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Third-party employer branding

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Third-party Employment Branding: Current Status and Future Directions

ABSTRACT

There has been a growing interest in third-party employment branding (TPEB) because prospective and current employees perceive it more credible than the company-controlled employer branding. The academic research on TPEB has also been rapidly growing. This chapter reviews the TPEB research using a bibliometric analysis of 734 articles published between 1996 and 2021. The analysis shows that 'employer branding,' 'recruitment,' 'Glassdoor,' and 'word-of-mouth' are the major keywords in this domain. TPEB research can be grouped into three themes – (i) 'best employer status and its outcomes', (ii) 'antecedents and consequences of third-party employment branding', and (iii) 'word-of-mouth and recruitment'. We propose directions for future research in these three areas. Additionally, we recommend further research in the areas such as influence of TPEB on financial metrics, effect of negative TPEB information on companies, counter-productive effects of best employer surveys, inclusiveness of best employer surveys and cross-fertilization between research on employer branding, internal branding, and TPEB.

Keywords: employer branding, third-party employment branding, word-of-mouth, recruitment, best employer, bibliometric analysis

Introduction

"The War for Talent," "The Great Resignation,"... Despite the ever-changing employee recruitment and retention landscape, one adage seems to stand the test of time: "There is always demand for good people!". To deal with this challenge, employer branding (i.e., "internally and externally promoting a clear view of what makes a firm different and desirable as an employer"; Backhaus and Tikoo, 2004, p. 501) has been a valuable strategy for companies. Companies brand themselves as good employers via their webpage, job ads, events, website testimonials, career fairs, site visits, and social media presence. Such company-controlled approaches help them convey a carefully crafted brand message to prospective applicants, employees, and the general public. Like the growing interest in employer branding in organizations, research on employer branding has also mushroomed (for reviews, see Lievens & Slaughter, 2016; Saini *et al.*, 2022; Theurer, Tumasjan, Welpe, & Lievens, 2018).

However, over the last years, there has been increased recognition that the employer brand is not a property described and controlled by the company alone. Today, the employer brand is increasingly defined and shaped outside of a company's direct control by current/former employees and other external stakeholders (e.g., applicants and customers). A company's employer image results from a co-creation of company-controlled employer branding and third-party employment branding (TPEB).

Given that TPEB (for a full definition, *see* below) is getting increasingly popular, is quite varied, and comes from different sources, scientific research on TPEB is also growing. Therefore, this chapter aims to take stock of TPEB research. We aim to understand the current status of TPEB research better and delineate impactful avenues for future research. We do this in a systematic manner. We start by defining TPEB and describing the different types of TPEB. Next, we conduct

a bibliometric study of 734 articles on TPEB. Compared to traditional literature reviews, in the bibliometric approach, massive amounts of scientific data such as citation counts and occurrences of keywords (instead of the scholars) take center stage. A bibliometric analysis complements traditional literature reviews because it serves as a more objective and less biased analytical approach (Baumgartner & Pieters, 2003) for revealing the current and evolutionary nuances of a specific discipline.

In particular, a bibliometric approach is well suited for better understanding the TPEB field for several reasons. First, it allows uncovering its intellectual structure by pinpointing the influential authors, countries, institutions, potential collaborations, and networking patterns. Second, it detects dominant research themes by identifying clusters within a field. Third, a bibliometric approach that deals with several years of academic research might offer insights into the evolution of the domain. Finally, besides revealing the current status, themes, and developments in a field, bibliometric analysis enables building foundations for the future by delineating research gaps and avenues.

In sum, our bibliometric analysis of 734 articles on TPEB seeks to answer the following questions:

- (i) Who or which are the most dominant authors, articles, and journals that contributed to TPEB research?
- (ii) What are the current themes in TPEB research? How can these themes develop further?
- (iii) What are the significant keywords in TPEB research, and have they changed over time?
- (iv) What are the future research avenues in TPEB?

