



## **EMPLOYER BRANDING WITH SOCIAL MEDIA – BIBLIOMETRIC ANALYSIS**

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### **ABSTRACT**

*The aim of this paper is to examine the prevailing literature associated to the emerging field of employer branding, with a view to adding awareness from the perspective of the increasing research in this area. Especially there is a need to consolidate the literature and study the general trends about successful implementation and application of Employer Branding (EB) in context of SM(Social Media). With the help of Scopus database and visualization tools like tableau, this research presents a systematic literature review of Employer Branding and social media and seeks to fill this gap by conducting a literature review by means of a Bibliometric author co-citation of articles related to employer branding and also determine possible areas for future work to be done. In that respect, this research makes an important contribution for scholars interested in employer branding because it outlines, structures, and identifies the key universities, journals, articles and authors to be taken in consideration when doing future research on employer branding. The Bibliometric analysis reveals that there is much scope for quality research in this area especially in*

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*respect of an emerging market like India.*

**Keywords:**Employer Branding, Social Media, Tableau, Bibliometric Analysis, Source credibility, Online engagement

## **1. Introduction:**

According to Backhaus and Tikoo (2004), Employer Branding is a technique that “suggests differentiation of a firm’s characteristics as an employer from those of its competitors, the employment brand highlights the unique aspects of the firm’s employment offerings or environment”. In simple words ,Employer branding is an activity where promotion of organisations is done in connection by applying “discipline of branding”, to HR undertakings in relation to current and potential employees. Although product branding considers how a merchandise is represented to consumers and Corporate Branding deliberates how an organisation is characterized to a variety of external onlookers, employer branding considers current and potential employees as branding targets.

Social Media (SM) is rapidly emerging as a popular and important tool for EB as that’s where the talent is (Russell, 2009; Laick & Dean, 2011; McLeod & Waldman, 2011; Petry, 2011; Brecht, Koroleva & Guenther, 2011). It is a critical factor in the subject of recruitment which has reshaped structures and methods of contemporary recruitment communication in today’s fast, technological world. The internet is no longer a mere information source; it is a forum for interaction and participation (Harrison & Barthel, 2009). From relative lack of definition 10 years or so prior, Employer Branding is contended to have turned into a critical expansion to a HR specialist's toolbox (Barrow, 2007; CIPD, 2007; Martin, 2008). While investigating the publications related with Employer Branding, it is evident that the idea includes an exceptionally clear blend alternately meeting up of the fields of marketing and HR. Surprisingly little attention has been spent so far on examining existing work and reflecting how research has evolved and shaped the research field of employer branding with social media so far. Hence there is a need to consolidate the diverse literature and study the general trends about successful implementation and application of EB in context of SM,

## **2. Data and Research Methods:**

A literature review is a thorough and comprehensive examination of the research and/or theory relevant to a topic. A literature review analyses and integrates scholarly research and theory in an organized, prose fashion(Holy Spirit Library, 2016). In the context of thesis the literature review is a critical synthesis of previous research.A ‘good’ literature review is a synthesis of available research, a critical evaluation having clarity conciseness, appropriate breadth and depth by integrating rigorous and consistent methods. In the context of a research paper on a thesis, the literature review provides a background to the study being proposed(Lie, 2016).As a means of disseminating information in a particular discipline the literature review has following purposes:

- Identifying gaps by analyzing ,what has been done from what needs to be done
  - A good LR validates how much reading has been done, as well as its breadth and depth, to grasp the research topic in terms of the contribution made by others to knowledge.
- Determining significant variables appropriate to the topic and creating(gaining) a new outlook
  - LR assists in displaying ones competence in being able to unfavorably evaluate the quality of research, the findings , the conceptual framework and theory constructs, along with insight and interpretation provided by others in generating knowledge about the topic being considered. The gap in the existing literature could be a decent reason why one is exploring the topic and could be ones contribution to existing theory and body of knowledge.
- Detecting associations between philosophies and practice
- Establishing the background of the subject or problem
- Explaining the importance of the problem
- Augmenting and obtaining the subject terminology
- Linking concepts and theory.
- Identifying methodologies and techniques that have been deployed in past on same subject and their drawbacks
- Enlisting the enquiry in a historical perspective to show understanding with state-of-

the-art developments. (Hart, 1998).

The end goal of literature review is to comprehend about the work done beforehand, it is vital to have an inside and out comprehension of all the primary hypotheses in the branch of knowledge, how they have been connected and created and likewise the fundamental reactions that have been made in the zone of examination. Without in-depth literature review, a researcher won't be in a position to comprehend the work that has as of now been done, how it has been done and what are the primary issues regarding the territory of exploration. Literature review hence empowers the investigator researcher to validate that he/she is contributing something fresh. It along these lines guarantees research ability of a specific topic before genuine exploration begins. As a specialist, the different aptitudes that should be gained by an analyst incorporate capacity to get to the tremendous assets accessible online and also from libraries around the globe, strategy for dealing with the material so acquired, keeping records and applying strategies for deciphering the writing which ought to eventually prompt era of another thought. Researchers have highlighted the upsides of utilizing methodical literature writing prerequisite for evidence based investigation, to enrich the nature of analysis in field of management. An efficient literature review audit empowers the specialist to complete a writing survey which is upfront, methodical and reproducible and is easily accessible to individuals in the field of management. A systematic literature review employs extraction technique hence the information so collected serves as confirmation of the premise on which the research question can be based. It additionally guarantees consistent stream of data forward and backward from academicians to decision makers. Likewise the learning created through exploration would be such that it can be essentially connected to the business world (Tranfield, Denyer, & Smart, 2003). To conduct a Systematic Literature Review in the field of employer branding, this study has taken the list of articles circulated till date in this area of research from Scopus. Scopus is the leading abstract and citation databank of peer-reviewed literature – indexing scientific journals, books and conference proceedings from more than 5,000 publishers. Delivering a comprehensive overview of the world's research output in the fields of science, technology, medicine, social sciences and arts and humanities, Scopus contains smart tools to track, analyze and visualize research output (Journal Metrics, 2016).

The search for literature review to do a bibliometric analysis on employer branding was done in three phases with different keywords used in every phase.

Phase 1: Context keyword: Employer Branding AND Social media keywords: social media (OR online media ) AND Source Credibility ( information credibility) AND Online Engagement.

