerated efforts to adopt sustainable practices (ATAG, 2020). This includes innovations in aircraft manufacturing, such as the development of more fuel-efficient engines and the use of alternative fuels, which are critical areas of research to understand their long-term impact on the industry.

What is more, the aviation industry is experiencing explosive job growth and increasing demand for skilled workers. The continued implementation of technological innovations, combined with the growth of global air traffic, is resulting in a significant increase in employment opportunities within the sector. This trend highlights the importance of research into workforce development and the evolving skill sets needed in the aviation industry (ATAG, 2020).

The expansion of the aviation sector is accompanied by considerable recruitment challenges, primarily stemming from the intensifying “war for talent” and ongoing demographic decline, both of which hinder the attraction and retention of qualified professionals (International Air Transport Association, 2022). Recruitment challenges in the aviation industry stem from the growing demand for skilled personnel, which is compounded by the ageing workforce and a declining interest in aviation careers among younger generations. The lack of availability of qualified employees and the difficulty in retaining them are forcing aviation companies to implement new benefits and strategies, such as building an image as an attractive employer, which is becoming crucial, as inadequate staffing limits the industry’s growth and requires systematic employer branding efforts, including more intensive use of social media (HR Forecast, 2024).

The image of an attractive employer on social media plays a crucial role in shaping the employer’s reputation in the labour market. Social media platforms enable companies to reach out to candidates effectively. With personalized content and the ability to engage audiences, social media is becoming a crucial tool in fostering relationships with potential employees and showcasing a company’s value as an employer. Studies indicate that candidates judge a company’s attractiveness based on its social media activity, and a lack of professionally managed communication in this area can negatively affect the perception of an employer’s brand (Backhaus & Tikoo, 2004).

Therefore, the role of social media is particularly important in the context of an Employer Value Proposition (EVP) strategy, which defines the unique features of an employer’s offering. As Kietzmann notes, social media enables companies to communicate their EVP in a dynamic and interactive manner, thereby increasing the likelihood of attracting top talent (Kietzmann et al., 2011). At the same time, these platforms enable the monitoring of indicators such as engagement and outreach, allowing for the optimization of ongoing activities (Gibbs et al., 2015). In highly competitive sectors such as aviation, where the demand for qualified professionals is particularly high, strategic employer branding through social media serves as a significant competitive advantage in attracting and retaining talent (Edwards, 2010).

Developing an employer image is crucial, especially in a sector where professionals can choose between different industries and competition for specialists is fierce. Under such circumstances, employer branding using digital platforms and social media can help aviation companies stand out as attractive and modern employers, which is especially important for younger generations (Aviation Week Network, 2024).

Employer image development is a crucial element in human resource management, particularly in the context of increasing competition in the labour market and the challenges of talent acquisition. In the academic literature, employer brand, also known as “employer image,” is defined as the set of perceptions that potential candidates and current employees have about an organization as a workplace. This image is shaped by a variety of factors, including company communications, organizational values, and employee experiences.

According to Berthon, Ewing, and Hah (2005), employer image is perceived as the attractiveness of a company in the labour market, encompassing both functional, economic, and psychological aspects that attract candidates to an organization. Lievens and Highhouse (2003) emphasize that employer image has two main perspectives: symbolic, referring to a company’s values, and instrumental, concerning aspects such as working conditions and compensation. Cable and Turban (2001) point to employer image as the “overall impression” created by a company, which shapes candidates’ decisions to take employment with a particular organization. Edwards (2010) emphasizes that employer branding encompasses not only the external image of the organization but also the internal perceptions held by current employees.

Schlager et al. (2011) note that trust in an organization and its trustworthiness have a strong impact on employee

loyalty and commitment, which also shapes a company's image. In contrast, Kaur and Soch (2018) emphasize that the employer image is dynamic and subject to change, depending on the organization's communication efforts and interactions with the labour market. In the context of employer image, employer branding plays a special role, which is a strategic approach to employer brand management. Employer branding is gaining importance, particularly in highly competitive industries such as aerospace, where attracting highly skilled professionals is crucial to an organization's success. In the literature, definitions of employer branding focus on managing a company's identity as an attractive employer and building a long-term image that attracts and retains talent (Reis et al., 2021).

