

A systematic and bibliometric analysis of employer branding research: Trends, impacts, and future directions (2004-2023)



J. Reshma^a | G. Velmurugan^a ✉

^aVellore Institute of Technology, Department of commerce, School of Social Sciences and Languages, Vellore, India.

Abstract This study drives into the emerging field of Employer Branding (EB), examining its trends, impacts, and future research directions. Having transitioned from marketing to human resources, EB has become a crucial strategy for talent acquisition and retention. The study examines 342 research articles retrieved from the Scopus database spanning the years 2004 to 2023, aiming to identify significant trends such as top journals, countries of origin, authors, and noteworthy publications. With India leading in research output, the study reveals a rapidly growing field. Additionally, a comprehensive systematic review of the 25 most-cited articles offers valuable insights into the current state of knowledge. By combining bibliometric and systematic analysis, this study highlights the importance and impact of EB while also suggesting future research directions. These recommendations, addressing methodology and themes, aim to help researchers and academics further shape and advance the field of Employer Branding.

Keywords: employer branding, employer attractiveness, employer brand, employer image, systematic analysis, bibliometric analysis

1. Introduction

As highlighted by various studies (Deepa & Baral, 2019; Meyer & Xin, 2017; Purusottama, 2019; Stokes, 2015; Stokes et al., 2016; Theurer et al., 2018; Valle, 2016). The concept of employer branding has migrated from the marketing field to the field of human resource management. It is viewed as a contemporary approach that can effectively support companies in their efforts to attract and retain talented employees. As a new and existing field, employer branding holds the potential to transform how companies operate (Ahmad & Daud, 2016). Its benefits are significant for both academics, who are enriching the literature, and managers, who are offering insights for their daily work (Backhaus & Tikoo, 2004). Branham (2001) theorized that by providing the ideal mix of functional, financial, and psychological benefits to both current and potential employees, an organization can establish itself as an employer of choice. Adapted from the marketing field, the concept of employer branding is relevant to human resources through the definition provided by Ambler and Barrow (1996): "the collection of functional, economic, and psychological advantages offered by employment, and recognized with the employing company."

Employer branding, particularly its focus on employer attractiveness, remains a relatively new aspect of internal marketing. Research suggests that embracing employer branding can provide companies with a competitive advantage by distinguishing them from other employers seeking the same skilled talent pool (Moroko & Uncles, 2008; Backhaus & Tikoo, 2004). The increasingly competitive landscape for talent, often referred to as the "war for talent," has driven the development of employer branding as a strategic human resource tool for attracting and retaining top performers (Roper et al., 2013; Tanwar & Prasad, 2016; Rampl & Kenning, 2014; Kalinska-Kula & Staniec, 2021).

Employer branding primarily concentrates on attracting and retaining external audiences, particularly potential and current employees. Its strategies aim to project a compelling image of the organization as a desirable workplace, highlighting its unique value proposition and fostering positive perceptions among talent pools. On the other hand, internal branding targets current employees and seeks to cultivate a strong internal company culture. Its focus lies in aligning employee values and behaviors with the organization's core values and mission (Foster et al., 2010). By fostering employee engagement and satisfaction, internal branding indirectly contributes to a positive employer brand by creating a more attractive and fulfilling work environment.

2. Materials and Methods

The sample selection process involved four steps. The first step was to choose a database for information extraction: the reliable Scopus database. Relevant keywords were used to identify pertinent literature at this stage. The third step



involved a thorough review of each article to ensure its relevance to the topic. Finally, the articles were filtered based on keyword relevance, excluding any articles about employer branding that focused on aspects beyond employees. An established analytical framework guided the development of both the research objective and methodology. This study delves into the current landscape of employer branding research, aiming to shed light on emerging trends and potential areas for future exploration.

Research Questions:

1. **Publication Trends:** This component seeks to analyze publishing patterns in employer branding research across various dimensions, including publication timelines, preferred journals, relevant disciplines, authorship trends, participating countries, and involved institutions.
2. **Intellectual Structure:** This inquiry investigates the field's historical development and identifies key research themes that are currently shaping the discourse. By examining intellectual structure, researchers can gain insights into the evolution of the field and understand its current focus areas.
3. **Research Gaps and Future Directions:** This final question aims to identify areas where additional research is needed to advance the understanding of employer branding. By pinpointing these gaps, researchers can pave the way for future studies that address critical questions and contribute to a more comprehensive body of knowledge in this domain.

This represents the way the remainder of the paper is structured. Section 1 contains a systematic analysis of the alternative phrases used and the top 25 cited articles. Section 2 delves into bibliometric analysis, which includes annual publication trends, a three-field plot, top sources, the impact of high sources, Bradford Law, top authors, leading affiliations, most cited countries, most globally cited documents, most locally cited documents, keyword analysis, a world collaboration map, and a page ranking analysis. Section 3 presents the discussion, managerial implications, and future directions. Finally, Section 4 presents the conclusions of the research.

2.1. Scopus Database for Study

The selection of a suitable and reliable database is critical for ensuring the validity and appropriateness of data collection. In line with the research objectives, this study utilized the Scopus database. This choice was strategically made due to several advantages of Scopus, such as comprehensive coverage, timely updates, data debugging, and processing capabilities, which can help researchers ensure the accuracy and integrity of the data (Goodell et al., 2021).

2.2. Study Selection Process

This study focuses on examining recent advancements in employer branding research. To ensure a comprehensive analysis, we narrowed our focus to research published between 2004 and 2023. The initial search employed the keyword "Employer Branding" to identify relevant studies. Figure 1 visually illustrates the process employed to refine the initial search results and ultimately select studies for inclusion in the bibliometric analysis.

The dataset for this study was obtained from the Scopus dataset and initially contained 2,241 documents. After applying the exclusion criteria, 1,899 studies were removed, resulting in a final bibliometric analysis dataset of 342. Both R programming and Excel software were utilized for bibliographic analysis. Network mapping was created using R programming, while Excel was used for further filtering and tabulation.

2.3. Bibliometric analysis

A bibliometric analysis of a large number of papers was conducted to identify the most prevalent themes in the extant EBB research. This section delves into the outcomes of the applied bibliometric analytical methods.

2.4. Descriptive Analysis

Descriptive analysis provides valuable insights into publication and citation patterns for EBB research. This study explored contemporary trends within this field. The analysis identified prominent authors, significant journals, and leading countries associated with the research topic.

2.5. Systematic analysis of alternative terms used

2.5.1. Employer Attractiveness

In recent years, the concept of employer attractiveness has attracted considerable research interest (Breaugh & Starke, 2000; Gatewood et al., 1993; Boswell et al., 2003; Aiman-Smith et al., 2001). It essentially refers to the perceived advantages that potential employees believe they would gain by working for a specific company (Pingle & Sharma, 2013). This factor significantly impacts both recruitment and selection processes (Gatewood et al., 1993) and employee retention

(Helm, 2013). Berthon et al. (2005) developed a scale for measuring employer attractiveness within the context of employer branding. This closely aligns with the term "organizational attractiveness." When branding principles are applied to human resource management, the process is called employer branding, with its core elements being an employee value proposition and attractiveness factors (Ružić & Benazić, 2023). The intense competition for skilled talent has driven organizations to differentiate themselves and cultivate their attractiveness to both potential and current employees (Lievens & Highhouse, 2003). However, translating these principles into action presents a unique challenge, as both attractiveness factors and work values are influenced by cultural contexts (Sengupta et al., 2015). In essence, employer attractiveness refers to the potential benefits that prospective employees anticipate from working for a particular organization. This concept holds particular significance in knowledge-intensive environments where attracting highly skilled and knowledgeable employees represents a core source of competitive advantage. Drawing from Lievens and Highhouse's (2003) instrumental and symbolic framework, the goal of this research is to investigate how both instrumental and symbolic dimensions affect employer attractiveness in the context of employer branding.