Phase 2: Context keyword: Employer Branding

Phase 3: Context keyword: Employer Branding AND Social media

The results of each of these search are presented here:

## I. Results of Phase 1

**IA. Defining the appropriate search terms:** A Five level key word assembly structure was designed to accommodate a broad range of search items for capturing published, robust and flexible content on Employer branding. Table 1 shows the assemble structure where level one defines the search context (Employer Branding), Level 2 outlines “Social media” related words, level 3 contains the words related to source credibility and level 4 contains online engagement related words. The keywords are kept at a general level to cover a broader range of studies. For example “social media” is used instead of “online” media.

**Table 1: Four level keyword assembly structure**

Context keyword: employer branding
And
Social media keywords: social media or online media
And
Source credibility keywords: source credibility, information credibility
And
Online engagement.

**IB. Initial search results:** Using the “title, abstract, keywords” search in scopus database, articles with the keywords identified in above table were collected and stored. The initial search resulted in a total of 11 papers. This was after limiting our search to “journal”, papers written in English and excluded conference papers, book series, commercial

publications and magazine articles. These 11 papers will serve as primary data source for the literature analysis.

**IB.a. Contribution to subject areas:** The top five subject areas contributing to this database are given in below Table 2. A paper may be listed in more than one subject area depending upon the identified contribution areas of scopus database. The search results were stored in Excel format to include all details of the paper such as author names, abstract, title, affiliation, keywords and references. The top ten subject areas along with the number of publications are:

**Table 2.**

<b>Subject areas</b>	<b>No of papers</b>
Business, Management and Accounting	7
Social Sciences	2
Decision Sciences	1
Economics, Econometrics and Finance	1
Engineering	1

**IB.b. Yearwise publications:** Table 3 shows the publishing trend in the field of employer branding & social media OR source credibility OR online engagement by plotting the number of publications as on date. The earliest publication date for the publication meeting our search criteria was found to be 2011. The downward trend in 2014 has been covered up immediately in 2015 by 4 publications.

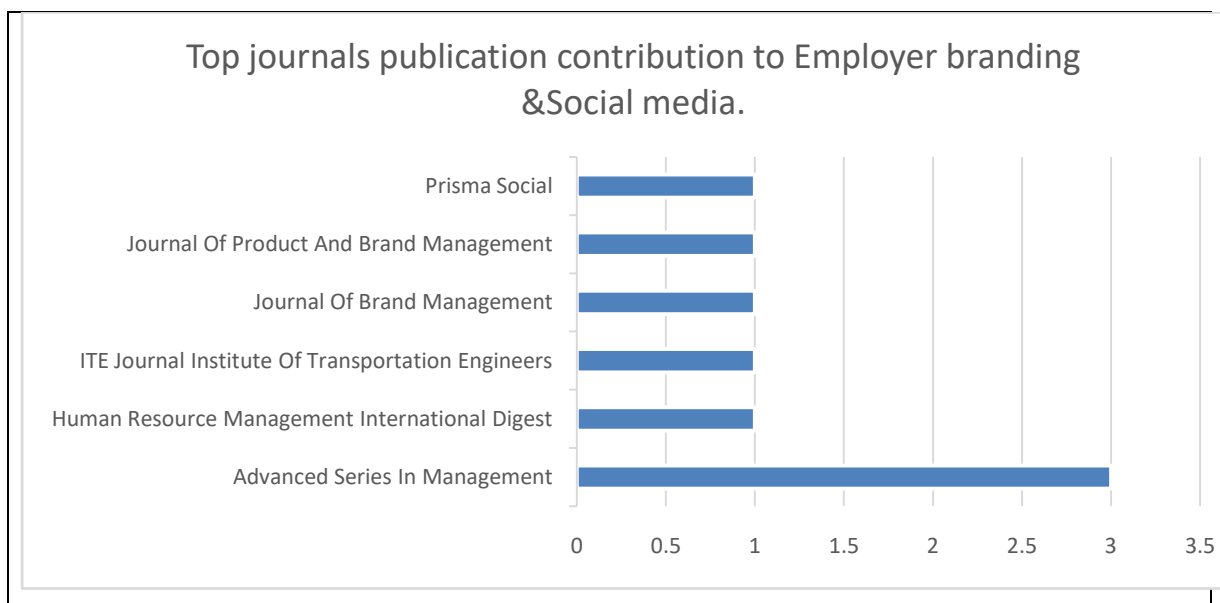
**Table 3:**



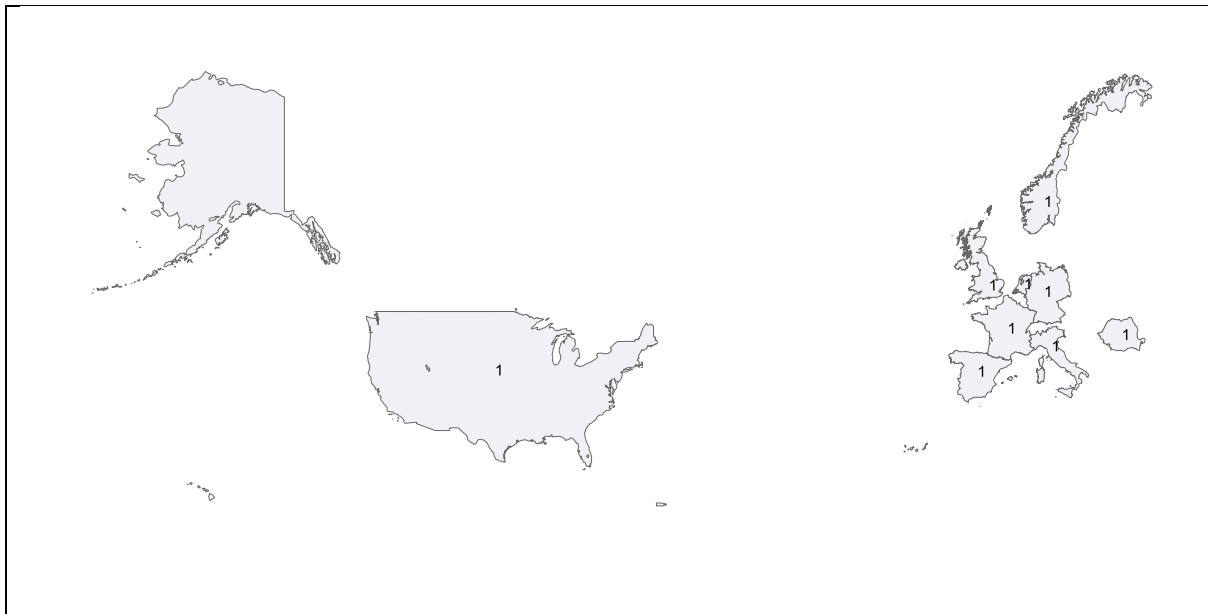
**II. Bibliometric analysis:** This section presents the author and other affiliation statistics. Scholars and researchers interested in research in employer branding will get a lot of help by identifying the key researchers and universities in different geographical locations. Tableau has been deployed to create a dashboard along with other visuals which works best with data in Excel. Scopus output is used as input in Tableau. The analysis in this study focuses on the following fields of data: Journals, publication years, geographical location of organisations affiliated and authors.