The first definition of employer branding was proposed by Ambler and Barrow (1996), who defined it as "the functional, economic and psychological benefits offered by employment with a particular company." Backhaus and Tikoo (2004), on the other hand, define employer branding as the process of managing an organization's identity and image in order to attract and retain employees. Sullivan (2004) points out that employer branding encompasses not only a company's external communications but also its internal activities that shape the perceived value of the organization. Edwards (2010) expands on this definition, highlighting the integration of HR activities with marketing, which enables consistent communication of the employer's image. Mosley (2015) emphasizes that effective employer branding is about creating a competitive employer value that aligns with the expectations of different groups of candidates and employees. Tanwar and Prasad (2016) note that in an era of globalization and changing demographic expectations, effective employer branding also takes into account cultural, technological and demographic diversity, which is particularly important in the context of dynamic industries such as aerospace.

In the context of the aviation industry, where competition for talent is particularly intense, the use of effective employer branding strategies can significantly impact an organization's performance, attracting top professionals and enhancing competitiveness in the labour market. Through effective communication on social media and digital platforms, companies can differentiate themselves as modern and attractive employers, which is particularly important for younger generations who prefer dynamic and innovative work environments (Aviation Week Network, 2024).

Building an attractive employer image, or employer branding, is becoming an

indispensable strategy for companies in the aviation industry that aim to attract top talent. The use of advanced employer branding strategies can significantly impact an organization's performance and enhance its competitiveness in the labour market (Aldousari et al., 2017). In the context of social media communications, aviation companies are utilizing a range of tools and platforms to build and promote their image as attractive employers effectively. Regular publications, engaging content, and clear communication of corporate values and culture contribute to the creation of a positive image that is assumed to attract talented professionals. In the case of aviation companies, an effective employer branding strategy not only supports recruitment but also fosters loyalty and commitment among existing employees, which ultimately translates into stability and growth for the company (Aldousari et al., 2017).

## Methodology and research material

### Target group

The study analyzed 20 multinational companies in the aerospace sector, selected from a list of the world's 100 largest aerospace and defence companies by market capitalization as of January 2024. This ranking, compiled by Value Today, provides comprehensive financial information about global corporations. The research period covered approximately from March 31, 2023 to April 1, 2024 (Value Today, 2024).

### Research Objectives

The objectives covered six key areas:

1. Identify the types of social media used by the surveyed companies to communicate with the public. The purpose of this part of the study was to determine which social media platforms companies most often choose. The analysis included an analysis of foundational data and statistics. One social media site was then selected for further study. The selection of the site took into account factors such as the availability of tools for analysis, the size of the platform and the number of its users, the site's popularity, its effectiveness in driving traffic to the website, and the level of audience engagement.
2. Identify the degree and uses of Facebook (which was selected in the previous stage) in the surveyed companies. This part of the study aimed to examine in detail how enterprises



utilize Facebook.

3. To identify the effects of Facebook communication with the public in the surveyed enterprises: An important element of the analysis was the verification of the effectiveness of Facebook communication, measured, among other things, by the reach of posts, the number of fans, as well as audience engagement indicators (number of reactions, comments, shares). The study also included an analysis of the sentiment and types of posts published by the brands studied in order to understand their impact on the audience.
4. Identification of thematic contexts undertaken by the surveyed companies. This part of the study focused on analyzing the content of messages and identifying the key topics that companies address in their Facebook posts.
5. Identification of three leaders of engagement communications on Facebook: The goal of the next stage of the research was to identify companies that have achieved high levels of engagement and interaction with their audiences. These leaders were identified based on certain indicators.
6. Identification of communication elements that create the image of an attractive employer among selected communication leaders on Facebook: In the final part of the study, special emphasis was placed on analyzing the activities of communicating the attributes of an attractive employer (from employer branding). In order to determine the strategies that engagement communication leaders use on Facebook to build a positive employer image and attract talent. In summary, the purpose of this study was to investigate how international companies in the aerospace industry utilize social media to communicate with the public. Then, to understand how companies use the Facebook platform to engage potential and current employees and how they build the company's

image as an attractive employer.

## Research methods and tools used

The study employed a mixed-methods approach, combining both quantitative and qualitative analyses. The primary tool used to assess company activity on social media platforms was Sotrender, a social media analytics platform that enables the systematic observation and evaluation of organizational engagement on selected networks. The analysis focused exclusively on the official Facebook fanpages of the surveyed companies, as listed on their respective official websites. Using the analytical capabilities of the Sotrender platform, Facebook posts with the highest Interactivity Index (InI) were identified for further examination.