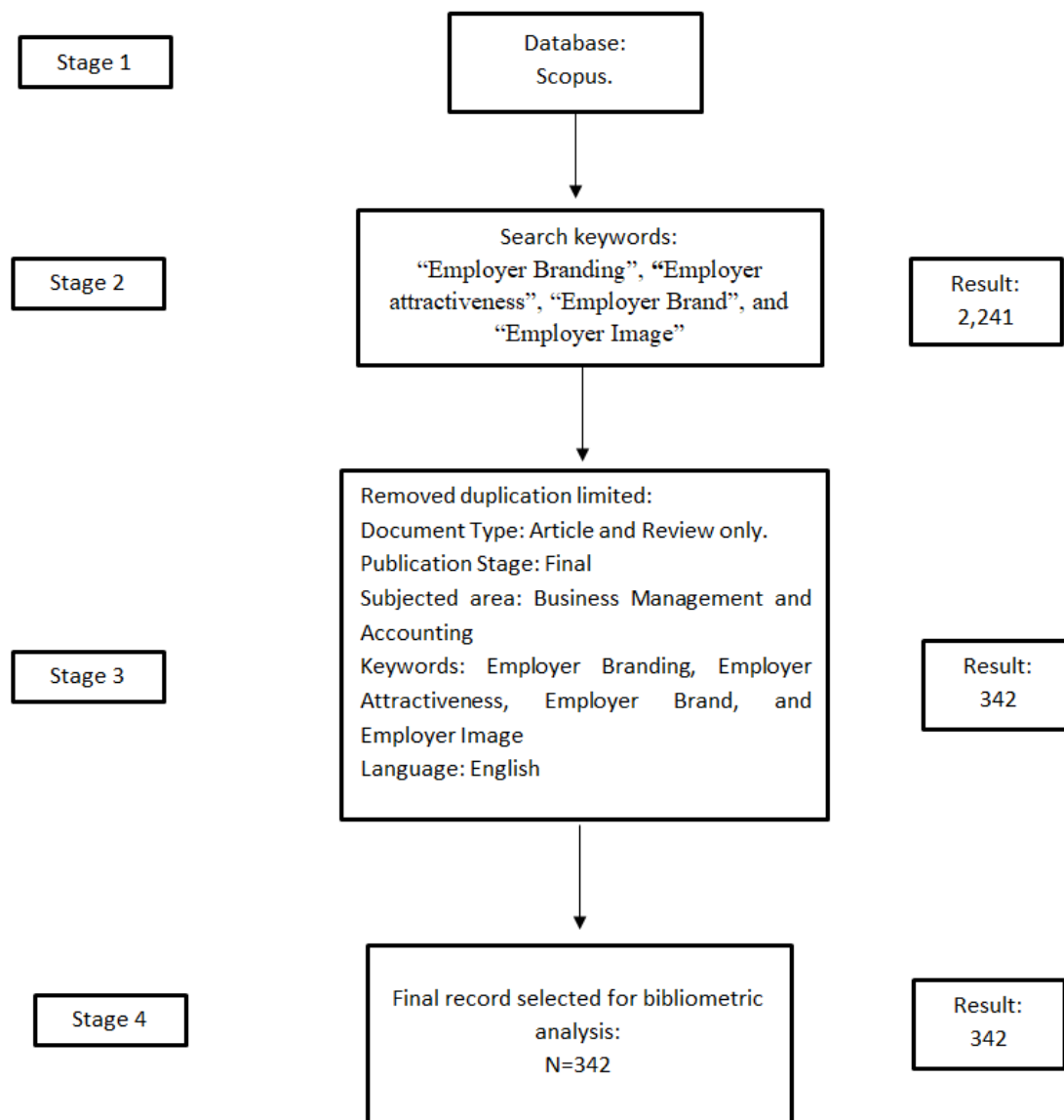


Figure 1 Dataset extraction and processing steps for bibliometric analysis of employer branding.

2.5.2. Employer Brands

Brands act as powerful identifiers, conveying distinct benefits and values associated with a specific entity (Kotler, 1997; Levitt, 1980). When applied to an organization, this concept translates into the employer brand (Ambler & Barrow, 1996; Backhaus & Tikoo, 2004). As competition for top talent intensifies, building a strong employer brand becomes crucial for attracting and retaining high-caliber employees (Elving et al., 2013; Sincic Coric & Spoljaric, 2021). A strong employer



brand acts as a key differentiator, fostering employee loyalty, satisfaction, and a sense of belonging (Davies, 2008). According to numerous studies (Heilmann et al., 2013; Barrow & Mosley, 2005; Backhaus & Tikoo, 2004; Ambler & Barrow, 1996), employer branding is essential to the success of an organization. Employer brands are still the subject of relatively little academic research, despite their introduction more than 20 years ago (Ambler & Barrow, 1996) and growing popularity in marketing and HRM (Buttenberg, 2012). Furthermore, globalization makes it difficult to preserve a consistent brand identity in a variety of settings (Alnıaçık et al., 2014; Luchtenveld, 2014).

Existing research on employer brands can be broadly categorized as follows:

- Internal Employer Branding: Studies focusing on current employee perceptions (Sarkıunaite & Sciukauske, 2021; Deepa & Baral, 2022; Spoljaric & Tkalac Vercic, 2022; etc.).
- External Employer Branding: Studies targeting potential employees, often students (Rampl & Kenning, 2014; Baum & Kabst, 2013; etc.); Rampl, 2014).

Some research has also explored perceptions among both potential employees and the general public (Elving et al., 2013).

2.5.3. Employer image

An external employer brand closely aligns with an organization's employer image, which represents how outsiders perceive its attributes as an employer. These mental representations are formed through various experiences and information sources, including direct interactions, media portrayals, and word-of-mouth (Lievens & Slaughter, 2016). Conversely, the internal employer brand, reflecting insiders' perceptions, corresponds more closely to the organization's identity. This distinction highlights why "external employer branding" is often considered synonymous with "employer image management." This section explores the research that has been conducted on the creation and evolution of employer image. Early studies suggest that image perceptions can be shaped by virtually any experience individuals have with an organization or anything they hear from others. It is important to acknowledge that relying on existing theories without direct testing is not unique to employer image research, and similar practices have been observed in other research areas, including our own work.

2.6. Systematic analysis of highly cited articles in Scopus

A comprehensive review of highly cited and pertinent articles in the field of employer branding is presented in this section. This analysis aims to provide researchers with a comprehensive understanding of current trends in this area, enabling them to identify potential research gaps and contribute meaningfully to the literature (Harikumar & Muthumeenakshi, 2024). Three tables summarize the key findings: Table 1: This table highlights the top research papers based on citation counts, highlighting their respective dimensions, contributions, and cluster affiliations. Table 2: This table offers a detailed review of the top research papers identified in Table 1 (Maani & Rajkumar, 2024; Venkataraman & Rajkumar, 2024). Table 3: This table presents a construct analysis based on the top 50 cited papers, focusing on 25 empirical studies. This analysis aims to assist researchers in pinpointing critical research gaps and formulating recommendations for future investigations in employer branding. By meticulously examining these tables, researchers can gain valuable insights into current research directions, dominant methodologies, and potential areas for further exploration within the field of employer branding.

Table 1 Coward factorial analysis articles by cluster.

Documents	dim 1	dim 2	contrib	TC	Cluster
wilden r, 2010, j mark manage	-0.17	-0.71	0.25	207	1
lievens f, 2016, annual review organizational psychology organizational behave	-0.16	-0.26	0.06	203	1
sivertzen a-m, 2013, j prod brand manage	0.84	-0.55	0.93	186	1
moroko l, 2008, j brand manage	-0.1	-0.09	0.01	178	1
maxwell r, 2009, j mark manage	-0.13	0.25	0.07	142	1
klimkiewicz k, 2017, corp soc responsib environ manage	-0.04	0.89	0.62	125	1
taj sa, 2016, eur manage j	-0.18	-1.88	0.55	123	1
martin g, 2011, int j hum resour manage	0.03	-0.21	0.02	118	1
dabirian a, 2017, bus horiz	-0.25	-0.36	0.06	110	1
bodderas m, 2011, j serv res	-0.23	-0.06	0.05	110	1
biswas mk, 2016, j bus ethics	-0.25	-0.36	0.06	103	1
kucherov d, 2012, eur j train dev	-0.03	-0.89	0.74	97	1
rampl lv, 2014, eur j mark	0.09	0.03	0.01	93	1
chhabra nl, 2014, int j organ anal	0.08	-0.32	0.08	90	1
saleem fz, 2016, j prod brand manage	-0.75	-1.06	0.52	89	1
backhaus kb, 2004, j bus commun	0.29	-0.65	0.16	87	1
ritz a, 2011, rev public pers adm	-0.66	1.44	2.71	84	1
elving wjl, 2013, j brand manage	0.45	0.09	0.2	84	1

tanwar k, 2016, global bus rev	-0.28	-0.26	0.11	84	1
casco wf, 2014, hum resour dev int	-0.27	-1.01	1.19	77	1
baum m, 2013, j world bus	-0.43	0.98	0.35	75	1
tanwar k, 2017, pers rev	0.02	-0.11	0	75	1
carlini j, 2019, j mark manage	-0.11	0.08	0.02	71	1
arasanmi cn, 2019, ind commer train	-0.25	-0.22	0.13	68	1
moroko l, 2009, j brand manage	-0.25	-0.36	0.06	65	1

Table 2 Systematic review of highly cited articles.

Authors	Citation	Title	Source	Research Objectives	Research Methods	Major Research Finding (s)
Wilden R; Gudergan S; Lings I	207	Employer branding: Strategic implications for staff recruitment	Journal of Marketing Management	This study explains Employer branding significantly influences recruitment markets and employee retention, as evidenced by both theory and qualitative interviews.	Qualitative research	This study suggests that a brand messages' s efficacy to effectively attract new employees relies upon its coherence, clarity, credibility, and investment in the employer brand.
Lievens F; Slaughter JE	203	Employer Image and Employer Branding: What we know and What we need to know	Annual Review of Organisational Psychology and Organisational Behavior	This article reviews the theory and research on employer image and employer branding published since 2001	Content Analysis	This study investigates the influence of organizational images on recruitment, differentiation, emotional bonds, and financial returns, utilizing both elementalistic and holistic approaches.
Sivertzen AM; Nilsen ER; Olafsen AH	186	Employer branding: employer attractiveness and the use of social media	Journal of Product and Brand Management	This study examines employer branding strategies, evaluating the Employer Attractiveness scale, and analyzing its relationship with social media use and job application intentions.	Exploratory analysis	This study indicates that positive employer attributes such as innovation, psychological value, application value, and social media significantly enhance corporate reputation and job application intentions
Moroko L; Moroko L	178	Characteristics of successful employer brands	Journal of Brand Management	This study explores industry experts' perceptions of employer branding success to enhance our understanding and contribute to the existing theory in this field.	Qualitative Analysis	This study categorizes successful and unsuccessful employer brands using metrics like human resources, employee participation, and brand processes to identify successful outcomes.
Knox S.; Maxwell R.	142	Motivating employees to "live the brand": A comparative case study of	Journal of Marketing Management	This research aimed to identify attributes that make an organization's	Case study	This study found that while employee attractiveness varied across organizations, the most attractive attributes were nearly



		employer brand attractiveness within the firm		employer brand attractive to current employees and explain what motivates them to "live the brand" when interacting with external stakeholders.		identical, focusing on employment, organizational successes, and product/service characteristics.
Klimkiewicz ZK; Oltra V	125	Does CSR enhance Employer Attractiveness? The role of Millennial job seekers 'attitude	Corporate Social Responsibility and Environmental Management	This paper investigates the impact of millennial job seekers' attitudes toward CSR on their perceived CSR-based employer attractiveness.	Correlations research	The study reveals that Millennial job seekers' attitudes toward corporate social responsibility significantly influence their rejection of employment offers if employers fail to meet basic CSR requirements.
Taj SA	123	Application of signaling theory in management research: Addressing major gaps in theory	European Management Journal	This study uses signaling theory to analyze the communication between a multinational's headquarters and local subsidiary, aiming to improve employee voice authenticity and reduce information asymmetry.	Case study	This study enhances signaling theory research by addressing negative signals, signal precedence, and countersignals, thereby reducing information asymmetry and promoting successful employer branding programs.
Martin G; Gollan PJ; Grigg K	118	Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations, and wicked problems in SHRM	International Journal of Human Resource Management	This paper aims to explore the correlation between employer branding, innovation, and reputational capital, thereby creating a causal model for future research.	Content Analysis	This paper defines employer branding, analyses 'wicked problems' in MNEs, evaluates its potential contribution to SHRM, and suggests future research and practice in this area.
Dabirian A; Kietzmann J; Diba H	110	A great place to work? Understanding crowdsourced employer branding	Business Horizons	This study aims to educate managers on the increasing trend of crowdsourced employer branding.	Content Analysis	The study explores crowdsourced employer branding platforms, emphasizing value proportions, motivators, hygiene factors, data mining, and tools for managers to use employer brand intelligence for competitive advantages.
Bodderas M; Cachelin JL; Maas P; Schlager T	110	The influence of the employer brand on employee attitudes relevant for service	Journal of Services Marketing	This paper aims to develop a framework that combines the concept of perceived employer brand	Survey method	The study reveals a correlation between perceived employer brand and service branding, revealing specific factors that influence employee attitudes.

