

Tracing the evolution of employer branding and employee value proposition : A bibliometric analysis and future research agenda

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Abstract

This study examines the knowledge structure of employee value proposition (EVP) and employer branding in the context of high attrition rates in various industrial sectors. By bibliometric analysis, the study, emerging themes, and potential future research opportunities. The research involved 372 articles, using software like VOSviewer and Biblioshiny. The findings highlighted the annual scientific production, key contributors to the research area, and significant publications. The bibliographic coupling revealed nine principal clusters and nine underlying themes: Employer branding, Employer attractiveness, Employer branding in context of a cross-country study, Impact of employer branding on employee behavior aspects, Employer Brand Equity, Employer brand creation, Impact of employer branding on Emotion & Trust in employees, Technology-based employer branding, and Employer branding in relation with antecedents. Each cluster has practical implications and scope for future research. The bibliometric analysis is conducted on research articles procured solely from the Scopus Database.

Subject Classification: 91B68, 91B32.

Keywords: Thematic analysis, Employee retention, Recruitment, Human resource management, Employee value proposition, Employer Branding.

1. Introduction

Given the persistent dearth of talent in the world, businesses are looking for all-encompassing approaches to draw in and keep both present and prospective workers [1]. Recently, there has been a lot of emphasis placed on employer branding. Though opinions on employer branding are still developing, branding is an established concept in marketing literature [2]. According to research, companies have been investing a significant amount of capital in creating their employer brands because of its significance. Employers use employer branding to promote their offerings to potential and current employees. Their goal is to keep employees loyal by highlighting and promoting their excellent attributes both inside and outside the company [3]. Employer branding advocates for the fulfilment of employees' aspirations and expectations because employees reciprocate support, favour and assistance from organizations with commitment and improved organizational performance [4].

Employee Value Proposition (EVP) is a group of advantages offered by an organization to its employees in exchange for their contributions of talents, skills, and experience. It is crucial for an organization's overall development and provides a high-quality work environment at all levels [5]. Employee commitment is an essential aspect of EVP, as it contributes to employee retention and loyalty [6]) EVP is a useful and distinctive talent

management tool that combines financial and non-financial strategies to create an evolved employer image, acting as a driving force for employer branding. Research has shown that social exchange and psychological/emotional association are vital when addressing the notion of EVP [7]. Despite the increased importance of EVP, there are few studies and theoretical models on the concept. Social exchange theory suggests that the EVP encompasses the services that a company offers its members in exchange for their allegiance to the company [8].

This study provides an extensive overview of academic literature on employee value propositions and employer branding in the education sector, building on the 25-year analysis of [9] on employer and internal branding. The current study uses a combination of systematic literature review along with content analysis, and bibliometric analysis to investigate publication features (Table 1). The study identifies research hotspots and clusters based on themes, and provides direction for future research in this area. The aim is to motivate scholars to contribute valuably to the field.

1.1 Background information on competitive EVP in Education sector

The education sector is experiencing a 'War of Talent' due to increased growth and privatization. Organizations must invest in strong employer branding and holistic employee development opportunities. The sector has daily face-to-face interactions with students, making it crucial to retain the right talent. Factors such as salary, bonuses, a conducive work environment, recognition, wellness services, autonomy, leadership opportunities, career development, work-life balance, and inclusive work-culture are essential for attracting and retaining talent [10]. Researchers are focusing on the competitive EVP in the education sector to retain talent and increase student enrollment in schools, colleges, and universities.

2. Research Methodology

Scientific mapping is a systematic process that involves a well-defined research strategy, data collection, analysis, visualization, and decoding. It involves creating research questions, selecting appropriate techniques, compiling data, and selecting appropriate visualization instruments. [13] The research design framework includes selecting the appropriate database, scanning, filtering, and refining the data to achieve useful results. The current research aims to identify the latest trends in the field

Table 1
Comparison of earlier studies on Employer Branding with the current study

Comparison Elements	[11]	[12]	[1]	Current Research Study
Title	Much ado about little: A critical review of the employer branding concept	The corporate social responsibility (CSR) employer brand process: integrative review and comprehensive model	Employer Branding: A Brand Equity-based Literature Review and Research Agenda	Competitive Employee Value Proposition in Education Sector- A bibliometric analysis review
Source	Management Revue	Journal of Marketing Management	International Journal of Management Reviews	
Time Period	Not defined	Not defined	Not defined	2001-2022
No. of Documents studied	Not defined	Not defined	187 articles	372 articles

Contd...