Third-party Employment Branding: Definition and Types

TPEB is defined as "communications, claims, or status-based classifications generated by parties outside of direct company control that shape, enhance, and differentiate organizations' images as favorable or unfavorable employers" (Dineen *et al.*, 2019). TPEB is an umbrella term that consists of various types of branding that occur outside the control of companies. Dineen *et al.* (2019) distinguished among four forms. First, interpersonal word-of-mouth represents the most traditional form of TPEB. In this case, company employment information is transmitted and communicated face-to-face from one person to another person. So, this information does not come from the company itself.

Second, traditional word-of-mouth has been overtaken by "word-of-mouse" (electronic word-of-mouth, Van Hove & Lievens, 2007) in the social media era. Current/former employees, job seekers, and customers then provide company-employment information via Facebook, Twitter, or Instagram. However, company review websites such as Glassdoor, Kununu, Indeed, etc., have become the most crucial sources of third-party employment information. According to Dineen *et al.* (2019), about 80 percent of job seekers today vet a company online via Glassdoor before applying. It is striking because job seekers do not know whether the information on these company review websites is overly optimistic (because it is being "gamed" by the company) or excessively negative (because of the anonymity of the source).

Apart from traditional face-to-face word-of-mouth and word-of-mouse (mostly on company review websites), Dineen *et al.* (2019) categorized best employer competitions as a third type of TPEB. Here, a formal entity (i.e., certifying body that organizes these competitions) "brands" the company. Examples are ranking lists such as "Great Place to Work for" or "Fortune

100 Best Companies to Work For". Such lists, certifications, and competitions make it easy for job seekers to compare organizations to each other. Although such lists are independent of a company's branding, companies can often decide which best employer competition to enter and which employees to contact for providing company ratings for the list.

Finally, media coverage constitutes the fourth manifestation of TPEB (Dineen *et al.*, 2019). Again, a formal entity (news outlet) puts out a news story that informs about a company's employment practices. Examples are print and digital media, radio, podcasts, television, etc. Although traditionally, media news stories provide credible information given the media's aura of impartiality and neutrality, some companies might also "leak" stories to broadcast critical information at strategic times (e.g., crisis management).

In order to offer a comprehensive review of the TPEB research, our review includes articles related to any of the above four manifestations of TPEB. It may be noted that TPEB was practiced even before the discipline was recognized formally in academic literature in the last few years (Dineen *et al.*, 2019). For example, the influence of traditional face-to-face word-of-mouth on several outcomes is well documented in several earlier studies (e.g., Van Hoyer *et al.*, 2007b). Similarly, different employer brand certifications such as "The 100 Best Companies" and "Best Companies to Work For" have been in existence for more than two decades (Joo and MacLean, 2006). Even electronic word-of-mouth is not a new phenomenon in the employment context (e.g., Van Hoyer *et al.*, 2007a). Focussing only on the studies which specifically used TPEB terminology or the studies which considered TPEB as their focal research issue would have underrepresented the TPEB phenomenon. Therefore, we deliberately selected a wide range of articles that studied one or more of the four manifestations of TEB. This is also consistent with the key elements

included in the broader definition of TPEB (i.e., "communications, claims, or status-based classifications generated by parties outside of direct company control...") presented above.

Methodology

To conduct the bibliometric analysis of third-party employment branding, we systematically followed the detailed suggestions outlined by Donthu *et al.* (2021). First, we decided to use Elsevier's Scopus database, covering 25,100 journals with 1.7 billion citations (Elsevier, 2020). Second, we created the search formula to identify the TPEB literature. Along with "employer," "employment," "job-seeker," and "recruitment," the following keywords were included in the search formula: "third-party employment branding" (Dineen *et al.*, 2019), "best employer surveys" (Saini *et al.* 2014), "best employer ranking" (Saini *et al.*, 2015), "best companies to work for" (Hinkin & Tracey, 2010), "great places to work for" (Fulmer *et al.*, 2003), "most attractive employers" (Saini & Jawahar, 2021), "crowdsourced employer branding" (Dabirian *et al.*, 2017), "Glassdoor reviews" (Green *et al.*, 2019), "employer of choice" (Saini & Jawahar, 2019), "employer rankings," "Universum ranks," "Fortune best employer rank" (Bernardi *et al.*, 2006), "word-of-mouth" and "electronic word-of-mouth" (Van Hoye & Lievens, 2009). Third, we shortlisted 734 articles that appeared in journals, books, and book series related to "Business, Management, and Accounting," field. Fourth, we ran the main analysis (i.e., performance analysis and science mapping) and enrichment analysis (i.e., visualization techniques) using *Biblioshiny* and *VOSviewer* tools. Fifth, we performed bibliographic coupling using *VOSviewer* to identify various evolving themes/clusters of the domain. Later, we used the output of keyword analyses, cluster analysis, and content analysis to propose unexplored future research directions under each theme.