**II A. Affiliation statistics:** Initial statistics also show that total six journals have contributed to the publication of these 11 papers. Fig 1 shows the list of journals. The journal *Advanced series for management* has contributed the highest number of publications (3) while the number of publications for other journals was restricted to one. Using Tableau the Fig 1 also shows the geographical locations of organisational affiliations contributing to literature. The contributions have been France (2) followed by Germany, Italy, Netherlands, Norway, Romania, Spain, United Kingdom and United States all at 1. The geographical location of institutions and number of publications demonstrated here are an indicator that this topic has still not attracted organisations and researchers across the globe and most surprisingly none of these institutions are from INDIA.

**Figure 1**







The organisations affiliated with in the above geographical locations are listed in Table 4.

**Table 4:**

Affiliation	No of publications	Name of organisation	No of publications
Universite Montpellier Sciences Techniques	2	University of Liverpool	1
Windesheim University of Applied Sciences	1	Universidade da Coruña	1
Ursus Breweries	1	Universitatzu Koln	1

Queensland University of Technology QUT	1	Universita Cattolica del SacroCuore	1
UniversitatHohenheim	1	Universidad de Vigo	1
Harvard Business School	1	University of London	1
University of Twente	1	Buskerud University College	1

**III.Author influence:** The author field was extracted from the scopus data file and frequency of appearance of all authors associated with those 11 papers was recorded. Table 5 shows the details of key contributing authors along with the number of publications. The result may demonstrate the need for more active scholars to collaborate with authors from different institutions, countries and disciplines investigating role of social media in employer branding , alongwith problems, challenges, and influencers like source credibility and online engagement .

**Table 5:**

AUTHOR NAME	
Fallery, B.	2
Girard, A.	2
Rodhain, F.	2
Arama, R.	1
Axinia, E.	1
Bissola, R.	1
Bondarouk, T.	1

Bruns, A.	1
Buttgen, M.	1
Corbacho-Valencia, J.M.	1
Costa-Sánchez, C.	1
Hanusch, F.	1
Imperatori, B.	1
Kissel, P.	1
Nilsen, E.R.	1
Olafsen, A.H.	1
Ruël, H.	1
Sanderson, M.P.	1
Sims, J.M.	1
Sivertzen, A.M.	1
Wolf, M.V.	1
Yang, H.	1

**IV. Co Author Details:** This study also tried to do analysis to identify key paired authors( those contributing on multiple papers). Table 6 shows the paired authors search. It shows that none of these authors have co authored the highly influential papers in this field. The result indicates that there is a strong need for scholars to collaborate and work together in this upcoming field.

**Table 6:**

Authors
Girard A., Fallery B., Rodhain F.
Sivertzen A.-M., Nilsen E.R., Olafsen A.H.
Bissola R., Imperatori B.
Kissel P., Buttgen M.
Bondarouk T., Ruël H., Axinia E., Arama R.
Hanusch F., Bruns A.
Wolf M.V., Sims J.M., Yang H.
Costa-Sánchez C., Corbacho-Valencia J.-M.
Sanderson M.P.
Girard A., Fallery B., Rodhain F.

**V. Citation Analysis:** Citation analysis is the measure of significance of a publication. It is the most common method of determining the popularity of a publication which is done by counting the number of times a publication is cited by other publications ( Cronin & Ding, 2011). Table 7 Shows the papers based on their number of citations.

**Table 7**

Authors	Source title	Cited by
Girard A., Fallery B., Rodhain F.	Advanced Series in Management	4
Sivertzen A.-M., Nilsen E.R., Olafsen A.H.	Journal of Product and Brand Management	3
Bissola R., Imperatori B.	Advanced Series in Management	2
Kissel P., Buttgen M.	Journal of Brand Management	1
Bondarouk T., Ruël H., Axinia E., Arama R.	Advanced Series in Management	1

## II. Results of Phase 2

**IA. Defining the appropriate search terms:** The exploration for literature started with searching with keyword “Employer Branding”.

Context keyword: Employer Branding

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**IB . Initial search results:** The initial search resulted in a total of 153 papers . This was after limiting our search to “journal “, papers written in English and excluded conference papers, book series, commercial publications and magazine articles. These 153 papers will serve as primary data source for the literature analysis in this section. There are a total of 21 subject areas contributing to this keyword and given in Table 8. A paper may be listed in more than one subject area depending upon the identified contribution areas of scopus database.