Keywords	Critical Human Resource Management; Employer branding; Management fad; Personnel marketing	Corporate social responsibility employer brand; Corporate Social Responsibility; Corporate branding; employer brand; internal Corporate Social Responsibility	Not Available	Employer Branding, Competitive employee value proposition, employee value proposition, bibliometric analysis
Focus of the study	The study critically reviews employer branding's conceptual foundations, identifying weaknesses, blind spots, and discrepancies in the literature, highlighting a lack of content-related influence and innovativeness.	The study reviews CSR and employer branding literature, developing a conceptual model based on signalling theory for understanding the CSR employer branding process.	The study provides a brand-equity perspective on employer branding, using an analytical approach and developing a value chain model based on three dimensions.	The study critically evaluates existing literature on employee value proposition and employer branding, using citation, keyword, and thematic analysis to identify future research scope.
Methodology	Structural and Content Based Literature Review Analysis	Integrative Literature Review	In-depth Structural, Content Based analysis and cluster analysis	Bibliometric Analysis and Thematic analysis

of employer branding and employee value proposition using systematic literature review. Bibliometric analysis is used to identify production trends, research hotspots, and intellectual structure in the research area.

2.1 *Research Questions*

The study addresses four research questions:

RQ1: What is the yearly trend of scientific production?

Year-wise publication information for interpreting annual scientific production, helps researchers to determine evolving trends in their chosen research area [14].

RQ2: Which publications are most renowned in the fields of employee value proposition and employer branding?

Bibliometrics helps in identifying notable and popular research by analyzing citations and bibliographic coupling. Trending research documents are identified using parameters such as citations reported by the document and citations listed for each document [15].

RQ3: Identification of prevalent themes in the contemporary literature?

This research question's principal aim is to identify the most popular themes in the field of research using bibliographic coupling, and thematic map [16].

RQ4: What can be the scope for future research in this research area?

The study identifies research gaps in a specific area through detailed content analysis of articles, grouped into clusters based on specific themes, and presents future research opportunities, facilitating ongoing development in this area [17], [18].

This study employs a systematic literature review (SLR), content analysis, and bibliographic coupling to address research questions. It follows Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA) guidelines [19], [20] analyzing pertinent literature, including inclusion and exclusion criteria. Bibliographic analysis maps current literature and categorizes materials according to specific themes. Bibliometric analysis summarizes the most recent research in a given area, identifying and critically evaluating connections between study papers. Content analysis is used to identify themes in each cluster and provide thematic headings. This method is well-known for systematic literature reviews in social sciences. Combining bibliometric analysis and content analysis simplifies finding research gaps and recommending future research opportunities [21].

2.2 Data Compilation

Data compilation is done using Scopus, a popular online database with extensive content and peer-reviewed journals. Scopus data is primarily used for identifying and analyzing related literature. The study evaluates and looks through the Scopus bibliographic database using keywords in connection with the topic, using the title, abstract, and keywords as search strings. This approach simplifies the identification of research gaps and recommends opportunities for future research

TITLE-ABS-KEY (employer branding & OR & Competitive Employee Value proposition & OR & Employee Value proposition &)