Subsequently, the research infrastructure was used during the implementation of the survey CLARIN-PL<sup>1</sup>, (Common Language Resources and Technology Infrastructure European Research Infrastructure Consortium). Linguistic techniques derived from applied linguistics in computer content research have been applied to corpus analysis, which identifies semantically consistent sets of words and multiword expressions that are most frequently found in the research material. The basic unit of analysis in corpus-based research is a word, the meaning of which is the product of many factors, the most important of which is the frequency of its use (Hess & Hwaszcz, 2022).

**Corpus analysis** is a research method in computational linguistics that involves the systematic analysis of large collections of texts (corpora) to identify linguistic patterns, word frequencies and the context of phrases. This technique enables the study of language use in various situations, facilitates stylistic, semantic, and syntactic analysis, and is widely used in linguistics, literary studies, and natural language research (McEnery & Hardie 2011). The information obtained from analyzing companies was a valuable source in the process of formulating conclusions about the use of social media in public communication, as well as creating an image of an attractive employer.

The study included a text sample of a total of 1,000 text units (50 posts from each of the 20 selected companies, based on the highest engagement rate - InI)

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<sup>1</sup> CLARIN-PL its Polish scientific consortium, part of the CLARIN (Common Language Resources and Technology Infrastructure) European Research Infrastructure, which brings together six research centers. These units are developing language resources and tools for analyzing large collections of texts in Polish. The CLARIN-PL infrastructure supports the research of scientists, especially in the humanities and social sciences, using modern digital technologies. The use of CLARIN tools and resources is free of charge, and the Polish node - the CLARIN-PL Language Technology Center at Wroclaw University of Technology - is funded by the Ministry of Education and Science of the Republic of Poland. The center coordinates the development of tools, maintains the technical infrastructure, and promotes language engineering solutions in the academic community through workshops, consultations and the creation of training materials.

over the selected period. The results enabled a preliminary analysis of the contexts and the identification of domain terminology used by the targeted companies on their Facebook profiles. The analysis also used topic modelling methods and natural language processing (NLP) tools. These tools are based on advanced algorithms for detecting patterns and rules in large collections of texts called corpora (Khurana et al., 2022). This method makes it possible to analyze media materials without reading them in detail, making it possible to analyze data sets that far exceed the capabilities of standard research tools. The main goal is to identify themes, assess their consistency and reveal the thematic structure in media discourse (Hess, Grzechnik, Zdunek, 2022). The following research tools were used in the research process, including:

- TermOPL: a text analysis and topic modelling tool.
- Topic and Clarin Open Chat AI: tools for natural language analysis and processing.
- Categorization Key: a tool designed for classifying and categorizing data.

Interdisciplinary collaboration allowed access to advanced tools and resources that were crucial to this research project. The use of several research methods, including quantitative analysis, corpus analysis, thematic modelling, and content analysis, enabled a deeper understanding of the communication strategies employed by engagement leaders within companies in

the aerospace industry.

The research was conducted not only to identify the presence and activity of airline companies on social media but also to determine the most engaging content and assess the effectiveness of their communications in these channels. Then to identify the thematic contexts that generate the most engagement among the recipients of the selected companies' communications.

In summary, the research aimed to:

- determine the level of presence and activity of aviation companies on social media;
- identify the most popular social media platforms used by companies in the industry;
- determine which content generates the most user engagement;
- analyze the content and content published by companies on social media.

In summary, the study was conducted by analyzing the content published by selected international aviation companies on Facebook over a specific period of time.

### Analysis of part of the device results

The report obtained using the TermOPL tool enabled the identification of terms based on their frequency in the text. The analysis of the research material contained a list of 901 terms, of which 151 were classified and ranked. The results of the analysis, presented in Table 1, include the 20 highest classified terms according to the ranking and C value.

**Table 1**

*Thematic contexts compiled based on multiword expressions with the highest frequency of occurrence in the research material*

Nr	Concept	C-value	Expression length	Freq_s	Freq_in	Context
1	New generation	40.36	2	42	31	19
2	Milestone	24.22	2	26	16	9
3	United States	23.55	2	26	22	9
4	Air force	23.42	2	25	22	14
5	Sustainable aviation fuel	23.24	3	17	7	3
6	Engine	23.14	1	233	134	84
7	Airline	21.76	2	23	16	13
8	Airplane	21.26	1	214	127	93
9	General manager	17.0	2	18	4	4
10	Flight	16.40	1	166	119	61
11	Technology	15.03	1	152	104	63
12	First flight	15.0	2	16	3	3
13	Passenger Crew	15.0	2	15	0	0
14	Team	14.34	1	145	62	40
15	Balanced fuel	14.25	2	19	19	4
16	World	13.37	1	135	30	24
17	Great Britain	13.0	2	14	4	4
18	Work	12.18	1	124	60	28
19	Air force United States	12.0	4	7	2	2
20	United States Navy	12.0	4	7	1	1