		branding: an empirical investigation.		with employee outcomes relevant for service branding, focusing on creating favorable employee attitudes.		
Biswas MK; Suar D	103	Antecedents and Consequences of Employer Branding	Journal of Business Ethics	This study explores the antecedents and consequences of EB, examining whether the reality gap of antecedents influences EB.	Questionnaire method	The study reveals that factors such as realistic job previews perceived organisational support, reward administration equity, prestige, trust, leadership, psychological contract obligations, and corporate social responsibility significantly influence employer branding and strategy implementation.
Kucherov D; Zavyalova E	97	HRD practices and talent management in the companies with the employer brand	European Journal of Training and Development	This paper explores the HRD practices and talent management features of companies with an employer brand (CEB) in the contemporary labor market.	Experimental Research	The study reveals significant disparities in economic indicators, HRD practices, and talent management between Central and Eastern European Business Enterprises (CEBs) and Western European Enterprises (CWEBs), with CEBs gaining economic advantages.
Rampl LV; Kenning P	93	Employer brand trust and affect: Linking brand personality to employer brand attractiveness	European Journal of Marketing	The authors aim to fill a research gap by using a consumer brand model of brand affect and trust to explain employer brand attractiveness, despite the growing importance of brand personality traits.	Survey method	The study reveals that sincerity, excitement, sophistication, and ruggedness significantly influence employer brand trust, accounting for 71% of the variance in brand attractiveness.
Chhabra NL; Sharma S	90	Employer branding: Strategy for improving employer attractiveness.	International Journal of Organisational Analysis	The paper explores employer branding strategies for final-year management students, presenting a conceptual model on the process to promote attractiveness and attract them to organizations.	Semi-Structured Interview Method	The study reveals that students value organizational attributes like culture, brand name, and compensation, with job portals being preferred for employer attractiveness, and strong brand image positively impacts application likelihood.
Saleem FZ; Iglesias O	89	Mapping the domain of the	Journal of Product and Brand	This paper aims to develop an	Descriptive research	This study identifies internal branding from

		fragmented field of internal branding	Management	updated definition of internal branding, distinguishing it from employer branding, and incorporating literature review findings and emerging branding views.		employer branding and provides a thorough definition along with recommendations for further study. It also identifies five crucial elements of internal branding: brand ideologies, leadership, HRM, communication, and communities.
Backhaus KB	87	An exploration of corporate recruitment descriptions on Monster.com	Journal of Business Communication	The article examines how corporations advertise on Monster.com, analyzing their corporate descriptions and marketing strategies for job seekers.	Content Analysis	The study reveals that firms prioritize company attributes and employee advancement, with recruitment advertising approaches varying across industries, and few firms present distinct employer brands.
Tanwar K; Prasad A	84	Exploring the relationship between Employer branding and employee retention	Global Business Review	This article explores the origins of employer branding from the perspective of current employees, focusing on its role in talent attraction among potential employees.	Qualitative Analysis	The study found a positive correlation between employer branding, job satisfaction, employee retention, and organizational commitment, contributing to brand advocacy and reducing employee attrition through qualitative interviews.
Elving WJL; Westhoff JJC; Meeusen K, Schoonderbeek JW	84	The war for talent the relevance of employer branding in job advertisements for becoming an employer of choice	Journal of Brand Management	Employer branding (EB) can effectively attract high-potential employees to organisations, ensuring they meet stakeholder needs and achieve success.	Content Analysis	The study indicates that EB is underutilized in recruitment communication in the Netherlands, with EB advertisements preferred due to several factors, suggesting the potential for successful corporate positioning and internal branding.
Ritz A; Waldner C.	84	Competing for future leaders: a study of attractiveness public sector organisations to potential job applicants	Review of Public Personnel Administration	The study examines employer attractiveness, focusing on intrinsic and extrinsic work motives, and their relationship with public service motivation, impacting job application and employer recommendation trends.	Survey analysis	The study investigates the correlation between work motives and employer attractiveness in public administration and the behavioral trends that correlate with perceived attractiveness.

Cascio WF	77	Leveraging employer branding, performance management and human resource development to enhance employee retention.	Human Resource Development International	This study examines the Leveraging employer branding, performance management and human resource	Content analysis	The study indicates that the global economic recovery has prompted employers to prioritize HRD and career-development initiatives, resulting in the rise of positive employer brands and innovative HRD approaches.
Tanwar K; Prasad A	75	Employer brand scale development and validation: a second-order factor approach	Personnel Review	The study aims to create, develop, and validate a scale to assess the employer brand from the viewpoint of current employees.	Content analysis	This study reveals the Employer Branding analysis identifies five dimensions of an employer brand: benefits, compensation, work-life balance, ethics, CSR, training, and a healthy work environment, which influence employee retention.
Baum M; Kabst R	75	How to attract applicants in the Atlantic versus the Asia-Pacific region? A cross-national analysis in China, India, Germany, and Hungary	Journal of World Business	Contribute to the understanding of employer image and its impact on the probability of joining a company. Our main goal was to enrich the research field of Employer Branding by conducting a cross-national comparison of the impact of employer image	Survey analysis	This study reveals that task attractiveness varies globally, but career opportunities, working atmosphere, and employer image consistently influence students' application intention.
Carlini J; Grace D; France C; Lo Iacono J	71	The Corporate Social Responsibility (CSR) employer brand process: integrative review and comprehensive model	Journal of Marketing Management	The paper explores the relationship between potential and current employee stakeholder groups and their interaction with an employer's CSR brand.	Correlation research	This study indicates that companies are integrating corporate social responsibility into their employer branding strategies to improve brand appeal, engage employees, and sustain consistent employee brand behaviors.
Arasanmi CN; Krishna A	68	Employer branding: Perceived organisational support and employee retention – the mediating role of organisational commitment	Industrial and Commercial Training	This paper investigates the correlation between employer branding, organizational support, and employee retention in a New Zealand government agency.	Survey method	The study reveals that organisational commitment provides a mediator between the perceived organisational support also has a significant effect on organisational commitment.
Moroko L;	65	Employer	Journal of Brand	The study	Interview	The study suggests that the

Uncles MD	branding and Market segmentation	Management	explores how managers implicitly utilize market segmentation and how widely accepted methods can be utilized in the context of employer branding.	method	company can improve its recruitment, retention, and motivation strategies by implementing a combination of generic market segmentation methods.
-----------	----------------------------------	------------	---	--------	---

Table 3 Systematic review of highly cited articles' dimensions/constructs.

Document	Citation	Title	Journal	Analysis	Dimensions
Sivertzen AM; Nilsen ER; Olafsen AH	186	Employer branding, Employer attractiveness and the use of social media	Journal of Product and Brand Management	Exploratory Factor Analysis	Interest value, Social value, Economic value, Development value and Application value.
Klimkiewicz ZK; Oltra V	125	Employer branding: Employer attractiveness and the use of social media	Corporate Social Responsibility and Environmental Management	Pearson's Correlations, and Regression Analysis	Cognitive, Affective, and Behavioral
Bodderas M; Cachelin JL; Maas P; Schlager T	110	The influence of the employer brand on employee attitudes relevant for service branding: an empirical investigation	Journal of Services Marketing	Confirmatory Factor Analysis (CFA)	Economic value, Development value, Social value, Diversity value and Reputation value.
Biswas M.K.; Suar D.	103	Antecedents and Consequences of Employer Branding	Journal of Business Ethics	Confirmatory Factor Analysis (CFA)	Employer Brand equity, Attraction and Retention of talent, and Employer brand loyalty and Employee engagement.
Kuchеров D.; Zavyalova E	97	HRD practices and talent management in the companies with the employer brand	European Journal of Training and Development	Regression Analysis	Economic attribute, Psychological attributes, Functional attributes, and Organizational attributes
Rampl L.V.; Kenning P	93	Employer brand trust and affect: Linking brand personality to employer brand attractiveness	European Journal of Marketing	Path Coefficients Analysis	Sincerity, Excitement, Sophistication, Ruggedness and Competence
Ritz A.; Waldner C.	84	Competing for future leaders: a study of attractiveness public sector organisations to potential job applicants	Review of Public Personnel Administration	Factor Analysis and Regression Analyses	Work motives, public service motivation, Employer attractiveness, and Application intention
Tanwar K.; Prasad A.	75	Employer brand scale development and validation: a second-order factor approach	Personnel Review	Exploratory Factor Analysis	Healthy work atmosphere, Training and development, Work-life balance, Ethnic and corporate social responsibility, Compensation and Benefits.
Baum M.; Kabst R	75	How to attract applicants in the Atlantic versus the Asia-Pacific region? A cross national analysis in China, India, Germany, and Hungary	Journal of World Business	A Multiple Group Analysis	Working Atmosphere, Career opportunities, Work-life Comfort, Task attractiveness and Payment Attractiveness.
Arasanmi C.N.; Krishna A.	68	Employer branding: Perceived organisational support and employee retention – the mediating role of organisational commitment	Industrial and Commercial Training	Regression Analysis	Perceived organisational support, Organisational commitment, Employee retention.