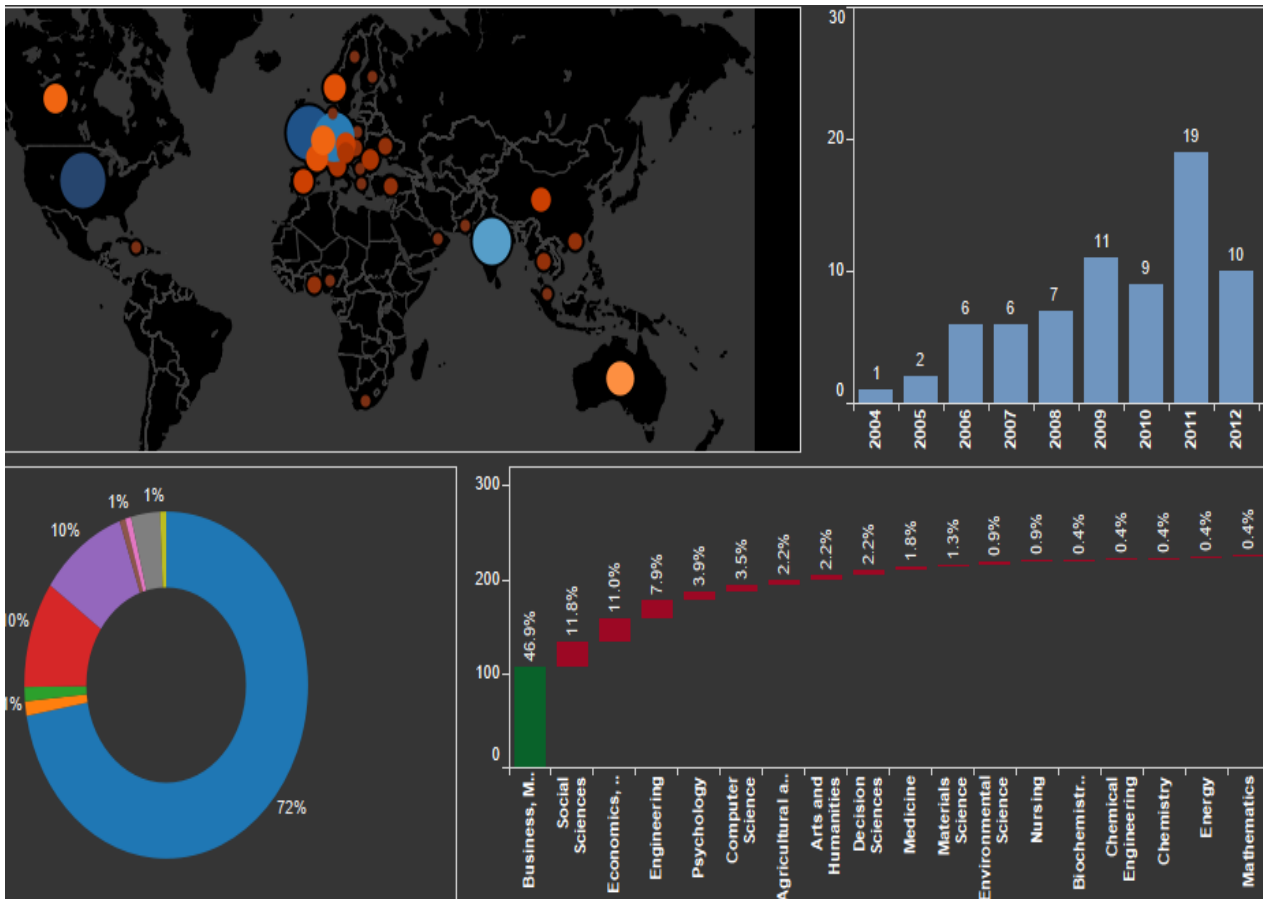
**Table 8**

Subject area	No of publications	Subject area	No of publications
Business, Management and Accounting	107	Materials Science	3

Social Sciences	27	Environmental Science	2
Economics, Econometrics and Finance	25	Nursing	2
Engineering	18	Biochemistry, Genetics and Molecular Biology	1
Psychology	9	Chemical Engineering	1
Computer Science	8	Chemistry	1
Agricultural and Biological Sciences	5	Energy	1
Arts and Humanities	5	Mathematics	1
Decision Sciences	5	Multidisciplinary	1
Medicine	4	Pharmacology, Toxicology and Pharmaceutics	1
		Physics and Astronomy	1

**I B.a. Contribution to subject areas:** The scopus dashboard ( Figure 2) displays the percentage of contribution to various subject areas.Highest contribution is in the area of Business, management and accounting to appx 47% followed by social sciences with 12% and Economics, econometrics and finance with 11%. Engineering and psychology are at 8% and 4% respectively.

Figure 2: Scopus dashboard for term” Employer Branding”.



**I B .b : Yearwise publications:** The scopus dashboard shows the publishing trend in the field of Employer branding by plotting the number of publications as on date . The earliest publication date for the publication meeting our search criteria was found to be 2004 with mere one publication. The reason could be the increase in usage of social media for job advertisements and recruitments. Actually speaking this is the year when the term became known after it was coined by Ambler and Barrow in 1993. The downward trend in 2014 has been covered up immediately in 2015 by 27 publications. Employer Branding studies gained momentum in the year 2009 and 2011. In 2013 the number of publications went upto 25. This could be because more and more companies started using online mediums for branding their organisations. In 2016 the total publications were 14.

**II. Bibliometric Analysis:** Bibliometric analysis: Here we present the author and other affiliation statistics. Scholars and researchers interested in research in employer branding will get lot of help by identifying the key researchers and universities in different geographical locations. Tableau dashboard has been created above and scopus output is been used as input in tableau . The analysis in this study focusses on the following fields of data: Journals,

publication years, geographical location of organisations affiliated and authors .

**II A. Affiliation statistics:** Initial statistics also show that total ninety five journals have contributed to the publication of these 153 papers .Total 158 journals were found but here we present names of top 15 journals. Using schimago ranking the H index of 15 journals was also found out. The h-index, proposed by Jorge Hirsch in 2005 is an alternate to the impact factor. The h-index computes research productivity and the impact of a researcher based on the set of his/her most cited papers and the number of citations that he/she has received in other people's periodicals. For example, an author or journal with an h-index of 70 has written at least 70 papers that have each had at least 70 citations. Hence, a higher h-index indicates more publications that have been quoted. This metric is useful because it takes into account the uneven weight of highly cited papers and also papers that have not yet been cited (Campusguidescom, 2016). Table 9 Shows the list of journals along with the number of publications and their h index.

**Table 9**

SOURCE TITLE	No of publications	Schimago ranking-H Index
Journal Of Brand Management	7	22
Advanced Series In Management	4	3
European Journal Of Marketing	4	55
Journal Of Product And Brand Management	4	32
Journal Of Marketing Management	3	21
Acta Universitatis Agriculturae Et Silviculturae Mendelianae Brunensis	2	10
Asia Pacific Journal Of Human Resources	2	19
Betonwerk Und Fertigteil Technik Concrete Plant And Precast Technology	2	6
Corporate Communications	2	26
Human Resource Management International Digest	2	6
International Journal Of Applied Engineering Research	2	9
International Journal Of Human Resource Management	7	73
Journal Of The International Academy For Case Studies	2	2
Quality Access To Success	2	14
Zeitschrift Fur Personalforschung	2	NA

The journal of brand management has contributed the highest number of publications (7)

while the number of publications for majority of other journals was restricted to one.

Figure 2 along with the Table 10 shows the geographical loactions of organisational affiliations contributing to literature. The maximum contributions have been by United states (21) followed by United Kingdom (20), Germany (17), India (15) , Australia (8) . India is going to have a demographic dividend as compared to other countries of the world by 2020. Indian organisations will have a big challenge to attract and retain employees .Hence the number of publications demonstrated here are an indicator that this topic has to attract organisations and researchers across the globe and mostly from INDIA.