*Note. Own multiword-list based on the results obtained with the TermOPL tool.*

On the basis of the analysis of the number of occurrences of terms in the entire corpus (Freq\_s), it is possible to indicate the most common terms, which are presented in Table 2. Key terms that reflect the main themes and contexts of the study are included in this table (2), allowing for a better understanding of linguistic analysis in the study material. These terms are relevant for further research and conclusions on the subject being studied.

Analyzing the thematic contexts presented in Table 2 based on the decreasing number of occurrences of terms in the entire corpus (Freq\_s), the following conclusions can be drawn:

- Terms such as “engine”, “aircraft”, and “flight” are at the top of the list, indicating their central importance in the material under analysis.

**Table 2**

*Thematic contexts compiled on the basis of the decreasing number of occurrences of the term in the entire corpus (Freq\_s) in the research material*

Ranking	Concept	Freq_s
6	engine	233
8	aircraft	214
10	flight	166
11	technology	152
13	team	145
15	world	135
17	work	124
25	possibility	89
28	future	86
29	aviation	84
31	system	81
33	mission	78
36	development	76
37	place	75
39	company	72
42	history	66
44	engineer	64
45	innovation	62
47	program	60
49	generation	58
50	test	57
51	solution	56
51	cooperation	55
52	pilot	55
53	efficiency	55

*Note. Own term list based on the results obtained with the TermoPL tool*



- Technology-related concepts, such as ‘technology’, ‘system’, and ‘solution’, also rank high in the table, highlighting the importance of technological aspects in the topic under study
- Other important concepts, such as “work”, “opportunity”, and “future”, also appear in the analysis, suggesting their relevance in the context of companies’ communication with the environment.

Moreover, a correlation exists between the frequency of term occurrence across varying contexts and their overall frequency within the analyzed material. Terms that appear frequently in diverse contexts may be considered pivotal for understanding the central themes addressed in the study. The contextual diversity of a term’s usage can reflect its semantic complexity and adaptability, suggesting its significance in conveying nuanced meanings across different communicative situations.

Selected terminology can be the basis for creating engaging messages and a dictionary of the most commonly used words. However, it should be noted that some terms may be imprecise, suggesting that the results obtained using the TermoPL tool require additional selection. Analysis of the research material revealed five key thematic areas related to aerospace, armed forces, industry, and management, which allow for a deeper understanding of the analyzed content. The following are the selected categories:

- Aerospace
- Armed forces
- Industry
- Management
- Other – other topics.

The research concluded with an analysis based on a categorization framework aligned with the attributes of an attractive employer. Notable differences were observed in the popularity of messages that included these defined attributes. The interpretation of the results highlights the varied aspects that current and prospective employees consider important when evaluating the employer attractiveness of the three leading companies in engagement communication—Airbus, Boeing, and Lockheed Martin (LM). These findings enabled the identification of key factors most valued in each organization and facilitated a comparative assessment across different employer branding attributes.

### *Economical attributes*

The results indicate that, during the analyzed period, none of the companies stands out in economic categories, such as the level of remuneration, bonuses, benefits offered, non-wage benefits, or the form of employment contract. The lack of entries in these categories may suggest that the adopted communication strategy has not been effectively implemented on social media or that recipients of messages do not perceive these aspects as distinguishing features of these companies, at least in social media communication.

### *Functional attributes*

Functional attributes, such as the attractiveness of the company’s products and services, clearly dominate the perception of these companies, which may indicate a high opinion of their innovative solutions and product offerings. Another important aspect is the possibility of international cooperation that the company offers. Other attributes such as challenging work, attractive work tasks and good career prospects were also identified, albeit to a lesser extent,

### *Emotional attributes*

In the emotional sphere, appreciation at work, joy and happiness at work, and Corporate Social Responsibility (CSR) activities are the most pronounced. CSR activities are important in all three companies, indicating a strong commitment to social responsibility. Joy and satisfaction with work are also significant attributes presented in the messages of the surveyed companies.

To sum up, the largest number of posts with the highest number of reactions under posts concerned attractive products and services of the company, which may indicate their key role in strategies for building the image of an attractive employer. Subsequently, the possibility of international cooperation gained considerable attention from the audience. Additionally, market success and corporate social responsibility activities are perceived as important for building the employer’s image.