Results and Discussion

Results of performance and citation analyses

Between 1996 and 2021, 734 documents (including four book chapters, and six review papers) were published in 129 sources with 7,563 references. An article-wise analysis resulted in 95 articles with a minimum of three citations. Collins and Stevens (2002) received the highest citation (280 citations). The second most cited (234 citations) document is Fulmer *et al.* (2003). Collins and Stevens (2002) revealed that early recruitment-related activities influenced job seekers' intentions and decisions through employer brand image dimensions using a brand equity framework. In contrast, the latter article found that the "companies on the 100 Best list enjoy not only stable and highly positive workforce attitudes, but also performance advantage" (Fulmer *et al.*, 2003, p. 965). Among the top 10 articles, Van Hove and Lievens (2007a; 2007b; 2009) contributed three significant articles related to employee testimonials and employee word-of-mouth in the recruitment context. The authors establish that company-independent recruitment sources (such as word-of-mouth) were associated with higher organizational attractiveness than company-dependent information sources (such as web-based employee testimonials).

An author-wise analysis revealed 27 authors with at least two documents with a minimum of two citations. *Van Hove G.* is the most influential author with ten documents and 454 citations, followed by *Lievens F.* with seven documents and 397 citations. Next, we performed a source-wise analysis, resulting in 17 sources with at least two documents and two citations. *Journal of Applied Psychology* topped the list with two documents and 403 citations, followed by the *International Journal of Selection and Assessment* (3 documents, 178 citations) and *Human Resource Management* (4 documents, 159 citations).

Results of science mapping and visualization

These results revealed 'employer branding,' 'recruitment,' 'Glassdoor,' and 'word-of-mouth' as the major keywords. 'Employer branding' has 21 percent occurrences, while 'recruitment' has 17 percent, followed by 'Glassdoor' with 13 percent, and 'word-of-mouth' with 9 percent occurrences. Interestingly, among all salient keywords, only 'Glassdoor' and 'employee satisfaction' have been growing in the past two years (2019-2021) while others are declining. During the past five years (2015-2020), keywords such as 'employer branding', 'social media', 'human resource management', 'employee engagement', and 'content analysis' were all growing before declining. While 'human resource management' and 'employee engagement' are common keywords in this field, scholars have extensively used 'social media' and 'content analysis' keywords as these terms (to indicate either 'data source' or 'analysis method') are closely related to the third-party employment branding. Higher usage of the 'Glassdoor' keyword may be attributed to the ready availability of employee experience data from the Glassdoor website and the importance of such reviews by HR professionals (Saini & Jawahar, 2019).

We then conducted a thematic map analysis to obtain the domain's emerging themes, which resulted in six clusters on the map (Figure 1). Centrality and density are the two dimensions of the map. The centrality is a measure of “the intensity of its links with other clusters” (Callon, Courtial, & Laville 1991, p 164). It, therefore, denotes the importance of a theme in developing a particular domain (Cobo et al., 2011). On the other hand, *Density* denotes “the strength of the links that tie the words making up the cluster together” (Callon, Courtial, & Laville 1991, p 165). It is a measure of the theme’s capability to sustain and develop itself over a period (Callon, Courtial, & Laville 1991; Cobo et al. 2011). From Figure 1, it is evident that 'employer branding' emerged as the most