Tanwar K; Kumar A	64	Employer brand, person-organisation fit and employer of choice: Investigating the moderating effect of social media	Personnel Review	Exploratory factor analysis	Work culture, Ethics and corporate social responsibility, Diversity, Salary and incentives, Social media, Employer of Choice (EOC)
Kissel P; Buttgen M	58	Using social media to communication employer brand identity: the Impact on corporate image and employer attractiveness	Journal of Brand Management	Intercorrelation analysis	Available information, Employer self-Congruity, Employee self-Congruity, Corporate Image, Employer Attractiveness, and application intentions
Saini GK; Rai P; Chaudhary MK	58	What do best employer survey reveal about employer branding and intention to apply?	Journal of Brand Management	Analysis of variance (ANOVA), correlation, descriptive statistics, and ordinary least square regression analysis	Development value, Social value, Interest value, Application value, Economic value, and Company culture and Ethical organization.
Newburry W; Gardberg NA; Sanchez JI	52	Employer attractiveness in Latin America: The Association among foreignness Internationalization and Talent recruitment	Journal of International Management	Spearman correlations Analysis	Women, Education, and income
Vercic AT	51	The impact of employee engagement, organisational support, and employer branding on internal communication satisfaction	Public Relations Review	Multivariate regression analysis	Internal communication satisfaction, Employee engagement, perceived organizational support, Employer brand.
Kumari S; Sami GK	49	Do instrumental and symbolic factors interact in influencing employer attractiveness and job pursuit intention?	Career Development International	multivariate analysis of covariance (MANCOVA)	Career growth opportunities (many or limited), Work-life benefits (many or limited), and CSR reputation.
Poulis A; Wisker Z	48	Modeling employee-based brand equity (EBBE) and perceived environmental uncertainty (PEU) on a firm's performance	Journal of Product and Brand Management	confirmatory factor analysis (CFA)	Employee Brand Equity and Firm Performance, Brand Endorsement, Brand-Consistent Behavior, and Brand Allegiance
Benraiss-Noailles L; Viot C	42	Employer brand equity effects on employee's well-being and loyalty	Journal of Business Research	component analysis	Economic value, Interest value, Social value, Development value, and Application value.
Sahu S; Pathardikar A; Kumar A	42	Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment	Leadership and Organization Development Journal	Confirmatory factor analysis (CFA)	Transformational leadership, Employee engagement, Employer branding identification and Internalization, intention to leave.
Sahu S; Pathardikar A; Kumar A	42	When employer brand image aids employee satisfaction and engagement	Journal of Organisational Effectiveness	correlation coefficients analysis	Brand Image, Employee satisfaction, and Employee engagement
Tumasjan A; Kunze F; Brunch H; Welpel IM	41	Liking employer branding orientation and firm performance: Testing a dual mediating route of recruitment efficiency and positive affective climate	Human Resource Management	Confirmatory factor analysis (CFA)	Employer branding orientation, Positive affective climate, Recruitment efficiency, Firm performance
Rampl LV	41	How to become an employer of choice: transforming employer brand associations	Journal of Marketing Management	Path coefficients analysis	Salary, Advancement, Location, Reputation, Work content, and Work culture

		into employer first-choice brands			
Matongolo A; Kasekende ; Mafabi S	39	Employer branding and talent retention: Perceptions of employees in higher education institutions in Uganda	Industrial and Commercial Training	Confirmatory factor analysis (CFA)	Reward strategy, people orientedness, Leadership development, and Talent retention.
Konsgen R; Schaarchmidt M; Ivens S; Munzel A	39	Finding meaning in contradiction on Employee review sites – Effects of discrepant online reviews on job application intentions	Journal of Interactive Marketing	Correlation analysis	Trustworthiness company, Intention to pursue employment, Intention to avoid employment
Xie C; Bagozzi RP; Meland KV	39	The impact of reputation and identity congruence on employer brand attractiveness	Marketing Intelligence and Planning	Confirmatory factor analysis (CFA)	Company reputation, Identity congruence, and Evaluation of Job attributes

3. Results and Discussion

3.1. Annual Publication Trends

An analysis of research publications reveals a growing interest in Employer Branding. While only one article appeared in 2004, the number steadily increased, with a notable jump between 2021 and 2023, culminating in 63 publications. This trend suggests that this field is gaining momentum and attracting significant attention.

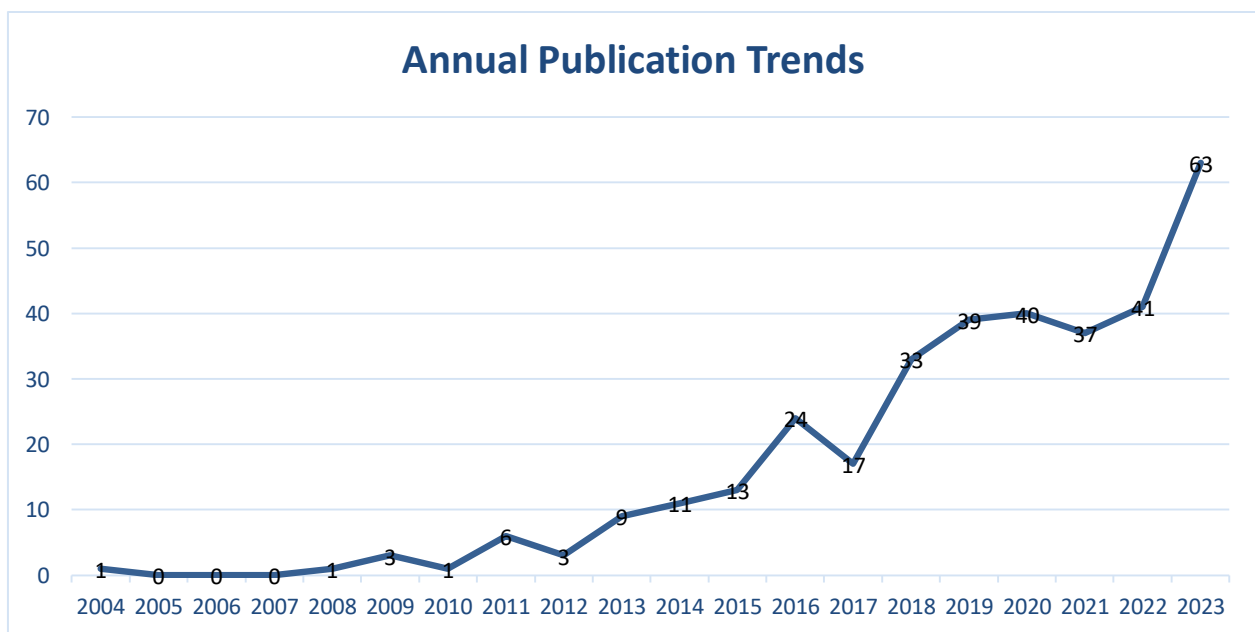


Figure 2 Annual scientific production (2004–2023).

3.2. Three-Field Plot Analysis

To examine the distribution of research contributions, a three-field plot (Sankey diagram) was created based on the journals, keywords, and countries of cited references from the 20 most researched journals in Employer Branding. This analysis aims to highlight the proportion of study subjects from different nations and the frequency of their cited papers. Figure 3 presents the results of this three-field plot analysis. The leading journals in Employer Branding Research include Employee Relations, Industrial and Commercial Training, Journal of Product and Brand Management, Management and Labor Studies, Industrial Journal of Organisational Analysis, and Journal of Brand Management. Keyword analysis revealed a focus on terms such as "Employer Branding," "Employer Attractiveness," "Employer Brand," and "Employer Image." Notably, contributions to these journals and keywords primarily originate from India, followed by Germany and the USA. This analysis suggests that while the Employer Branding research is conducted in both developed and developing countries, there may be room for further exploration in emerging economies. This highlights a potential research gap to consider in future studies.



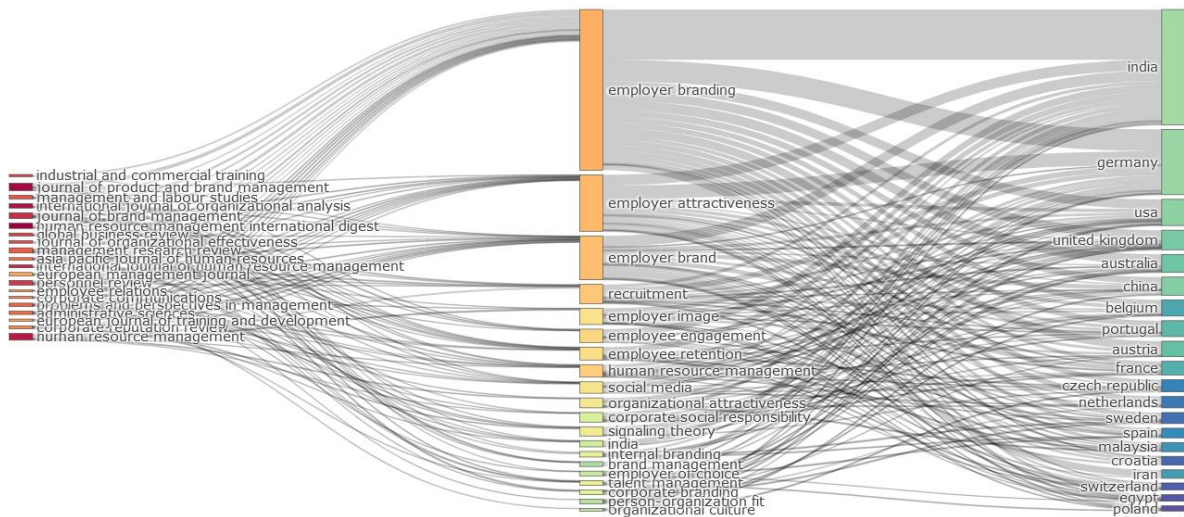


Figure 3 Three-Field Plot analysis.

3.3. Top sources

Academic journals serve as crucial channels for academics and researchers to share novel and insightful contributions to their fields. Identifying the most impactful journals within a specific area of study allows researchers to choose the most relevant and prestigious platforms for disseminating their findings. Figure 4 presents the top 10 journals out of 189 published research articles between 2004 and 2023 in the context of EBB research. Among them, Human Resource Management International Digest was the most common, with 189 publications in this area. Notably, the Journal of Product and Brand Management, alongside journals displaying empirical research across various major human resource management disciplines, also figures prominently within this group (Figure 4).



