MASTER THESIS

ORGANIZATIONAL REPUTATION,

ORGANIZATIONAL ATTRACTIVENESS

AND EMPLOYER BRANDING:

CLARIFYING THE CONCEPTS

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This master thesis is the final part of my graduation from the study Business Administration at the University of Twente. I chose the subject of this thesis based on my specialization; 'HRM' and my personal interests. I have experienced the recent period as informative and I feel that I am ready to start in the working field.

In particular I would like to thank my supervisor dr. Tanya Bondarouk for her support during this period. With sharing her knowledge and her ever-present positivity I was able to enthusiastically write the finalizing part of my study.

Manderveen, October 2016

Marije Hendriks

Management summary

In literature we found overlap between the concepts of organizational reputation, organizational attractiveness and employer branding on conceptual, methodological and empirical level. Concepts are often mixed up and used simultaneously. In this study we clarify the concepts and the differences and similarities between them at conceptual, methodological and empirical level to eliminate ambiguity. We collected data by selecting an initial selection of relevant articles in scientific literature. After filtering these articles a final selection remained, which we used for our concept analysis and cross-concept analysis of the concepts on conceptual, methodological and empirical level. At conceptual level, we found the most similarity between employer branding and organizational reputation and employer branding and organizational attractiveness. The concept of organizational reputation and organizational attractiveness differ the most on conceptual level. On methodological level the concepts of organizational reputation and employer branding are most similar, and organizational attractiveness differs the most. On empirical level the concepts of organizational reputation and employer branding are most similar and the concept of organizational attractiveness differs the most on this level.

The final conclusion of this study is that one concept is not comprehensive enough to include all aspects of each concept, even though there are a lot of similarities between the concepts, there are too many differences between the concepts to merge them in to one concept.

Table of contents

List of figures and tables

1. Introduction

1.1 Introduction

The concepts of organizational reputation, organizational attractiveness and employer branding play a central role in multiple studies in the scientific literature. Organizational reputation is a concept that lacks a common degreed definition up till now, however several suggestions are given. Several scholars argue that organizational reputation describes the organizations overall attractiveness (Fombrun, 1998; Barnett, Jermier & Lafferty, 2006; Fombrun, 2012). Other scholars state that an organizations reputation is used to refer to the term "employer brand" (Mosley, 2015; Cable & Turban, 2003). Yüksel (2015) states that organizational reputation is an integral part of employer branding. So some authors see organizational reputation as the overall attractiveness of an organization and others see it as an employer brand or a part of employer branding, and there are still several other definitions of organizational reputation. Like organizational reputation, organizational attractiveness has become an increasingly important concept in literature since the competition for attracting the best talented employees is in full swing. Some scholars describe in their studies that organizational attractiveness can be explained in terms of organizational reputation. However in marketing research, organizational attractiveness is mostly referred to branding (Backhaus & Tikoo, 2004; Cable & Turban, 2001; Mosley, 2007). This shows that for the concept of organizational attractiveness there is also still no clear definition. The final concept in our study is the concept of employer branding, this concept is first conceptualized by Ambler & Barrow (1996). Ambler and Barrow (1996) define the employer brand in terms of benefits, calling it "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company." Many scholars define an employer brand as the reputation and image of an organization. The employer brand puts forth an image showing the organization a "good place to work", so being an attractive place to work (Tüzüner & Yüksel, 2009). Jiang & Iles (2011) state that the attention of an applicant is drawn to employer branding through the power of organizational attractiveness. So some scholars see the employer brand as the reputation of an organization and others state that organizational attractiveness causes attention to employer branding and there are still several other explanations of employer branding in literature.

Whetten & Godfrey (1998) describe that organizational attractiveness can be grounded in objective measures such as Fortune's annual list of most admired companies. The list is based on ratings of companies obtained from invited managers and analysts. It therefore reflects the opinions of industry insiders and has a strong financial halo. The list is seen by many authors as

a measurement for organizational attractiveness (Bendaraviciene, Bakanauskiene & Krikstolaitis, 2014; Turban & Greening, 1997; Whetten & Godfrey, 1998). However, several authors suggest that Fortune's annual list of most admired companies is a measure for organizational reputation (Gardberg & Fombrun, 2002; Schwaiger, 2004; Ponzi, Fombrun & Gardberg, 2011; Brooks, Highhouse, Russel & Mohr, 2003, Lange, Lee & Dai, 2011). Another measure which is indicated often in literature to measure organizational reputation is the reputation quotient (Gardberg & Fombrun, 2002; Kanto, de Run, & bin Md Isa, 2016). This measure is also seen by some scholars as a measure for organizational attractiveness (Bendaraviciene, Bakanauskiene & Krikstolaitis, 2014; Newburry, Gardberg & Belkin 2006; Bourhis &Mekkaoui, 2010). And Berlenga (2010) uses the reputation quotient in her research on employer branding. The question that arises is how the concepts are different from each other. Several authors use the reputation quotient to measure organizational reputation, but several authors use the reputation quotient to measure organizational attractiveness or use it in research on employer branding. The same applies to the use of Fortune's list of most admired companies, some authors use that list to measure organizational reputation and others use it to measure organizational attractiveness.

Research has indicated that one major determinant of an organization's ability to recruit new talent is organizational reputation (Cable & Turban, 2003).While research on organizational attractiveness has its roots in recruitment research. Organizational attractiveness is seen by many scholars as important for recruitment purposes (Turban, 2001; Chapman, Uggerslev, Carroll, Piasentin & Jones, 2005). Several researchers pointed out that a "good" employer brand will attract more talented applicants, and is therefore important for recruitment purposes (Cable & Graham, 2000; Cable & Turban, 2003; Greening & Turban, 1996). These findings in literature suggest that all the concepts are related to the process of recruitment. However, it is unclear whether the concepts have the same relation with recruitment. Besides the conceptual overlap and the overlap in measurement this shows another overlap between concepts. Overlap between the concepts allows for the formation of the question why there are three separate concepts in literature and whether one concept is comprehensive enough to include all aspects of each concept.

1.2 Research objective and research question

In literature we found overlap between the concepts of organizational reputation, organizational attractiveness and employer branding on conceptual, methodological and empirical level. Concepts are often mixed up and used simultaneously. This overlap leads to ambiguity about the differences and similarities between the concepts of organizational reputation, organizational

attractiveness and employer branding. In this study we clarify the concepts and the differences and similarities between them at conceptual, methodological and empirical level to eliminate ambiguity.

To achieve the objective of this research, we search during this study for an answer to the research question. We formulated the following question based on the objective of this research:

> *What are the differences and similarities among organizational reputation, organizational attractiveness and employer branding at conceptual, methodological and empirical level?*

1.3 Contribution

With this study we make several contributions to the literature. The main contribution of this study is that we differentiate three concepts on three levels. This differentiation contributes to the objective of this study to clarify the three concepts and to distinguish differences and similarities between the concepts. Besides the main contribution of this study this study contributes to the scientific research on the concepts of organizational reputation, organizational attractiveness and employer branding. In this study we summarize several aspects of each concept. This study gives more insight in performing concept analysis and cross-concept analysis. A final contribution that we make in this study is the contribution to the establishment of organizational reputation, organizational attractiveness and employer branding.

2. Methodology

This chapter elaborates on why and how we performed this research. We will give an answer to the following two questions: how did we collected and generated data? And, how did we analyze the data? The methodology of this research will contribute to the reliability and significance of this research.

2.1 Creating databases

We started collecting data by creating three separate databases for each concept. We used a spreadsheet in Microsoft Excel to create the databases. We have allocated space in the spreadsheet to insert information about the title, author, abstract, citations, journal, year, impact factor and search engine. To create three separate databases we used a search term to denote the difference by database. We created a database based on the search term "organizational reputation", a database based on the search term "organizational attractiveness" and we created a database based on the search term "employer branding". The purpose of these databases is to make an overview of relevant articles in literature that have emerged in search engines using the listed search terms. In order to collect data, we have searched through the results of the different search terms in several search engines. Using the title and the abstract of a result we determined whether an article was relevant to include in the database or whether it should be excluded. We selected an article from the search results for the database when the author referred to the search term in the title and the abstract of a search result and when the search term plays a leading role in the article according to the abstract. Because of the ambiguity of the concepts we don't rely on a single definition of the concept to select search results for the database, we rely on the definition of the authors of selected articles. When several search terms are present in the title and the abstract of a search result we do not select this result for our database. We do not select such a result in order to create three separate databases, in which search terms are not overlapping. In addition, we only selected items which were sourced from a journal and were English written. We chose for an initial selection of 100 relevant articles per database. We based this number on previous studies in which literature is examined. For example in the study of Olsson, Bond, Burns, Vella-Brodrick & Sawyer (2003) the authors used 42 articles to conduct a concept analysis on adolescent resilience. Henneman, Lee & Cohen (1995) used a total of 27 articles to conduct a concept analysis on the concept of collaboration. With an initial selection of 100 articles we ensure that the framework for our research is wide enough and that the research is feasible within the time frame.

As mentioned before we used several search engines to find results for the three different search terms. We used the database of Google Scholar because it provides a simple way to broadly search for scholarly literature (Google Scholar, 2016). The search in Google Scholar leaded to the most results for all three search terms. For example, the search in Google Scholar using the search term "organizational reputation" leaded to ± 570.000 results and the search in Google Scholar using the search term "employer branding" leaded to ± 75.800 results. The large number of results indicates that the credibility of Google Scholar as search engine is low. As for Google Scholar the credibility of ScienceDirect is doubted, because it also provided a great amount of results on the different search terms. For example for the search using the search term organizational reputation ScienceDirect showed ±19.000 results. ScienceDirect is Elsevier's leading information solution for researchers, teachers, students, health care professionals and information professionals (Elsevier, 2016). Because the credibility of Google Scholar and ScienceDirect is low, we used Web of Science, Scopus and Ebscohost as additional search engines because their credibility is higher than the credibility of Google Scholar and ScienceDirect. Web of Science is a search engine which contains abstracts of peer reviewed papers and conference papers, supplemented with citation data. The collection of journals in Web of Science is also known as "ISI journals", having an Impact Factor (University of Twente, 2016). Our search on employer branding leaded to 37 results in the database of Web of Science, which is a lot less than the results in Google Scholar and ScienceDirect. A reason to use Web of Science is the presence of citation data and information about the Impact Factor. We consulted Scopus because it contains a large collection of scientific papers. The focus is on scientific, technical, medical and social fields (Elsevier, 2016). In the search on employer branding we found a total of 110 results in the database of Scopus, which is a credible amount of results. Finally, we consulted the database of EBSCOhost because this database is discussed as the most-used search engine (Ebscohost, 2016) and this database has given us credible results. The search engines that we use to collect our data rank their results based on their relevancy to the search term. Therefore, we chose to scan the first 100 results in each search engine. We state that the results given after the first 100 results are not related enough to the search term to use in this study.

We found a total of approximately 590.000 results in our search on organizational reputation in the search engines. We scanned through the first 100 results of each search engine and included the articles which where relevant for this study according to their title and abstract. As mentioned before we selected an article from the search results for the database when the author referred to the search term in the title and the abstract of a search result and when the search term plays a leading role in the article according to the abstract. We selected an initial selection of 100 relevant articles. From these 100 articles we selected 43 articles for our

database from the search engine of Ebscohost, this selection is the largest share of our database for organizational reputation. The initial selection of 100 articles relevant to organizational reputation covers a time frame from 1992 until 2016. Using the search term organizational attractiveness we found a total of approximately 158.000 hits in the search engines. We scanned through the first 100 results of each search engine and included the articles which where relevant for this study according to their title and abstract. We selected an article from the search results for the database when the author referred to the search term in the title and the abstract of a search result and when the search term plays a leading role in the article according to the abstract. We selected an initial amount of 100 articles, from which the greatest share is selected from Google Scholar. We selected 47 articles from Google Scholar for our initial selection. The database of organizational attractiveness consists of relevant articles covering a time frame from 1983 until 2016. Our search using the search term employer branding resulted in a total of approximately 81.000 results in the search engines. As for the other databases we have made an initial selection of 100 relevant articles based on the title and abstract of an article. We selected an article from the search results for the database when the author referred to the search term in the title and the abstract of a search result and when the search term plays a leading role in the article according to the abstract. From our initial selection of 100 articles, we selected 42 articles of the results found in the search engine of Google Scholar. This is the greatest share of articles selected for the database using the search term employer branding. The initial selection of relevant articles for employer branding covers a time frame from 1983 until 2016. Looking at the total number of results per search, we state that organizational reputation is much more discussed in academic literature than organizational attractiveness and employer branding.

2.2 Filter criteria

The second step we took in collecting data is filtering the initial selection of 100 relevant articles per database. We took this step to ensure that the quality of the data used in this study is sufficient. To ensure the quality of the used data we developed several filter criteria. Performing the filtering of the initial selection of 100 articles is for a small part done in collaboration with a senior researcher, which is an expert in the field. This collaboration is the final check of the selection procedure and increases intercoder reliability. The spreadsheets in which the final check is performed in collaboration with the senior researcher can be found in appendix I, II and III. We labeled the articles that are in the final selection with the color green in the spreadsheet and the articles that are not in the final selection are labeled with the color red in the spreadsheet. Besides the green label, the final selection is also labeled as a conceptual paper or an empirical paper.

In table 1 below, we describe the filter criteria that we used to filter the initial selection of 100 articles to the final selection that we use in this study.

Filter criteria	Description
Time	Articles published before the year 2000 are excluded in the selection to avoid the danger of digesting dated knowledge.
Citations	Articles with less than 15 citations have been excluded in the selection. Articles with a lower amount of citations are expected to not exert a great amount of influence in the field. This rule for citations does not apply for articles that were published in 2015 and 2016, since they might be too new to have citations already. So articles published in 2015 or 2016 with less than 15 citations are not excluded in the selection.
Impact factor of a journal	Articles from journals with an impact factor that is lower than 1 are excluded in the selection, because journals with higher impact factors deemed to be more important than those with lower ones. Journals with an impact factor higher than 1 are expected to have a greater extent of influence in the field.
Duplicates	We excluded duplicates for the final selection. Duplicates are articles that we have selected twice in the database but from different search engines. We included one of these articles, under the condition that they were sufficient for this research.
Relation to the concept	In collaboration with a senior researcher, we excluded articles that were not enough related to the concept. This could indicate that the concept is used in the research but not as a key concept, but as for example an antecedent.

Overlap	However, in our initial selection we avoided overlap in a database in collaboration with a senior researcher we found some articles with underlying overlap. These articles are excluded for the final selection.

Table 2: Filter criteria

Articles which remained after filtering with the above mentioned filter criteria are inserted in a new Microsoft Excel spreadsheet. We inserted information about the title of the article, the author who published the article, the abstract, the amount of citations, the name of the journal, the year in which the article is published, the impact factor of the journal in which the articles is published and the search engine which is used to find the article.

Figure 1 shows the process of filtering graphically for the concept of organizational reputation with a distinction between the selection of articles filtered before the final check with the senior researcher and the final selection filtered after the final check with the senior researcher. Figure 2 shows this process for the database of organizational attractiveness and figure 3 shows this process for the database of employer branding. The final selection for the database of organizational reputation consists out of 25 articles from which 5 are conceptual and 20 are empirical. We selected a total of 18 articles in the database for organizational attractiveness, these articles are all empirical in nature. 21 articles remained in the database of employer branding after the final check with the senior researcher. The following figures show the selection procedure for collecting data for the databases of organizational reputation, organizational attractiveness and employer branding.

Initial selection
100 articles

Filter criteria
* Time
* Citations
* Impact factor of journal
* Duplicates

Filtered selection
41 articles

Filter criteria (final check with senior researcher)
* Relation to the concept
* Overlap

Final selection
25 articles

5 conceptual - 20 emperical

Figure 1: Selection procedure for articles on organizational reputation

14

Figure 1 shows the selection procedure for the articles in the database for organizational reputation. We made an initial selection of 100 articles. This initial selection has been established by selecting articles which were relevant to the concept based on the title and the abstract of the article. . We selected an article from the search results for the database when the author referred to the search term in the title and the abstract of a search result and when the search term plays a leading role in the article according to the abstract. These 100 articles are filtered by means of the filter criteria stated in table 1. A total of 41 articles remained after this filtering. In collaboration with a senior researcher we did a final check in order to exclude articles which were not sufficient enough for this research. The final selection consists of 25 articles, whereof 5 articles are conceptual and 20 articles are empirical.

Figure 2: Selection procedure for articles on organizational attractiveness

Figure 2 shows the selection procedure for the articles in the database on organizational attractiveness. As for the other concepts, the initial selection consists of 100 articles which are selected based on the relevancy to the concept based on the title and the abstract of the article. We selected an article from the search results for the database when the author referred to the search term in the title and the abstract of a search result and when the search term plays a leading role in the article according to the abstract. Using the filter criteria we filtered these 100 articles to 32 articles. In collaboration with a senior researcher we did a final check in order to

exclude articles which were not sufficient enough for this research. The final selection consists of 18 articles, which are all empirical in nature.

Initial selection
100 articles

Filter criteria
* Time
* Citations
* Impact factor of journal
* Duplicates

Filtered selection
40 articles

Filter criteria (final check with senior researcher)
* Relation to the concept
* Overlap

Final selection
21 articles

7 conceptual - 14 empirical
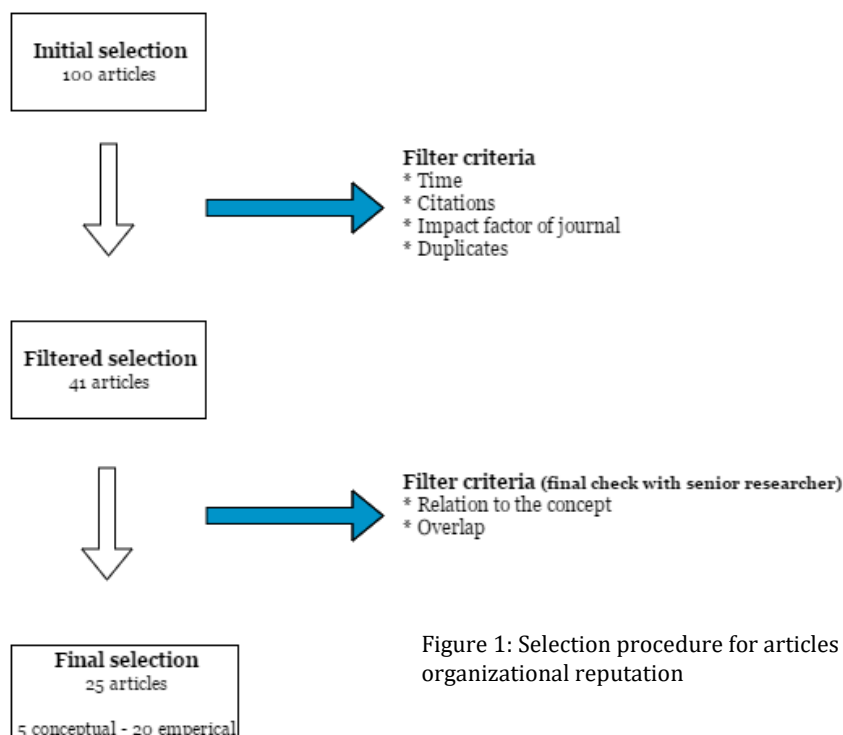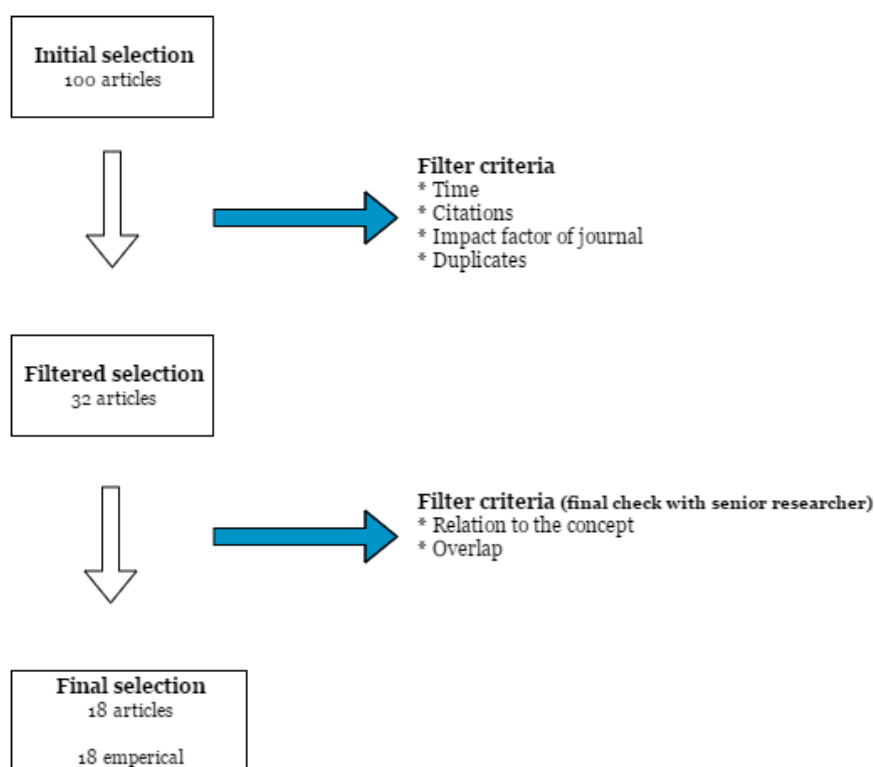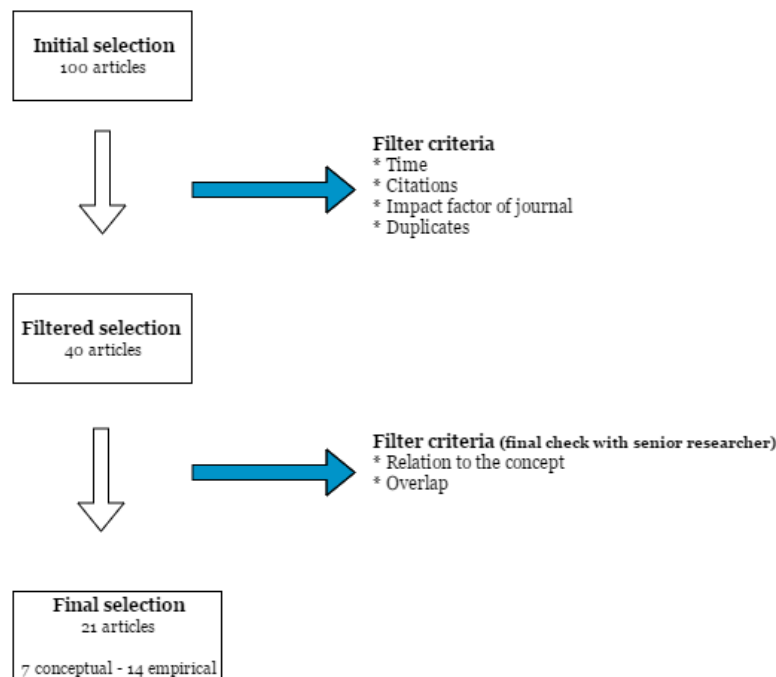
Figure 3: Selection procedure for articles on employer branding