prominent cluster with eight independent keywords, the theme is well connected with other themes in the domain, and the keywords belonging to this cluster are closely tied up with each other. The keywords of this theme are 'employer branding,' 'employee satisfaction,' 'employee engagement,' and 'human resource management.' Conversely, the theme 'awards' depicts low density and centrality, and hence this theme can be considered a declining theme. We also see that the theme 'recruitment' has high centrality but low density. It means that the theme is well connected with the other themes of the domain, but they seem to be loosely tied to the keywords falling within this theme. A deeper look at the keywords falling within this cluster proves this. Some keywords include 'employee attitudes,' 'recruitment,' 'reputation,' and 'retention.' Hence, the theme has played a crucial role in developing the domain. However, more research is needed to investigate these keywords together.

Cluster Analysis

We obtained three clusters using the bibliographic coupling method, the recommended technique for identifying current trends and future themes in the literature (Donthu *et al.*, 2021). The minimum threshold for the number of citations was set to 15, which resulted in 43 documents¹ (36 linked). These clusters are described below.

Cluster 1: Best employer status and its outcomes: This cluster comprises 13 articles that studied the best employer status and its outcomes. Fulmer *et al.*'s (2003) article that assessed the relationship between a great place to work status and firm performance received the highest citations (234 citations), followed by Edmans' (2012) paper (182 citations). Other seminal papers

¹ This number is less than the total articles reviewed in this chapter as we intended to include impactful papers (measured in terms of citations) and linked papers for better cluster formation. This is a standard and recommended approach in a bibliometric analysis.

are - Bernardi *et al.* (2006) (97 citations), Hinkin and Tracey (2010) (90 citations), and Love and Singh (2011) (80 citations). The papers of this cluster deal with the best employer status outcomes related to different aspects such as HR outcomes (Dineen & Allen, 2016), job seekers' attractiveness toward prospective employers (Saini *et al.*, 2014), and customer satisfaction (Simon & DeVaro, 2006). Dineen and Allen (2016) found that the best employer certifications are associated with lower turnover rates and better applicant pool quality. In contrast, Saini *et al.* (2014, p. 95) revealed that "firms with a consistent or recent listing in best employer surveys (BES) receive a significantly higher intention to apply than firms present only in one or an older BES." Hinkin and Tracey (2010) and Love and Singh (2011) analyzed the best employers and identified common HR practices among the best employers.

Cluster 2: Antecedents and consequences of third-party employment branding: This cluster included ten articles that broadly dealt with the antecedents and consequences of third-party employment branding. Green *et al.* (1999) examined whether racial and ethnic groups varied in their job-search strategies and received the highest citations (126 citations), followed by Arsali and Tumer (2008) with 79 citations. Some papers have used data from crowdsourced-based websites such as Glassdoor (Dabirian *et al.*, 2017, Green *et al.*, 2019), while some other studies have examined antecedences (Uen *et al.*, 2015) and consequences (Keeling *et al.*, 2013) of WOM. Dabirian *et al.* (2017) analyzed 38,000 employee reviews of the highest and lowest-ranked employers on Glassdoor and identified seven employer branding value propositions that matter to employees when evaluating employers. On the other hand, Keeling *et al.* (2013) found the differential effects of staff WOM on organizational attractiveness with positive versus negative messages and tangible versus intangible information. Two studies include the aspects of social media: a multi-dimensional scale to measure employees' company-related social media

competence (Walsh *et al.*, 2016) and the moderating role of social media in the relationship between person-organization fit and employer of choice (Tanwar & Kumar, 2019).

Cluster 3: *Word-of-mouth and recruitment*: This cluster comprises 12 articles related to WOM in the recruitment context. Van Hoyer and colleagues contributed six articles to this cluster. The authors studied various topics such as comparison of employee testimonials with WOM in the recruitment context (Van Hoyer & Lievens, 2007a), WOM as a recruitment source (Van Hoyer, 2009), social influences on organizational attractiveness and recruitment (Van Hoyer and Lievens, 2007a; Van Hoyer *et al.*, 2016). Studies show that WOM generates higher organizational attractiveness than web-based employee testimonials (Van Hoyer & Lievens, 2007a). Further, a favorable WOM is positively related to organizational attractiveness and job seekers' intention to apply compared to other recruitment sources (Van Hoyer & Lievens, 2009). Also, job seekers are attracted to the potential employer when WOM is provided by a more experienced source (e.g., an employee) and by a stronger tie (e.g., a friend) (Van Hoyer *et al.*, 2016).