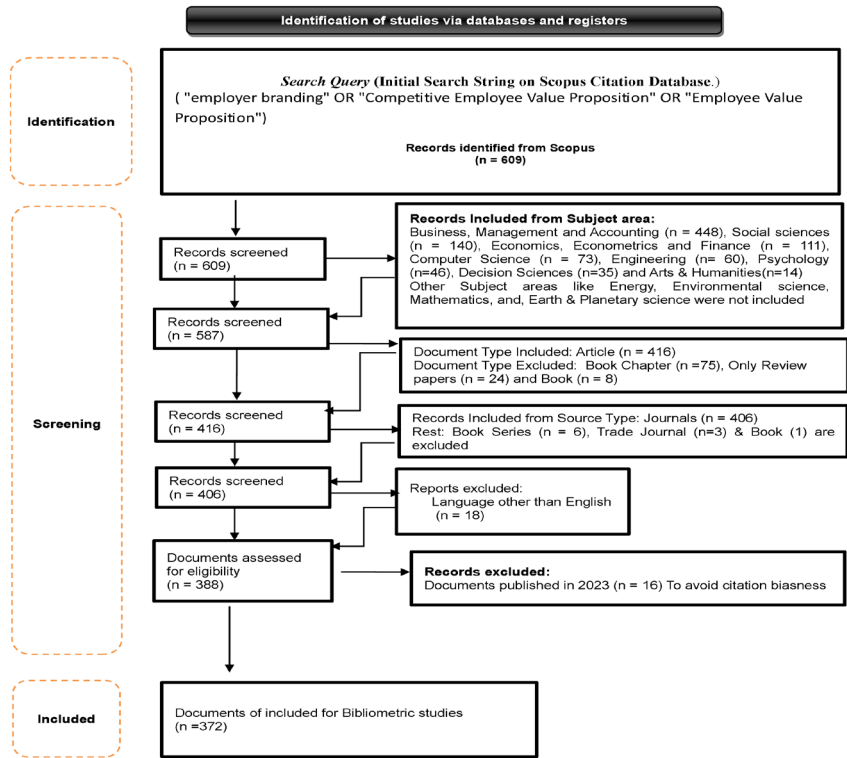


Figure 1
PRISMA Diagram Visual representation of inclusion and exclusion criteria for the research

The study focuses on the concept of “Employee Value Proposition” and other related terms such as “Employer branding” and “Employer

Image.” The study focuses on peer-reviewed English-language publications, identifying 388 articles for a search window between 2001 and 2022 as of March 17, 2025 (Figure 1). Out of these, 16 were excluded from the study, as they did not meet the citation criteria, potentially leading to citation bias. The study aims to recognize quality journals relevant to the topic.

2.3 Software Selection

VOS Viewer is a software that creates and visualizes bibliographic networks, identifying publications, researchers, keywords, and journals. It also offers data mining for visualization of co-occurrence networks based on specific terms. This study used the Full Counting approach for bibliometric analysis as the data is relatively small, but fractional counting is preferred when data is large and full counting may result in biases [16]. The results may vary due to the use of full or fractional counting methods. The study used R Bibliometrix 3.0 with the Biblioshiny interface and used smaller data sets.

3. Bibliometric Analysis

This research study employs following bibliometric methods to effectively address its research questions.

1. Bibliographic Coupling
2. Citation Analysis

Descriptive statistics are used to characterize the bibliometric data. The dynamics of the research field are then examined using citation analysis and bibliographic coupling.

3.1 Descriptive Analysis

The bibliometric analysis process starts off with a description of the bibliometric data. This analysis contains 372 research documents contributed by 784 authors which are published in 221 journals. The time span in which these 372 articles have been published is from 2001 to 2022. The description of the data is represented in Table 2.

The authors have provided 948 keywords and the publications has indexed 289 keywords. The value of author per document represents that each article is published by two authors (2.1). Most of the documents are co-authored and the co-authorship per document is 2.56 which shows that

around 3 members have co-authored a document on an average. The important parameter to understand the development trend in the selected research area is the volume of the production of the articles.