On the other hand, issues related to inspiring management and employee involvement in organizational decisions have been marginalized. Topics related to salaries and non-wage benefits were particularly absent from the analysis, which may indicate their insufficient presence in companies’ communication on social media platforms. These observations may point the way for companies to develop their communication strategies to engage potential employees more effectively.

**Table 3**

*Multiword expressions referring to the studied thematic areas*

Nr	Thematic area	Multiword expressions
1	Aerospace	<p>           New generation            Milestone            Air Force            Sustainable aviation fuel            Engine            Airline            Aircraft            Flight            First flight            Passenger            Crew            Technology            Aerospace Technology            Business aviation            Million Hour Flight            Spaceship            The future of aviation            The future of flight            The future of aerospace            Aviation            Space Suit            Space station            A new generation aircraft            International Space Station            Air Show            The next generation of the manufacturer            Long Range Mission            Drive Train Accessory            Rehearsal of a great air show            Space            Design the interior            The world's leading helicopter engine            Technical service            Aircraft maintenance            New high-pressure turbine module            New control system            New aerodynamic wing            Air Force Base            Use touch screen technology            Space Aviation            James Space Telescope            Test Team            Discharge seat            Helicopter            Assault Reconnaissance            Forehead: sovereign space potential            Timeline Pioneering Aeronautical Milestone            Delivery flight            Transatlantic flight            New generation combat aircraft            The era of commercial supersonic travel            Space Travel            Helicopter fleet            Capable Hand Crew Aircraft            A member of the airbus family            Aircraft            Boeing jet            Turboprop 21st century            Master the key system architecture            Supersonic Aircraft Wind Tunnel            Modern aircraft            Aircraft X            Project Manager            Front-end production aerospace product            Family member            Turboprop            Combat aircraft            Turboprop            Ability            Transatlantic flight            Special Delivery            Commercial aircraft         </p>

Nr	Thematic area	Multiword expressions
2	Armed forces	Navy United States Navy Military Air Force United States Air Force Bahrain Military Air Force Military aircraft Wartime Air Force War Aircraft Supersonic War Aircraft Reconnaissance aircraft Helicopter Squadron Marine Corps United States Upgrade turbine engine Wartime Air Force Military Mission War Air Force Bahrain Operational airline Front-end production aerospace product Wartime Air Force Silent Supersonic X Aircraft Next-generation combat aircraft Wartime Air Force Key system architecture
3	Industry	Aerospace Defence industry Production Production Facility Aircraft Manufacturing Plant Leading manufacturer Leading Motor Manufacturer Industrial Production Front-end production aerospace product Front-end product production Front Production Front Production New production line New production Increase production Technical service Front Production Industrial Production Technology Aerospace Technology Advanced Technology Use touch screen technology Master the key system architecture
3.	Management	Management Operations management CEO Forehead: sovereign space potential Project Manager
4.	InneOther	Mission Future Project Show Test Era Forehead Class Model Kind Tunnel Ability Delivery Special Class Kind Era Design Architecture Forehead Pioneer Timeline Armchair Team Potential Hand Member Class Family

Note. Own list based on the results obtained with the TermoPL tool.

**Table 4**

*Number of Facebook posts in the period March 31 2023 - April 1 2024, in relation to the category of attributes of an attractive employer*

Attributes:	The number of entries relating to a given area of the attractive employer attribute in the analyzed period.		
	Airbus	Boeing	LM
<b>Economic:</b>			
Salary level in the company	-	-	-
Bonuses	-	-	-
Benefits offered	-	-	-
Non-wage benefits	-	-	-
Form of employment contract	-	-	-
<b>Functional:</b>	-	-	-
Attractive office location	-	-	-
Attractive products and services of the company	58	68	70
Attractive tasks at work	-	2	9
Job security and security	-	-	-
Good career prospects	-	-	1
Flexible working conditions	-	-	-
Inspiring leadership	-	-	-
A clear path to promotion	-	-	-
International collaboration/interaction opportunities	2	19	31
Work-life balance offer	-	-	-
Having an impact on what is happening in the company.	-	1	-
Challenging work	8	4	8
Professional training and development	-	1	5
Market success of the employer	25	31	27
Environment and workplace	-	-	3
<b>Emotional:</b>	-	-	-
Appreciation at work	17	20	13
Inspiring leadership	-	2	-
Organizational culture	1	1	2
Having an impact on what is happening in the company	-	1	-
Friendly atmosphere and colleagues	4	6	1
Joy/happiness at work	18	8	7
Reputation and prestige of the company	11	4	1
Satisfaction from working in this company	5	3	4
Corporate Social Responsibility activities	19	26	6
Industry image	44	19	17
Famous authorities working in the company	-	7	7