Future Research Directions

After identifying the cluster themes, all articles within each cluster were carefully read, with special attention to their recommendations for future research. The process generated a list of future research questions based on the suggestions given in the clustered articles. Next, we filtered this list using keyword search to verify that subsequent researchers had not already addressed the research question. Thus, using this procedure, we obtained a list of unaddressed future research questions for each cluster theme reported in Table 1. It may be noted that the papers retained in Table 1 represent the most influential articles under a particular theme. For example, cluster one has articles by Carvalho and Areal (2016), Dineen and Allen (2016) and Saini *et al.* (2014) on the

theme - best employer status. Similarly, cluster three has articles on word-of-mouth and recruitment by top scholars such as Carpentier, Lievens and Van Hoye.

Although the classification of articles into the cluster themes was based on homogeneity of topics covered by the articles, authors of these papers (e.g., Dineen, Lievens, Saini, Tanwar and Van Hoye) sometimes proposed future research directions on a range of topics for employer branding research that were not always aligned with the cluster theme to which the paper belonged (see Table 1).

Apart from the above research agenda generated from the bibliometric analysis, we also sketch our suggestions for future research below. Some of them build further on those mentioned in Table 1. As 'Third-party employment branding' is an umbrella term for different third-party employment branding strategies (e.g., media releases vs. company employer reviews), we especially list directions for future research that go beyond the specific types and generally apply to third-party employment branding. First, we reiterate a common thread running through the avenues for future research mentioned in the articles in our bibliometric analysis. We need more research on how third-party employment branding (e.g., best places to work certifications, employer reviews) affects outcomes in the long run, such as longer-term financial metrics (see Fulmer *et al.*, 2003 for a good example). We also need to know whether the benefits spill over to other domains like effects on product marketing or corporate social performance. Such research is needed to demonstrate that third-party employment branding "matters."

Second, we recommend methodologically going beyond surveys and self-reports. Companies can automatically scrape third-party employment information (e.g., social media websites, employer review websites) via artificial intelligence (AI). Different domains within AI are computer vision (image recognition), machine learning, and language processing (Kaplan &

Haenlein, 2019; Paschen *et al.*, 2020). Interestingly, AI applications transform the qualitative reports into quantifiable information, which can then be used in subsequent analyses to document the impact of third-party employment branding. At a practical level, AI applications enable organizations to monitor how their employer brand is perceived among various stakeholders at regular intervals or after specific events (e.g., a media release). Similarly, these applications allow them to monitor how third parties perceive competitors' employer brands. All of this then fits into a broader "brand intelligence" framework.

For example, applying AI and especially natural language processing methods on 1.4 million employee reviews from Glassdoor², CultureX has proposed nine dimensions of corporate culture - agility, collaboration, customer, diversity, execution, innovation, integrity, performance, and respect. The project provides free data on nine cultural dimensions for 500 companies (including the company ranking). It would be interesting to explore how cultural dimensions correlate with employer branding outcomes such as employer attractiveness, employee engagement, intention to leave, and firms' financial performance. Similarly, how do cultural dimensions such as 'customer' and 'innovation' influence a firm's 'consumer-based brand equity'? And how is the 'performance' dimension' (i.e., the company rewards results through compensation, informal recognition, and promotions, and deals effectively with underperforming employees) related to psychological contract fulfillment and turnover intentions? We believe these are exciting areas for future exploration.

Third, future researchers should examine how companies can best deal with negative information that appears via third-party employment branding (e.g., media stories, social media).

² Founded by the faculties of MIT Sloan School of Management, CultureX conducted a rigorous large-scale research project to measure corporate culture in top companies, using a data set of 1.4 million employee reviews from Glassdoor.