Table 2
Descriptive Statistics of Literature

Data Description	Results
Timespan	2001:2022
Sources (Journals, Books, etc)	221
Documents	372
Annual Growth Rate %	22.83
Document Average Age	4.6
Average citations per doc	17.16
References	19533
DOCUMENT CONTENTS	
Keywords Plus (ID)	289
Author's Keywords (DE)	948
Authors	784
Authors of single-authored docs	53
AUTHORS COLLABORATION	
Single-authored docs	62
Co-Authors per Doc	2.56
Document per author	0.47
Author per document	2.1
International co-authorships %	16.13
Document Types - Article	372

Source: Authors' Calculation from the Scopus data using R-Biblioshiny

Figure 3 shows a gradual increase in the number of papers produced each year, with a focus on employer branding and employee value proposition. The trend began in 2001 with one article, followed by zero articles in 2002 and 2003, two articles in 2004, and two in 2005 (Figure 2). A sudden drop in 2006 followed, but a significant increase in articles from 2009 to 2022. The sudden increase in research on employer branding may be due to the end of the Great Recession, which began in 2007 and ended in 2009. However, the post-recession effects persisted, leading to an increase in job seekers in 2009. (International Monetary Fund, 2023)

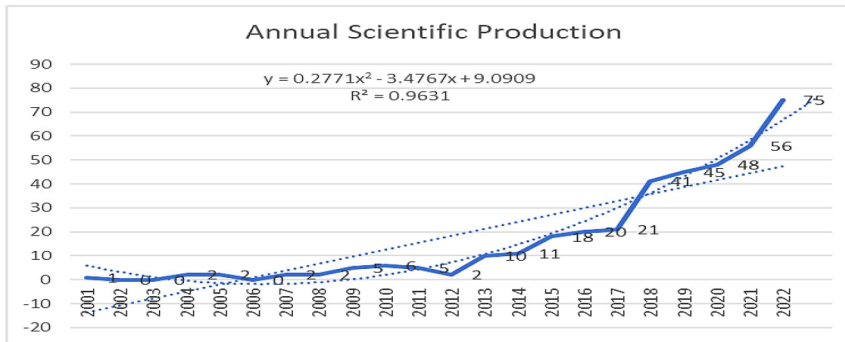


Figure 2
Publication Trend

3.2 Citation Analysis

Citation is a crucial indicator of an author's influence and recognition, and its count is crucial in determining the quality and significance of a research area.

3.2.1. Source Impact

Tables 3 and 4 display the top 10 journals, top journals based on cites per document, and source impact analysis.

Table 3
Top Cited Journals & Top Journals based on Cites per document

Rank	Source	TC	Source	Cites per document
1	Journal of Product and Brand Management	423	Journal of Marketing Management	79.6
2	Journal of Marketing Management	398	Journal of Brand Management	65.3
3	Journal of Brand Management	392	Journal of Product and Brand Management	42.3
4	International Journal of Human Resource Management	294	International Journal of Human Resource Management	36.7
5	Human Resource Management	196	Human Resource Management	32.6

Contd...

6	International Journal of Organizational Analysis	184	International Journal of Organizational Analysis	26.2
7	Global Business Review	111	Global Business Review	22.2
8	Journal of Organizational Effectiveness	99	Journal of Organizational Effectiveness	16.5
9	Industrial And Commercial Training	95	Industrial And Commercial Training	15.8
10	Sustainability (Switzerland)	92	Employee Relations	11.8
11	Employee Relations	59	Sustainability (Switzerland)	7.67
12	Frontiers in Psychology	3	Frontiers in psychology	0.5

Source: Authors' Calculation from the Scopus data using R-Biblioshiny

The publications with the largest number of citations (423, 398, and 392) are the Journal of Product and Brand Management, Journal of Marketing Management, and Journal of Brand Management. The top journals with the highest average number of citations per article—79.6, 65.3, and 42.3—are Journal of Marketing Management, Journal of Brand Management, and Journal of Product and Brand Management.

3.2.2. Document Impact

The quantity of citations affects a specific area of study; frequently, highly cited papers have a greater impact on a given study than less cited papers [22]. "Conceptualising and researching employer branding," written by Backhaus & Tikoo and published by Career Development International in 2004, is the most renowned work in the research field based on citations (Table 4).