**Table 10**

<b>Country</b>	<b>Publications</b>	<b>Country</b>	<b>Publications</b>
United States	21	Slovakia	2
United Kingdom	20	Thailand	2
Germany	17	Togo	2
India	15	Turkey	2
Australia	8	Ukraine	2
Belgium	6	Cuba	1
Canada	6	Denmark	1
France	5	Finland	1
Norway	5	Greece	1
China	4	Malaysia	1
Czech Republic	4	Nigeria	1
Netherlands	4	Pakistan	1
Spain	4	Poland	1
Austria	3	Serbia	1
Italy	3	South Africa	1
Romania	3	Sweden	1
Switzerland	3	United Arab	
Hong Kong	2	Emirates	1
		Undefined	17

III. Author influence: The author field was extracted from the scopus data file and frequency of appearance of all authors associated with those 153 papers was recorded. The Table 11 shows the details of key contributing authors along with the number of publications.

**Table 11**



Martin, G.	5	Bello, R.	1	El-Rakhawy, N.	1
Fallery, B.	4	Berger, C.	1	Elrod, C.C.	1
Girard, A.	4	Berkelaar, B.L.	1	Erhardt, N.L.	1
Lievens, F.	4	Berlet, T.	1	Erlenkaemper, S.	1
Eckhardt, A.	3	Bhatt, P.	1	Eroglu, S.	1
Lings, I.	3	Birdsell, J.L.	1	Farndale, E.	1
Rampl, L.V.	3	Bissola, R.	1	Farshid, M.	1
Urbancová, H.	3	Biswas, M.K.	1	Fernandez-Lores, S.	2
Atli, D.	2	Blasco, F.	1	Fisch, C.O.	1
Brannan, M.J.	2	Blasco-López, M.F.	1	Flachsbart, B.B.	1
Brecht, F.	2	Block, J.H.	1	Foster, C.	1
Cameron, R.	2	Bobbio, A.	1	Foster, T.	1
Chawla, S.	2	Bodderas, M.	1	Franklin, M.	1
Davies, G.	2	Bonaiuto, M.	1	Freiburg, S.	1
Edwards, M.R.	2	Bondarouk, T.	1	Friedrichs, H.B.	1
Eide, D.L.	2	Bourhis, A.	1	Fréchette, J.	1
Elving, W.J.L.	2	Braun, D.	1	Gang, H.	1
Gollan, P.J.	2	Bremner, S.	1	Gardner, T.M.	1
Hlavsa, T.	2	Brewster, C.	1	Gaur, S.	1
Jublee, D.	2	Brotheridge, C.M.	1	Gavilan, D.	1
Kavitha, G.	2	Bruns, A.	1	Gogolová, M.	1
Kenning, P.	2	Brzeziński, S.	1	Golant, B.D.	1
Lenka, U.	2	Brøn, C.	1	Graf, M.M.	1
Meeusen, K.	2	Brøn, P.S.	1	Gray, C.	1
Moorthy, S.	2	Bullinger, B.	1	Grigg, K.	1
Olafsen, A.H.	2	Burawat, P.	1	Groen-In't-Woud, S.	1
Pesch, M.J.	2	Burke, R.J.	1	Gudergan, S.	1
Rodhain, F.	2	Buttgen, M.	1	Gul, A.	1
Schoonderbeek, J.W.	2	Cachelin, J.L.	1	Günther, O.	1
Shreenivasan, K.A.	2	Cerdin, J.L.	1	Hanin, D.	1
		Ceric, A.	1		

Vaijayanthi, P.	2	Chanongkorn, K.	1	Hanusch, F.	1
Van Hoye, G.	2	Charlton-Robb, K.	1	Harris, H.	1
Wallace, M.	2	Chaudhary, M.K.	1	Harris, P.	1
Westhoff, J.J.C.	2	Cheng, R.	1	Haskel, J.	1
Yao, N.	2	Chhabra, N.L.	1	Heesen, A.	1
Aggerholm, H.K.	1	Chitham, C.	1	Heilmann, P.	1
Andersen, S.E.	1	Chiu, S.N.C.	1	Helm, S.V.	1
Andreassen, T.W.	1	Chun, R.	1	Hemsley-Brown, J.	1
Anseel, F.	1	Cooper, C.L.	1	Hinzdorf, T.	1
Arama, R.	1	Corbacho- Valencia, J.M.	1	Hristozova, E.	1
Ashok Kumar, A.	1	Costa-Sánchez, C.	1	Huang, X.	1
Auer, M.	1	Crawford, H.J.	1	Huang, X.	1
Avello, M.	1	Cromheecke, S.	1	Hughes, T.	1
Awano, G.	1	Cushen, J.	1	Iglesias, O.	1
Axinia, E.	1	Daughton, W.J.	1	Illia, L.	1
Backhaus, K.B.	1	De Dominicis, S.	1	Imperatori, B.	1
Bagozzi, R.P.	1	De La Llama, V.A.	1	Ionescu, M.A.	1
Balabanova, L.	1	Delobbe, N.	1	Ito, J.K.	1
Balan, C.	1	Dikopoulou, Z.	1	Jain, N.	1
Barreto, C.	1	Domsch, M.E.	1	Jasiński, M.	1
Bas, T.	1	Edlinger, G.	1	Jevons, C.	1
Baum, M.	1	Eke, H.N.	1	Johnson, M.	1
				Kabst, R.	1

**IV.**This study also tried to do analysis to identify key paired authors( those contributing on multiple papers). Table 12 shows the paired authors search for all 153 publications with key word Employer Branding .