Examples are economic scandals, environmental disasters, and diversity and inclusion issues. To this end, image repair theory (Benoit, 1995) might be used to inspire remedying actions. It might result in "unbranding" and "rebranding" interventions. We also know little about the effectiveness of such rebranding efforts and the accompanying specific actions (e.g., use of online communities, social media presence).

Fourth and relatedly, current third-party employment branding typically examines effects at one point in time. Therefore, it is crucial to investigate trajectories in third-party employment branding. A good example is Dineen and Allen (2016), who demonstrated that the effects of being included in the best employer competition on turnover were strongest after the first certification. However, this effect weakened with subsequent certifications, showing thus some novelty effect. Building on this, we need to determine the impact of dropping out from such lists (and reappearing again on them) on stakeholders' perceptions and hard financial metrics.

Fifth, related to the above points, it would be helpful to understand the counter-productive effects of (i) simultaneous participation in multiple certifications/surveys and (ii) lower ranks in a survey. Different certification agencies use diverse methodologies and produce divergent rankings. For example, in the first case, an employer may be ranked very differently in two surveys (5th rank out of 50 employers in one survey; and 35th rank out of 50 employers in the second survey). Such divergence may lead to confusion and lack of trust in these rankings, primarily when most stakeholders focus on outcomes rather than processes. In the second case, the knowledge of a lower rank in a survey may generate an unfavorable evaluation of an employer by different stakeholders. Perhaps the employer is better off if it is absent from that specific list (Saini *et al.*, 2021). So, these likely counter-productive effects need to be studied empirically. At a practical level, these counter-

productive effects are also a concern given most certification agencies charge a significant participation fee.

Sixth, most certifications focus on white-collar employees because of their skewed sample selection and lack of inclusiveness. Questions may be raised whether a given employer status truly represents the voices of different segments of employees such as blue-collar workers, shopfloor workers, gig workers (associated with that employer)? and can be labeled as "the best" or "the great"? Such questions need more attention from scholars if "the great" companies are prone to labor rights violations and exploitative HR practices for shopfloor workers, and the reported cases of industrial accidents. While it may be methodologically challenging to do such studies, the theme offers a fertile ground for relevant and vital research.

Seventh, it is still unknown how the effects of different types of company-independent sources vary on job seekers and employees. Information from different media platforms such as Facebook, Glassdoor, and LinkedIn may have an unequal effect on potential job seekers because of the varying effectiveness of platforms. Also, the nature of content characteristics (i.e., informative, interactive, and entertaining) and the potential applicants' attitudes about various platforms may contribute to this differential effect. This requires empirical testing.

Finally, we call for more cross-fertilization between employer branding, internal branding, and third-party employment branding research. These domains have evolved separately (Saini *et al.*, 2022). Such more integrative research that focuses on spill-overs between different perspectives is necessary because it reflects the reality in which organizations are working. This research might illuminate which source of information employees attend to most. In a similar vein, it sheds light on employees' attributions (how do they deal with conflicting information from different sources?).