Figure 3 shows the selection procedure for the articles in the database on employer branding.. We made an initial selection of 100 articles based on the title and abstract of the article. We selected an article from the search results for the database when the author referred to the search term in the title and the abstract of a search result and when the search term plays a leading role in the article according to the abstract. The next step was to filter these articles, using the filter criteria that we created. After filtering 40 relevant articles remained in the selection. In collaboration with a senior researcher we checked these 40 relevant articles and excluded the articles which were not sufficient enough for this research. This resulted in a final selection of 21 articles of which 7 are conceptual in nature and 14 empirical in nature.

2.3 Analysis

To identify the differences and similarities between organizational reputation, organizational attractiveness and employer branding on conceptual, methodological and empirical level we started the analysis procedure with an analysis of the maturity of the concepts. After this maturity analysis we performed a concept analysis and a cross-concept analysis in which the concepts are analyzed on conceptual, methodological and empirical level.

We started with the analysis of the maturity of each concept. We started with this analysis to give an overall picture of the characteristics of the articles in the final selection. These characteristics reflect the maturity of the concepts. For this analysis, we used the created databases with the final selection of articles. We analyzed the amount of citations and the average of citations per article. The total amount of citations is determined by adding up all the citations of each article, and the average is determined by dividing the total amount of citations by the total amount of articles. The comparison of citations gives an overview of the influence of a concept in a particular field. After the comparison of the citations, we analyzed the type of journal in which the articles about a particular concept is published. This analysis gives an overview of the field in which the concept is used often. We use six categories to identify the type of journal namely management, HRM, marketing, organizational studies, psychology and other. The category other is for journals which are not related to one of the five categories, but are not sufficient enough to form an own category. Therefore, they are placed together in the category other. After the analysis of the type of journal we analyzed the year in which articles about a concept are published. This shows in which time periods the concepts are used often. The final comparison in the maturity analysis is the comparison of the impact factor of journals. The impact factor of a journal gives an indication of the influence of a journal in a particular field. The presence of a concept in an influential journal gives an indication of the influence of a concept. We use an average impact factor to determine whether the concept is influential or not.

Before starting with the concept analysis and the cross-concept analysis, we created a spreadsheet in Microsoft Excel. We used this spreadsheet to fill in information about the articles. The final selection of articles for organizational reputation is read and the most relevant information is highlighted. After reading each article we filled in information about the title, author (year), research goal and research question, definition, used theory, methods, main findings, antecedents and the role of the concept. After the completion of the information in the spreadsheet the article is read again to make sure that no relevant information is missed. This process is repeated until each article of the final selection for organizational reputation is completed in the spreadsheet. After completing the information for organizational reputation the same process is applied for the final selection of the articles on organizational attractiveness and the final selection of the articles on employer branding. For each concept a separate spreadsheet is created, to avoid that information of concepts is mixed up. The finalized spreadsheets were used for the concept analysis and the cross-concept analysis.

During the concept analysis the concepts were analyzed separately. We analyzed the concepts on conceptual, methodological and empirical level. The analysis on conceptual level started with

an analysis of the most common discussed definitions in the articles of the final selection. Then, we analyzed the theories that are used in the articles. This analysis reveals any connection between the concept and a particular research stream. On methodological level we analyzed the nature of the article, which is empirical or conceptual. This result gives an indication of the establishment of the concept. Then the purpose of the research is discussed, which is exploratory, descriptive or explanatory. As with the nature of the articles the purpose of the research gives an indication about the establishment of the concept. And the final analyzed aspect on methodological level are the used research methods in the papers. On empirical level we analyzed the antecedents and roles of the concepts.

After finishing the concept analysis, we proceeded with the cross-concept analysis. In this analysis we compare the concepts to find differences and similarities on conceptual, methodological and empirical level. The cross-concept analysis shows differences and similarities between all the concepts or between two of the concepts. We used the spreadsheets in Microsoft Excel to compare the concepts. The comparison of concepts on conceptual level consists of a comparison of the proposed definitions based on the most common discussed definitions in the articles, then the theories that are used in the articles are compared to find theories that are used in all or some concepts. For the comparison on methodological level we compared the nature of the articles of all concepts, the purposes of research of all concepts and the research methods that are used to conduct research on the concepts. On empirical level we compared the results of each concept on the antecedents of the concept and the role of the concept.

3. Results

The results of this study are divided in four parts. In the first part we discuss the results of the maturity analysis, in this part we discuss each concept separately. The second part consist of the results on conceptual level, in this part we discuss the results of the concept analysis on conceptual level first and then we discuss the results of the cross-concept analysis on conceptual level. The third part consists of the discussion of results on methodological level. As for the second part, this part starts with discussing the results on methodological level from the concept analysis and then the results from the cross-concept analysis are discussed. The final part of this chapter discusses the results of this study on empirical level. This part starts with a discussion of the results of the concept analysis on empirical level and subsequently the results of the cross-concept analysis on empirical level are discussed.

3.1 Maturity analysis

This section describes the results of the maturity analysis. We used the database spreadsheets with the final selection of articles to conduct this maturity analysis. This spreadsheet is filled with information about citations, impact factors, journal and years. With this analysis we aim to compare the maturity of the three concepts. Comparisons are made on the amount of citations, the average impact factor of the journals articles where published in, the type of journals articles where published in and the timeframe an article was published. The following figures give an overview of the results for each concept.

Concept / Influence	Organizational reputation
Total citations	3779
Average citations per article	151
Average impact factor of journal	2.376

Table 2: Influence of the concept organizational reputation

Table 2 shows the results of the citations and the average impact factor of journals that are obtained from the database of organizational reputation. This table shows that each article on

organizational reputation has an average of 151 citations. And that the average impact factor for journals is 2.376. This average impact factor indicates that the journals in which articles on organizational reputation are published in are influential in the field and receive respect.
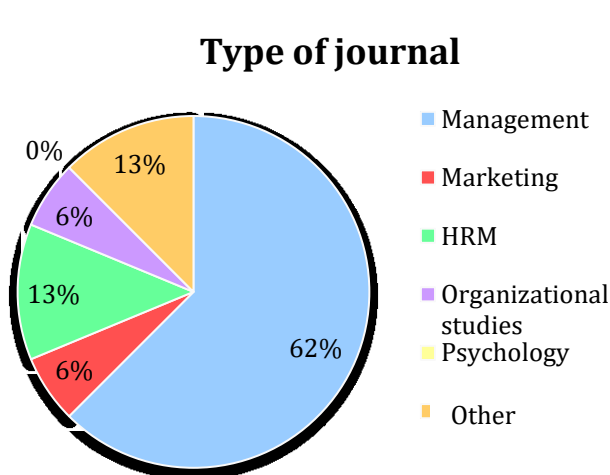
Type of journal

Figure 4: Type of journal organizational reputation

Year
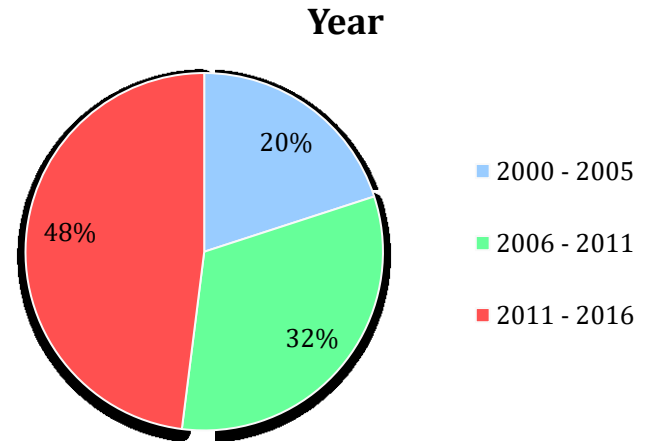
Figure 5: Timeframe articles organizational reputation

Figure 4 shows the results of the type of journal in which articles on organizational reputation are published. This figure shows that the majority of articles on organizational reputation are published in management related journals. In second place come the journals in the category HRM or other. The category other is for journals which are not related to one of the five categories, but are not sufficient enough to form an own category. They are placed together in the category other.

Figure 5 shows the results of the timeframe in which articles on organizational reputation are published. This figure shows that about half of our sample of articles is published between 2011 and 2016. The least number of articles is published between 2000 and 2005. This result allows us to assume that the concept was already being used in the beginning of 2000 and that it is still widely used in literature nowadays.

Concept \ Influence	Organizational attractiveness
Total citations	3274
Average citations per article	182
Average impact factor	2.317

Table 3: Influence of the concept organizational attractiveness

Table 3 shows the results of the influence that the concept of organizational attractiveness has in the field. The average of citations per article is higher for the concept of organizational attractiveness than for the concept of organizational reputation. The average impact factor of the journal in which articles on organizational reputation are published in is 2.317, which indicates that the journals receive respect in the field and are influential.
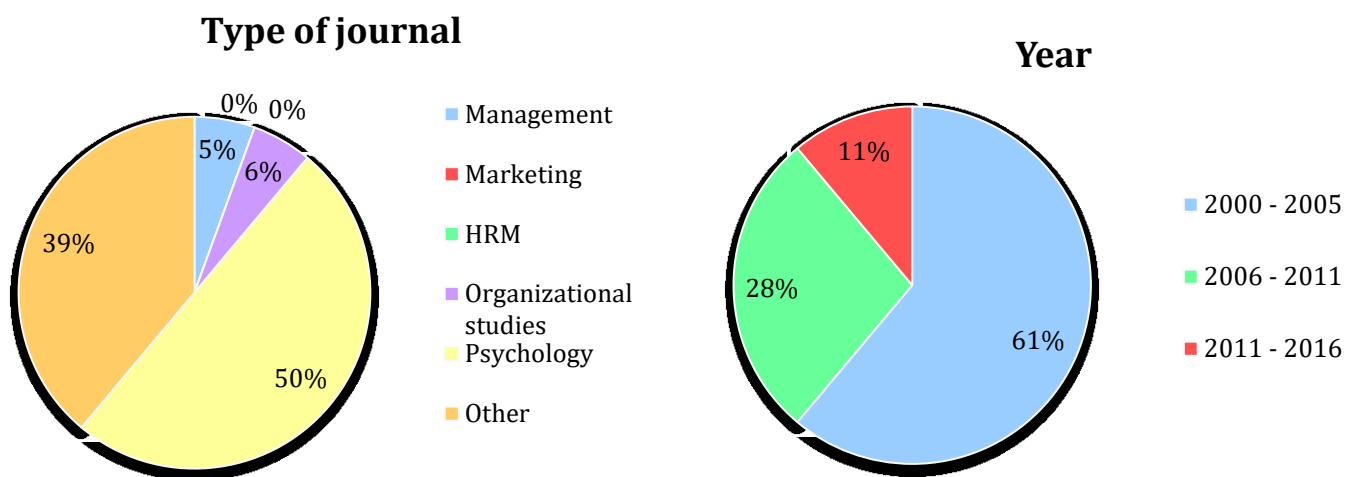
Type of journal

Figure 6: Type of journal organizational attractiveness

Year

Figure 7: Timeframe articles organizational attractiveness

Figure 6 shows the result of the analysis of the type of journals in which articles on organizational attractiveness are published in. This figure shows that 50% of the journals is related to psychology. None of the articles are placed in journals related to marketing or HRM. This result allows us to assume that organizational attractiveness is not associated with HRM or marketing.

Figure 7 shows the result of the analysis of the timeframe in which articles on organizational reputation are published. This figure shows that the majority of articles is published between 2000 and 2005. Only 11% of the articles is published between 2011 and 2016 which indicates that the concept is not used often nowadays.

Concept / Influence	Employer branding
Total citations	3858
Average citations per article	184
Average impact factor	1.665

Table 4: Influence of the concept employer branding

Table 4 shows the results on the influence of the concept employer branding in the field. Compared to table 2 of organizational reputation and table 3 of organizational attractiveness, employer branding has the highest total amount of citations. The average impact factor of journals in which articles on employer branding are published is the lowest compared to the other two concepts. Based on this result we assume that the journals in which articles are published about employer branding are less influential and receive less respect than the journals in which articles on organizational reputation and organizational attractiveness are published.
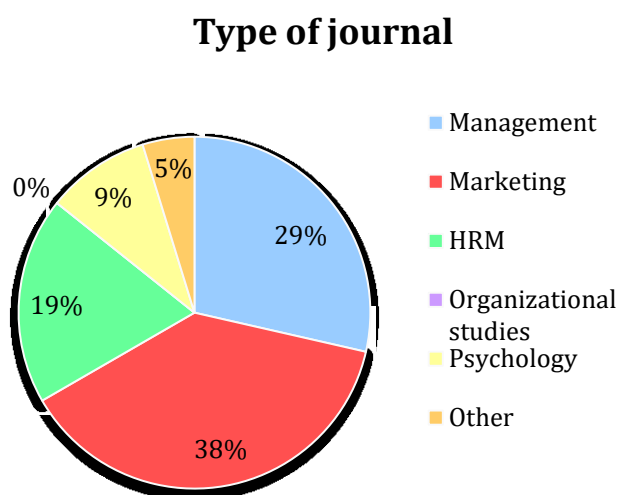
Figure 8: Type of journal employer branding
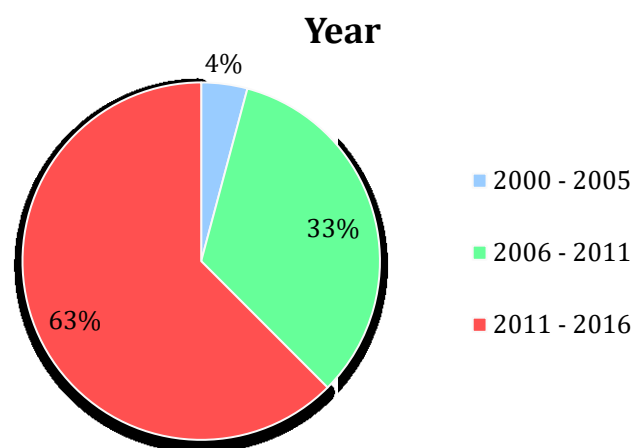
Figure 9: Timeframe articles employer branding

Figure 8 shows the results of the analysis on the type of journal in which articles on employer branding are published. This figure shows that the majority of articles on employer branding are published in marketing related journals. The results also show that management and HRM related journals are often used to publish articles on employer branding.

Figure 9 shows the result on the analysis of the timeframe in which articles on employer branding are published. The majority of the articles on employer branding is published between 2011 and 2016. Our analysis showed that only 4% of the articles published on employer branding are published between 2000 and 2005. This result allows us to assume that the concept was in its infancy in the beginning of 2000 and that it started to develop in the recent years.

3.2 Conceptual level

This section discusses the results of our analysis on conceptual level. On conceptual level we analyzed the most common described definitions in our sample for the concept. Using these most described definitions we state our own definition for the concept. Second aspect that we analyzed on conceptual level are the theories that are used in the articles. First, we will discuss the results of each concept separately. Subsequently, we discuss the results of the cross-concept analysis on conceptual level.

3.2.1 Organizational reputation

We used the spreadsheet of the full papers as a basis for the analysis on the concept of organizational reputation. This spreadsheet can be found in appendix IV. The following table gives an overview of the most common described definitions of organizational reputation in our sample. Using these definitions we state our own definition for the concept.

Definition	Main issues
Stakeholders' perceptions about an organization's ability to create value relative to competitors (Rindova, Williamson & Petkova, 2005; Lange, Lee & Dai, 2011; Bontis, Booker & Serenko, 2009; Mishina, Block & Mannor, 2012; Wang, Yu & Chiang, 2016)	• Perception of stakeholders • Ability to create value • Relative to competitors
Generalized awareness or visibility of the firm;	• Generalized awareness

prominence of the firm in the collective perception (Lange, Lee & Dai, 2011; Zavyalova, Pfarrer & Reger, 2016; Jehn & Scott, 2015; Williamson, King, Lepak & Sarma, 2010)	• Visibility of the firm • Prominence
A global (i.e., general), temporally stable, evaluative judgment about a firm that is shared by multiple constituencies (Helm, 2011; Lange, Lee & Dai, 2011; Highhouse, Brooks & Gregarus, 2009;	• Judgement about a firm • Shared by multiple constituencies
A stable aggregate perceptual representation of organizational past actions and future prospects in the minds of its stakeholders, measured against some standard (Agarwal, Osiyevskky & Feldman, 2015; Ertug & Castelluci, 2013; Cristopher & Gaudenzi, 2009)	• Based on past actions • Prospect of the future • In the minds of stakeholders

Table 5: Most common discussed definitions of organizational reputation in our sample

Table 5 discusses the most common stated definitions of organizational reputation in our sample. For each proposed definition we stated some main issues. According to us the key issues for a definition for organizational reputation is that it is a perception or judgement of stakeholders. Organizational reputation indicates the ability of an organization to create value. Organizational reputation is based on past actions of an organization and gives a future prospect. Key issue is also to establish prominence as an organization. Based on the key issues that we stated, we propose the following definition of organizational reputation:

Organizational reputation is a perception or judgement of stakeholders about the organization's ability to create value based on past actions. It provides a future prospect and it creates prominence for the organization.

Reading through the articles of our final selection we saw a variety of theories that were used in papers on organizational reputation. Theories used in the articles come from a wide field, they go from marketing related theories to psychological related theories. The paper of Mishina, Block & Mannor (2012) draws upon social judgement and impression formation theories from social psychology, while Wayne & Casper (2012) use the brand equity perspective in their study

which is a marketing related theory. We argue on the basis of this result that the concept of organizational reputation is related to a wide range of research areas.