Figure 4 Top Sources.

3.4. Research Journals with High-Source Impact

Table 4 identifies the best research journals in the field of employer branding based on a range of impact metrics, such as the h-index, g-index, m-index, number of articles published, number of citations, and year of publication. Analyzing these metrics makes it easier to pinpoint journals that have a significant impact on and reach the industry. The top journal is the Journal of Product and Brand Management, which has the highest g-index (10) and h-index (8). This suggests that its publications have a wide-ranging and consistent citation impact. With an h-index of six and a g-index of six, the International Journal of Human Resource Management closely trails, indicating its prominence in the field. Other notable journals with high impact include the Human Resource Management Journal, Industrial Marketing Management, and Management and Labor Studies.



Table 4 Top research journals in terms of source impact.

Element	h_index	g_index	m_index	TC	NP	PY_start
Journal of Product and Brand Management	8	10	0.667	420	10	2013
International Journal of Human Resource Management	6	6	0.429	189	6	2011
International Journal of Organizational Analysis	6	8	0.545	270	8	2014
Journal of Brand Management	6	6	0.353	459	6	2008
Global Business Review	5	5	0.556	151	5	2016
Human Resource Management	5	7	0.5	76	7	2015
Industrial and Commercial Training	5	5	0.5	142	5	2015
Personnel Review	5	6	0.625	213	6	2017
Asia Pacific Journal of Human Resources	4	4	0.25	72	4	2009
European Management Journal	4	4	0.444	196	4	2016

3.5. Bradford Law Analysis of Employer Branding Research

This section examines the distribution of research journals within the field of employer branding through the lens of Bradford's law. According to this law, publications can be categorized into three zones based on their productivity in a specific subject area. By analyzing the 189 research journals on employer branding published between 2004 and 2023, Table 5 shows the breakdown according to Bradford's Law zones. Zone 1 (Nuclear Zone): This zone comprises 22 journals, which are considered the "core" due to their high volume of publications on employer branding. These journals represent a valuable source of foundational knowledge in the field. Zone 2: This zone encompasses 56 journals, publishing moderate numbers of articles related to Employer Branding. These journals contribute to expanding the breadth of research within the field. Zone 3: This zone includes 112 journals publishing dwindling numbers of Employer Branding articles. While their individual contributions may be limited, collectively, they demonstrate the diverse range of areas where employer branding research intersects with other disciplines.

Table 5 Top research journals in terms of source impact.

SOURCE	RANK	FREQ	CUMFREQ	ZONE
Human Resource Management International Digest	1	10	10	Zone 1
Journal of Product and Brand Management	2	10	20	Zone 1
International Journal of Organizational Analysis	3	8	28	Zone 1
Human Resource Management	4	7	35	Zone 1
International Journal of Human Resource Management	5	6	41	Zone 1
Journal of Brand Management	6	6	47	Zone 1
Personnel Review	7	6	53	Zone 1
Global Business Review	8	5	58	Zone 1
Industrial and Commercial Training	9	5	63	Zone 1
Journal of Organizational Effectiveness	10	5	68	Zone 1

3.6. Top Authors in Employer Branding Research

Our analysis identified 705 unique authors contributing to the Employer Branding research. Table 6 shows the top contributors based on their publication output and citation counts. Saini GK emerged as the leading author with 11 publications, garnering a total of 231 citations. This indicates a significant and impactful contribution to the field. Baral R and Deepa R share the second position, with 4 publications each, both of which have accumulated 35 citations. Their research efforts have also made notable progress in the field. The table further presents other prominent authors who have actively contributed to advancing our understanding of employer branding.

Table 6 Top Authors with Their Source Impacts.

Author (s)	TC	NP	PY_start
Saini GK	231	11	2014
Baral R	35	4	2017
Deepa R	35	4	2017
Lievens F	244	6	2011
Tkalac Veräceiäce A	82	6	2021
Welpel IM	87	4	2015
Auer M	31	4	2014
Baum M	103	3	2013
Bharadwaj S	47	3	2020
Cascio WF	119	3	2014



3.7. Institutions Leading the Way in Employer Branding Research

Table 7 highlights the top institutions actively contributing to research on employer branding. This analysis provides valuable insights into the distribution of research efforts across different academic organizations. The School of Management and Labor Studies has emerged as the most active institution, boasting 19 publications in the field. This demonstrates their significant commitment to advancing our understanding of employer branding. The University of Zagreb follows closely with 13 publications, demonstrating its dedication to contributing to this important research area. The University of Innsbruck holds the third position with 11 publications, further solidifying the international and diverse landscape of employer branding research.

Table 7 Top Authors with Their Source Impacts.

AFFILIATION	ARTICLES
School of Management and Labor Studies	19
University of Zagreb	13
University of Innsbruck	11
Aligarh Muslim University	9
Ghent University	9
Ho Chi Minh City Open University	8
Saint Petersburg State University	8
HSE University	7
Lulea... University of Technology	7
Lulea... University of Technology (LTU)	6

3.8. Most Cited Countries in Employer Branding Research

Figure 5 depicts the top five countries contributing to the field of employer branding research based on citation counts. The data reveal three key observations. a) Emerging nations are at the forefront: India leads the table with 1,132 citations, followed by Germany (643 citations) and the United Kingdom (505 citations). This finding highlights the active participation of developing nations in employer branding research. Notably, the remaining two countries in the top five are China (280 citations) and the United States (272 citations), underscoring the widespread international attention given to this topic. While developing nations such as India demonstrate notable research productivity, it is important to acknowledge that advanced nations such as Germany and the United States still allocate significant resources to this field.

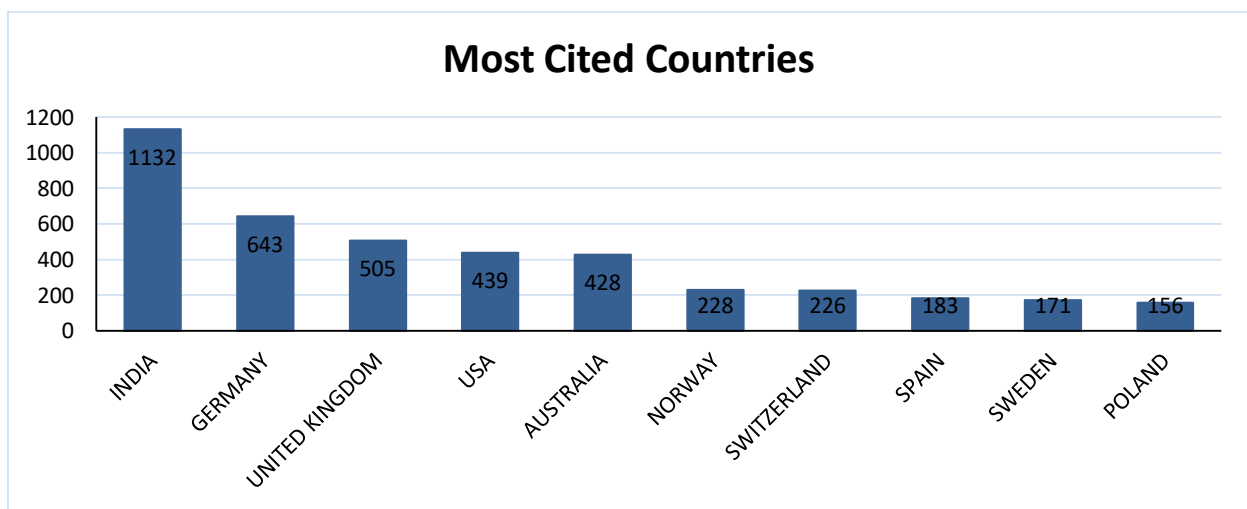


Figure 5 Most Cited Countries.

3.9. Top 10 Most Globally Cited Documents in Employer Branding

Figure 6 presents the top 10 most globally cited documents in the field of employer branding identified through our analysis. Analyzing these highly cited papers provides valuable insights into the key themes and areas of interest within the research community. The list features articles published between 2010 and 2016, suggesting a focus on recent developments in the field. This highlights the ever-evolving nature of employer branding research, adapting to changes in the business landscape and employee expectations. The authors hail from diverse countries, including Belgium, Australia, Norway, and the United States, reflecting the globalized nature of employer branding research and practice. The included articles employed



various research methodologies, encompassing quantitative studies, qualitative inquiries, and theoretical frameworks. This demonstrates the multifaceted approach to investigating the employer branding phenomenon.

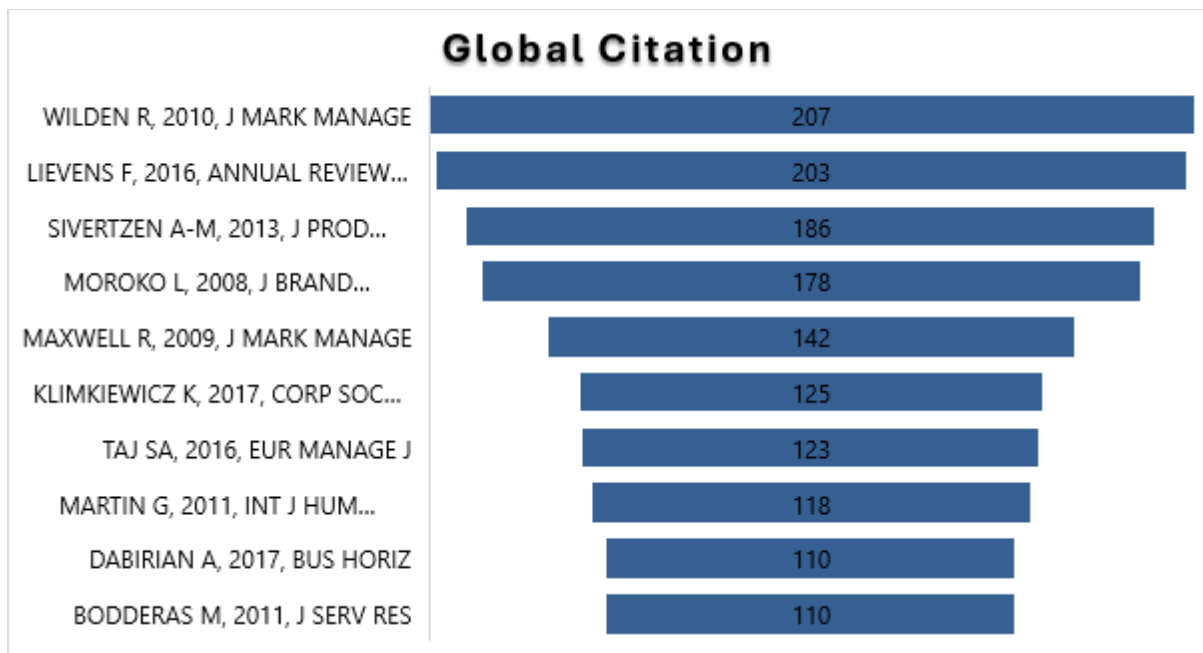


Figure 6 Global Cited Documents.