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Figures

Figure 1: Thematic map analysis

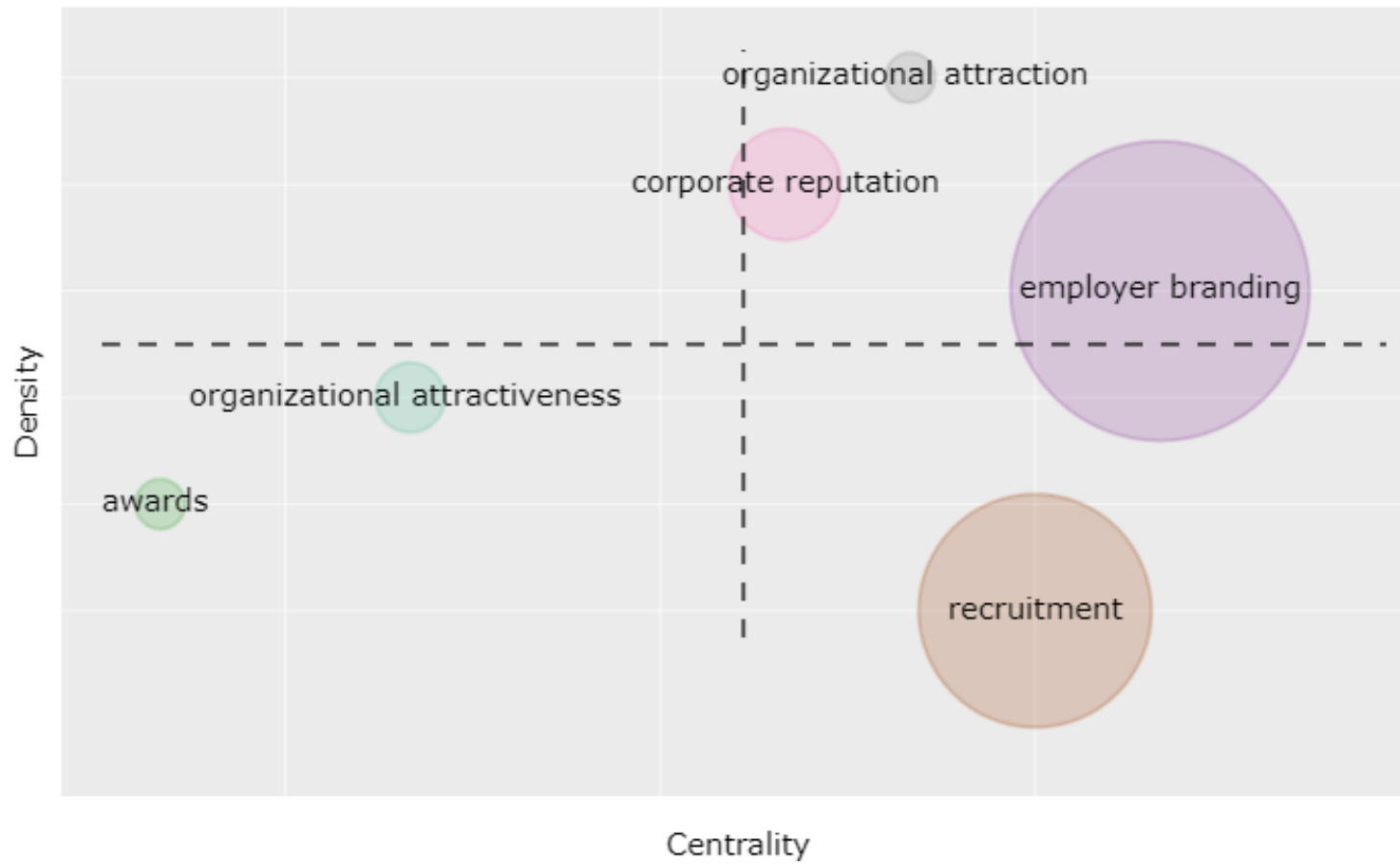


Table 1: Future Research Directions

| Cluster No. | Article | Future Research Questions |
|---|---|--|
| <p>(1) <i>Best employer status and its outcomes</i></p> | <p>Carvalho and Areal (2016) Cycyota et al. (2016) Arikan et al. (2016) Dineen and Allen (2016) Saini et al. (2014)</p> | <ul style="list-style-type: none"> • What are the effects of dropping out of the best employer status list? How the absence from “great place to work for list” influences financial performance? • What is the value of employee volunteerism? Does it add any value to the business? What role employee volunteerism play for best companies to work for? • Whether corporate reputation mediates the relationship between CSR and multistakeholder (customer, employees, investors) outcomes for less reputable firms (i.e., companies ranked low in best employer surveys)? • How does CSR influences stakeholder outcomes through different mediators such as higher brand equity, favourable corporate image? • What are the attributions about positive third-party employment branding, particularly among employees who have unfavourable views of company employment practices? • How best places to work certifications affect outcomes such as longer-term financial metrics, product marketing benefits? • How rank level effects (5th vs. 45th rank out of top 50 best employers) influence current and potential employees and other stakeholders? • How intention to apply to best employers is influenced by factors such as applicant characteristics (such as fresh graduates and experienced), firm characteristics (such as firm size, product/services offered, firm reputation) and industry sector (such as manufacturing and services)? |
| <p>(2) <i>Antecedents and consequences of third-party employment branding</i></p> | <p>Dabirian et al. (2017) Tanwar and Prasad (2016) Tanwar and Kumar (2019) Uen et al. (2015)</p> | <ul style="list-style-type: none"> • How the employer characteristics (size, industry, growth, etc.) and job characteristics (skill requirement, job demand, etc.) shape the expectations of current and potential employees about employee value proposition? • What motivates employees to provide feedback on crowdsourced employer branding sites? How smaller firms can motivate employees to write reviews on crowd-sourced based sites and generate favorable word-of-mouth? • How does employee commitment contribute to building brand advocates? Can brand advocates directly be developed by employer branding efforts? • What is the mediating role of anticipatory psychological contract, social identity, salary expectations and corporate reputation in influencing relationship between employer brand and employer of choice status? • What is relationship between the person-organisation fit and the employer of choice status for employees with limited work experience? And how does this relationship change over time? • What is the role word-of-mouth in recruitment in societies/geographies where personal relations and informal communication are valued heavily? And how does it vary across several cultures or geographies? |

| | | |
|--|-------------------------------|--|