3.2.2 Organizational attractiveness

We used the spreadsheet of the full papers as a basis for the analysis of the concept organizational attractiveness. This spreadsheet can be found in appendix V. During our analysis of the definition of organizational attractiveness striking finding is that only a few papers in our sample describe a definition of organizational attractiveness. Nonetheless, the following table shows the discussed definitions and using the main issues from this table we proposed our own definition of organizational attractiveness.

Definition	Main issue(s)
An immediate objective of recruitment (Turban, 2001)	• Objective of recruitment
The degree to which an individual would personally seek a company as an employer and would recommend the company as an employer (Newburry, Gardberg & Belkin, 2006)	• Degree to which an individual would personally seek a company as an employer • Degree to which an individual would recommend the company as an employer
Favorable beliefs and intentions to act (Smith, Wokutch, Harrington & Dennis, 2004)	• Favorable beliefs on the organization • Intention to act

Table 6: Discussed definitions of organizational attractiveness in our sample

Table 6 discusses the stated definitions of organizational attractiveness in our sample. For each proposed definition we stated some main issues. According to us the key issues for a definition for organizational attractiveness is that it is an objective for recruitment. Organizational attractiveness is about willing to work for an organization and willing to recommend the organization to others. It implies certain favorable beliefs of an organization and the intention to act on that belief. Based on the key issues that we stated, we propose the following definition of organizational attractiveness.

Organizational attractiveness is the degree to which an individual would personally seek an organization as an employer, based on the favorable beliefs that an individual has of that organization, and the degree to which an individual would recommend the organization as an employer, based on the intention to act of that individual.

The analysis of the theories used in the papers showed that the majority is psychological related. Backhaus, Stone & Heiner (2002) are using the social identity theory in their research. Social identity theory suggests that individuals derive their self-concept in part from their membership in certain social groups. Jones, Willness & Madey (2014) also use the social identity theory in their research to support the investigation of the underlying processes from CSP that affect organizational attractiveness. Because the majority of theories used in the papers is psychological related we argue that the concept of organizational attractiveness is related to the psychological field.

3.2.3 Employer branding

We performed this analysis using the spreadsheet with the full paper analysis of the articles on employer branding. This spreadsheet can be found in appendix VI. The following table gives an overview of the most common described definitions of employer branding in our sample. Using these definitions we state our own definition for the concept.

Definition	Main issues
The process of building an identifiable and unique employer identity to be different from competitors (Backhaus & Tikoo, 2004; Edwards, 2009; Foster, Punjaisri & Cheng, 2010; van Hoye, Bas, Cromheeke & Lievens, 2013; Russel & Brannan, 2016)	- A process - Building an identifiable and unique employer identity - Be different from competitors
A process of creating a perception of the organization as a desirable place to work (Kapoor, 2010; Foster, Punjaisri & Cheng, 2010; Sokro, 2012; Rajkumar, Padmanand, Ganesan & Venugopal, 2015; Thomas & Jennifer, 2016; Cho, 2015; Arachchige & Robertson, 2011)	- A process - Creating a perception of the organization as a desirable place to work
The package of psychological, economic, and functional benefits provided by employment and identified with an employer (App, Merk & Büttgen, 2012; Wilden, Gudergan & Lings, 2010; Lievens, van Hoye & Anseel, 2007)	- Psychological, economic and functional benefits provided by employment - Benefits identified with an employer
It provides a strategic framework so that an organization can attract, retain, and motivate employees (Maxwell & Knoxx, 2008; Verma & Ahmad, 2016; Srivastava & Bhatnagar, 2010)	- Strategic framework - Attract, retain and motivate employees

Table 7: Most common discussed definition of employer branding in our sample

Table 7 discusses the most common stated definitions of employer branding in our sample. For each proposed definition we stated some main issues. According to us the key issues for a definition for employer branding is that it is a process, it creates a perception of an organization as a desirable place to work. A key issue is that the goal is to attract, retain and motivate employees. And a key issue is that it is used to differentiate an organization from its competitors. Based on the key issues that we stated, we propose the following definition of organizational reputation:

> *Employer branding is a process of creating the perception that an organization is a desirable place to work in order to attract, retain and motivate employees and therefore differentiate from competitors.*

The majority of theories used in the papers on employer branding are marketing or psychological related. Backhaus & Tikoo (2004) use the marketing related brand equity theory in order to understand the concept of employer branding while App, Merk & Büttgen (2012) use the psychological related social identity theory in their study. This finding makes us suggest that employer branding is related to the marketing field as well as the psychology field.

3.2.4 Cross-concept

This part discusses the results of the cross-concept analysis on conceptual level. We first analyzed the proposed definitions for each concept and compared these definitions in order to distinguish the definitional differences and similarities between the concepts. After the comparison of the proposed definitions we compared the theories that are used in articles on the concepts. We discuss the theories that are similar for all or some concepts and discuss the theories that are different for all or some concepts.

The following table gives an overview of the proposed definitions for each concept.

Definition	
Organizational reputation	Organizational reputation is a perception or judgement of stakeholders about the organization 's ability to create value based on past actions. It provides a future prospect and it creates prominence for the organization.
Organizational attractiveness	Organizational attractiveness is the degree to which an individual would personally seek an organization as an employer, based on the favorable beliefs that an individual has of that organization, and the degree to which an individual would recommend the organization as an employer, based on the intention to act of that individual.
Employer branding	Employer branding is a process of creating the perception that an organization is a desirable place to work in order to attract, retain and motivate employees and therefore differentiate from competitors.

Table 3: Analysis of definitions

Looking at table 8 a noticeable difference is that in the proposed definitions organizational reputation is seen as a perception/judgement of something. Organizational attractiveness is defined as a degree of something and employer branding is seen as a process. Analysis of the papers allows us to assume that organizational reputation is seen as an opinion by the authors. It has become clear that many scholars see organizational attractiveness as a measurement and rereading through the spreadsheet showed us that employer branding is seen as a technique according to several authors. Second difference that we found, while analyzing the proposed definitions of this study, is that organizational reputation is determined by stakeholders according to the authors in our sample, while organizational attractiveness is determined by individuals according to the authors of our sample and that employer branding is determined by the organization according to the authors in our sample. This result indicates that each concept is determined by someone/something else. Our analysis of the proposed definitions shows similarity between the proposed definitions of organizational reputation and employer branding

in the fact that both proposed definition have a clear objective. A clear objective is not present in the proposed definition for organizational attractiveness and therefore this definition differs from the other definitions. We also found similarity in the proposed definitions of organizational attractiveness and employer branding. Both proposed definitions include the willingness to work for an organization. This finding makes us argue that both concepts influence the degree of appeal that someone has to an organization.

The cross-concept analysis on the used theories revealed that each concept is related to the signaling theory and the social identity theory. Signaling theory (Ehrhart & Ziegert, 2005) suggests that applicants rarely possess complete information about a company, and thus, use the information available as signals of unobservable factors. In this definition of signaling theory the applicant is the receiver of the signal and the company/organization is the sender of the signal. This definition indicates that for all three concepts there is a sender of a signal and a receiver of a signal. Based on this finding we assume that organizational reputation, organizational attractiveness or employer branding is the signal that the organization wants to send to its receivers (for example applicants or employees). This signal can be influenced by several things. For example in our sample in the study of Lange, Lee & Dai (2011) the signal of organizational reputation is influenced by the organizational performance of that organization. Social identity theory proposes that a person's sense of who they are depends on the groups to which they belong (Tajfel & Turner, 1979). It focuses on "the group in the individual". For all three concepts this indicates that the identity of for example an applicant influences the way in which the applicant, the individual, looks at the organizational reputation, organizational attractiveness or employer brand of an organization. This finding allows us to assume that when an employer brand fits the identity of an individual, the individual wants to belong to that employer brand. This is the same for organizational reputation, when the reputation of an organization fits the identity of an individual the individual wants to be part of that organization. For organizational attractiveness the identity of an individual influences the attraction of that individual to an organization. Based on these results we state that when identities are matching, attraction is higher. Our analysis showed that the resource based view is used in articles about organizational reputation and employer branding. The resource-based view (RBV) is predicated on the assumptions that gaining and preserving sustainable competitive advantage is a function of the core resources and capabilities (e.g., know-how, culture, strategy, etc.) which each organization brings to the competition in a given environment and that such resources and capabilities are the primary source of an organization's success (Carmeli & Cohen, 2001). This result indicates that both organizational reputation and employer branding can provide a competitive advantage for an organization. Assumption on the basis of this result is that the reputation of an

organization and the brand of an employer are resources which can lead to organizational success.

Besides the resource-based view our analysis showed that the concepts of organizational reputation and employer branding are both related to the brand equity theory. Brand equity has been defined as the marketing effects uniquely attributable to the brand—for example, when certain outcomes result from the marketing of a product or service because of its brand name that would not occur if the same product or service did not have that name (Cable & Turban, 2003). This indicates that organizational reputation and employer branding can lead to certain outcomes which could not be as easily achieved without the effects of organizational reputation or employer branding. The assumption based on this finding is that employer branding is related to this theory trough the close relation that the concept has with the marketing field. The assumption based on this finding for organizational reputation is that reputation influences the brand, and trough this it influences certain outcomes.

We found in our analysis that organizational attractiveness and employer branding have two similar used theories in articles about the concepts. The P-O fit theory is a theory that is related to both concepts. The fundamental premise of P-O fit theories is that different types of people are attracted to different types of organizations (Turban, Lau & Ngo, 2001). For organizational attractiveness this indicates that attraction to an organization is influenced by the type that an individual is. For employer branding this indicates that a specific type of person is attracted to a specific employer brand. This finding allows us to assume that the person-organization fit influences the attraction to an organization.

The other similar theory used in articles about organizational attractiveness and articles about employer branding is the instrumental symbolic framework. The foundation of the brand image construct seems to be that consumers associate both instrumental functions and symbolic meaning with a brand (Lievens & Highhouse, 2003). Consumers buy brands not only because of their instrumental product-related attributes but also because of their symbolic meanings. The importance of symbolic features of a brand increases when instrumental differences between brands are limited. This indicates that individuals are attracted to an organization because of their instrumental and symbolic attributes. Based on this result we state that employer branding is mostly related to the symbolic meaning of an organization and organizational attractiveness is affected by both instrumental and symbolic meanings.

3.3 Methodological level

This section discusses the results of our analysis on methodological level. On methodological level we analyzed the nature of the articles in our sample, the nature of the articles is conceptual or empirical. Second aspect that we analyzed is the purpose of the research, which is exploratory, descriptive or explanatory. And the final aspect that we analyzed on methodological level is the use of methods in the articles from our sample. We first discuss the results of each concept on methodological level separately, thereafter we discuss the results of the cross-concept analysis on methodological level. For these analyzes we used the full paper spreadsheets of each concept, which can be found in Appendix IV, V and VI.

3.3.1 Organizational reputation

The majority of the articles on organizational reputation are empirical in nature. A few articles are conceptual in nature. Conceptual articles are articles which have the objective to form a concept. An empirical nature of articles implies the distraction of experiences or performing experiments. In our sample Bontis, Booker & Serenko (2009) try to develop an understanding of the mediating effect of organizational reputation on customer satisfaction and loyalty. Bontis et al. (2009) performed a survey with a major North-American bank in order to gain knowledge about the experiences of employees working for that bank. This is an example of an empirical research. The majority of articles which are empirical in nature allow us to assume that organizational reputation is a concept which is reasonably established. Besides the empirical nature of articles the purpose of the articles on organizational reputation is mostly descriptive. In descriptive research key variables are defined, which indicates that the concept of organizational reputation is a defined key variable. Typical for descriptive research is describing characteristics of a population or a phenomenon being studied. In the study of Carmeli & Cohen (2001) the characteristics of the role of organizational reputation as a source of sustainable competitive advantage are described. The study of Carmeli & Cohen (2001) is an example of a research with a descriptive purpose. Like the empirical nature of articles the descriptive purpose of researches allows us to state that organizational reputation is a concept which is reasonably established.

Analysis on the used research methods in the papers on organizational reputation showed us that the most often used research methods are the survey and the secondary research. This finding is consistent with the finding that most of the papers on organizational reputation have a descriptive purpose. Zavyalova, Pfarrer & Reger (2016) for example performed secondary

research in their study, they conducted data analysis with 7,368 university-stakeholder group-year observations. Rindova, Williamson & Petkova (2005) performed a survey among 107 business school in their study, Rindova et al. performed a cross-sectional survey which implies that the study is conducted at one point in time. Our analysis showed that the majority of the surveys conducted in our sample are cross-sectional. This result allows us to suggest that the concept of organizational reputation can be most easily measured at a certain moment in time instead of a longer time period.

3.3.2 Organizational attractiveness

Our analysis showed that all papers on organizational attractiveness are empirical in nature. An empirical nature of articles implies the distraction of experiences or performing experiments. In our sample Turban (2001) extends literature by examining factors related to college students' impressions of a firm's attractiveness as an employer. Using a survey Turban (2001) researched experiences of junior and senior students, faculty and placement center staff of a top tier university on organizational attractiveness. Because all articles on organizational attractiveness in our sample are empirical in nature we assume that organizational attractiveness is an established concept. The absence of articles in our sample which are conceptual in nature ratifies this assumption. Consistent with the finding that all articles are empirical in nature is the finding that the purpose of research on organizational attractiveness in our sample is most explanatory. Explanatory research is the investigation of cause-effect relationships. This type of research is often performed by means of an experiment. Explanatory research is used by researchers to verify the cause of a phenomenon. For example in the study of Williamson, Lepak & King (2003) the researchers attempt to examine the relationship between the structural characteristics of a recruitment web site and individual perceptions of organizational attraction during the applicant generation phase of the recruitment process. The research of a relationship indicates that the purpose of research is explanatory. This result allows us to assume that organizational attractiveness is an established concept and that specific relationships of the concept are researched in literature on the concept.

We found that the most often used research methods in the articles on organizational attractiveness are the survey and the experimental design. This is consistent with the explanatory purpose of the researches. Lievens, Hoye & Schreurs (2005) conducted a survey with 1100 final-year students of Belgian high schools and Van Hoye & Lievens (2007) conducted an experimental design with 171 participants, which were graduate students in industrial/organizational psychology from a Belgian university. Van Hoye & Lievens (2007) used

a 2 x 2 x 2 between-subjects factorial design in their study. The majority of the surveys in our sample are cross-sectional, this result allows us to assume that organizational attractiveness is a concept that can be most easily measured at a certain moment in time instead of a longer time period. However, for the experimental designs half of the designs are cross-sectional and the other half is longitudinal. On the basis of this result, we suggest that longitudinal experimental designs are used in the studies on organizational attractiveness to discover trends and we suggest that cross-sectional experimental designs are used on the assumption that the concept of organizational attractiveness can be most easily measured at a certain moment in time instead of a longer time period.

3.3.3 Employer branding

Our analysis showed that the majority of the papers on employer branding are empirical. Wilden, Gudergan & Lings (2010) conducted an empirical research in which they investigated the role of employer branding to potential employees. An empirical nature of articles implies the distraction of experiences or performing experiments. Wilden et al. (2010) distracted experiences by means of in-depth interviews with potential employees who were currently actively searching job positions. The purpose of research in articles on employer branding is mostly descriptive in nature. The aim of the research of Kapoor (2010) for example is to ascertain the relevance of employer branding in India and whether it is merely superficial or there is something more innate to it. The descriptiveness of researches consists with the empirical nature of researches. This result indicates that the concept is established reasonably, but the concept is still too underdeveloped to perform explanatory research with. Only for a few studies on employer branding the purpose of research is explanatory, we argue that based on this finding explanatory research is still in its infancy.

Coherent with the empirical and descriptive nature of the researches in our sample are the most often used research methods that we found in our analysis. The survey is the most often used research method in our sample. Less used is the literature review, but together with the survey these research methods are the most common used in our sample. Edwards (2009) conducts a literature review to consider the degree to which knowledge from existing literature in the management and organizational behavior field can add to and complement our understanding of what employer branding entails. A sample of 221 final year business course students from a Sri Lankan university were surveyed by Arachchige & Robertson (2011). They conducted a cross-sectional survey, our analysis showed that all of the surveys conducted in our sample are cross-

sectional. Based on this finding we state that the concept of employer branding can be most easily measured at a certain period of time instead of in a longer time period.

3.3.4 Cross-concept

In this section we discuss the results of the cross-concept analysis on methodological level. We made a comparison between the purpose of research for the studies on organizational reputation, organizational attractiveness and employer branding. This comparison shows any similarities between all concepts or some concepts and shows any differences between all concepts or some concepts. After this comparison, we compared the used methods in researches on organizational reputation, organizational attractiveness and employer branding. We discuss differences and similarities between concepts.

Firstly, we made a comparison between the purpose of research for the studies on organizational reputation, organizational attractiveness and employer branding. This comparison shows that the purpose of research for organizational reputation and employer branding is often descriptive in nature and the purpose of research on organizational attractiveness is mostly explanatory. Based on this finding we state that the concept of organizational attractiveness is more mature than the concepts of organizational reputation and employer branding. It allows us to assume that organizational attractiveness is more established in the field than organizational reputation and employer branding.

After the analysis of the purpose of research, we now turn to the next issue of analysis. We analyzed the used methods in the papers on organizational reputation, organizational attractiveness and employer branding. The majority of researches in our sample used the survey as a research method. A survey is used to measure opinions, motives, behavior or other characteristics of people. The characteristics of a group can be captured with this information. This result indicates that all three concepts can be measured by measuring opinions, motives, behavior and characteristics of people. Based on this finding we suggest that quantitative research fits best for researching the concepts of organizational reputation, organizational attractiveness and employer branding. Our analysis showed that of the surveys, the majority is cross-sectional. This indicates that all three concepts can be measured the easiest at a certain point in time, instead of during a period of time. Although the majority of researches on organizational reputation and employer branding are using a survey, there are also several researches which are literature researches. This indicates that the concepts of organizational reputation and employer branding are still developing and not well established yet. We assume

based on this result that literature research helps building a foundation for the concepts of organizational reputation and employer branding. As mentioned in the concept analysis experimental research is an often used research method for the concept of organizational attractiveness. This indicates that organizational attractiveness is further developed and in the phase in which causal relationships are explored.

3.4 Empirical level

This section discusses the results of our analysis on empirical level. On empirical level we analyzed the antecedents of each concept and the roles that the concepts play. We first discuss the results of each concept on empirical level separately, thereafter we discuss the results of the cross-concept analysis on empirical level. For these analyzes we used the full paper spreadsheets of each concept, which can be found in Appendix IV, V and VI.

3.4.1 Organizational reputation

Our analysis of the antecedents of organizational reputation showed the most common discussed antecedents in the papers. Quality is a common discussed antecedent in our sample. Quality includes several aspects such as the quality of product/services, the social quality, the economic quality and the management quality of an organization. Ertug & Castelluci (2013) argue that organizational reputation is influenced by quality in both economic and sociological accounts. One can think of corporate social responsibility as a part of social quality, financial performance as a part of economic quality and leadership and vision as a part of management quality. We state that organizational reputation depends on the ability of an organization to achieve a certain quality standard. According to Rindova, Williamson & Petkova (2005) quality explains 11% of organizational reputation. In our analysis we found a bidirectional relationship between organizational reputation and quality. This result indicates that quality is an antecedent of organizational reputation, but organizational reputation plays a role in the quality aspect. Second common discussed antecedent of organizational reputation that we found in our analysis is prominence. Prominence as a common discussed antecedent of organizational reputation allows us to assume that organizational reputation is related to being important in a certain field. The study of Lange, Lee & Dai (2011) uses prominence even in the definition of organizational reputation, which indicates that it is an important antecedent according to Lange et al. (2011). In our sample Rindova et al. (2005) state that affiliation with high status actors influences the prominence aspect of organizational reputation. Related to prominence are

respectability and impressiveness which are discussed in the study of Highhouse, Brooks & Gregarus (2009). Prominence explains 69% of organizational reputation in the study from Rindova et al. (2005). Our analysis showed that performance is a common discussed antecedent in our sample. Performance includes both financial as organizational performance and is related to quality as an antecedent of organizational reputation. Based on the result that performance is a common discussed antecedent of organizational reputation we argue that organizational reputation depends on the ability of an organization to perform. The study of Deephouse (2005) state that incrementally superior performance improves an organization's relative reputation. As for quality, we found a bidirectional relationship between performance and organizational reputation. Our analysis showed that in the bidirectional relationship the strongest effect of organizational reputation is the effect on the financial aspect of performance. Another common discussed antecedent of organizational reputation in our sample is the past actions and the observed behavior of an organization. This also includes the actions and behavior of individual employees. We found that human resources play a huge part in the influence of actions and behaviors on organizational reputation. For example in the study of Jehn & Scott (2015), they argue that organizational reputation is influenced by the decisions and actions of employees. In this study Jehn & Scott (2015) examine the motive of the lie (to benefit the company, the employee, or the customer) and the degree of harm that is done to the customer to determine the effect on organizational reputation. This study suggests that an employee's decision to lie affects the reputation of the organization. This common discussed antecedent let us suggest that organizational reputation is a merge of images/ideas from stakeholders about an organization. A final common discussed antecedent of organizational reputation that we found in our sample is media. Maor, Gilad & Bloom (2003) state in their study that the disclosure of information to stakeholders affects the organizational reputation. Our analysis showed that disclosure can be about past actions and the behavior of the organization, negative disclosure has a negative influence on organizational reputation. Media as a common discussed antecedent of organizational reputation allows us to assume that organizational reputation is vulnerable.