*Note. Own research based on a categorization key.*

## Conclusion and discussion

The application of natural language processing (NLP) methods enables the analysis of textual datasets without the need for manual review, thereby allowing researchers to process materials on a scale that significantly exceeds the capacity of traditional research teams relying on conventional content analysis techniques. Computational linguistics is particularly applicable in the early stages of research. NLP tools enable the analysis of the entire corpus, allowing for the precise selection of material for further qualitative research and the creation of a catalogue of thematic areas that can serve as a categorization key in the analysis of media content (Hess & Hwaszcz, 2022).

Data obtained through thematic modelling methods and tools for identifying domain terms (Walkowiak, 2017; Marciniak et al., 2019) enable the isolation of topics, the assessment of their coherence, and the analysis of the structure of the topics discussed in the studied corpora. However, the results obtained often require further verification using qualitative methods on a deliberately selected sample. Therefore, the next stage of the study was to analyze the content of three out of twenty surveyed companies that are leaders in communication engagement on Facebook, based on the developed categorization key.

The result of this project was the identification of the most frequently communicated attributes of an attractive employer, which at the same time were characterized by the highest engagement rate among message recipients. The conducted analysis confirms that the presence and activity of aerospace companies in social media play a crucial role in shaping their employer brand and engaging stakeholders. The findings indicate that while most enterprises utilize platforms such as Facebook, LinkedIn, Instagram, YouTube, and Twitter (X), the intensity and nature of their communication strategies differ significantly. Companies that maintain a consistent publication schedule and utilize diverse content formats, particularly visual materials, tend to achieve higher levels of audience engagement. The effectiveness of communication is closely linked to content strategy, with the highest engagement observed in posts featuring videos, images, and discussions on innovation and corporate culture. Additionally, organizations are increasingly incorporating elements of the Employer Value Proposition (EVP), highlighting their attractiveness as employers. The study also identifies key engagement leaders, including Airbus, Boeing, and Lockheed Martin, whose successful communication strategies rely on storytelling, behind-the-scenes insights, and social responsibility initiatives.

Overall, the results emphasize that social media is not only a promotional tool but also a strategic platform for employer branding, corporate communication, and stakeholder relationship management. Companies that leverage these digital channels effectively can enhance their public perception, attract top talent, and strengthen their competitive position in the industry. The communication strategies of aerospace companies in social media emphasize several key elements that contribute to shaping their corporate image and employer branding. One of the primary aspects is the promotion of products and services, which not only strengthens brand recognition but also serves as a tool to attract potential employees by associating the company with innovation and technological excellence.

Another significant communication theme is the emphasis on opportunities for international cooperation. Organizations emphasize the benefits of working in a global environment, meeting the expectations of modern employees who seek international career development and exposure to diverse professional networks. Additionally, aviation companies strategically underscore their market successes, including industry awards, key contracts, and financial performance. These achievements serve to enhance corporate credibility, build trust among stakeholders, and instil a sense of pride in current and potential employees.

Corporate social responsibility (CSR) initiatives also play an important role in communication strategies. Companies actively promote their engagement in sustainability, community support, and ethical business practices, recognizing that these factors are increasingly valued by employees who seek purpose-driven workplaces. Overall, the findings highlight that aerospace companies use social media not only to promote their offerings but also to strategically position themselves as attractive employers, leveraging innovation, global collaboration, success stories, and CSR efforts to strengthen their reputation in the industry.

The social media strategies of the analyzed aviation companies effectively integrate corporate promotion with the reinforcement of key values such as corporate social responsibility (CSR) and opportunities for global professional development. By strategically leveraging these elements, companies aim not only to strengthen their market position but also to enhance their attractiveness as employers.

The combination of highlighting industry achievements—such as innovation, financial success, and strategic partnerships—with CSR initiatives and international career prospects creates a compelling employer brand. This multidimensional approach aligns



with the expectations of modern employees who seek both professional growth and alignment with ethical and socially responsible business practices.

The findings suggest that companies in the aviation sector can further solidify their employer branding by maintaining a consistent and engaging presence on social media. By strategically crafting their messaging to highlight corporate values and workplace advantages, they can effectively position themselves as desirable employers in an increasingly competitive labor market.

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