**Table 12**

Lievens F., Van Hoye G., Anseel F.	Hemsley-Brown J., Melewar T.C., Nguyen B., Wilson E.J.	Piyachat B., Chanongkorn K., Panisa M.
Brewster C., Sparrow P., Harris H.	Kissel P., Buttgen M.	Balabanova L., Sardak O.
Edwards M.R.	Jain N., Bhatt P.	Sarrica M., Michelon G., Bobbio A., Ligorio S.
Lievens F.	Nápoles G., Dikopoulou Z., Papageorgiou E., Bello R., Vanhoof K.	Näppä A., Farshid M., Foster T.
Jevons C.	Xie C., Bagozzi R.P., Meland K.V.	Auer M., Edlinger G., Mölk A.
Davies G.	Lenka U., Chawla S.	Blasco-López M.F., Rodríguez-Tarodo A., Fernández-Lores S.
Backhaus K.B.	Biswas M.K., Suar D.	Ito J.K., Brotheridge C.M., McFarland K.
Maxwell R., Knox S.	Wallace M., Lings I., Cameron R., Sheldon N.	Fréchette J., Bourhis A., Stachura M.
Wilden R., Gudergan S., Lings I.	Saini G.K., Rai P., Chaudhary M.K.	Stankovic J., Savkovic M., Kostic Z.
Foster C., Punjaisri K., Cheng R.	Mokina S.	Balan C.
Kimpakorn N., Tocquer G.	Brzeziński S., Jasiński M.	Reynolds D.
Martin G., Gollan P.J., Grigg K.	Hanin D., Stinglhamber F., Delobbe N.	Yao N.
Love L.F., Singh P.	Bondarouk T., Ruël H., Axinia E., Arama R.	Wagner-Luptacik P., Oberzaucher G.
Bodderas M., Cachelin J.L., Maas P., Schlager T.	Heilmann P., Saarenketo S., Liikkanen K.	Yao N.
Martin G., Groen-In't-Woud S.	Gogolová M., Majerová J. Eke H.N.	Tarique I., Schuler R.
Kaliprasad M.	Edwards M.R., Kelan E.K.	Schoonderbeek J.-W., Westhoff J.J.C., Meeusen K., Elving W.J.L.
Aggerholm H.K., Andersen S.E., Thomsen C.	Ong L.	Scholz C., Müller S.
Davies G., Chun R.	Laumer S., Eckhardt A.	Martin G., Cerdin J.-L.
Awano G., Franklin M., Haskel J., Kastrinaki Z.	Harris P.	Pesch M.J., Eide D.L., Moorthy S.
Martin G.	Ceric A., Crawford H.J.	Pesch M.J., Eide D.L., Moorthy S.
Baum M., Kabst R.	Rampl L.V., Opitz C., Welpel I.M., Kenning P.	Willers C., Mirkovic M.
Golant B.D.	Russell S., Brannan M.J.	Brecht F., Eckhardt A., Berger C., Günther O.
Lievens F., de Soete B.	Saleem F.Z., Iglesias O.	Brecht F., Eckhardt A.
Moroko L., Uncles M.D.	Hanusch F., Bruns A.	Vaijyanthi P., Shreenivasan K.A., Roy R.
Martin G.	Helm S.V., Renk U., Mishra A.	Karla J., Friedrichs H.B., Braun D.
Rampl L.V., Kenning P.	[No author name available]	Girard A., Fallery B., Rodhain F.
Rayner G., Charlton-Robb K., Thompson C.D., Hughes T.	Sharanya S.R., Radhika R.	Cushen J.
Elving W.J.L., Westhoff J.J.C., Meeusen K., Schoonderbeek J.-W.	Tanwar K., Prasad A.	[No author name]
Girard A., Fallery B., Rodhain F.	Fernandez-Lores S.,	
Nyborg K., Zhang T.		

Sharma N., Kamalanabhan T.J.	Gavilan D., Avello M., Blasco F.	available]
Gardner T.M., Erhardt N.L., Martin-Rios C.	Vnoučková L.	Vaijayanthi P., Shreenivasan K.A.
Andreassen T.W., Lanseng E.J.	Ashok Kumar A., Srinivasan K., Usha R.	Sarabdeen J., El-Rakhawy N., Khan H.N.
Reid M., Gray C.	Bremner S., Phung B.	Shahzad K., Gul A., Khan K., Zafar R.
Urbancová H., Hlavsa T.	Atli D.	Gang H., Zhu L., Liu P., Si J., Zhao L., Shi Z., Huang X.
Sivertzen A.-M., Nilsen E.R., Olafsen A.H.	Hlavsa T., Urbancová H., Richter P.	Huang X., Liu Y.
De La Llama V.A., Trueba I., Voges C., Barreto C., Park D.J.	Block J.H., Fisch C.O., Lau J., Obschonka M., Presse A.	Gaur S.
Girard A., Fallery B.	Berlet T.	Gollan P.J., Perkins S.J.
Mark P., Toelken K.	Farndale E., Atli D.	Freiburg S.
Johnson M., Roberts P.	Wolf M.V., Sims J.M., Yang H.	Heesen A.
Chawla S., Lenka U.	Ptashnick M., Zuberi D.	Ionescu M.A.
Brannan M.J., Parsons E., Priola V.	Kavitha G., Jublee D.	Burke R.J., Cooper C.L.
Van Quaquebeke N., Graf M.M., Kerschreiter R., Schuh S.C., van Dick R.	Brønn C., Brønn P.S.	[No author name available]
Rampl L.V.	Costa-Sánchez C., Corbacho-Valencia J.-M.	Mitchell S.G.
Van Hoyer G., Bas T., Cromheecke S., Lievens F.	Kavitha G., Jublee D.	[No author name available]
Bissola R., Imperatori B.	Sanderson M.P.	[No author name available]
Bonaiuto M., De Dominicis S., Illia L., Rodríguez-Cánovas B., Lizzani G.	Bullinger B., Treisch C.	Reder W.
Wallace M., Lings I., Cameron R.	Nadeau J., Olafsen A.H.	Chitham C.
Llorens J.J.	Berkelaar B.L., Scacco J.M., Birdsell J.L.	Munukutla L., McHenry A.
Elrod C.C., Daughton W.J., Murray S.L., Flachsbarth B.B.	Urbancová H., Stachová K., Stacho Z.	Domsch M.E., Hristozova E.
Girard A., Fallery B.	Burawat P.	Winters A.
Erlenkaemper S., Hinzdorf T., Priemuth K., Von Thaden C.	Michel G., Merk M., Eroglu S.	
	Chiu S.N.C.	
	Chhabra N.L., Sharma S.	

The list of co authored papers are very few in number.

**V.Citation Analysis:** The largest number of times a paper is cited is 80 and the lowest number is 1. Here we present list of authors and source titles which are cited for more than

25 times. Table 13 shows the papers based on their number of citations.

**Table 13**

Authors	Title of paper	No of times cited
Lievens F., Van Hoye G., Anseel F.	Organizational identity and employer image: Towards a unifying framework	80
Brewster C., Sparrow P., Harris H.	Towards a new model of globalizing HRM	75
Edwards M.R.	An integrative review of employer branding and OB theory	57
Lievens F.	Employer branding in the Belgian army: The importance of instrumental and symbolic beliefs for potential applicants, actual applicants, and military employees	47
Jevons C.	Universities: A prime example of branding going wrong	34
Davies G.	Employer branding and its influence on managers	32
Backhaus K.B.	An exploration of corporate recruitment descriptions on Monster.com	32
Maxwell R., Knox S.	Motivating employees to "live the brand": A comparative case study of employer brand attractiveness within the firm	30
Wilden R., Gudergan S., Lings I.	Employer branding: Strategic implications for staff recruitment	28
Foster C., Punjaisri K., Cheng R.	Exploring the relationship between corporate, internal and employer branding	27
Kimpakorn N., Tocquer G.	Employees' commitment to brands in the service sector: Luxury hotel chains in thailand	27

### III. Results of Phase 3

**IA. Defining the appropriate search terms:** The exploration for literature started with searching with keyword “Employer Branding and Social Media”.