The final aspect that we have analyzed for the concept of organizational reputation on empirical level are the roles that organizational reputation play. Our analysis showed that organizational reputation plays several roles. A common discussed role in our sample is the role that organizational reputation plays in the performance of an organization. As mentioned before we found a bidirectional relationship between performance and organizational reputation. Performance includes both financial performance as well as organizational performance. We argue that organizational reputation depends on the organization's ability to perform but that this ability to perform depends on the reputation of an organization. This result allows us to

assume that there are bidirectional relationships with the concept. In the study of Ertugi & Castelluci (2013) a bidirectional relationship between performance and organizational reputation is present. Another common discussed role of organizational reputation that we found in our sample is the role that the concept plays in recruitment. An example in our sample is in the study of Behrend, Baker & Thompson (2009), they state that the intention to pursue for a job at a specific organization can be enhanced by the reputation of that specific organization. Rereading through the spreadsheets showed that organizational reputation plays an important role in the field of HRM. Not only in recruitment, but also in the retention of human resources. Helm (2011) for example indicated that organizational reputation affects the pride of an employee to work for an organization and the degree of job satisfaction. Pride as well as job satisfaction influences the commitment of an employee to an organization, the willingness to work for an organization. This finding indicates that organizational reputation influences the retention of employees by affecting the pride and job satisfaction of employees. Result from our analysis is that organizational reputation plays a role in gaining competitive advantage. Zavyalova et al. (2016) state that a high reputation can provide an organization with specific advantage such as a better access to resources, the ability to employ high-quality workers and a greater chance of financial success, which can lead to a competitive advantage for the organization. Based on this result we assume that organizational reputation helps organizations to acquire advantages. As mentioned earlier we found a bidirectional relationship between quality and organizational reputation. Deephouse, Newburry & Soleimani (2016) argue that organizational reputation may lead to a higher quality of human resources. A final common discussed role of organizational reputation that we found in our sample is the role that it plays in gaining loyalty. Loyalty implies earning loyalty from employees as well as from customers and other stakeholders. Bontis, Booker & Serenko (2009) state that customer loyalty can be enhanced by organizational reputation and that customer recommendation will be higher with a good organizational reputation. Loyalty as a common discussed role of organizational reputation allows us to assume that organizational reputation is a concept which can enhance the building of new and current relationships.

3.4.2 Organizational attractiveness

Our analysis shows several common discussed antecedents of organizational attractiveness. One of the most common discussed antecedents of organizational attractiveness is recruitment. The study of Turban (2001) states that recruitment activities such as campus activity, recruitment materials and the recruitment process influence the attractiveness of an organization. According to Turban (2001) organizational attributes mediates the relationship between recruitment activities and organizational attractiveness, the organizational attributes explain 14,3% of the

variance. In our sample we found a bidirectional relationship between recruitment and organizational attractiveness, which indicates that recruitment influences the attractiveness of an organization but that the attractiveness of an organizational also influences recruitment. Another common discussed antecedent of organizational attractiveness is familiarity with a firm. Luca, Barber & Hillman (2001) found that as familiarity with a firm increases, so does it attractiveness as an employer. In their study familiarity explains 83% of the variance in organizational attractiveness. Turban (2001) argues that familiarity with a firm had a both direct and indirect effect on organizational attractiveness. In the study of Lievens, Hoye & Schreurs (2005) there is a positive relationship between familiarity and attractiveness because β is 0,18. These results allow us to assume that when a person feels familiar with an organization the attractiveness to that organization is higher than when a person feels less familiar with an organization. The P-O fit theory is an appropriate theory to explain the concept of organizational attractiveness. Our analysis showed that differentiation is a common discussed antecedent of organizational attractiveness. In our sample differentiation is seen as way to be different from your competitors, in other words to be competitive. For example in the study of Newburry, Gardberg & Belkin (2006) the authors found that having a foreign headquarter negatively relates to organizational attractiveness whereas a higher degree of internationalization positively relates to organizational attractiveness. According to the finding that differentiation is an antecedent of organizational attractiveness we argue that attractiveness is caused by being different than competitors. As for recruitment and organizational attractiveness we also found a bidirectional relationship between differentiation and organizational attractiveness, which indicates that organizational attractiveness influences the ability of an organization to be different. The final common discussed antecedent of organizational attractiveness that we found during our analysis is corporate social performance. Backhaus, Stone & Heiner (2002) stated in their study that potential job seekers consider corporate social performance important to the overall assessment of a company. In their study they found that job seekers find some corporate social performance aspects more relevant than others namely, environment community relations, employee relations, diversity and product issues. On the basis of this result we suggest that organizational attractiveness as part of the overall assessment of a company is influenced by the ability of an organization to perform in a social correct manner.

Organizational attractiveness plays a number of roles according to our analysis. The first role that the concept plays is the role in attracting applicants. Chapman, Uggerslev, Carrol, Piasentin & Jones (2005) underscore with their meta-analysis that what is being offered by the organization is related to applicant attraction. Chapman et al. (2005) argue that applicant attraction outcomes are predicted by job-organization characteristics, recruiter behaviors,

perceptions of the recruitment process, perceived fit and hiring expectancies. This role of organizational attractiveness allows us to assume that attractiveness is a major issue to attract applicants. Related to this role of organizational attractiveness is the role that the concept plays in recruitment. As mentioned before we found a bidirectional relationship between organizational attractiveness and recruitment. Turban (2001) states that organizational attractiveness is the immediate objective of recruitment. The way an organization deals with recruitment influences the extent to which an organization is attractive, the other way around influences organizational attractiveness the success of recruitment. Based on the result that organizational attractiveness has a bidirectional relationship with recruitment, we argue that the concept is related to the field of HRM. A third common discussed role of organizational attractiveness is the influence of organizational attractiveness on the ability of an organization to accomplish specific goals. A key finding in the study of Lievens, Decaesteker, Coetsier, & Geirnaert (2001) is that the perception about the ability of an organization to accomplish specific goals is better when the organization is attractive then when the organization is less attractive. This result allows us to assume that more attractive organizations are better in accomplishing goals than less attractive organization. Besides the role that organizational attractiveness plays in attracting applicants and recruitment, it plays a role in the retention of employees. This role is related to the aforementioned roles in attracting applicant and recruitment. Based on this finding we state that organizational attractiveness is important to acquire new employees but also to retain current employees. This finding supports the assumption mentioned above that organizational attractiveness is related to the field of HRM. A final role that we found during our analysis is the role that the concept plays in the competitiveness of an organization. We found a bidirectional relationship between organizational attractiveness and competitiveness. Competitiveness is also described as differentiation by the findings on the antecedents of organizational attractiveness. Being attractive as an organization can make an organization distinguish itself from its competitors, therefore being competitive. The other way around being competitive makes an organization attractive for future applicants. Lievens & Highhouse (2003) state that the degree of attractiveness of an organization influences the ability of an organization to be competitive.

3.4.3 Employer branding

We analyzed the antecedents of employer branding. A common discussed antecedent of employer branding in our sample are the employment and organizational reputation of an organization. Edwards (2009) argued employment reputation affects employer branding because organization who present an overly positive picture of their employment experience are

likely to be encouraging unrealistic expectations in new joiners and subsequently high levels of intentions to leave. According to Gaddam (2008) organizational reputation is an antecedent of employer branding. Gaddam (2008) states that the message and promise of an organization, which is executed well, will certainly raise the corporate brand image in the market. Employment and organizational reputation as an antecedent of employer branding allows us to assume that when an organization has a good reputation, the employer brand of that organization is well developed. The finding that organizational reputation is an antecedent of employer branding indicates that these main concepts of this study are related. A further analysis of this relation is described in the cross-concept analysis in section 3.4.4. Another common discussed antecedent of employer branding are human resources. Foster, Punjaisri & Cheng (2010) conducted an exploratory research in which they explore and demonstrate how corporate branding, internal branding and employer branding relate to one another. They argued that employer branding is influenced by potential and existing employees. Related to the influence of human resources is the influence of HRM practices on employer branding. App, Merk & Büttgen (2012) suggest that organizations that establish an employer brand based on sustainable HRM gain an important tool for attracting and retaining high-quality employees. The way in which HRM practices are performed affects the way that human resources assess the organization. This finding allows us to assume that HRM practices have a direct effect on employer branding as well as an indirect effect on employer branding trough current and potential employees. Martin, Gollan & Grigg (2011) argue that branding concepts and marketing communication are antecedents of employer branding. This finding is consistent with the finding that the theories used in our sample are often marketing related. The final common discussed antecedent of employer branding that we found in our analysis are symbolic and instrumental attributes. In our sample instrumental attributes are describing the job or organization in terms of objective, concrete and factual attributes that the job or organization either has or does not have. Lievens, van Hoye & Anseel (2007) have found that instrumental attributes explain 43% of the variance in employer branding. Symbolic attributes are described as subjective, abstract and intangible attributes that convey symbolic company information in the form of imagery and trait inferences that applicants assign to organizations. 48% of the variance in employer branding is explained by symbolic attributes according to Lievens, van Hoye & Anseel (2007). We suggest that the way people look at an organization influences the employer brand of an organization.

Our analysis showed that employer branding plays a few roles. The most common discussed role in our sample is the role that employer branding plays in attracting applicants. Kapoor (2010) indicates the ease in attracting candidates as one of the three top benefits arising from implementing employer branding. Branding has become a major tool for organizations to attract

quality employees in their organizations according to Sokro (2012). Based on these finding we assume that employer branding is important for an organization to keep attracting applicants. Besides attracting new employees, employer branding plays an important role in the retention of existing employees. Backhaus & Tikoo (2004) state that managers can use employer branding as an umbrella under which they can channel different employee recruitment and retention activities into a coordinated human resource strategy. Rereading through the papers showed that many researchers indicate employer branding as an HRM practice. Our analysis revealed a final common discussed antecedent of employer branding which is the role that the concept plays in employer attractiveness. Specifically, in the ability of an organization to become an employer of choice. This role is coherent with the role that employer branding plays in recruitment and retention. Arachchige & Robertson (2011) argue that employer branding can result in being an employer of choice. Being an employer of choice results in recruiting and retaining the best talented workforce according to Arachchige & Robertson (2011). Based on this finding we assume that for an organization to become an employer of choice and to stay the employer of choice it is important that the organization spends time on their employer brand.

3.4.4 Cross-concept

This section discusses the results of the cross-concept analysis on empirical level. In this analysis we compared the antecedents of each concept and found several similar and several different antecedents between the concepts. We also compared the roles that the concepts of organizational reputation, organizational attractiveness and employer branding play and found some similarities and differences between all concepts and some concepts.

We analyzed the antecedents of each concept in our cross-concept analysis. Our analysis showed that the three concepts have two similar antecedents namely differentiation and familiarity. In our sample differentiation is seen as the ability to be different from competitors. And familiarity is seen as the ability to identify with the organization. This result allows us to assume that differentiation has an influence on all three concepts, which relates the concepts on this aspect. Rereading through the papers in our sample showed that familiarity can have a positive effect on organizational reputation, organizational attractiveness and on employer branding. We distinguished one similar antecedent between organizational reputation and organizational attractiveness namely leadership. Leadership as an antecedent of organizational reputation and organizational attractiveness indicates that the way of leading an organization influences the reputation and attractiveness of an organization.

We also distinguished one similar antecedent between organizational attractiveness and employer branding namely employer reputation. In our sample employer reputation means the reputation that an organization has as an employer, which is not the same as the concept of organizational reputation. The reputation that an organization has as an employer influences the attractiveness of an organization and the employer brand that an organization wants to have. We found the most identical antecedents between organizational reputation and employer branding. Antecedents which were found for both concepts are: quality, organizational identity, organizational culture, organizational performance, human resources, organizational characteristics and advertisement. The large number of identical antecedents indicates that the concepts of organizational reputation and employer branding are affected by the same influences. Therefore, the assumption is that the concepts of organizational reputation and employer branding are closely related to each other.

After the analysis of the antecedents of each concept we conducted an analysis of the roles that organizational reputation, organizational attractiveness or employer branding play in the field. Our analysis showed that all three concepts play a role in recruitment and retention. For all three concepts these roles are common discussed which indicates that they are important. The assumption can be made that organizational reputation, organizational attractiveness and employer branding are key concepts for recruitment and retention .

Between organizational reputation and organizational attractiveness we found two similar roles. Both concepts cause enhanced expectations, through organizational reputation and organizational attractiveness it is expected that the organization is able to accomplish specific goals. This finding allows us to assume that a specific expectation develops in the minds of individuals when reputation or attraction is high.

Besides the identical roles which all three concepts have organizational reputation and employer branding have several other identical roles which organizational attractiveness doesn't have. Organizational reputation and employer branding affect the trust that individuals have in the organization. They both influence the loyalty to the organization. The intention of applicants to pursuit for a job is affected by organizational reputation and employer branding. And organizational reputation and employer branding affect the competitive advantage of an organization. As for the analysis of antecedents, the concepts of organizational reputation and employer branding have several identical roles, therefore the assumption based on these findings is consistent with the earlier assumption that organizational reputation and employer branding are closely related to each other.

4. Discussion

The aim of this research is to clarify the concepts of organizational reputation, organizational attractiveness and employer branding and find differences and similarities between them at conceptual, methodological and empirical level. We conducted a number of analyzes both on concept and cross-concept level. These analyzes resulted in several differences and similarities between the concepts. In this part we will discuss the differences and similarities between the concepts on conceptual, methodological and empirical level.

On conceptual level we analyzed the proposed definitions of the concepts and the theories that were used in the articles on organizational reputation, organizational attractiveness and employer branding. The definitions of the concepts differ because organizational reputation is seen by many scholars as a perception or judgement of something, organizational attractiveness is seen by several authors as a degree of something and employer branding is seen by many scholars as a process. Another difference in the definitions of the concepts is that organizational reputation is determined by stakeholders, organizational attractiveness is determined by individuals and employer branding is determined by the organization. The definition of employer branding has a resemblance with the definitions of organizational reputation and organizational attractiveness. This result shows that the concept of employer branding is related to organizational reputation as well as organizational attractiveness. We found no similarity between the definitions of organizational reputation and organizational attractiveness which indicates that the definitions of these concepts are not related to each other. In the definitions of employer branding and organizational reputation the similarity is that both proposed definitions have a clear objective. The resemblance in the definitions of employer branding and organizational attractiveness is that both proposed definitions include the willingness to work for an organization. We argued based on this result that employer branding and organizational attractiveness influence the degree of attraction that someone has to an organization.

Our analysis of the theories used in articles on organizational reputation, organizational attractiveness and employer branding showed two similar theories, which we discuss in random order. The social identity theory is a theory which is used in articles of all three concepts. This theory proposes that a person's sense of who they are depends on the groups to which they belong (Tajfel & Turner, 1979). For all three concepts this indicates that the identity of for example an applicant influences the way in which the applicant, the individual, looks at the organizational reputation, organizational attractiveness or employer brand of an organization. The signaling theory is the second theory which is used in articles of all concepts. This theory suggests that applicants rarely possess complete information about a company, and thus, use the

information available as signals of unobservable factors (Ehrhart & Ziegert, 2005). We argued that organizational reputation, organizational attractiveness and employer branding are the signals that an organization wants to send to is receivers (for example applicants or employees). Because these theories are used for all three concepts, these theories are seen as key aspects of the concepts. As with the comparison of definitions, in the comparison of theories used in research, employer branding has similar theories with both organizational reputation and organizational attractiveness. This result indicates that employer branding is related to both other concepts. In the articles on employer branding and organizational reputation the resource-based view and the brand equity theory are similar used theories. In the articles on employer branding and organizational attractiveness the P-O fit theory and the instrumental symbolic framework are similar used theories.

Based on these findings on conceptual level we state that the concepts have some similarities together, but the most similarities are found between employer branding and organizational reputation and employer branding and organizational attractiveness. The least similarities are found between organizational reputation and organizational attractiveness on conceptual level.

On methodological level we compared the purpose of research in articles on organizational reputation, organizational attractiveness and employer branding and the methods that are used in the articles on these concepts. In our cross-concept analysis we found a similarity between the concepts of organizational reputation and employer branding on the purpose of research, because the researches on these concepts are mostly descriptive. Organizational attractiveness differs from this result because research on this concept is mostly explanatory. Our analysis showed that the majority of research on the concepts is conducted with the use of a survey. A survey is used to measure opinions, motives, behavior or other characteristics of people and therefore we state that all three concepts can be researched by measuring these aspects. Similar for all three concepts is that surveys are mostly conducted cross-sectional. This indicates that all three concepts can be most easily measured at a certain point in time instead of a certain period of time. In researches on employer branding and organizational reputation another similar method is still used sometimes, namely the literature review. The concept of organizational attractiveness differs, because this method is rarely used in the researches on this concept more often used are experimental designs. Based on these findings we state that the concepts of organizational reputation and employer branding are most similar on methodological level and organizational attractiveness is the most divergent of the three concepts.

On empirical level we compared the antecedents of the concepts and the roles that the concepts of organizational reputation, organizational attractiveness and employer branding

play. Our analysis showed that the concepts have two similar antecedents, namely familiarity and differentiation. Rereading through the papers in our sample showed that familiarity can have a positive effect on organizational reputation, organizational attractiveness and on employer branding. Our analysis also showed that the ability of being different from competitors influences the organizational reputation, organizational attractiveness and employer branding. Organizational reputation and organizational attractiveness have one similar antecedent, namely leadership. The way of leading an organization influences the reputation and attractiveness of an organization. Organizational attractiveness and employer branding also have one similar antecedent, namely employer reputation. The reputation that an organization has as an employer influences the attractiveness of an organization and the employer brand that an organization wants to have. We found the most similar antecedents between organizational reputation and employer branding. Quality, organizational identity, organizational culture, organizational performance, human resources, organizational characteristics and advertisement are antecedents for organizational reputation as well as for employer branding. This finding reveals a close relationship between organizational reputation and employer branding. We found that all three concepts are used to examine recruitment and retention. The role in recruitment and retention is common discussed in several articles on all the three concepts, which indicates that the role of the three concepts on these aspects is important. Both organizational reputation and organizational attractiveness play a role in the competitiveness of an organization and they both cause enhanced expectations. As for the comparison of antecedents in the comparison of roles we have found the most similarities between organizational reputation and employer branding. The trust that individuals have in an organization, the loyalty to an organization, the intention to pursue for a job and the competitive advantage of an organization are influenced by organizational reputation and employer branding. Based on these findings we state that organizational reputation and employer branding are most similar on empirical level and the concept of organizational attractiveness is most different. Key finding is that all concepts play an important role in recruitment and retention.