3.10. Top 10 Most Local Cited Documents in Employer Branding Research

Figure 7 presents the top 10 most locally cited documents within Employer Branding Research. Examining these articles provides valuable insights into the specific topics and approaches gaining traction among researcher’s local country. Winden's (2010) article leads the list, reflecting its widespread significance within the field. The findings of Moroko (2008) and Livens (2016) suggest that researchers are interested in both global perspectives and those addressing regional or national contexts.

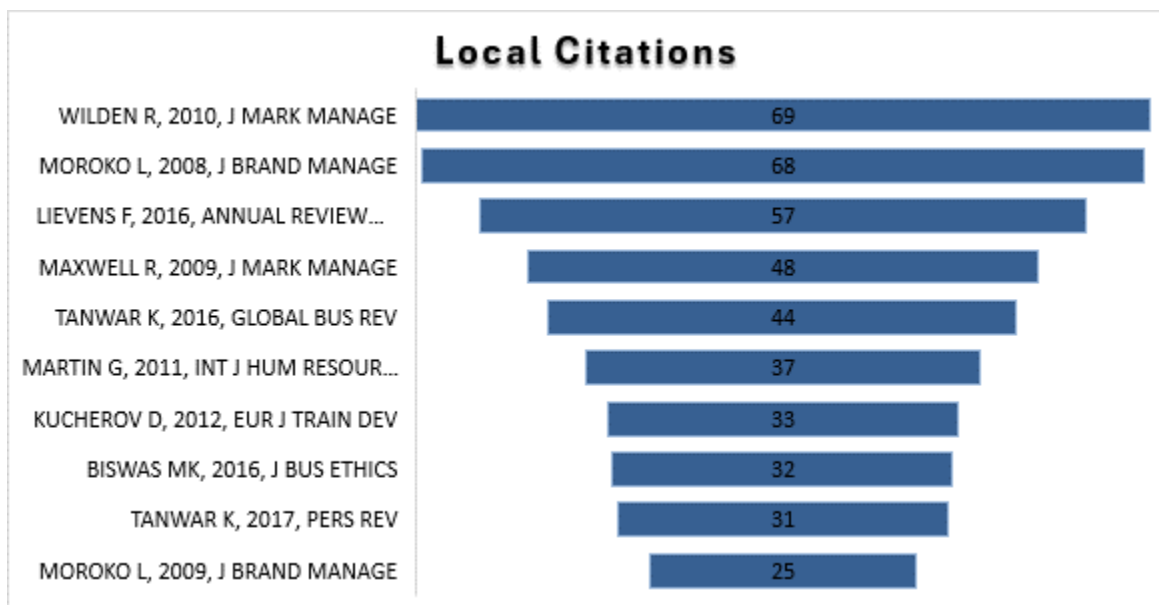


Figure 7 Local cited documents.

3.11. Keyword Analysis

Author keywords offer valuable insights into the core themes explored in research articles (Comerio & Strozzi, 2019). To identify the most prevalent themes in the Employer Branding research, researchers conducted a keyword analysis using VOS viewer software. By analyzing 342 papers published between 2004 and 2023, we extracted a total of 765 keywords. Table 8 presents the top keywords that emerged from this analysis.



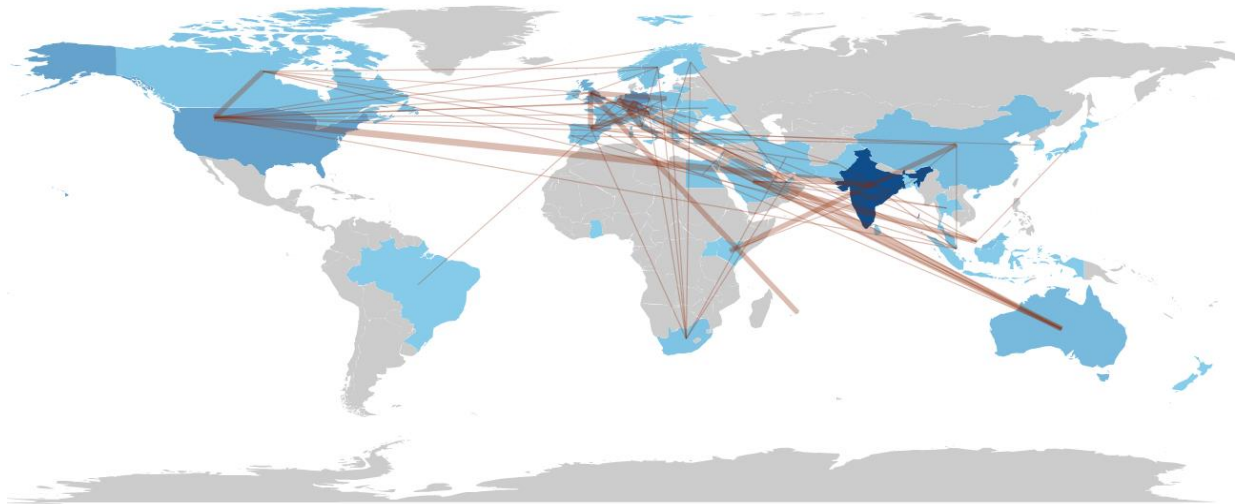


Figure 9 World Collaboration Map.

3.13. Page Rank Analysis

Page rank analysis goes deeper to evaluate an article's prestige, whereas citation count only suggests how popular it is. A more sophisticated indicator of influence is provided by page rank, which shows how frequently an article is cited by other highly cited articles. However, it is important to keep in mind that a paper with many citations does not always mean that it is prestigious. PageRank is a combination of prestige and relevance that was first presented by Brin and Page (1998). It was first utilized by Google to rank search results, but it can also be used to examine citation networks. Assume that a paper's page rank (A) is cited in a series of papers (T1 through Tn), each of which Ti has a unique set of references (C(Ti)). In a network of N papers, the page rank (PR(A)) of paper A can be calculated using the following formula:

$$PR(A) = \frac{(1-d)}{N} + d \left(\frac{PR(T_1)}{C(T_1)} + \dots + \frac{PR(T_n)}{C(T_n)} \right)$$

Here, d represents a damping factor, which ranges from 0 to 1, representing the percentage of haphazard jumps made while navigating the network. Initially, "d" was set at 0.85 by Google's algorithm, which assumed that a user would click on six hyperlinks before starting a new search. The total probability distribution is represented by the network's page ranks added up to one. Table 9 highlights the top papers based on their calculated page ranks. Comparisons between citation count and page rank often reveal contrasting results (Goyal & Kumar, 2021), emphasizing the value of incorporating both metrics for a more comprehensive understanding of an article's impact.

Table 9 Page rank analysis.

Author	PageRank
Lievens F	0.04615
Cable DM	0.040283
Turban DB	0.028207
Collins CJ	0.02848
Highhouse S	0.028307
Van Hoye G	0.019679
Keller KL	0.021463
Rynes SL	0.019308
Spence M	0.016083
Podsakoff PM	0.0153
Tajfel H	0.012831
Rampl LV	0.013689
Saini GK	0.012807
Ashforth BE	0.01372
Baum M	0.014586

4. Managerial Implications

Given the increasing research interest and potential to attract talent, organizations should prioritize developing and implementing strong employer branding strategies. Recognizing India's leading role and increasing international



collaboration, organizations should consider diverse perspectives and adapt strategies to diverse cultural contexts. Current research findings should be updated, and evidence-based approaches should be utilized to optimize the effectiveness of employer branding efforts. Consistent understanding can be ensured by clearly defining and using key terms such as "Employer Branding," "attractiveness," and "image" in internal and external communications.

5. Future Research Directions

The study highlights several exciting avenues for future research in Employer Branding:

- The impact of globalization on talent attraction strategies across diverse cultures and regions should be explored. How can employer branding adapt to these varied contexts?
- To develop more sophisticated methods to accurately measure the return on investment of employer branding initiatives, focusing on factors beyond website traffic and social media engagement. How does employer branding impact long-term talent acquisition, retention, and employee well-being?
- Investigate the ethical and effective use of emerging technologies such as AI and VR in employer branding practices, particularly within remote and hybrid work models.
- Foster collaboration between fields such as marketing, psychology, and sociology can be used to gain deeper insights into effective employer branding strategies.

6. Final Considerations

This study sheds light on the rapidly emerging field of employer branding and its increasing significance for attracting and retaining talented employees. India's pioneering contributions and the upward trend in global research collaborations highlight the value of incorporating diverse viewpoints and developing culturally tailored employer branding strategies. By establishing a clear, unified conceptual definition, keeping up with the latest research findings, and adopting approaches grounded in evidence, organizations can harness the full potential of employer branding. Leveraging this powerful concept effectively can provide a competitive edge in the talent acquisition landscape, enabling organizations to achieve their goals of securing and retaining top talent. This study underscores Employer Branding as a strategic tool for success facilitated by the convergence of rigorous academic research and practical organizational implementation within the context of an increasingly globalized business environment.

Ethical considerations

Not applicable.

Conflict of interest

The authors declare that there are no conflicts of interest.