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Context keyword: “Employer Branding and Social Media”.

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The search “Employer Branding and social media” resulted in total sixteen results.

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**IB.a.** Contribution to subject areas: The ten subject areas contributing to this database of sixteen articles are given in Table 14

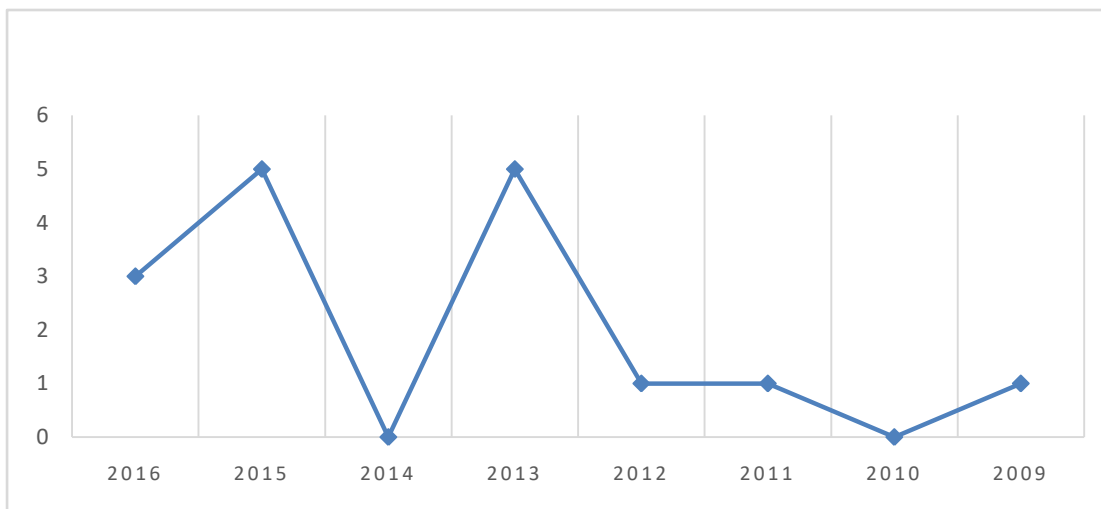
**Table 14**

SUBJECT AREA	
Business, Management and Accounting	10
Engineering	3
Social Sciences	3
Economics, Econometrics and Finance	2
Arts and Humanities	1
Computer Science	1
Decision Sciences	1
Environmental Science	1

**IB.b. Yearwise publications:**

Fig 3 shows the publishing trend on a year to year basis. The earliest publications are found in the year 2009. In 2013 and 2015 the number of publications with social media and employer branding were 5. But currently in 2016 the number of publications recorded as on date are 3.

Figure 3



**II. Bibliometric Analysis:** Since the number of publications were very few with the keyword "Employer Branding and social media" we did not limit the search to journals. In fact we extended it to articles, news, and all other sources that are available on Scopus.

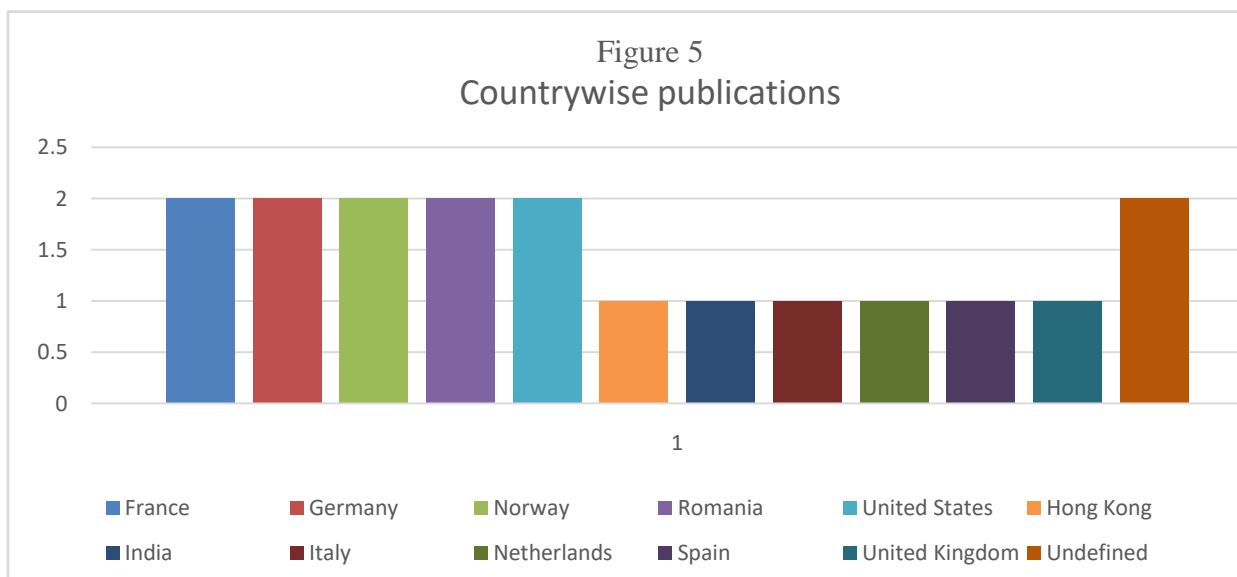
**II A. Affiliation statistics:** The 11 journals who have contributed to these publications are

shown in Figure 4. The journal advanced series in management has contributed maximum publications of 3 followed by other journals who have contributed 1 publication each on the subject.

Figure 4



With the help of Figure 5 we have also tried to capture the geographical locations of organisational affiliations contributing to literature. The contributions have been France, Germany, Norway and Romania with 2 results and all other countries with one contribution.



The name of the organisations affiliated with the above geographical locations are listed in Table 15. There is no organisation affiliated in India who has contributed towards study in this area.