To give a graphical overview of the relations between the concepts of organizational reputation, organizational attractiveness and employer branding we created a concept map which shows the relationships between the concepts on conceptual, methodological and empirical level. This graphical overview can be found in figure 10.
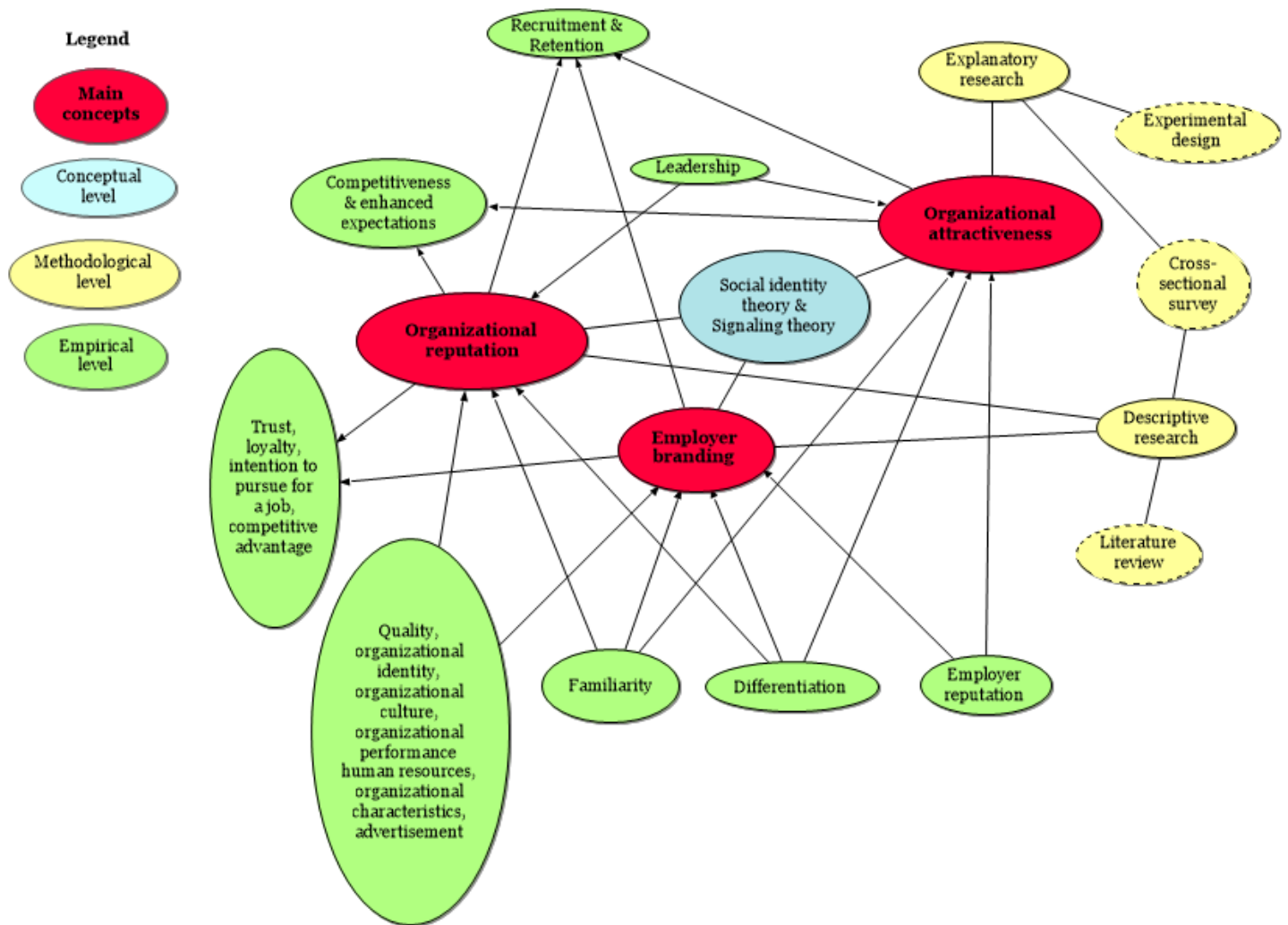
Figure 10: Overview of relations between concepts

The aim of this research was to clarify the concepts of organizational reputation, organizational attractiveness and employer branding. In our analyzes we compared several aspects of the concepts and showed differences and similarities between the concepts on conceptual, methodological and empirical level. These differences and similarities revealed some relations between the concepts which are graphically shown in figure 10. As mentioned in the introduction of this study we found in literature that concepts were often mixed up or used simultaneously to express the same. So we asked ourselves why one concept is not comprehensive enough. Using the concept analysis and the cross-concept analysis we examined whether one concept is not comprehensive enough. These analyses showed us that even though there are several similarities between the concepts, we argue that there are too many differences to classify them under the same heading. This allows us to assume that one concept is not comprehensive enough to include all the aspects of the three concepts. The question that now arises is, why exactly one concept is not enough. To give an answer to this question we have gone through the results and saw that the concept of organizational attractiveness is less similar than the other two concepts. The results showed us that the concept of organizational reputation

and employer branding seem to have the closest connection and the concept of organizational attractiveness seems to be most different from the three concepts. This diversity of concepts means that it is impossible to merge concepts in to one heading. Although it is impossible to merge the concepts, the concepts build on each other, strengthen each other and complement each other's shortcomings. Our study covered the differences and similarities between the concepts on conceptual, methodological and empirical level. However, there always is a possibility for further research. The following section will describe opportunities for further research on this topic.

4.1 Recommendations for further research

This study is theoretical. Therefore, we recommend to clearly differentiate methodological instruments to measure these concepts. One may consider to go for a longitudinal self-reported study, to test the measures; but also to examine the relationships between the three concepts. An overall and interesting research question would be whether these three concepts reinforce each other, to what extent, and under which conditions. The extension of this research with a practical part will contribute to the establishment of a link with the field in which these concepts are used often. It is a way to connect the theory with practice.

Another recommendation for further research is to examine whether antecedents are similar for all or only two concepts as our results show. Research on these antecedents will contribute to a deeper understanding of the relationship between concepts. In this study the relationships are confirmed, but the underlying aspects of the relationship are still untested. We argue the same for the roles that concept plays, further research on these roles will lead to a deeper understanding of the relationship between the concepts.

As mentioned before the concept of employer branding is still establishing. Further research can be conducted on employer branding in order for the concept to proceed to the next research phase in which causal relations can be determined.

4.2 Limitations
Although several steps were taken by us to assure the reliability and validity of this research, some limitations should be taken into account.

First limitation to discuss is the timeframe that we have chosen to select articles in our database. We chose to exclude articles in our database which were published before 2000. This choice has caused the risk that we may have overlooked trends or changes of the concepts which have occurred before the year 2000. It may have happened that a particular concept is merged into

another concept. For example what is used to be called organizational reputation is now called organizational attractiveness or the other way around. Recommendation based on this finding is that for researches on concepts, researchers should not use a restriction on the timeframe.

A second limitation of this study is defining the concept of organizational attractiveness. In our sample only a few definitions of organizational attractiveness were discussed which made it harder to propose a definition for this concept. The presence of few definitions of organizational attractiveness in our sample may have led to a different definition for organizational attractiveness then is used in articles that were published before the timeframe used in this study.

5. Conclusion

This research aims at clarifying the concepts of organizational reputation, organizational attractiveness and employer branding and show the differences and similarities between the concepts on conceptual, methodological and empirical level. In this chapter we will answer the research question and give the final conclusions of this study.

We formulated the following research question at the beginning of this study: *What are the differences and similarities among organizational reputation, organizational attractiveness and employer branding on conceptual, methodological and empirical level?* We will answer this question on the three levels that we included in our research question.

On conceptual level we state that the definitions of organizational reputation and organizational attractiveness show no resemblance. The definitions of employer branding and organizational reputation and the definitions of employer branding and organizational attractiveness do show resemblance. We examined whether there were differences and similarities between the used theories in articles on the concepts and we found that there are two theories which are used for all three concepts, namely the social identity theory and the signaling theory. As for the comparison in definitions the comparison of used theories showed us that employer branding and organizational reputation and employer branding and organizational attractiveness have similar used theories. In conclusion, we can say at conceptual level that the most similarity is found between employer branding and organizational reputation and employer branding and organizational attractiveness. And the concepts of organizational reputation and organizational attractiveness differ the most on conceptual level.

On methodological level we state that the purpose of research on organizational reputation and employer branding is similar and that the purpose of research on organizational attractiveness differs. Research on organizational reputation and employer branding is mostly descriptive, while research on organizational attractiveness is mostly explanatory. We found that research on concepts is often conducted with a cross-sectional survey, which indicates that the concepts can be easily measured at a certain point in time instead of a period of time. Difference between organizational attractiveness and employer branding and organizational reputation is that in research on organizational attractiveness experimental designs are regularly used next to performing cross-sectional surveys, while in research on organizational reputation and employer branding literature research often occurs next to performing cross-sectional surveys. The conclusion on methodological level is that that the concepts of organizational reputation

and employer branding are most similar on methodological level and organizational attractiveness is the most divergent of the three concepts on this level.

On empirical level we found that all the concepts have two similar antecedents, namely familiarity and differentiation. The most identical antecedents are found between organizational reputation and employer branding, which shows a close relationship between these two concepts. We found only a few similar antecedents between organizational reputation and organizational attractiveness and between organizational attractiveness and employer branding. Our analysis showed that organizational reputation, organizational attractiveness and employer branding play a role in recruitment and in retention. Besides this identical role the concepts of organizational reputation and employer branding have the most identical roles. Again, this shows the close connection between these concepts. In conclusion, we can say that the concepts of organizational reputation and employer branding are most similar on empirical level and the concept of organizational attractiveness differs the most from the other concepts on empirical level.

In the introduction we stated that the concepts of organizational reputation, organizational attractiveness and employer branding were often mixed up and used simultaneously. Therefore, we asked ourselves whether one concept is comprehensive enough to cover all three concepts. The final conclusion of this study is that one concept is not comprehensive enough, even though there are a lot of similarities between the concepts, there are too many differences between the concepts to merge them in to one concept. Our study showed that the concepts of organizational reputation and employer branding are the most identical on conceptual, methodological and empirical level and the concept of organizational attractiveness differs the most from these two concepts. This major difference makes that one concept is not comprehensive enough to cover the aspects of the three concepts.

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Appendix I Database organizational reputation

No.	Title	Author	Abstract	Citation	Journal	Year	Impactfact	Database
Organizational reputation								
1. emperical paper	Being Good or Being Known: An Empirical Examination of the Dimensions, Antecedents,	Rindova, V.P.	We examined the extent to which organizations' reputations encompass different types of stakeholders' perceptions, which may have differential effects on economic outcomes. Specifically, we propose that reputation consists of two dimensions: (1) stakeholders' perceptions of an organization as able to produce quality goods and (2) organizations' prominence in the minds of stakeholders. We empirically examined the distinct antecedents and consequences of these two	800	Academy of Management Journal	2005	2.2	Google Scholar
2. conceptual paper	A social actor conception of organizational identity and its implications for the study of organizational reputation.	Whetten, D.A.	The objective of this article is to clarify the conceptual domains of organizational identity, image, and reputation. To initiate this theory development process, we present a "social actor" conception of organizational identity. Identity-congruent definitions of image and reputation are then specified and an integrated model proposed. With the aid of this model, a structural flawin the organizational reputation literature is identified and suitable remedies proposed. In addition, the authors explore the implications of invoking identity and identification in explanations and justifications of organizational reputation.	630	Business & Society	2002	1.220 (2010)	Google Scholar
3. conceptual paper	An Examination of Differences Between Organizational Legitimacy and Organizational Reputation.	Deephouse, D.L.	Organizational legitimacy and organizational reputation have similar antecedents, social construction processes and consequences. Nonetheless, an improved understanding of relationships between legitimacy and reputation requires that differences between the two be specified and clarified. Our examination of past research indicates that legitimacy emphasizes the social acceptance resulting from adherence to social norms and expectations whereas reputation emphasizes comparisons among organizations. We empirically examine two antecedents of the financial, regulatory, and public dimensions of legitimacy and reputation in a population of US commercial banks. We find that isomorphism improves legitimacy, but its effects on reputation depend on the bank's reputation. Moreover, higher financial performance increases reputation, but does not increase the legitimacy of high performing banks.	683	Journal of managment studies	2005	1.326	Google Scholar

5. conceptual paper	Organizational Reputation: A Review	Lange, D., Lee, P.M. & Dai, Y.	The idea of organizational reputation is intuitive and simple in its common usage. However, it is surprisingly complex when employed and investigated in management research, as evidenced by the multiple definitions, conceptualizations, and operationalizations that have emerged across studies. The authors see the past decade as a formative phase of the research, characterized by attempts to bring theoretical coherence and rigor to the subject area. In their review of the management literature, the authors focus on this formative period in particular. They attempt to inspire and guide management researchers by clarifying what organizational reputation is. In particular, they identify three dominant conceptualizations, namely, that reputation consists of familiarity with the organization, beliefs about what to expect from the organization in the future, and impressions about the organization's favorability. The final part of the review is an overview of recent empirical findings in the management literature pertaining to the effects or causes of organizational reputation. The authors conclude by drawing attention to some	245	Journal of management	2011	4.595	Google Scholar
6. emperical paper	The mediating effect of organizational reputation on customer loyalty and service recommendation in the banking industry	Bontis, N., Booker, L. D., & Serenko, A.	Purpose – The overall purpose of this study was to develop an understanding of the mediating effect of organizational reputation on service recommendation and customer loyalty. Design/methodology/approach – Four models were developed that were variations of the American Customer Satisfaction Model (ACSM). These models were then tested by using the Partial Least Squares (PLS) procedure on a data collected from a survey that yielded 8,098 respondents. Findings – It was found that customer satisfaction enhances reputation in the service environment. It was also discovered that reputation partially mediates the relationship between satisfaction and loyalty, and that reputation partially mediates the relationship between satisfaction and recommendation. Research limitations/implications – More research needs to be undertaken to explore the role of reputation within the ACSM. It is necessary to conduct research employing experimental design with longitudinal data captured from across industries using robust measures. Originality/value – The findings suggest that the relationship between corporate reputation and profitability may reside in reputation's influence on customer loyalty, and that reputation plays an important role within the ACSM. This study is one of the first documented attempts to use PLS to test a mediation effect. Keywords Customer satisfaction, Customer loyalty, Banking Paper type Research paper	209	Management decision	2007	1.302	Google Scholar
11. emperical paper	Effects of Pro-Environmental Recruiting Messages: The Role of Organizational Reputation	Behrend, T.S., Baker, B.A. & Thompson, L.F.	Purpose: The purpose of this study was to examine the effects of a pro-environmental corporate message on prospective applicants' attitudes toward a fictitious hiring organization. Drawing from signaling theory, we hypothesized that an environmental message on the organization's recruitment website would increase prospective applicants' perceptions of organizational prestige, which would then increase job pursuit intentions. Personal environmental attitudes were also examined as a possible moderator. Design/Methodology/Approach: Participants (N = 183) viewed a web site printout that either did or did not contain a message indicating the organization's environmental support. Participants rated their attitudes toward the environment, perceptions of the organization, and job pursuit intentions. Findings: Findings demonstrated that the environmental support message positively affected job pursuit intentions; further, this effect was mediated by perceptions of the organization's reputation. Contrary to the person–organization fit perspective, the message's effects on job pursuit intentions were not contingent upon the participant's own environmental stance. Implications: These findings highlight the importance of corporate social performance as a source of information for a variety of job seekers. Even relatively small amounts of information regarding corporate social performance can positively affect an organization's reputation and recruitment efforts. Originality/Value: In general, this research contributes to the growing body of literature on corporate social responsibility. It is the first study to test whether the effects of pro-environmental recruiting messages on job pursuit intentions depend upon an applicant's personal environmental stance. In addition, this is the first study to demonstrate reputation's meditational role in the effects of corporate social responsibility on recruitment efforts. Keywords: Recruitment Corporate social performance Job seeker attitudes Person–organization fit	85	Journal of Business and Psychology	2009	1.250	Google Scholar

12. emperical paper	The path dependence of organizational reputation: how social judgment influences assessments of capability and character	Mishina, Y., Block, E.S. & Mannor, M.J.	Drawing upon theory on social judgments and impression formation from social psychology, this paper explores the socio-cognitive processes that shape the formation of favorable and unfavorable organizational reputations. Specifically, we suggest that stakeholders make distinctions between an organization's capabilities and its character. We explain the nature and function of each and articulate the manner in which judgment heuristics and biases manifest in the development of capability and character reputations. In doing so, this research explores both the positive and negative sides of organizational reputation by examining the manner in which different types of reputations are built or damaged, and how these processes influence the ability of managers to enhance and protect these reputations.	77	Strategic Management Journal	2012	3.367	Google Scholar
15. conceptual paper	Organizations Behaving Badly: When Are Discreditable Actions Likely to Damage Organizational Reputation?	Reuber, A.R. & Fischer, E.	Everyday there are revelations of organizations behaving in discreditable ways. Sometimes these actions result in damage to an organization's reputation, but often they do not. In this article, we examine the question of why external stakeholders may overlook disclosed discreditable actions, even those entailing ethical breaches. Drawing on stigmatization theory, we develop a model to explain the likelihood of reputational loss following revelations of discreditable actions. The model integrates four properties of actions (perceived control, perceived certainty, perceived threat, and perceived deviance), stakeholder motivation, and media coverage. Implications for theory and for practitioners concerned with reputation management are discussed.	37	Journal of business ethics	2010	1.125	Google Scholar
16. emperical paper	Organizational Reputation and Jurisdictional Claims: The Case of the U.S. Food and Drug Administration	Maor, M.	When do regulatory agencies expand, following the emergence of novel technologies? This article presents a verbal model that suggests that a regulator is most likely to announce that it has statutory authority to regulate a novel technology when its reputation is at stake. This is most likely to occur when (1) new information becomes available to the regulator regarding the seriousness of the anticipated harm of a novel technology, or (2) a rival regulator attempts to formalize its regulatory authority or fails to do so although officially required to. A historical–institutional analysis of the temporal process leading to jurisdictional claims by the U.S. Food and Drug Administration over gene therapy, laboratory-developed complex diagnostic tests, human tissue transplants, and human cloning supports the model's prediction.	36	Governance	2010	2.237	Google Scholar
18.	Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory	Coombs, W.S.	To what extent and how do agencies manage their reputations through the strategic use of communication? Under what conditions are regulators inclined to respond to external judgments of their performance, and when are they disposed to keep silent? Based on a comprehensive data set and quantitative content analysis of the Israeli banking regulator's responses to public expressions of opinion between 1998 and mid-2009, we show how this agency tends to keep silent on issues regarding which it generally enjoys a strong reputation, and on issues that lie outside its distinct jurisdiction, while responding to opinions about core functional areas with regards to which its reputation is weaker and areas wherein its reputation is still evolving. These findings, although based on one institution, are important because they demonstrate how an agency's assessment of the relative threat to its reputation is implicated in distinct communicative patterns across functional areas. They also demonstrate that words are actions, and, occasionally, so is regulatory silence.	35	Journal of Public Administration Research and Theory,	2012	1.951	Google Scholar
20.	How Do Reputation and Legitimacy Affect Organizational Performance?	Thomas, D.E.	This paper explores the overlap between two similar constructs, reputation and legitimacy, and their effect on organizational performance. Firms face pressure to both develop reputations based on differentiation and to achieve isomorphism by attaining legitimacy. In this paper, we discuss how an organization's ability to balance these two pressures is related to its performance. Further, we discuss how these constructs are created at multiple levels (e.g. individual).	21	International Journal of Management	2007	not found	Google Scholar