Tables 4 provides a comprehensive view of the influence of research articles in employer branding. The top cited paper is "Conceptualizing and researching employer branding" by [2], indicating its foundational and influential nature in the field. Other notable contributions include "Captivating company: Dimensions of attractiveness in employer branding" by [23] published in the International Journal of Advertising, and "Organizational identity and employer image: Towards a unifying framework" by [24] published in the British Journal of Management. The table also highlights diverse research avenues within employer branding, including the interactions between corporates, internal, employer branding, and strategic implications for staff recruitment, and the

Table 4
Top Cited Document

Sl. No.	Document	Total Citations (TC)	Years to cite	TC per Year	Rank based on TC per Year
1	Backhaus & Tikoo [2]	521	19	27.421	1
2	Berthon, Ewing, and Hah [23]	418	18	23.222	2
3	Lievens, Hoye, and Anseel [24]	226	16	14.125	4
4	Wilden, Gudergan, and Lings [25]	182	13	14	5
5	Foster, Punjaisri, and Cheng [26]	164	13	12.615	6
6	Lievens [27]	163	16	10.1875	8
7	Moroko and Uncles [28]	161	15	10.733	7
8	Sivertzen, Nilsen, and Olafsen [29]	156	10	15.6	3
9	Maxwell and Knox [30]	131	14	9.357	9
10	Brewster, Sparrow, and Harris [31]	126	18	7	10

Source: Authors' Calculation from the Scopus data using R-Biblioshiny

significance of symbolic and instrumental ideas in the context of the Belgian army. The study also highlights the diversity of papers published in diverse journals, emphasizing the interdisciplinary nature of employer branding research. The time taken for citations to accumulate varies, ranging from 10 to 19 years. The variation in years to cite reflects the diverse trajectories of impact, with some papers achieving high citations relatively quickly.

3.3 Bibliographic Coupling

Bibliographic coupling is a method that connects research articles based on similar references, such as documents, publications, nations, authors, and organizations. It helps match common references between two publications, indicating similar intellectual capital. Higher overlapping of references indicates higher relations, and link strength indicates stronger connections. Although the impact of bibliographic coupling remains constant, it is often disapproved for older publications [32].

4. Thematic Areas

4.1.1. Cluster 1: Employer Branding

Cluster 1 (hue red) of the map focuses on employer branding, a theme covered in 23 articles (Figure 3). Received the most citations (418), followed by, [28] and [25]. [33] Recorded the highest link strength (448), followed by [29], [34], and [28]. [4] Highlighted the link between employee retention, employer branding, and organizational support, with employee commitment playing a mediating role. In the education industry, [35] explored the impact of employer branding on employee retention, while [36] focused on talent management and organizational attractiveness. [37] Also discussed on similar lines. Studies by [38], [39], [29], [33] discussed employer branding and brand building using social media, networks, and career websites. Studies by [40] and [41] explored the effect of corporate social responsibility (CSR) on employer reputation and branding.

4.1.2 Cluster 2: Employer Attractiveness

Cluster 2 (Green) focuses on Employer Attractiveness, with 19 articles cited. The highest link strength is recorded by [42] followed by [43], [44] and [45]. [45] Discusses communicating employer brand identity along with social media to increase employer attractiveness. [27] And [24] discuss how candidates perceive employer image and how attractiveness contributes to employer branding. [42] Evaluates the relationship between