**Table 15**

Universite Montpellier 2 Sciences et Techniques	2
Frisch Centre for Economic Research	1
Windesheim University of Applied Sciences	1
Ursus Breweries	1
Humboldt-Universität zu Berlin	1
Brigham Young University Hawaii	1
Indian Institute of Technology, Kharagpur	1
Johann Wolfgang Goethe Universität Frankfurt am Main	1
Universitetet i Oslo	1
Queensland University of Technology QUT	1
City University of Hong Kong	1
Universität Hohenheim	1
Harvard Business School	1
University of Twente	1
University of Liverpool	1
Universidade da Coruña	1
Universität zu Köln	1
Università Cattolica del Sacro Cuore	1
Universidad de Vigo	1
University of London	1
Buskerud University College	1

**III. Author influence:** Table 16 shows the details of key contributing authors along with the number of publications. Total 33 authors have authored papers on Employer branding and social media topic. Their names and number of publications are listed in below table



**Table 16**

Fallery, B.	2	Günther, O.	1	17
Girard, A.	2	Hanusch, F.	1	18
Rodhain, F.	2	Imperatori, B.	1	19
Arama, R.	1	Ionescu, M.A.	1	20
Axinia, E.	1	Kissel, P.	1	21
Berger, C.	1	Nilsen, E.R.	1	22
Bissola, R.	1	Nyborg, K.	1	23
Biswas, M.K.	1	Olafsen, A.H.	1	24
Bondarouk, T.	1	Phung, B.	1	25
Brecht, F.	1	Ruël, H.	1	26
Bremner, S.	1	Sanderson, M.P.	1	27
Bruns, A.	1	Sims, J.M.	1	28
Buttgen, M.	1	Sivertzen, A.M.	1	29
Corbacho-Valencia, J.M.	1	Suar, D.	1	30
Costa-Sánchez, C.	1	Wolf, M.V.	1	31
Eckhardt, A.	1	Yang, H.	1	32
		Zhang, T.	1	33

**IV.Co Author Details:**The key paired authors identified with the search keyword are present in Table 17

**Table 17**

<b>Authors</b>	<b>Source title</b>
Bondarouk T., Ruël H., Axinia E., Arama R.	Advanced Series in Management
Sivertzen A.-M., Nilsen E.R., Olafsen A.H.	Journal of Product and Brand Management
Wolf M.V., Sims J.M., Yang H.	Handbook of Research on Integrating Social Media into Strategic Marketing
Kissel P., Buttgen M.	Journal of Brand Management
Girard A., Fallery B., Rodhain F.	Advanced Series in Management
Biswas M.K., Suar D.	Journal of Business Ethics
Ionescu M.A.	Quality - Access to Success
Girard A., Fallery B., Rodhain F.	16th International Conference of the Association Information and Management 2011, AIM 2011
Bissola R., Imperatori B.	Advanced Series in Management
Brecht F., Eckhardt A., Berger C., Günther O.	Conference on Human Factors in Computing Systems - Proceedings
Hanusch F., Bruns A.	Digital Journalism
Costa-Sánchez C., Corbacho-Valencia J.-M.	Prisma Social
[No author name available]	Human Resource Management International Digest
Nyborg K., Zhang T.	Environmental and Resource Economics
Bremner S., Phung B.	IEEE Transactions on Professional Communication
Sanderson M.P.	ITE Journal (Institute of Transportation Engineers)

V.Citation Analysis Results are presented in Table 18

**Table 18**

Co Authors	Title	Year
Costa-Sánchez C., Corbacho-Valencia J.-M.	Linkedin for selecting and capturing talent: Analysis of linkedin usage as employer branding tool [Linkedin para seleccionar y captartalento: Análisis del uso de linkedincomoherramienta de employer branding]	2015
Sivertzen A.-M., Nilsen E.R., Olafsen A.H.	Employer branding: Employer attractiveness and the use of social media	2013
Bondarouk T., Ruël H., Axinia E., Arama R.	What is the future of employer branding through social media? results of the delphi study into the perceptions of hr professionals and academics	2013
Bissola R., Imperatori B.	Recruiting gen yers through social media: Insights from the italian labor market	2013
Girard A., Fallery B., Rodhain F.	Integration of social media in recruitment:Adelphi study	2013
Girard A., Fallery B., Rodhain F.	L'apparition des MédiasSociauxdansl'e-GRH: Gestion de la Marque employeur et E-recrutement.	2011

Conclusions: Research on employer branding will provide practical insights to social media advertisers on how to approach the different segments of job seekers. Job seekers perception and expectations of recruitment advertisements vary in multiple criteria like culture, beliefs, values, etc. The application of a specific advertising perception in one country cannot be justified in a Universal context. Social media initiatives to attract candidates are no different in this aspect; the way job seekers in the US identify social media advertisements may be immensely different from the perception among Asian consumers. Employer Branding with social media has to yet establish as an important research area. The number of publications in this area confirms the need for studies. This research has used bibliometric analysis tool to analyze literature in Employer branding, examine the evolution of this research area, and identify emerging trends. As per Martin et al. (2005) the idea was talked about first by marketing scholars and after some deferral, by a slackening enthusiasm from HR scholars. Any such slack in interest for those from the HR field could well be clarified by the way that authors from the marketing and HR field may have diverse presumptions about what areas

truly exist in their area of expertise.

"Branding" is considered from marketing domain and thus it is not a conspicuous field of study from a HR point of view. Notwithstanding this, given its development, the idea of employer branding is turning out to be too enormous an issue for HR scholastics to overlook, Implementing different unprejudiced measures, this study generated the following results that can help new researchers to establish their research agenda in his field. This research has identified contributions by various researchers, universities in various geographical locations. This information will help scholars to connect to researchers and increase the number of scholarly work. The following major conclusions can be drawn from this study on Employer branding research articles: (1) A frequency analysis showed that employer branding and social media research output is growing but at a very slow pace in India; (2) Most formal Employer branding research is conducted by researchers at Universities located in United States (21), United Kingdom (20), Germany (17) and India (15). While research on employer branding with social media is conducted at France (2), Germany (2), Norway (2) and Romania (2). (3) Most Employer Branding research articles are published in Journal of brand management, advanced series in management, European journal of marketing, Journal of product and brand management and articles on Employer Branding and social media are published in Advanced series in management. (4) Formal employer branding research can be classified into different categories/streams from which we recognize "Employer Branding" as a growing area, and "Employer Branding and social media" as an emerging area. Using the actual citations observed in the Employer Branding literature, our bibliometric analysis enabled us to identify influential articles and researchers in an objective manner. However, this approach has limitations that deserve further investigations.

### **Limitations and Future research:**

This study has utilized only Bibliometric analysis tool to break down and analyze the amount of research done in this area and to determine those questions that still remain unanswered. However there are other network analysis and literature mapping tools like citation analysis, PageRank analysis, Co-citation analysis and literature Cluster analysis which can provide further insights into this area of research. Since this study has utilized just Bibliometrics examination, the conclusions attracted may be liable to certain constraints. Also the keywords

used were 'Employer Branding' AND 'Social Media'. There is a plausibility that different articles identified with this territory won't not have been caught in the indexed lists. Additionally the methodology does not empower us to get complete data about the substance content of each of these recorded articles. So as to build up a more significant comprehension of this territory of examination it is important to create tools and strategies to address this restriction.

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