22. emperical paper	Organizational Reputation as a Source of Sustainable Competitive Advantage and Above-Normal Performance: An Empirical Test among Local Authorities in Israel	Carmeli, A. & Cohen, A.	The role of organizational reputation (OR) was studied as a source of sustainable competitive advantage (SCA) and superior performance, theoretically and empirically, among local authorities in Israel. Using the LISREL VIII program, we proposed a mediation model that argued for a relationship between OR and financial performance, mediated by three tests for SCA: OR-value, OR-rareness and OR-inimitability. The effects of demographic and environmental variables on financial performance were also examined. Strong support was found for the resource-based view (RBV), maintaining that to achieve superior performance, organizations need to acquire SCA, which is dependent upon the core resources it possesses.	27	Public Administration & Management: An Interactive Journal	2001	not found	Google Scholar
23. emperical paper	The effects of institutional development and national culture on cross-national differences in corporate reputation	Deephouse, D.L., Newburry, W. & Soleimani, A.	Corporate reputation is becoming more important to managers and scholars around the world. However, little is known about how much or why reputation differs across countries. We use institutional theory to fill this gap. We focus on institutional development, reflecting the expansion of formal institutions, and national culture, an important informal institution. We find that reputation is negatively related to institutional development and masculinity and positively related to power distance in a sample of 401 corporations from 25 countries. We recommend that institutional theory complement signaling theory in cross-national studies of corporate reputation.	0	Journal of World Business	2016	2.388 (2014)	Web of Science
24. conceptual paper	The impact of corporate reputation and reputation damaging events on financial performance: Empirical evidence from the literature	Gatzert, N.	Corporate reputation and reputation risk are becoming increasingly relevant for firms, also caused by its relevance for firm value. In this context, this paper provides a comprehensive survey of empirical evidence in the literature regarding the relation between reputation damaging events, corporate reputation, and corporate financial performance, thereby also taking into account stakeholder behavior. The review is also intended to determine to what extent the current literature allows a holistic understanding of these relationships in the sense of the causal chain of events, which is of high relevance when managingreputation and reputation risk. Thus, focus is first laid on empirical evidence regarding the impact of corporate reputation on stakeholder behavior and on financial performance. Next, the event study literature regarding the effect of reputation damaging events on corporate reputation and financial performance is reviewed, and, finally, implications for risk management are discussed along with the need for future research	0	European Management Journal	2015	1.222 (2014)	Web of Science
26. emperical paper	REPUTATION AS A BENEFIT AND A BURDEN? HOW STAKEHOLDERS' ORGANIZATIONALIDENTIFICATION AFFECTS THE ROLE OF REPUTATION FOLLOWING A NEGATIVE EVENT	Zavyalova, A., Pfarrer, M.D. & Reger, R.K.	Research about the effects of an organization's general reputation following a negative event remains equivocal: Some studies have found that high reputationis a benefit because of the stock of social capital and goodwill it generates; others have found it to be a burden because of the greater stakeholder attention and violation of expectations associated with a negative event. We theorize that stakeholders' level of organizational identification helps explain which mechanisms are more dominant. We test our hypotheses on a sample of legislative references associated with National Collegiate Athletic Association major infractions from 1999-2009. Our results indicate that high reputation is a burden for an organization when considering low-identification stakeholder support: As the number of legislative references increases, a high-reputation university will receive fewer donations from non-alumni donors compared to universities without this asset. In contrast, high reputation is a benefit when considering high-identification stakeholder support: As the number of legislative references increases, a high-reputation university will receive more donations from alumni donors compared to universities without this asset. However, an exploratory investigation reveals that alumni donations to high-reputation universities decline as the number of legislative references increases, suggesting that the benefit of a high reputation has a limit.	1	Academy of Management Journal	2016	6.488 (2014)	Web of Science
27. emperical paper	Employees' awareness of their impact on corporate reputation	Helm, S.	Corporate reputation is critical for cultivating stakeholder relationships and, specifically, for regaining public trust. Corporate reputation results from the firm's interactions with stakeholders, emphasizing the important role employees play in reputation management. However, employees are not necessarily aware of, or prepared for, this extra-role assignment, indicating a gap in research and a managerial challenge. The purpose of the present article is to identify how employees' awareness of their impact on their employers' reputation is influenced by pride, job satisfaction, affective commitment, and perceived corporatereputation. An online survey of employees working for firms ranked in Fortune's America's Most Admired Companies Index provides empirical evidence. The findings underline the prominent effect pride in membership has regarding employees' awareness of their impact on corporate reputation. Study findings further deliver insights into opportunities and risks for managers who wish to use internal reputation building strategies to enhance corporate reputation	25	Journal of business research	2011	1.872	Web of Science

28. emperical paper	GETTING WHAT YOU NEED: HOW REPUTATION AND STATUS AFFECT TEAM PERFORMANCE, HIRING, AND SALARIES IN THE NBA	Ertug, G. & Castelluci, F.	We study how the reputation and status of resource providers affect the two organizational outcomes of product quality and revenues, hiring decisions, and prices paid to resource providers. We argue that reputation and status have different effects on outcomes: reputation has a stronger effect on product quality, and status has a stronger effect on revenues. Building on this, we argue that actual quality mediates the effect of reputation on revenues more than the effect of status on revenues. Moreover, reputation and status have different effects on how organizations acquire resources: when their product quality is low relative to their aspiration level, organizations will display a preference for recruiting high-reputation resource providers over high-status ones. Conversely, organizations will display a preference for recruiting high-status resource providers over high-reputation ones when their revenue is low relative to their aspiration level. Finally, although both reputation and status have positive effects on the price paid for a resource, we argue that the relationship betweenreputation and pay is weaker for high-status resource providers. We find support for our hypotheses in a sample of NBA players and teams.	16	Academy of Management Journal	2013	4.974	Web of Science
31. emperical paper	Exploring the value relevance of corporate reputation : A fuzzy-set qualitative comparative analysis	Wang, D.H.M., Yu, T.H.K & Chiang, C.H.	Educators, administrators, and policy makers' interest in the concept of corporate reputation is growing. However, no researcher examines causal recipes for the value relevance of corporate reputation. This study therefore uses fuzzy-set qualitative comparative analysis (fsQCA) to explore the value relevance of corporate reputation for Taiwan listed companies over the period 2010-2013. The results show that corporate reputation adds to market value, even after controlling for earnings performance. These findings inform the affective component of corporate reputation is, at least, as important as the cognitive component. Furthermore, the findings extend previous research by showing that more than one casual combination of corporate reputation measurements is value relevant. This study provides useful insights into the nature of corporate reputation.	0	Journal of business research	2016	1.480 (2014)	Web of Science
32. emperical paper	The liability of good reputation: A study of product recalls in the US automobile industry	Rhee, M. & Haunschild, P.R.	In this paper, we explore opposing theoretical claims about how organizational reputation affects market reactions to product defects. On the one hand, goodreputation could be a disadvantage because expectations about product quality are more likely to be violated by defects in highly reputed products. On the other hand, a good reputation could be an advantage because of strong inertial effects on reputation orderings. We empirically test these competing hypotheses using data on product recalls in the U.S. automobile industry from 1975 to 1999. Our results support for the idea that reputation can be anorganizational liability in that highly reputed firms suffer more market penalty as a result of their product recalls. We also propose that the reputational effects are moderated by two important factors: substitutability and generalism/specialism. Our results show that having few substitutes with an equivalent level ofreputation, or a focused product identity stemming from specialism, buffers the negative market reactions to product recalls. We conclude with a discussion on the implications of these results for institutional, reputation, and status theories.	121	Organization Science	2006	2.815	Web of Science
36.	The moderating influences on the relationship of corporate reputation with its antecedents and consequences: A meta-analytic review	Ali, R., Lynch, R., Melewar, T.C. & Jin, Z.	Through a meta-analytical approach, we test the antecedents and consequences of corporate reputation, examining specifically the moderating roles of three study variables: country of study, stakeholder group, and reputational measure. The study presents a comprehensive overview of three moderating factors for the relationship of corporate reputation with its antecedents and consequences in the literature froth 101 quantitative studies. Our findings suggest that practitioners need to exercise considerable caution when developing and managing the reputation of their organizations through the use of research evidence from various countries, with different stakeholder groups and when employing diverse reputational measures.	13	Journal of Business Research	2015	1.480 (2014)	Web of Science
38.	Reputation and intentions: The role of satisfaction, identification, and commitment	Su, L., Swanson, S. R., Chinchanachokchai, S., Hsu, M. K., & Chen, X	This study proposes and tests a model that examines three relationship quality constructs as intervening factors between corporate reputation and behavioral intentions. Data were collected from Chinese guests of six different hotels over an eight-week period. The initial results showed that overall customer satisfaction significantly impacted customer–company identification, customer commitment, repurchase intentions, and word-of-mouth intentions. Customer–company identification had a positive influence on customer commitment and word-of-mouth intentions. Customer commitment significantly influenced repurchase intentions. Due to Type I error rate concerns, the Bonferroni-type procedure was applied. Bootstrap analysis and the Bonferroni-adjusted alpha level were utilized, which resulted in the removal of the customer–company identification construct. The updated findings confirm that corporate reputation had a positive influence on customer satisfaction and commitment. Customer satisfaction significantly impacted customer commitment, repurchase intentions, and word-of-mouth intentions. The findings add to our understanding of how corporate reputation contributes to relationship building	0	Journal of Business Research	2016	1.480 (2014)	Sciencedirect

43. emperical paper	Organizational Reputation, the Content of Public Allegations, and Regulatory Communication.	Gilad, S., Maor, M. & Bloom, P.B.N.	How does the content of public allegations impact regulatory communication strategies? Employing a multinomial logistic regression analysis and an original data set, this article analyzes the Israeli banking regulator's nuanced responses to public expressions of opinion between 1996 and 2012. We demonstrate this agency's greater propensity to acknowledge problems, yet mostly shift blame to others when faced with claims that regulation is overly lenient, and to deny allegations that regulation is excessive. These findings, although based on one institution, are important because they demonstrate an agency's differential response to external allegations, given their content and its assessment of the relative threat to its **reputation**. They also suggest that external audiences may be able to shape agency attention and response by carefully framing their claims in light of their understandings of agencies' distinct reputational vulnerabilities.	19	Journal of Public Administration Research and Theory,	2015	2.833 (2014)	Ebscohost
44. emperical paper	Lies in the Sky: Effects of Employee Dishonesty on Organizational Reputation in the Airline Industry.	Jehn, K.A. & Scott, E.D.	Conventional wisdom suggests that dishonesty on the part of an organization's employees has a negative effect on the organization'sreputation. However, many organizations condone (or even require) dishonesty under certain circumstances. In this research of 128 airline passengers, we examine situations in which employees are perceived to be dishonest within one such industry, the international airlines, and examine the impact of this dishonesty on organizational reputation and customer satisfaction. We found that the reputation of the firm was most damaged when the lie benefited the company or the employee, rather than the passenger. In addition, the view of the airline significantly decreased when the lie caused a high amount of harm (compared with a low amount) to the passenger.	0	Business & Society Review	2015	1.468 (2014)	Ebscohost
45. emperical paper	Corporate Reputation Measurement: Alternative Factor Structures, Nomological Validity, andOrganizational Outcomes.	Agarwal, J., Osiyevskky, O. & Feldman, P.M.	Management scholars have paid close attention to the construct of organizational or corporate reputation (CR), particularly in the applied business ethics and corporate social responsibility (CSR) fields. Extant research demonstrates that CR is one of the key mediators between CSR and important organizational outcomes, which ultimately improve organizational performance. Yet, hitherto the research focused on CR construct has been plagued by multiple definitions, conflicting conceptualizations, and unclear operationalizations. The purpose of this article is to provide theoretical ground for positioning of CR as an assessment construct that is modeled as a second-order factor affecting individual first-order dimensions (having a reflective nature), and to provide methodological and empirical support toward such conceptualization. We assert that intangible, socially complex, and causally ambiguous CR (latent construct) can be accurately estimated through its individual measurable dimensions. Using survey data from Peru, we empirically test the hypothesized second-order reflective model within a hierarchy of nested and non-nested models, and compare its model fit and predictive power (nomological validity) with alternative conceptualizations. Modeling CR as a second-order reflective construct relies on a set of theoretical propositions and yields several methodological advantages, including strong conceptual interpretability and parsimony when tested within a nomological context. We explicitly demonstrate positiveorganizational outcomes of CR: customer trust, corporate identification, in-role behavior, and extra-role behavior. Then, we demonstrate that the shorter scales of CR can be used as a good proxy for the full construct measure. The paper concludes by highlighting theoretical insights, and methodological and managerial implications of the findings.	5	Journal of business ethics	2015	1.326 (2014)	Ebscohost
47. emperical paper	Organizational Reputation, Regulatory Talk, and Strategic Silence.	Maor, M., Gilad, S. & Bloom, P.D.M.	To what extent and how do agencies manage their reputations through the strategic use of communication? Under what conditions are regulators inclined to respond to external judgments of their performance, and when are they disposed to keep silent? Based on a comprehensive data set and quantitative content analysis of the Israeli banking regulator's responses to public expressions of opinion between 1998 and mid-2009, we show how this agency tends to keep silent on issues regarding which it generally enjoys a strong reputation, and on issues that lie outside its distinct jurisdiction, while responding to opinions about core functional areas with regards to which itsreputation is weaker and areas wherein its reputation is still evolving. These findings, although based on one institution, are important because they demonstrate how an agency's assessment of the relative threat to its reputation is implicated in distinct communicative patterns across functional areas. They also demonstrate that words are actions, and, occasionally, so is regulatory silence.	36	Journal of Public Administration Research and Theory,	2013	2.875	Ebscohost
51.	CONTEXTUAL FACTORS SURROUNDING REPUTATION DAMAGE WITH POTENTIAL IMPLICATIONS FOR REPUTATION REPAIR.	Rhee, M. & Valdez, M.E.	We explore the contextual factors surrounding reputation damage and their potential implications for reputation repair. We propose a model that examines how (1) the multidimensional property of reputation, (2) organizational age, (3) the diversity of market segments served by the organization, and (4) third parties influence a firm's perceived capability to cope with a reputation-damaging event and the external visibility of the event, which, in turn, determine the difficulty of the firm's reputation-repairing activities.	140	Academy of Management Review	2009	7.867	Ebscohost

	Title	Authors	Abstract	Cited	Journal	Year	IF	Database
58.	Public Engagement in Supportive Communication Behaviors toward an Organization: Effects of Relational Satisfaction and Organizational Reputation in Public Relations Management	Hong, S.Y. & Yang, S.U.	No abstract	19	Journal of Public Relations Research	2011	1.022	Ebscohost
62.	Reputation, Diversification, and Organizational Explanations of Performance in Professional Service Firms.	Greenwood, R., Li, S. X., Prakash, R., & Deephouse, D. L.	Growing interest in knowledge as a competitive asset suggests the benefit of studying professional service firms (PSFs). These firms are highly successful examples of organizations whose ability to manage knowledge is critical to their success. Furthermore, they are worthy of study because they constitute a significant sector of the economy, whether measured by their size, numbers, or influence. Despite their significance, little is known of the determinants of their performance. This paper proposes that the core tasks of PSFs raise unusual strategic andorganizational challenges, the resolution of which affects organizational performance. We elaborate the effects of reputation and diversification and contrast them to theory for goods-producing industries. We also hypothesize that PSF managers face a choice in designing structures between the retention and motivation of the professional workforce and transferring knowledge from partners to other professionals. These predictions are tested and supported by data from the largest 100 U.S. accounting firms for the period 1991-2000. The paper thus contributes to a theory of professional service firm management.	25	Organization Science	2005	1.989	Ebscohost
63.	Work and Workplace Attitudes on Social Workers: Do They Predict Organizational Reputation?	Freund, A.	The article examines whether work attitudes of social workers in welfare organizations predict organizational reputation. Work attitudes of welfare workers with the elders, satisfaction and service quality, or effectiveness of welfare organizations are all investigated. In the article, the findings in relation to existing theoretical and empirical research are presented. And it is concluded with suggestions for further investigation of the relationship between social workers' work and workplace attitudes and their perception of the organizational reputation of their workplace.	21	Business & Society Review	2006	1.220 (2010)	Ebscohost
66. emperical paper	An Organizational Impression Management Perspective on the Formation of Corporate Reputations.	Highhouse, S., Brooks, M.E. & Gregarus, G.	Researchers have only recently turned their attention to the study of corporate reputation. As is characteristic of many early areas of management inquiry, the field is decidedly multidisciplinary and disconnected. This article selectively reviews reputation research conducted mainly during the past decade. A framework is proposed that views reputation from the perspective of organizational impression management. Corporations are viewed as social actors, intent on enhancing their respectability and impressiveness in the eyes of constituents.	118	Journal of Management	2009	4.429	Ebscohost
68.	Exploring the Impact of Social Axioms on Firm Reputation: A Stakeholder Perspective.	West, B., Hillenbrand, C., Money, K., Ghobadian, A., & Ireland, R. D.	This study proposes a model of how deeply held beliefs, known as 'social axioms, moderate the interaction between reputation, its causes and consequences with stakeholders. It contributes to the stakeholder relational field of reputation theory by explaining why the sameorganizational stimuli lead to different individual stakeholder responses. The study provides a shift in reputation research fromorganizational-level stimuli as the root causes of stakeholder responses to exploring the interaction between individual beliefs andorganizational stimuli in determining reputational consequences. Building on a conceptual model that incorporates product/service quality and social responsibility as key reputational dimensions, the authors test empirically for moderating influences, in the form of social axioms, between reputation-related antecedents and consequences, using component-based structural equation modelling (n = 204). In several model paths, significant differences are found between responses of individuals identified as either high or low on social cynicism, fate control and religiosity. The results suggest that stakeholder responses to reputation-related stimuli can be systematically predicted as a function of the interactions between the deeply held beliefs of individuals and these stimuli. The authors offer recommendations on how strategicreputation management can be approached within and across stakeholder groups at a time when firms grapple with effective management of diverse stakeholder expectations.	1	British Journal of Management	2016	2.188 (2015)	Ebscohost

69. emperical paper	Reputation as an Intangible Asset: Reflections on Theory and Methods in Two Empirical Studies of Business School Reputations.	Rindova, V. P., Williamson, I. O., & Petkova, A. P.	In this commentary, two studies of reputation that use different theoretical perspectives and modeling strategies to analyze the same data are compared. The purpose of the commentary is twofold: (a) to articulate the consequences of different modeling strategies for studyingorganizational reputation empirically and (b) to highlight some core theoretical issues concerning the attributes of reputation as an intangible asset. It is hoped that the commentary will provide some guiding points for future research seeking to develop a better understanding ofreputation as an intangible asset.	91	Journal of Management	2010	3.758	Ebscohost
72.	Organizational competence and firm-specific Tobin's q: the moderating role of corporate reputation.	Acquaah, M.	Corporate reputation activities have been shown to be a predictor of and a response to strategic organizational activities and outcomes. However, relatively little is known about the moderating role of corporate reputation in the relationship between organizational competencies and firm performance. Using a dynamic panel data model, this study examines how organizational competencies - employee value-added and technological competence - influence firm-specific Tobin's q, and how corporate reputation activities moderate this relationship. The results indicate that organizational competencies enhance firm-specific Tobin's q and that corporate reputation activities play a synergistic role, reinforcing the relationship between organizational competencies and firm performance. These findings contribute to both the resource-based view of the firm and corporate reputation literature by complementing and extending earlier research on the role of corporatereputation activities on firm-specific performance	18	Strategic Organization	2003	1.400	Ebscohost
78. empirical paper	Firm reputation and applicant pool characteristics.	Turban, D.B. & Cable, D.M.	Scholars have suggested that a firm's reputation can provide it with a competitive advantage by attracting more, and possibly higher-caliber, applicants. No research has actually investigated this relationship, however, in large part because researchers have not assessed applicant pool characteristics but instead have measured applicants' intentions. Therefore, we conducted two studies to investigate whetherorganizational reputation influenced the number and the quality of applicants actually seeking positions with firms. Company reputation was operationalized using two different published reputation measures, and applicant quality data were obtained from career services offices at business schools at two universities. Results from both studies supported the previously untested belief that firms with better reputationsattract more applicants. Furthermore, some evidence suggested that firms with better reputations could select higher-quality applicants.	377	Journal of Organizational Behavior	2003	1.431	Ebscohost
80.	Managing Meaning through Branding — the Case of a Consulting Firm.	Kärreman, D. & Rylander, A.	The current interest in organizational culture, identity, image and reputation and in organizational discourse points towards the pressure on contemporary organizations to focus attention on the symbolic dimensions of their activities. The phenomenon of branding, while originally portrayed as a marketing tool, can also be understood as an exercise in management of meaning. Branding does not only inform external stakeholders, such as customers and investors, about the values of the organization. It also potentially instructs and directs organizationalmembers. In this sense, branding can be viewed as a management and leadership practice. Drawing on a longitudinal case study, this paper illustrates how these practices are played out in the particular context of a management consulting firm and explores the relationship between branding and organizational identity and identification. The study highlights the shortcomings of the strategic marketing perspective on brands and the need for further empirical studies that examine the role of branding from different perspectives and in different empirical contexts.	118	Organization Studies	2008	1.857	Ebscohost
85. Duplicate	Employees' awareness of their impact on corporate reputation	Helm, S.	Corporate reputation is critical for cultivating stakeholder relationships and, specifically, for regaining public trust. Corporate reputation results from the firm's interactions with stakeholders, emphasizing the important role employees play in reputation management. However, employees are not necessarily aware of, or prepared for, this extra-role assignment, indicating a gap in research and a managerial challenge. The purpose of the present article is to identify how employees' awareness of their impact on their employers' reputation is influenced by pride, job satisfaction, affective commitment, and perceived corporatereputation. An online survey of employees working for firms ranked in Fortune's America's Most Admired Companies Index provides empirical evidence. The findings underline the prominent effect pride in membership has regarding employees' awareness of their impact on corporate reputation. Study findings further deliver insights into opportunities and risks for managers who wish to use internal reputation building strategies to enhance corporate reputation.	25	Journal of business research	2011	1.872	Web of Science