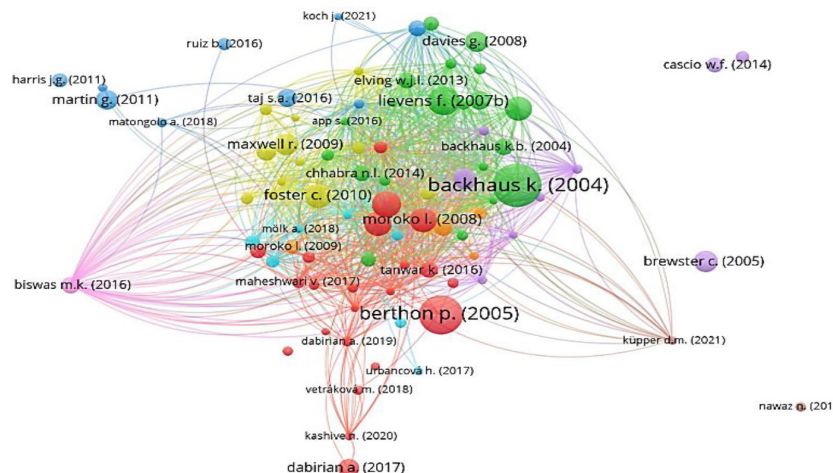


Figure 3
Visual Representation of Thematic Areas

firm attraction and employer brand image. [46] Highlight the effects of organizational innovativeness on employer attractiveness. Employer branding strategies for increasing employer attractiveness are studied by [47]. [48] Compare public service motivated candidates with extrinsically motivated candidates in terms of organizational attractiveness.

4.1.3 Cluster 3: Employer Branding in context of Cross -Country Study

Cluster 3 (Blue) focuses on employer branding in a cross-country study, with 13 articles covering the central theme. The highest number of citations in the cluster is recorded by [49] followed by [50], and [51]. The highest TLS is recorded by the research study by [52] followed by [51], [47], and [50]. The theme is based on cross-country studies, such as the study by [51] on Atlantic v/s Asia Pacific Region analysis. [53] Conducted a study on family firms, and [54] discussed on employee perceptions from higher educations in Uganda towards employee branding and retention. [55] Compared the Bank reputation of United Kingdom and Spain. These studies provide valuable insights into the factors influencing employee branding and retention in various countries.

4.1.4 Cluster 4: Impact of employer branding on employee behaviour aspects

Cluster 4 (Yellow) focuses on the impact of employer branding on employee behavior, with 12 articles addressing this topic. [26], Followed by [30] and [56] are among the studies that have received the highest citations. [57], Has the highest link strength ever measured at 421, followed by [58], [59], and [26]. These articles discuss how employer branding affects employee behavior, such as employee warmth and competence. Studies by [26], and [59] explore the relationship between corporate, employer, and internal branding, focusing on employee behavior and attitudes. [60] Explore the role of employer brand image in employee engagement and satisfaction, focusing on employee warmth and competence. [30] Explore attractive organizational attributes, while [61] explore transformational leadership and its mediating effects on engagement, psychological attachment, and turnover. [62] Discuss sustainable human resource development, with a focus on employee satisfaction and growth. [57] Provide a holistic view of employer branding in relation to human resource development parameters.

4.1.5 Cluster 5: Employer Brand Equity

Cluster 5 (Purple) consists of nine articles, with the major theme being employer brand equity. The highest number of citations is 126 from [31] followed by [1] and [63] with 114 and 61 citations respectively. [1], Has the highest link strength at 930, followed by [64] and [65]. [66] Discuss how customer-based brand equity impacts employer branding and HRM, while [64] Combines brand equity approach with brand marketing theory when conducting HRM research. [67] Discusses about marketing & human resources aspects, organizational psychology in relation with employer branding.

4.1.6 Cluster 6: Employer brand creation

Cluster 6 (Sky Blue) consists of seven articles with a major theme of employer brand creation. The highest number of citations are 48 that is recorded by followed by [68] and [69]. The highest link strength is 548 from [70] followed by [68] and [7]. Saini [7] discusses the impact of employer rankings, employee characteristics, and experience on employer branding. It offers guidelines for developing an employer brand through the employee brand equity framework, focusing on the interaction between employers and their workforce. Developed a model of employee branding in line with CSR. Likewise, Explored building employer brands in line with CSR through online recruitment advertising. With help of qualitative case study [71] discuss about designing brand and management of politics in organization in line with employer brand creation.

4.1.7 Cluster 7: Impact of Employer Branding on Emotion & Trust in employees

Cluster 7 (Orange) focuses on the impact of employer branding on emotion and trust, with four articles covering this theme. [72] Has the most citations with 82, followed by [73] with 56, [74] with 35, and [75] with 21. [72] Emphasizes on the importance of employer brand trust through the consumer brand model of trust and affect. Emotions influence decision-making in relation to employer brands, with functional magnetic resonance imaging examining how emotional activity influences decision-making for top brands. The study work by [72] has the highest link strength (414), followed by [74], with 326, and [75], with 190. The discussion of [74] highlights how brand associations influence employer first-choice brand decisions.