| | Keeling et al. (2013) | <ul style="list-style-type: none"> • How individual-level outcome variables such as organizational identification and job satisfaction influence employees' word-of-mouth? • How employer brand management (EBM) practices are related to employees' word-of-mouth referrals? • What are the possible negative consequences of the influence of EBM practices on employees' word-of-mouth referrals? • In the context of employee word-of-mouth as recruitment source, how does information valence and type of information influence organisational attractiveness in different job roles, conditions, and sectors? |
| (3) Word-of-mouth and recruitment | Van Hoyer and Lievens (2009) | <ul style="list-style-type: none"> • How variations in the medium (such as face-to-face versus electronic) through which word-of-mouth is received affect its prevalence and effects? • How different motives for providing positive and negative word-of-mouth about employment information influence job seekers and organisational attractiveness? • What is the relative efficacy of various strategies used by organizations to influence word-of-mouth such as employee referral programs and internships? Also, what is their impact on the outcomes of word-of-mouth? |
| | Carpentier et al. (2019) | <ul style="list-style-type: none"> • How different social media platforms affect job applicants' attitudes and intention? • How does social media compare with other recruitment channels such as job ads and recruitment websites in attracting applicants? • What kind of content (e.g., social media page characteristics) is considered socially present or informative? For example, the influence of the number of pictures displayed and the specific content (e.g., people or not) on perceptions of social presence. • How social media influences actual word-of-mouth. For example, word-of-mouth behaviors on social media platforms themselves (such as sharing organization's vacancies) as these platforms increased the possibility for actors outside the organization to share information about their experience with organization? |
| | Melián-González et al. (2016) | <ul style="list-style-type: none"> • What are the consequences of employees' electronic WOM and how does it compare with internal aspects of companies, such as work environment or organizational climate? • What is the relationship between employees' electronic WOM and human resource management? |
| | Van Hoyer (2012) | <ul style="list-style-type: none"> • What is the differential effect of recruitment advertising (e.g., print - job advertisements in national magazines, regional papers; and internet advertising - corporate websites, job boards, and social network sites) on organisational attractiveness? • What are different mediators between word-of-mouth and organizational attractiveness and how do they influence the relationship between these two variables? |
| | Van Hoyer et al. (2016) | <ul style="list-style-type: none"> • What is the impact of incentives in increasing word-of-mouth effectiveness without reducing its credibility and impact? What is the relative effectiveness of different strategies to stimulate positive word-of-mouth such as employer branding, corporate social responsibility, campus recruitment, internships or sponsorship? Also, what is the effects of these practices on the frequency of word-of-mouth, what are possible unintended effects on the credibility and impact of word-of-mouth? How negative information (WOM) affects organizational attractiveness and how it might best be addressed? |

Source: Prepared by authors