88.	Towards a Variety of Meanings - Multiple Representations of Reputation in the Small Business Context	Lähdesmäki, M. & Siltaoja, M.	This paper examines the discursively constructed meanings for reputation in the small business context - an area of reputation research that has so far attracted little attention. We argue that viewing reputation as a social construction makes it possible to uncover and understand the variety of meanings attached to the concept in small businesses. On the basis of 25 thematic interviews with owner-managers we (re)constructed four meanings for reputation:reputation as an economic resource, as social recognition, as a restrictive control mechanism and as a risk for personal status. We also investigate the variety of discursive events in which these meanings are created. The study further emphasizes reputation as a phenomenon in which a small business becomes identified with its owner-manager, adding to the complex and conflicting nature of reputation, including both positive and negative aspects.	26	British Journal of Management	2010	1.385	Web of Science
90. emperical paper	FIRM REPUTATION, RECRUITMENT WEB SITES, AND ATTRACTING APPLICANTS	Williamson, I. O., King, J. E., Lepak, D., & Sarma, A.	Despite rapid growth in using Web sites to recruit applicants, little theoretical or empirical research has examined how firm attributes influence the effectiveness of recruitment Web sites. We developed and tested a model that examines the relationships among the firm's reputation as an employer, the attributes of the firm's Web site, and applicant attraction using data on business students' reactions to the recruitment Web sites of 144 firms. Results indicated that the amount of company and job attribute information provided on a recruitment Web site, the Web site's vividness, and the firm's reputation as an employer have a three-way interactive effect on prospective applicants' perceptions of the recruiting organization. As such, certain Web site attributes were more effective for firms with poor reputations and others for those with a good reputation. The implications of these results for recruitment research and for firms using Web sites as recruitment tools are discussed.	62	Human Resource Management	2010	1.341	Web of Science
91. emperical paper	Exploiting knowledge across networks through reputation management	Christopher, M. & Gaudenzi, B.	The emerging paradigm of network competition is increasingly in evidence across many industrial sectors and provides further support for the idea that 'supply chains compete, not companies'. It can be argued that network competition requires a much greater focus on managing the interfaces that connect the individual players in that network and exchanging and leveraging knowledge across the network. This paper sets out to establish a framework whereby the critical interfaces and the knowledge sharing benefits can be identified and how the strength of the relationships at those interfaces can become the basis for building organisational reputation and create an environment more conducive to co-operation and knowledge sharing. Finally, the paper analyses the potential impact of reputational risks in influencing the perception of stakeholders about the organisation. Whilst the idea of value-adding networks based on closely connected providers of capabilities and resources is appealing, it should be recognised that, if not properly managed, the actions of the stakeholders in those networks can impact the risk profile of the business significantly-particularly reputational risk. The more that organisations become part of complex global networks, the more dependent they become upon the other network members for knowledge and other resources. Because of this dependency there is always the danger that the reputation of the focal firm can be damaged by the actions of other network members, hence reducing the likelihood of future collaborative working and knowledge exploitation. Using examples drawn from a variety of industries, the paper highlights the potential for reputational risk if the critical network interfaces are not closely managed. It will be argued that by actively managing relationships with stakeholders in the network the risk to the organisation's reputation can be mitigated and the sharing of knowledge simultaneously enhanced.	56	Industrial Marketing Management	2009	1.333	Web of Science
96. Duplicate	An Organizational Impression Management Perspective on the Formation of Corporate Reputations	Highhouse, S., Brooks, M.E. & Gregarus, G.	Researchers have only recently turned their attention to the study of corporate reputation. As is characteristic of many early areas of management inquiry, the field is decidedly multidisciplinary and disconnected. This article selectively reviews reputation research conducted mainly during the past decade. A framework is proposed that views reputation from the perspective of organizational impression management. Corporations are viewed as social actors, intent on enhancing their respectability and impressiveness in the eyes of constituents.	118	Journal of Management	2009	4.429	Web of Science
99. emperical paper	Why does firm reputation in human resource policies influence college students? The mechanisms underlying job pursuit intentions	Wayne, J.H. & Casper, W.J.	Business periodicals, such as Fortune magazine, rank organizations in lists such as the Best Companies to Work For, providing applicants with information about firms' human resource practices, including pay, benefits, work-life, and diversity practices. It is not clear what influence this reputational information about HR practices has on applicant interest in pursuing employment or, more important, why it does so. Given that firms invest substantial resources in HR practices to vie for positions on these lists, the current study sought to fill these gaps in the literature. In the 2 (compensation) x 2 (work-family) x 2 (diversity) factorial design, 232 college students read about magazine rankings in which a firm's reputation in each HR practice was manipulated as ranking either high or low relative to competitors. We examined perceptions of organizational prestige, anticipated organizational support, and anticipated role performance as mechanisms that explain the influence of HR practice reputation on job pursuit intentions. Our results indicate that a firm's reputation in compensation, work-family, and diversity efforts increase college students' intentions to pursue employment with a firm. They do so because college students perceive that the organization is prestigious, will be supportive, and will foster their job performance. Our results suggest that a strong employer brand derived from employee-centered HR practices is important for recruiting college students.	23	Human Resource Management	2012	1.458	Web of Science

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Appendix II Database organizational attractiveness

Organizational attractiveness								
No.	**Title**	**Author**	**Abstract**	**Citations**	**Journal**	**Year**	**Impactfactor**	**Search engine**
3. emperical paper	Organizational Attractiveness as an Employer on College Campuses: An Examination of the Applicant Population	Turban, D.B.	I extended recruitment research by sampling from the applicant population to investigate factors related to a firm's attractiveness as an employer on college campuses. Specifically, I surveyed potential applicants at nine different universities and university personnel (faculty and placement staff) at eight of those universities to investigate relationships of recruitment activities, organizational attributes, familiarity with the firm, and the social context with a firm's attractiveness as an employer. Results indicated that recruitment activities influenced firm attractiveness through influencing perceptions of organizational attributes. Additionally, familiarity with the firm and the social context, operationalized as perceptions of university personnel, were related to potential applicants' attraction to the firm. Finally, of additional interest was the finding of no differences in perceptions of organizational attributes or attraction to the firm between respondents who interviewed with the firm and respondents who had not interviewed with the firm. The implications of such results for firms interested in attracting applicants are discussed.	236	Journal of Vocational Behavior	2001	1.700	Google Scholar
4.emperical paper	Organizational attractiveness for prospective applicants: A person–organisation fit perspective	Lievens, F., Decaesteker, C., Coetsier, P., & Geirnaert, J.	This study investigates which of four objective organisational characteristics determine the attractiveness of organisations for prospective applicants and the degree to which the Big Five personality factors moderate the effects of some of these organisational attributes. To this end, 359 final-year students (engineering and business majors, 71% men, mean age = 22.4 years) read short descriptions of organisations. These descriptions varied on four organisational characteristics (i.e. organisation size, level of internationalisation, pay mix, and level of centralisation). The students had to indicate their attraction to the organisation. Additionally, they provided self-ratings on a personality inventory. The results show that prospective applicants are more attracted to large-sized, medium-sized, decentralised, and multinational organisations. Next, the results indicate that several personality characteristics moderate the effects of organisational characteristics on attractiveness. For instance, the factor conscientiousness moderates the effect of organisational size, with subjects high on conscientiousness being more attracted to large-sized organisations. The factor openness/intellect moderates the effect of internationalisation, with subjects high on openness/intellect being more attracted to multinational organisations	204	Applied Psychology	2001	1.976	Google Scholar
6. emperical paper	Examining the relationship between employer knowledge dimensions and organizational attractiveness: An application in a military context.	Lievens, F., Hoye, G. & Schreurs, B.	This study uses Cable and Turban's (2001) employer knowledge framework as a conceptual model to formulate hypotheses about a broad range of possible factors affecting the attractiveness of an organization (i.e. armed forces) among potential applicants (576 high-school seniors). Results show that gender, familiarity with military organizations, perceptions of job and organizational attributes (task diversity and social/team activities), and trait inferences (excitement, prestige, and cheerfulness) explained potential applicants' attraction to military organizations. Relative importance analyses showed that trait inferences contributed most to the variance, followed by job and organizational attributes, and employer familiarity. Finally, we found some evidence of interactions between the three dimensions. Specifically, trait inferences and job and organizational attributes had more pronounced effects when familiarity was high. From a theoretical perspective, these results generally support the framework of employer knowledge. At a practical level, implications for image audit and image management are discussed	171	Journal of Occupational and Organizational Psychology	2005	1.259	Google Scholar

8. emperical paper	The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness	Williamson, I.O., Lepak, D.P., King, J.	The use of company web pages to attract prospective job applicants has experienced tremendous growth in recent years. To date, very little is known about the process by which recruitment web sites influence individuals' desire to pursue employment with an organization. This study attempts to address this issue by using an experimental design to investigate the relationships among recruitment web site orientation, individuals' expectations concerning the use of Internet technology, web site usability, and organizational attractiveness. Survey results from 252 business students indicated that web site orientation and outcome expectancy influenced organizational attractiveness perceptions through influencing the perceived usability of the website. The implications of such results for firms interested in using recruitment web sites to attract applicants are discussed.	173	Journal of Vocational Behavior	2003	1.615	Google Scholar
9. emperical paper	Organizational attractiveness of firms in the People's Republic of China: A person–organization fit perspective.	Turban, D.B., Lau, C.M. & Ngo, H.Y.	The authors investigated factors related to firm attractiveness as an employer in the People's Republic of China. The organizational attributes of type of ownership, nationality of the supervisor, and firm familiarity in organizational descriptions were manipulated and their effects were measured on firm attractiveness. In addition, the authors adopted a person–organization fit perspective to investigate how individual difference characteristics moderated the effects of these organizational attributes on attractiveness. Although, in general, participants were more attracted to foreign than state-owned firms and to familiar than unfamiliar firms, results provided support for the person–organization fit perspective in that the individual differences moderated the effects of the organizational attributes on firm attractiveness. For example, participants were more attracted to state-owned versus foreign firms when they were more risk averse and had a lower need for pay. Thus, the results provide initial support for the generalizability of the person–organization fit perspective to a non-Western setting.	146	Journal of Applied Psychology	2001	1.976	Google Scholar
10. emperical paper	Good Deeds and Misdeeds: A Mediated Model of the Effect of Corporate Social Performance on Organizational Attractiveness	Luca, R.A., Barber, A.E. & Hillman, A.J.	Previous research has suggested that corporate social performance is positively related to firms' attractiveness as employers. The authors propose and test an alternative model whereby job applicants' familiarity with employers mediates the relationship between corporate social performance and organizational attractiveness. Applicants'familiarity with firms may serve as a signal of firms'suitability as employers, with more familiar firms considered more attractive. Furthermore, a firm's overall level of corporate social activity (whether "good deeds" or "misdeeds") may contribute directly to firm familiarity and indirectly to attractiveness through familiarity. The authors'results support this model; firm familiarity completely mediates the relationship between corporate social performance and organizational attractiveness	108	Business & Society	2001	1.220 (2010)	Google Scholar
11. emperical paper	Social Influences on Organizational Attractiveness: Investigating If and When Word of Mouth Matters	Van Hoye, G. & Lievens, F.	Previous recruitment studies have treated potential applicants as individual decision makers, neglecting informational social influences on organizational attractiveness. The present study investigated if and under what conditions word-of-mouth communication matters as a recruitment source. Results ($N = 171$) indicated that word of mouth had a strong impact on organizational attractiveness, and negative word of mouth interfered with recruitment advertising effects. Word of mouth from a strong tie was perceived as more credible and had a more positive effect on organizational attractiveness. For potential applicants high in self-monitoring, word of mouth had a stronger effect when presented after recruitment advertising. Finally, the effect of word of mouth on organizational attractiveness was partially mediated by the perceived credibility of recruitment advertising.	109	Journal of Applied Psychology	2007	3.047	Google Scholar
13. emperical paper	Organizational Attractiveness Is in the Eye of the Beholder: The Interaction of Demographic Characteristics with Foreignness	Newburry, W., Gardberg, N. A., & Belkin, L. Y.	Our analysis of 4605 individual evaluations of the 60 companies in the Reputation Quotient Annual 2000 study suggests that foreign-headquartered companies are less attractive employers, whereas more international companies are more attractive. Moreover, we find that gender, race, respondent age and educational level significantly interact with our foreignness variables in predicting company attractiveness.	80	Journal of International Business Studies	2006	2.254	Google Scholar

15. emperical paper	When birds of a feather flock together and when they do not: Status composition, social dominance orientation, and organizational attractiveness.	Umphress, E. E., Smith-Crowe, K., Brief, A. P., Dietz, J., & Watkins, M. B.	Although similarity-attraction notions suggest that similarity--for example, in terms of values, personality, and demography--attracts, the authors found that sometimes demographic similarity attracts and sometimes it repels. Consistent with social dominance theory (J. Sidanius & F. Pratto, 1999), they demonstrated in 3 studies that when prospective employees supported group-based social hierarchies (i.e., were high in social dominance orientation), those in high-status groups were attracted to demographic similarity within an organization, whereas those in low-status groups were repelled by it. An important theoretical implication of the findings is that social dominance theory and traditional similarity-attraction notions together help explain a more complex relationship between demographic similarity and attraction than was previously acknowledged in the organizational literature.	62	Journal of Applied Psychology	2007	3.047	Google Scholar
16. emperical paper	Organizational Attractiveness and Corporate Social Orientation: Do Our Values Influence Our Preference for Affirmative Action and Managing Diversity?	Smith, W. J., Wokutch, R. E., Harrington, K. V., & Dennis, B. S.	This study examines the impact of corporate social orientation on organizational attractiveness as it relates to information about an organization's handling of diversity issues. Using Aupperle's notion of corporate social orientation (CSO), we examined how CSO affects perceived attractiveness of organizations' emphasizing affirmative action versus diversity management policies in their recruitment literature. Respondents to a survey of 343 college students reported a more favorable assessment of affirmative action programs than diversity management programs. In addition, the legal dimension of CSO was positively related to affirmative action programs. Also investigated were the underlying dimensions of organizational attractiveness—intentions and beliefs—these were more positive for affirmative action programs than for diversity management. A discussion of practical implications for organizations seeking to recruit from a diverse applicant pool and suggestions for future research is offered.	60	Business & Society	2004	1.468	Google Scholar
17.	Online recruiting: The effects of organizational familiarity, website usability, and website attractiveness on viewers' impressions of organizations	Braddy, P. W., Meade, A. W., & Kroustalis, C. M.	Previous research on Internet recruitment has made the implicit assumption that recruitment websites influence viewers' opinions of recruiting organizations. This study tested this assumption using a pretest/posttest design. Findings revealed that participants' organizational favorability, image as employer, and organizational attractiveness perceptions were affected by their viewing of organizational recruitment websites. Greater increases in favorable organizational evaluations from the pretest measures to the posttest measures occurred with organizations maintaining websites that were easy to navigate and/or that were appealing. Contrary to predictions made by signaling theory, recruitment websites had similar effects on the organizational impressions of all individuals, regardless of their familiarity with the organizations maintaining the recruitment websites that they viewed.	56	Computers in Human Behavior	2008	1.116	Google Scholar
23. emperical paper	Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes.	Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A.	Attracting high-performing applicants is a critical component of personnel selection and overall organizational success. In this study, the authors meta-analyzed 667 coefficients from 71 studies examining relationships between various predictors with job-organization attraction, job pursuit intentions, acceptance intentions, and job choice. The moderating effects of applicant gender, race, and applicant versus nonapplicant status were also examined. Results showed that applicant attraction outcomes were predicted by job-organization characteristics, recruiter behaviors, perceptions of the recruiting process, perceived fit, and hiring expectancies, but not recruiter demographics or perceived alternatives. Path analyses showed that applicant attitudes and intentions mediated the predictor-job choice relationships. The authors discuss the implications of these findings for recruiting theory, research, and practice. (PsycINFO Database Record (c) 2013 APA, all rights reserved) (journal abstract)	624	Journal of Applied Psychology	2.005	2.892	Google Scholar

27.	The role of Employer branding and Talent Management for Organizational Attractiveness	Yaqub, B. & Khan, M.A.	Organizations all around the world always try to hire those people who can be an asset for the organization but it is important to know the efforts of these organizations to become employer of choice. Employer branding has a significant role for the hiring of human capital. This empirical study will investigate the role of employer branding and talent management for organizational attractiveness. The purpose of this study is to know about the perception of the university students about employer branding and different ways through which employers hire and manage the future talent. This study will also help to know about the importance of talent management and students approach for the potential employer. The sample size of this research study consists of 100 respondents from three universities of Rawalpindi and Islamabad. The results of this study indicate the relationship of employer branding talent management for organizational attractiveness. The findings of the study show that students are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth. The practical implications of this study are helpful for both students and organizations. Students can make a better choice by the knowing the employer brand image of the organization and HR professional of organizations can make their techniques better to hire the new talent from the leading universities. The combination of talent management and employer branding can make any organization the employer of choice.	15	Far East Journal of Business and Psychology	2011	Not found	Google Scholar
28. emperical paper	Perceptions of organizational attractiveness: The differential relationships of various work schedule flexibility programs	Nadler, J. T., Cundiff, N. L., Lowery, M. R., & Jackson, S.	Purpose – Past research on flextime programs often treat work schedule flexibility as a homogeneous construct. The purpose of this paper is to empirically demonstrate the relationship between different flexible work schedules and employee perceptions of organizational attractiveness. Design/methodology/approach – Participants (n = 655) reviewed a scenario with work schedule flexibility manipulated into one of eight consecutively more flexible schedules. Participants then rated the job offer within the scenario on organizational attractiveness. Findings – The study found significant differences in organizational attractiveness based on the eight types of work schedule flexibility. The study's results supported categorizing flextime programs as heterogeneous constructs. Research limitations/implications – The study utilized scenarios reducing generalization to work situations. Participants were college students with a limited work experience and may have viewed organizational attractiveness based on expectations, not on experiences. Future studies should examine workforce populations and also examine different work schedule flexibility programs' effects on absenteeism and productivity. Practical implications – The study suggested that work schedule flexibility affects future employees' perceptions of organizational attractiveness. Attracting high-quality employees is in the best interests of organizations and the effects of a flexible work schedule may begin before employees are hired. Originality/value – The paper illustrates that different work schedule flexibility schedules, often labeled "flextime," are perceived differently regarding organizational	16	Management Research Review	2010	Not found	Google Scholar
30. Emperical paper	Exploringthe Relationship Between Corporate Social Performance and Employer Attractiveness	Backhaus, K.B., Stone, B.A. & Heiner, K.	Building on existing studies suggesting that corporate social performance (CSP) is important in the job choice process, the authors investigate job seekers'perceptions of importance of CSP and explore effects of CSP dimensions on organizational attractiveness. Job seekers consider CSP important to assessment of firms and rate five specific CSP dimensions (environment, community relations, employee relations, diversity, and product issues) as more important than six other CSP dimensions. Using signaling theory and social identity theory, the authors hypothesize differences in effects of CSP data on ratings of employer attractiveness and find that environment, community relations, and diversity dimensions have the largest affect on attractiveness ratings	534	Business & Society	2002	1.220 (2010)	Google Scholar