4.1.8 Cluster 8: Technology based employer branding

Cluster 8 (Brown) focuses on Technology-based employer branding, with two articles, [76], and [77] with 27 and 22 citations, respectively. The highest link strength is 233 for [77] that explores gamification in workplace branding using serious games. [78] Study examines the impact of artificial chatbots on recruitment processes, focusing on how chatbot service delivery engages and attracts potential candidates.

4.1.9 Cluster 9: Employer branding in relation with antecedents

Cluster 9 (Pink) focuses on employer branding and its effect on organizational performance. The highest citation and the highest TLS in this cluster is recorded by [79]. [79] Explore the relationship between employer branding and organizational performance. [79] Developed a framework based on HRM, Marketing, and Organizational Behavior, while [80] discusses on firms who focus on socially responsible behaviour may have lower equilibrium wages. The study found that a firm's image of being socially responsible is highly related to lower wages.

4.2 *Research Gaps and Future research directions*

The main goal of performing a literature review is to identify research gaps in the subject of study and to encourage more research in the field.

4.2.1 Cluster 1: Employer Branding

The cluster explores factors influencing employer attractiveness and employee retention, which in turn contributes to employer branding. It focuses on sectors like Information Technology companies, government organizations, and higher education institutes. Information technology companies are the most studied area in Employer branding ([81], [82], [34]). However, future research could explore other sectors like retail, banking, service organizations, and pharmaceuticals. Qualitative and quantitative methods are used, with interviews being a common data collection method amongst the studies in the first cluster.

4.2.2 Cluster 2: Employer Attractiveness

The cluster explores organizational attributes that contribute to employer attractiveness for potential candidates and employees. The research conducted by [83] aims to understand candidate preferences. Some studies reveal that employer branding is not widely used in

recruitment processes, in countries like Netherlands [43]. [24], [27] Focus on employer brand image in the Belgian Army. The research suggests developing a generalized framework and model for employer branding across various business sectors.

4.2.3 Cluster 3: Employer Branding in context of Cross -Country Study

The cluster explores employer branding across various regions and countries. Comparative studies have been conducted on factors affecting employer branding in the banking sector in the UK and Spain, [55] engineering students in China, India, Germany, and Hungary, and family firms in 40 countries, [53]. The influence of labor markets on family firms and employer branding has been studied [84]. However, the impact of cultural dimensions on employer branding strategies and mediums has been limited, requiring further research.

4.2.4 Cluster 4: Impact of employer branding on employee behaviour aspects

The fourth cluster discusses employee behavior, including affective commitment, brand citizenship, and psychological attachment. [85] Focus on sustainable organization and CSR in employer branding. [59] Establish a multi-dimensional scale for employee affective commitment. [26] Study employee behavior and attitudes in corporate branding. [61] Link transformative leadership to employee intention to quit, with corporate branding, psychological attachment, and engagement mediating. Very thin documentation is seen on motivation, ability, conflict, and commitment in employer branding.

4.2.5 Cluster 5: Employer Brand Equity (EBE)

EBE refers to the value an employer brand provided to its workforce that shapes their attitudes and behaviors. Studies have shown a correlation between organizational HRM image and consumer brand equity [66]. [67] Outlined that Human resources play a strategic role in employer branding, and various employee practices contribute to establishing a positive brand image. [63] Argues that positive employer branding and performance management strategies enhance employee potential, leading to innovative HRD initiatives. Most studies in cluster5 focus on the advantages of a strong employer brand, including employee retention, performance, behavior, attitude, engagement, and a favorable affective climate. However,

a framework is needed to critically analyze employer brand equity from a business perspective.

4.3.6 Cluster 6: Employer brand creation

The cluster 6 discusses employer brand creation and equity, focusing on CSR in the hiring process [12]. It expands on the previous conceptual framework, incorporating employer brand equity for employee attraction and retention. [70] Offered a unified framework incorporating employer brand equity. [61] Evaluate large industrial companies' organizational processes and structures. The cluster highlights the necessity of benchmarking industry-wide best practices for employer brand creation.