Funding

This research did not receive any financial support.

Reference

- Ahmad, N. A., & Daud, S. (2016). Engaging people with employer branding. *Procedia Economics and Finance*, 35, 690-698. [https://doi.org/10.1016/S2212-5671\(16\)00083-4](https://doi.org/10.1016/S2212-5671(16)00083-4)
- Ahmed, R. R., Azam, M., Qureshi, J. A., Hashem E, A. R., Parmar, V., & Md Salleh, N. Z. (2022). The relationship between internal employer branding and talent retention: A theoretical investigation for the development of a conceptual framework. *Frontiers in psychology*, 13, 859614. <https://doi.org/10.3389/fpsyg.2022.859614>
- Aiman-Smith, L., Bauer, T. N., & Cable, D. M. (2001). Are you attracted? Do you intend to pursue? A recruiting policy-capturing study. *Journal of Business and psychology*, 16, 219-237. <https://doi.org/10.1023/A:1011157116322>
- Alniaçık, E., Alniaçık, Ü., Erat, S., & Akçin, K. (2014). Attracting talented employees to the company: Do we need different employer branding strategies in different cultures?. *Procedia-Social and Behavioral Sciences*, 150, 336-344. <https://doi.org/10.1016/j.sbspro.2014.09.074>
- Ambler, T., & Barrow, S. (1996). The employer brand. *Journal of brand management*, 4, 185-206. <https://doi.org/10.1057/bm.1996.42>
- Arasanmi, C. N., & Krishna, A. (2019). Employer branding: perceived organisational support and employee retention—the mediating role of organisational commitment. *Industrial and Commercial Training*, 51(3), 174-183. <https://doi.org/10.1108/ICT-10-2018-0086>
- Backhaus, K. B. (2004). An exploration of corporate recruitment descriptions on Monster. com. *The Journal of Business Communication* (1973), 41(2), 115-136. <https://doi.org/10.1177/0021943603259585>
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career development international*, 9(5), 501-517. <https://doi.org/10.1108/13620430410550754>
- Barrow, S., & Mosley, R. (2005). *The employer brand: Bringing the best of brand management to people at work*. John Wiley & Sons. ISBN: 9780470012703
- Baum, M., & Kabst, R. (2013). How to attract applicants in the Atlantic versus the Asia-Pacific region? A cross-national analysis on China, India, Germany, and Hungary. *Journal of World Business*, 48(2), 175-185. <https://doi.org/10.1016/j.jwb.2012.07.002>



- Benraiss-Noailles, L., & Viot, C. (2021). Employer brand equity effects on employees well-being and loyalty. *Journal of business research*, 126, 605-613. <https://doi.org/10.1016/j.jbusres.2019.12.056>
- Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: dimensions of attractiveness in employer branding. *International journal of advertising*, 24(2), 151-172. <https://doi.org/10.1080/02650487.2005.11072912>
- Biswas, M. K., & Suar, D. (2016). Antecedents and consequences of employer branding. *Journal of Business Ethics*, 136, 57-72. <https://doi.org/10.1007/s10551-014-2502-3>
- Boswell, W. R., Roehling, M. V., LePine, M. A., & Moynihan, L. M. (2003). Individual job-choice decisions and the impact of job attributes and recruitment practices: A longitudinal field study. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 42(1), 23-37. <https://doi.org/10.1002/hrm.10062>
- Branham, L. (2000). *Keeping the people who keep you in business: 24 ways to hang on to your most valuable talent*. AMACOM/American Management Association. ISBN: 9780814405895
- Breaugh, J. A., & Starke, M. (2000). Research on employee recruitment: So many studies, so many remaining questions. *Journal of management*, 26(3), 405-434. <https://doi.org/10.1177/014920630002600303>
- Buttenberg, K. (2012, May). Employer branding: objectives, channels and performance indicators. In *International Conference „New Challenges of Economic and Business Development–2012“. Conference Proceedings. Riga: University of Latvia* (pp. 110-117). <https://doi.org/10.13140/2.1.4710.3363>
- Carlini, J., Grace, D., France, C., & Lo Iacono, J. (2019). The corporate social responsibility (CSR) employer brand process: integrative review and comprehensive model. *Journal of Marketing Management*, 35(1-2), 182-205. <https://doi.org/10.1080/0267257X.2019.1569549>
- Cascio, W. F. (2014). Leveraging employer branding, performance management and human resource development to enhance employee retention. *Human Resource Development International*, 17(2), 121-128. <https://doi.org/10.1080/13678868.2014.886443>
- Comerio, N., & Strozzi, F. (2019). Tourism and its economic impact: A literature review using bibliometric tools. *Tourism economics*, 25(1), 109-131. <https://doi.org/10.1177/1354816618793762>
- Ćorić, D. S., & Špoljarić, A. (2021). The origins of internal communication and employer branding in marketing theories. *Review paper, DOI*, 10. <https://doi.org/10.48188/du.2021.0573>
- Dabirian, A., Kietzmann, J., & Diba, H. (2017). A great place to work!? Understanding crowdsourced employer branding. *Business horizons*, 60(2), 197-205. <https://doi.org/10.1016/j.bushor.2016.11.005>
- Davies, G. (2008). Employer branding and its influence on managers. *European journal of Marketing*, 42(5/6), 667-681. <https://doi.org/10.1108/03090560810862570>
- Davies, G., Mete, M., & Whelan, S. (2018). When employer brand image aids employee satisfaction and engagement. *Journal of Organizational Effectiveness: People and Performance*, 5(1), 64-80. <https://doi.org/10.1108/JOEPP-03-2017-0028>
- Davies, S. R. (2008). Constructing communication: Talking to scientists about talking to the public. *Science communication*, 29(4), 413-434. <https://doi.org/10.1177/1075547008316222>
- Deepa, R., & Baral, R. (2019). Importance-performance analysis as a tool to guide employer branding strategies in the IT-BPM industry. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 77-95. <https://doi.org/10.1108/JOEPP-04-2018-0024>
- Deepa, R., & Baral, R. (2022). Is my employee still attracted to me? Understanding the impact of integrated communication and choice of communication channels on employee attraction. *Corporate Communications: An International Journal*, 27(1), 110-126. <https://doi.org/10.1108/CCIJ-06-2021-0055>
- Edwards, M. R., & Edwards, T. (2013). Employee responses to changing aspects of the employer brand following a multinational acquisition: A longitudinal study. *Human Resource Management*, 52(1), 27-54. <https://doi.org/10.1002/hrm.21519>
- Elving, W. J., Westhoff, J. J., Meeusen, K., & Schoonderbeek, J. W. (2013). The war for talent? The relevance of employer branding in job advertisements for becoming an employer of choice. *Journal of Brand Management*, 20, 355-373. <https://doi.org/10.1057/bm.2012.21>
- Foster, C., Punjaisri, K., & Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product & Brand Management*, 19(6), 401-409. <https://doi.org/10.1108/10610421011085712>
- Gatewood, R. D., Gowan, M. A., & Lautenschlager, G. J. (1993). Corporate image, recruitment image and initial job choice decisions. *Academy of Management journal*, 36(2), 414-427. <https://doi.org/10.5465/256530>
- Goodell, J. W., Kumar, S., Lim, W. M., & Pattnaik, D. (2021). Artificial intelligence and machine learning in finance: Identifying foundations, themes, and research clusters from bibliometric analysis. *Journal of Behavioral and Experimental Finance*, 32, 100577. <https://doi.org/10.1016/j.jbef.2021.100489>
- Goyal, K., & Kumar, S. (2021). Financial literacy: A systematic review and bibliometric analysis. *International Journal of Consumer Studies*, 45(1), 80-105. <https://doi.org/10.1111/ijcs.12605>
- Harikumar, Y., & Muthumeenakshi, M. (2024). Future directions of volatility spillover and systematic review of measurement models: Evidences from bibliometric analysis. *Multidisciplinary Reviews*, 7(2), 2024030-2024030. <https://doi.org/10.31893/multirev.2024030>
- Heilmann, P., Saarenketo, S., & Liikkanen, K. (2013). Employer branding in power industry. *International Journal of Energy Sector Management*, 7(2), 283-302. <https://doi.org/10.1108/IJESM-03-2012-0001>
- Helm, S. (2013). A matter of reputation and pride: Associations between perceived external reputation, pride in membership, job satisfaction and turnover intentions. *British journal of management*, 24(4), 542-556. <https://doi.org/10.1111/j.1467-8551.2012.00827.x>
- Kalińska-Kula, M., & Staniec, I. (2021). Employer branding and organizational attractiveness: Current employees' perspective. *European Research Studies Journal*, XXIV(1), 583-603. <https://doi.org/10.35808/ersj/1982>
- Kissel, P., & Büttgen, M. (2015). Using social media to communicate employer brand identity: The impact on corporate image and employer attractiveness. *Journal of Brand Management*, 22, 755-777. <https://doi.org/10.1057/bm.2015.42>
- Klimkiewicz, K., & Oltra, V. (2017). Does CSR enhance employer attractiveness? The role of millennial job seekers' attitudes. *Corporate Social Responsibility and Environmental Management*, 24(5), 449-463. <https://doi.org/10.1002/csr.1419>
- Könsgen, R., Schaarschmidt, M., Ivens, S., & Munzel, A. (2018). Finding meaning in contradiction on employee review sites—effects of discrepant online reviews on job application intentions. *Journal of Interactive Marketing*, 43(1), 165-177. <https://doi.org/10.1016/j.intmar.2018.04.003>
- Kotler, P. (1994). *Analysis, planning, implementation and control*. Prentice Hall International. ISBN: 9780132435659