4.3.7 Cluster 7: Impact of Employer Branding on Emotion & Trust in employees

Employer branding and market segmentation are crucial for attracting, retaining, and motivating employees. Research by [73], [72] found that work content and culture are key factors in determining an employer's first-choice brand. [72] Discussed about trust, affect and brand personality traits as medium of describing employer brand attractiveness. [75] Also highlighted the role of emotions in choosing an employer brand. However, research gaps exist, with motivation and trust being the main focus, while other workplace emotions like pride, gratitude, stress, and competitiveness have received less attention.

4.3.8 Cluster 8: Technology based employer branding

The eighth cluster discusses employer branding using technology with [77] proposing a framework for gamifying employer branding activities. [78] Discussed the use of artificial intelligence chatbots for recruitment, focusing on candidate engagement. Consideration of emerging trends like the Metaverse and virtual work environments in virtual organizations is needed.

4.3.9 Cluster 9: Employer branding in relation with antecedents

The ninth cluster explores employer branding and its impact on organizational performance. [79] Provided a framework for understanding the drivers of employer branding and their impact. [80] Found that organizations with a socially responsible image are associated with low

wages. Further research is needed to segment antecedents under specific heads and explore industry-specific antecedents of employer branding.

5. Discussion

This study discusses aspects of employer branding & employee value proposition in regard to Education sector. Following section includes findings in regards to the research questions:

- I. RQ1 centered on determining the annual scientific production trend in the field of employer branding. Following the 2009 Great Recession, job seekers surged, leading to a surge in scientific research articles on employer branding, indicating a significant shift in the industry. The adoption of the 17 Sustainable Development Goals (SDGs) by United Nations Member States in 2015 increased public awareness of sustainable development, leading to increased CSR efforts, with notable research on employer branding in this area.
- II. With regard to RQ2, "The Employer Brand" [86], published in the Journal of Brand Management, has received the most citations, totaling 111, at a citation rate of 4.27 per year. Study on employer branding, published in Career Development International Journal, has the highest number of citations (521).
- III. RQ3 explores persistent literature topics using bibliographic coupling. Key themes include Human Resource Management, Employee Retention, Employer Attractiveness, Talent Management, social media, and Employee Value Proposition. Thematic maps reveal research hotspots like Sustainability Business and labor market, with Corporate Social Responsibility emerging as a driving theme. Thematic maps highlight the importance of these topics in today's literature.
- IV. The RQ4 aims to identify future research areas by analyzing literature patterns and ideas. Nine clusters were identified, including Employer Attractiveness, Employer Branding in Cross-Country Study, Impact of Employer Branding on Employee Behavior Aspects, Employer Brand Equity, Employer Brand Creation, Impact of Employer Branding on Emotion & Trust in Employees, Technology Based Employer Branding, and Employer Branding in Relation with Antecedents.

6. Conclusion

An employer brand is a crucial component of an organization's identity, communicating its mission, values, culture, and personality to both current and potential employees. A strong employer brand impacts employee engagement, retention, and the organization's overall impression in the industry. From a business perspective, it is essential for organizations to project themselves as employee-centric to attract and retain talent. Employer branding can reduce recruitment costs by attracting tech-savvy candidates and gaining a competitive advantage over competitors. The Employee Value Proposition offered by organizations enhances employee engagement and demonstrates organizational culture, inclusion, and diversity. A strong employer reputation often converts employees into brand advocates, increasing brand power and trust in potential candidates' minds. Future research on employee value proposition and employer branding will be beneficial for policy makers and human resource professionals in designing organizational branding strategies. However, there is a lack of a holistic framework for employer branding, and technology-driven employer branding is expected to gain prominence in the near future.

The study addresses various aspects of the subject but has limitations due to the use of Scopus Database alone. Limitations include article restrictions, book exclusions, and limited search keywords. Future studies should consider using different statistical tools with a mix of databases for critical literature analysis.

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