- Kucherov, D., & Zavyalova, E. (2012). HRD practices and talent management in the companies with the employer brand. *European Journal of training and Development*, 36(1), 86-104. <https://doi.org/10.1108/03090591211192647>
- Kumari, S., & Saini, G. K. (2018). Do instrumental and symbolic factors interact in influencing employer attractiveness and job pursuit intention?. *Career Development International*, 23(4), 444-462. <https://doi.org/10.1108/CDI-03-2018-0080>
- Leekha Chhabra, N., & Sharma, S. (2014). Employer branding: strategy for improving employer attractiveness. *International Journal of Organizational Analysis*, 22(1), 48-60. <https://doi.org/10.1108/IJOA-09-2011-0505>
- Lievens, F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel psychology*, 56(1), 75-102. <https://doi.org/10.1111/j.1744-6570.2003.tb00144.x>
- Lievens, F., & Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. *Annual review of organizational psychology and organizational behavior*, 3, 407-440. <https://doi.org/10.1146/annurev-orgpsych-041015-062501>
- Luchtenveld, A. C. (2014). *Employer brand image in an international context—a comparison between Germany and Portugal* (Doctoral dissertation, ISCTE-Instituto Universitario de Lisboa (Portugal)).
- Maani, J., & Rajkumar, A. D. (2024). Future research directions of mergers and acquisitions in the banking sector: A review based on bibliometric analysis. *Multidisciplinary Reviews*, 7(1), 2024015-2024015. <https://10.31893/multirev.2024015>
- Martin, G., Gollan, P. J., & Grigg, K. (2011). Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM. *The International Journal of Human Resource Management*, 22(17), 3618-3637. <https://doi.org/10.1080/09585192.2011.560872>
- Matongolo, A., Kasekende, F., & Mafabi, S. (2018). Employer branding and talent retention: perceptions of employees in higher education institutions in Uganda. *Industrial and Commercial Training*, 50(5), 217-233. <https://doi.org/10.1108/ICT-06-2017-0039>
- Maxwell, R., & Knox, S. (2009). Motivating employees to "live the brand": a comparative case study of employer brand attractiveness within the firm. *Journal of marketing management*, 25(9-10), 893-907. <https://doi.org/10.1362/026725709X479282>
- Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management communication quarterly*, 28(2), 264-284. <https://doi.org/10.1177/0893318914524536>
- Meyer, K. E., & Xin, K. R. (2018). Managing talent in emerging economy multinationals: Integrating strategic management and human resource management. *The International Journal of Human Resource Management*, 29(11), 1827-1855. <https://doi.org/10.1080/09585192.2017.1336362>
- Moroko, L., & Uncles, M. D. (2008). Characteristics of successful employer brands. *Journal of brand management*, 16, 160-175. <https://doi.org/10.1057/bm.2008.4>
- Moroko, L., & Uncles, M. D. (2009). Employer branding and market segmentation. *Journal of Brand Management*, 17, 181-196. <https://doi.org/10.1057/bm.2009.11>
- Newbury, W., Gardberg, N. A., & Sanchez, J. I. (2014). Employer attractiveness in Latin America: The association among foreignness, internationalization and talent recruitment. *Journal of International Management*, 20(3), 327-344. <https://doi.org/10.1016/j.intman.2013.10.001>
- Pingle, S. S., & Sharma, A. (2013). External Employer Attractiveness: A Study of Management Students in India. *Journal of Contemporary Management Research*, 7(1).
- Poulis, A., & Wisker, Z. (2016). Modeling employee-based brand equity (EBBE) and perceived environmental uncertainty (PEU) on a firm's performance. *Journal of Product & Brand Management*, 25(5), 490-503. <https://doi.org/10.1108/JPBM-10-2015-1004>
- Puncheva-Michelotti, P., Hudson, S., & Jin, G. (2018). Employer branding and CSR communication in online recruitment advertising. *Business Horizons*, 61(4), 643-651. <https://doi.org/10.1016/j.bushor.2018.04.003>
- Purusottama, A., & Ardianto, A. (2019). The dimension of employer branding: attracting talented employees to leverage organizational competitiveness. *Jurnal Aplikasi Manajemen*, 17(1), 118-126. <https://doi.org/10.21776/ub.jam.2019.017.01.13>
- Rampl, L. V. (2014). How to become an employer of choice: transforming employer brand associations into employer first-choice brands. *Journal of Marketing Management*, 30(13-14), 1486-1504. <https://doi.org/10.1080/0267257X.2014.934903>
- Rampl, L. V., & Kenning, P. (2014). Employer brand trust and affect: linking brand personality to employer brand attractiveness. *European journal of marketing*, 48(1/2), 218-236. <https://doi.org/10.1108/EJM-02-2012-0113>
- Ritz, A., & Waldner, C. (2011). Competing for future leaders: A study of attractiveness of public sector organizations to potential job applicants. *Review of public personnel administration*, 31(3), 291-316. <https://doi.org/10.1177/0734371X11408703>
- Romero, A. J., & Roberts, R. E. (2003). The impact of multiple dimensions of ethnic identity on discrimination and adolescents' self-Estees. *Journal of applied social psychology*, 33(11), 2288-2305. <https://doi.org/10.1111/j.1559-1816.2003.tb01885.x>
- Ružić, E., & Benazić, D. (2023). Dimensions of attractiveness in employer branding and the value proposition framework for young employees. *Ekonomski vjesnik/Econviews-Review of Contemporary Business, Entrepreneurship and Economic Issues*, 36(1), 89-100. <https://doi.org/10.51680/ev.36.1.7>
- Sahu, S., Pathardikar, A., & Kumar, A. (2017). Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment. *Leadership & Organization Development Journal*, 39(1), 82-99. <https://doi.org/10.1108/LODJ-12-2014-0243>
- Saini, G. K., Rai, P., & Chaudhary, M. K. (2014). What do best employer surveys reveal about employer branding and intention to apply?. *Journal of Brand Management*, 21(2), 95-111. <https://doi.org/10.1057/bm.2013.10>
- Saleem, F. Z., & Iglesias, O. (2016). Mapping the domain of the fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43-57. <https://doi.org/10.1108/JPBM-11-2014-0751>
- Sarkiuanaite, I., & Sciukauske, I. (2021). The assessment of employer brand impact on the attraction of employees in international organization. *Transformations in Business & Economics*, 20(3C), 387-404. <https://doi.org/10.35808/caseae/684>
- Schlager, T., Bodderas, M., Maas, P., & Luc Cachelin, J. (2011). The influence of the employer brand on employee attitudes relevant for service branding: an empirical investigation. *Journal of Services Marketing*, 25(7), 497-508. <https://doi.org/10.1108/08876041111173624>
- Sengupta, A. S., Balaji, M. S., & Krishnan, B. C. (2015). How customers cope with service failure? A study of brand reputation and customer satisfaction. *Journal of business research*, 68(3), 665-674. <https://doi.org/10.1016/j.jbusres.2014.08.005>
- Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: employer attractiveness and the use of social media. *Journal of Product & Brand Management*, 22(7), 473-483. <https://doi.org/10.1108/JPBM-09-2013-0393>



- Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: employer attractiveness and the use of social media. *Journal of Product & Brand Management*, 22(7), 473-483. <https://doi.org/10.1108/JPBM-09-2013-0393>
- Špoljarić, A., & Tkalac Verčič, A. (2022). Internal communication satisfaction and employee engagement as determinants of the employer brand. *Journal of Communication Management*, 26(1), 130-148. <https://doi.org/10.1108/JCOM-10-2021-0130>
- Stokes, C. (2015). Employer branding: Why it's time marketing, execs, and HR worked together. *VentureBeat*. <https://venturebeat.com/games/employer-branding-why-its-time-marketing-execs-and-hr-worked-together/>. Retrieved, 6(16), 2017.
- Stokes, P., Liu, Y., Smith, S., Leidner, S., Moore, N., & Rowland, C. (2016). Managing talent across advanced and emerging economies: HR issues and challenges in a Sino-German strategic collaboration. *The International Journal of Human Resource Management*, 27(20), 2310-2338. <https://doi.org/10.1080/09585192.2015.1074090>
- Taj, S. A. (2016). Application of signaling theory in management research: Addressing major gaps in theory. *European Management Journal*, 34(4), 338-348. <https://doi.org/10.1016/j.emj.2016.02.001>
- Tanwar, K., & Kumar, A. (2019). Employer brand, person-organisation fit and employer of choice: Investigating the moderating effect of social media. *Personnel Review*, 48(3), 799-823. <https://doi.org/10.1108/PR-10-2017-0322>
- Tanwar, K., & Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global business review*, 17(3_suppl), 186S-206S. <https://doi.org/10.1177/0972150916631214>
- Tanwar, K., & Prasad, A. (2017). Employer brand scale development and validation: a second-order factor approach. *Personnel Review*, 46(2), 389-409. <https://doi.org/10.1108/PR-03-2015-0065>
- Terera, S. R., & Ngirande, H. (2014). The impact of rewards on job satisfaction and employee retention. *Mediterranean Journal of Social Sciences*, 5(1), 481-487. <https://doi.org/10.5901/mjss.2014.v5n1p481>
- Theurer, C. P., Tumasjan, A., Welpe, I. M., & Lievens, F. (2018). Employer branding: a brand equity-based literature review and research agenda. *International Journal of Management Reviews*, 20(1), 155-179. <https://doi.org/10.1111/ijmr.12121>
- Tumasjan, A., Kunze, F., Bruch, H., & Welpe, I. M. (2020). Linking employer branding orientation and firm performance: Testing a dual mediation route of recruitment efficiency and positive affective climate. *Human Resource Management*, 59(1), 83-99. <https://doi.org/10.1002/hrm.21980>
- Venkataraman, A., & Rajkumar, A. D. (2024). Bibliometric survey of futuristic technologies for sustainable supply chain visibility. *Multidisciplinary Reviews*, 7(2), 2024042-2024042. <https://doi.org/10.5281/zenodo.7712345>
- Verčič, A. T. (2021). The impact of employee engagement, organisational support and employer branding on internal communication satisfaction. *Public Relations Review*, 47(1), 102009. <https://doi.org/10.1016/j.pubrev.2021.102009>
- Wilden, R., Gudergan, S., & Lings, I. (2010). Employer branding: strategic implications for staff recruitment. *Journal of marketing management*, 26(1-2), 56-73. <https://doi.org/10.1080/02672570903577154>
- Xie, C., Bagozzi, R. P., & Meland, K. V. (2015). The impact of reputation and identity congruence on employer brand attractiveness. *Marketing Intelligence & Planning*, 33(2), 124-146. <https://doi.org/10.1108/MIP-03-2014-0051>