31. emperical paper	THE RELATION OF INSTRUMENTAL AND SYMBOLIC ATTRIBUTES TO A COMPANY'S ATTRACTIVENESS AS AN EMPLOYER.	Lievens, F. & Highhouse, S.	This study adds a new marketing-based angle to the study of the attractiveness of organizations in the early stages of the recruitment process. Drawing on the instrumental-symbolic framework from the marketing literature, we expected that the meanings (in terms of inferred traits) that prospective applicants associate with employing organizations would play an important role in applicants' attractiveness to these organizations. Two groups of prospective applicants (275 final-year students and 124 bank employees) were drawn from the applicant population targeted by the bank industry. These applicants were asked to rate a randomly assigned bank in terms of job/organizational factors and to ascribe traits to this bank. In both samples, trait inferences about organizations accounted for incremental variance over job and organizational attributes in predicting an organization's perceived attractiveness as an employer. Moreover, it was easier to differentiate among organizations on the basis of trait inferences versus traditional job and organizational attributes. Practical implications for image audit and image management are discussed.	495	Personell Psychology	2003	4.49	Google Scholar
36. emperical paper	Effects of gender diversity management on perceptions of organizational attractiveness: The role of individual differences in attitudes and beliefs	Martins, L.L. & Parsons, C.K.	In this study, the authors examined how individual gender-related attitudes and beliefs affect the reactions of men and women to gender diversity management programs in organizations. They found that whereas there were no significant between-sex differences in the effects of gender diversity management on organizational attractiveness, there were strong within-sex differences based on individual attitudes and beliefs. Specifically, within the sexes, centrality of one's gender identity, attitudes toward affirmative action for women, and the belief that women are discriminated against in the workplace moderated the effects of gender diversity management on organizational attractiveness. The findings, combined with prior research, suggest that it is critical for organizations to incorporate efforts to manage perceptions of gender diversity management programs into their diversity management strategies.	28	Journal of Applied Psychology	2007	3.047	Scopus
48.	The Relevance of Corporate Social Responsibility for a Sustainable Human Resource Management: An Analysis of Organizational Attractiveness as a Determinant in Employees' Selection of a (Potential) Employer.	Lis, B.	Corporate Social Responsibility (CSR) has become a central issue of business management in recent years. This study aims to add to the literature by pointing out the relevance of CSR for a Sustainable Human Resource Management (HRM). In particular this research investigates job seekers' perceptions of CSR. The paper focuses on the importance of CSR with in the process of selecting potential employers by analyzing the impact of four different CSR-dimensions upon **organizational attractiveness**. To address this issue, a policy-capturing study was conducted. Generally the paper provides evidence that each aspect of CSR has a specific effect on **organizational** attraction. Referring to Sustainable Management the study reveals that CSR seems to be an effective tool to attract potential employees. If organizations are willing to provide Sustainable HRM practices they can become an employer-of-choice.	31	Management Revue	2012	Not found	Ebscohost
51. emperical paper	Effects of Goal Framing in Job Advertisements on Organizational Attractiveness.	Thorsteinson, T.J. & Highhouse, S.	Two experiments were conducted to investigate the effects of goal framing in job advertisements on organizational attractiveness. Job ads were created that emphasized the potential costs or losses of not applying (i.e., loss frame) or the potential gains or benefits of applying (i.e., gain frame). The first experiment (N = 70) found that participants were more attracted to the company in the gain-framed ad than in the loss-framed ad. The second experiment (N = 100) attempted to determine the reason for the greater attractiveness of the gain-framed ad compared to the loss-framed ad. Two possible explanations -- valence-based encoding and regulatory focus -- were examined. Results suggest that both valence-based encoding and regulatory focus mediated the relationship between framing and organizationalattractiveness.	34	Journal of Applied Psychology	2003	2.173	Ebscohost

57. emperical paper	Narrow personality traits and organizational attraction: Evidence for the complementary hypothesis	Kausel, E.E. & Slaughter, J.E.	Abstract: Although the interactionist perspective has been widely studied in organizational attractiveness, there is no research comparing the explanatory power of the complementary and supplementary hypotheses in predicting attraction. The authors test these perspectives in the context of the instrumental-symbolic framework. The authors also examine whether the use of narrow personality facets, such as Trust (under the Big Five trait Agreeableness), Assertiveness (under Extraversion), and Imagination (under Openness to Experience) enhances the prediction of attraction. Job seekers (N =220) provided self-ratings of personality, ratings of organizational traits, and their level of attraction to a potential future employer. Results supported predictions based on complementarity, suggesting that organizations adopting a recruiting strategy based on similarity in personality may not succeed in attracting their most preferred candidates. The findings also suggested that narrow facets are useful in predicting attraction, providing further evidence for the predictive benefits of narrow personality traits.	41	Organizational Behavior & Human Decision Processes	2011		2.201	Ebscohost
59.	Modeling the Relationship Among Perceived Corporate Citizenship, Firms' Attractiveness, and Career Success Expectation.	Lin, C. P., Tsai, Y. H., Joe, S. W., & Chiu, C. K.	Drawing on propositions from the signaling theory and expectancy theory, this study hypothesizes that the perceived corporate citizenship of job seekers positively affects a firm's attractiveness and career success expectation. This study's proposed research hypotheses are empirically tested using a survey of graduating MBA students seeking a job. The empirical findings show that a firm's corporate citizenship provides a competitive advantage in attracting job seekers and fostering optimistic career success expectation. Such findings substantially complement the growing literature arguing that corporate citizenship brings firms competitive advantages without solid evidence from the perspective of recruitment and human resources. Finally, managerial implications and limitations of this study are also discussed	34	Journal of Business Ethics	2012	1.253		Ebscohost
62. emperical paper	Beyond Work-Family Balance: Are Family-Friendly Organizations More Attractive?	Bourhis, A. & Mekkaoui, R.	In a context of labour shortage, organizations face immense pressures to attract the best employees, and therefore deploy great efforts to increase their **organizational attractiveness**. In order to appeal to working women or younger workers, some organizations have implemented policies designed to balance work and family. Yet, the effect of such family-friendly practices (FFPs) on **organizationalattractiveness** has seldom been investigated; this study endeavours to fill this gap. The literature review led us to posit that organizations that have implemented FFPs are more attractive to applicants (H1). However, this main effect may be moderated by desire for segmentation (H2). Role segmentation refers to the separation of personal and professional roles, while role integration designates the blurring of boundaries between roles. For example, individuals with a high level of desire for segmentation may be more attracted to companies that offer segmentation strategies (e.g., flexible scheduling) than to companies that offer integration practices (e.g., telecommuting). Finally, the effect of corporate reputation is also tested (H3). Using a policy-capturing research design, we tested the distinct effect of four FFPs (on-site child care; generous personal leaves; flexible scheduling; teleworking) on applicant attraction as well as the effects of **organizational** reputation and candidates' desire for segmentation. Our results indicate that FFPs do have a main effect on **attractiveness**. More specifically, the two scenarios that received the highest scores on **attractiveness** were personal leaves and flexible scheduling. Contrary to expectations, we did not find a significant "Desire for segmentation x Family-friendly practices" interaction. However, the results reveal a significant three-way interaction, which indicates that the anticipated Desire for segmentation x Family-friendly practices is significant for some values of the reputation variable. As expected, corporate reputation does have a significant main effect on **attractiveness**. The implications of this study are discussed in conclusion. [	37	Industrial Relations	2010	1.311		Ebscohost

	Exploring the Relationship Between Corporate Social Performance and Employer Attractiveness.	Backhaus, K.B., Stone, B.A. & Heiner, K.	Building on existing studies suggesting that corporate social performance (CSP) is important in the job choice process, the authors investigate job seekers' perceptions of importance of CSP and explore effects of CSP dimensions on organizational attractiveness. Job seekers consider CSP important to assessment of firms and rate five specific CSP dimensions (environment, community relations, employee relations, diversity, and product issues) as more important than six other CSP dimensions. Using signaling theory and social identity theory, the authors hypothesize differences in effects of CSP data on ratings of employer attractiveness and find that environment, community relations, and diversity dimensions have the largest affect on attractiveness ratings.	534	Business & Society	2002	1.220 (2010)	Ebscohost
64.	What do applicants want? Examining changes in attribute judgments over time.	Harold, C.M. & Ployhart, R.E.	Despite years of research examining the types of job and **organizational** attributes (e.g. pay, fit) that influence applicants' perceptions of **organizational attractiveness**, almost no research has examined how and why the weighting placed on these attributes may change across the stages of a recruitment and selection process. Using a longitudinal policy-capturing methodology, doctoral applicants to a psychology graduate programme were surveyed at three points in time. Results revealed the weighting of fit and funding (pay) attributes increased over time, and there were individual differences in attribute weighting over time. Individual differences in applicant marketability partially explained these changes.	53	Journal of Occupational and Organizational Psychology	2008	1.361	Ebscohost
67.	Modeling the Relationship Among Perceived Corporate Citizenship, Firms' Attractiveness, and Career Success Expectation	Lin, C. P., Tsai, Y. H., Joe, S. W., & Chiu, C. K.	Drawing on propositions from the signaling theory and expectancy theory, this study hypothesizes that the perceived corporate citizenship of job seekers positively affects a firm's attractiveness and career success expectation. This study's proposed research hypotheses are empirically tested using a survey of graduating MBA students seeking a job. The empirical findings show that a firm's corporate citizenship provides a competitive advantage in attracting job seekers and fostering optimistic career success expectation. Such findings substantially complement the growing literature arguing that corporate citizenship brings firms competitive advantages without solid evidence from the perspective of recruitment and human resources. Finally, managerial implications and limitations of this study are also discussed.	34	Journal of Business Ethics	2012	1.253	Web of Science
68.	Diversity management and human resources productivity: Mediating effects of perceived organizational attractiveness, organizational justice and social identity in Isfahan's steel industry	Shaker Ardakani, M., Abzari, M., Shaemi, A., & Fathi, S.	Acknowledged by most researchers and scholars, human resource productivity is the most important factor in the resistive economy and business. On the other hand, Workforce diversity is one of the major challenges of this century; and perhaps for managers, managing diversity is more important than seeking diversity to maximize the human resource productivity. The present study aims to analyze the effects of diversity management and its approaches on HR productivity, with an emphasis on the role of cognitive mediator variables, including perceived organizational attractiveness, organizational justice, and social identity in the Mobarakeh Steel and Isfahan Steel companies of Iran. According to the sample size formula in Structural Equation Modeling, this study sample comprises 500 employees. Data analysis was conducted using SEM and path analysis by LISREL8.8. The results of this study confirmed the conceptual model: the effects of diversity management on human resource productivity. The mediator role of perceived organizational attractiveness, perceived organizational justice, and perceived social identity, has also been verified.	0	Iranian Journal of Management Studies	2016	Not found	Web of Science
71.	Gender Diversity Programs, Perceived Potential for Advancement, and Organizational Attractiveness.	Olsen, J.E., Parsons, C.K., Martins, L.L. & Ivanaj, V.	We conducted an experimental study to compare the effects of organization-sponsored gender diversity management programs on women's evaluations of organizational attractiveness in two countries: the United States and France. Importantly, we examined perceived potential for advancement as a mediator of the relationship, thus elaborating on an underlying mechanism implied by signaling theory. Results from a sample of 230 women in the United States and France provided overall support for the model. We found that country and individual characteristics affect how diversity management signals are translated into perceptions of the organization. We discuss the theoretical and practical contributions of the study, as well as limitations and opportunities for future research	0	Group & Organization Management	2016	1.904 (2015)	Ebscohost

87.	Organizational and client commitment among contracted employees	Coyle-Shapiro, J.A.M. & Morrow, P.C.	This study examines affective commitment to employing and client organizations among long-term contracted employees, a new and growing employment classification. Drawing on organizational commitment and social exchange literatures, we propose two categories of antecedents of employee commitment to client organizations. We tested our hypotheses using a survey collected from employees in four UK contracting organizations delivering a service on behalf of a government entity. The results suggested that perceived client organizational support and attractiveness of the client organization relate positively to employee's affective commitment to the client organization. Furthermore, affective contractor commitment explained unique variation in client affective commitment beyond that accounted for by the client-based predictors, suggesting that employees' commitment to their own contracting organization is important to explaining employees' commitment to the client organization. We suggest that a greater reliance on social exchange theory may provide a basis for understanding commitment in its different forms and foci.	35	Journal of Vocational Behavior	2006	2.263	Google Scholar
90.	Whom to Believe: Recruiting Information Source Credibility and Organizational Attractiveness	Mumford, T.V.	This study uses a policy-capturing methodology to investigate how job seekers faced with conflicting recruiting information make organizational attractiveness judgments. It proposes that when considering recruiting information, the credibility of the information source, in terms of trustworthiness, expertise, integrity, and liking, will be positively related to the extent to which information from each source is used when judging the attractiveness of organizations. The results indicated that some sources are seen as more credible than others, and that this credibility is related to the use of information from that source. In addition, the dimensions of credibility most highly related to information use are different for interpersonal and institutional sources. The implications for employee recruiting research and practice are discussed.	811	Business and Management Research	2012	Not found	Google Scholar
93.	DIVERSITY MANAGEMENT PROGRAMS AND ORGANIZATIONAL ATTRACTIVENESS: TESTING A THEORETICAL FRAMEWORK.	Olsen, J.E., Parsons, C.K., Martins, L.L. & Ivanaj, V.	We present a theory-driven typology of diversity management (DM) and apply it to the recruitment context. We explore the effects of DM program characteristics on potential recruits' organizational perceptions, and examine how they are moderated by demographic characteristics. Finally, we describe an experimental study in which we tested our model.	52	Academy of Management Proceedings	2010	Not found	Google Scholar
94. emperical paper	Applicant–employee similarity and attraction to an employer	Devendorf, S.A.	Considerable research has supported the similarity–attraction effect, wherein similarity on various dimensions predicts interpersonal attraction. The present study extended this notion to workplace attraction, by examining whether applicant similarity to prospective co-workers enhances attraction to the potential employer. Similarity between college-aged women and prototypical employees at well-known retail stores was assessed. Both perceived similarity and prototype similarity predicted perceptions of employer attractiveness. Although perceived similarity produced larger effect sizes, prototype similarity showed promise as an indirect measure of person-to-person fit.	36	Journal of Occupational and Organizational Psychology	2008	1.361	Google Scholar

Appendix III Database employer branding

Employer branding								
No.	*Title*	*Author*	*Abstract*	*Citations*	*Journal*	*Year*	*Impactfactor*	*Search engine*
1. Conceptual paper	Conceptualizing and researching employer branding	Backhaus, K. & Tikoo, S.	Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. In recent years employer branding has gained popularity among practicing managers. Given this managerial interest, this article presents a framework to initiate the scholarly study of employer branding. Combining a resource-based view with brand equity theory, a framework is used to develop testable propositions. The article discusses the relationship between employer branding and organizational career management. Finally, it outlines research issues that need to be addressed to develop employer branding as a useful organizing framework for strategic human resource management.	706	Career Development International	2004	1.014 (2014)	Google Scholar
3. Conceptual paper	An integrative review of employer branding and OB theory	Edwards, M.R.	Purpose – The purpose of this paper is to review the existing literature linked to the emerging field of employer branding, with a view to adding insight from the perspective of the management of human resources Design/methodology/approach – The approach taken entails reviewing books and academic journals from the area of marketing, organisational behaviour (OB) and business management. The review shows that research and theory from a range of fields can help add to one's knowledge of employer branding; these include areas of research that investigate organisational attractiveness to potential new recruits, research and writing linked to the psychological contract literature as well as work that examines organisational identity, organisational identification and organisational personality characteristics. Research limitations/implications – The main limitation of the review is that, while different areas and fields of research are being drawn on to help identify useful knowledge that can improve one's understanding of what effective employer branding might involve, the literature and research in each area will be (necessarily) selective. Practical implications – The review has a number of general practical implications; many of these are highlighted in the propositions set out within each section. Originality/value – The originality of the review is that it is unique in showing how different areas of literature can be linked to employer branding. The review helps to integrate the existing literature in a way which can help personnel practitioners to immediately see the relevance of theories and research from a range of key academic fields.	211	Personell Review	2009	1.438	Google Scholar

6. conceptual paper	Exploring the relationship between corporate, internal and employer branding	Foster, C., Punjaisri, K., & Cheng, R.	Purpose – The corporate branding concept places an emphasis on employees' attitudes and behaviours. This has given rise to internal branding and employer branding, which argue for a closer alignment between the employees' values and those of the corporate brand. However, few studies have attempted to provide a platform by which the two concepts could be synergised to achieve a strong, consistent corporate brand. This paper therefore seeks to explore and demonstrate how the three concepts of branding are interrelated through a new framework. Design/methodology/approach – Three bodies of literature (corporate branding, internal branding, and employer branding) were selected for review and examination in terms of their implications for the proposed framework that conceptualises the relationships between the three areas. Findings – The review of the literature highlights the importance of employer branding and internal branding, and its potential to support the corporate brand-building initiatives, whilst maintaining their distinctiveness in the literature. It also sheds light in terms of the inter-relationships among the three concepts of branding. Originality/value – The analysis of the literature reveals a degree of synergy and integration between employer branding and internal branding. It also facilitates a comprehensive understanding of the implications of the two concepts for branding and integrated corporate brand management.	140	Journal of Product & Brand Management	2010	not found	Google Scholar
7. emperical paper	Employer branding: strategic implications for staff recruitment	Wilden, R., Gudergan, S. & Lings, I.	In many developed economies, changing demographics and economic conditions have given rise to increasingly competitive labour markets, where competition for good employees is strong. Consequently, strategic investments in attracting suitably qualified and skilled employees are recommended. One such strategy is employer branding. Employer branding in the context of recruitment is the package of psychological, economic, and functional benefits that potential employees associate with employment with a particular company. Knowledge of these perceptions can help organisations to create an attractive and competitive employer brand. Utilising information economics and signalling theory, we examine the nature and consequences of employer branding. Depth interviews reveal that job seekers evaluate: the attractiveness of employers based on any previous direct work experiences with the employer or in the sector; the clarity, credibility, and consistency of the potential employers' brand signals; perceptions of the employers' brand investments; and perceptions of the employers' product or service brand portfolio.	133	Journal of Marketing Management	2010	not found	Google Scholar
11.	EMPLOYER BRANDING-A TOOL FOR TALENT MANAGEMENT.	Mandhanya, Y. & Shah, M.	Talent management refers to the process of developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for company. Employer branding is a new dimension in managing the talent of organization from the perspective of retention and attraction management. This paper focuses on, how creating an employer brand in the minds of employees can help in this direction. A fact remains true forever that for any organization talent is the key to growth. Looking at the present market scenario, we know that the growth during a recession in order to promote the brand of the organization should not be considered a waste of money instead should become a necessity. Employer branding is defined as a targeted, long term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm. Employer branding has become a top priority for organizations in their quest to win the war for talent. The unprecedented demand for talent accompanied by a shrinking pool poses a challenge for organizations. Good branding attracts prospective candidates' attention and creates a desire to apply to the company. Employer branding builds an Employee Value Proposition (EVP) that matches both what employees want and what's expected from them in return. It defines about the companies strengths relating to policies, procedures, culture etc and creates a loyalty among the employees and aids in retention management as well as generates an improvement in candidate attraction, engagement, commitment, and motivation. It serves as an HR perspective.	47	Global Management Review	2010	not found	Google Scholar

No. / Type	Title	Authors	Abstract	Citations	Journal	Year	Impact Factor	Source
12.	Employer branding and market segmentation	Moroko, L. & Uncles, M.D.	Over the last decade, firms large and small have begun overtly branding themselves as employers as well as purveyors of goods and services. Drawing on an investigation of employer brands in practice, we examine how market segmentation is being used implicitly by managers and how established techniques for market segmentation can be applied more extensively in the employer branding context. Further, we posit that using a range of segmentation approaches in concert can strengthen explicit links between employer branding and the broader strategic goals of an organization. In particular, the use of a combination of generic types of market segmentation should help the firm to be more efficient and effective in attracting, retaining and motivating both current and potential employees.	57	Journal of Brand Management	2009	not found	Google Scholar
14. conceptual paper	Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM	Martin, G., Gollan, P.J. & Grigg, J.	Employer branding is becoming an increasingly important topic for research and practice in multinational enterprises (MNEs) because it plays directly into their corporate reputation, talent management and employee engagement agendas. In this paper, we argue that the potential effects of employer branding have yet to be fully understood because current theory and practice have failed to connect this internal application of marketing and branding to the key reputational and innovation agendas of MNEs, both of which are at the heart of another strategic agenda – effective corporate governance. However, these agendas are characterised by 'wicked problems' in MNEs, which have their origins in competing logics in strategic human resource management (SHRM). These problems need to be articulated and understood before they can be addressed. This paper proceeds by (1) setting out a definition and model of employer branding and how it potentially articulates with corporate governance, innovation and organisational reputations, (2) discussing and analysing the 'wicked problems' resulting from the sometimes contradictory logics underpinning innovation and corporate reputations and SHRM in MNEs and (3) evaluating the potential of employer branding as a contribution to the third SHRM approach – HR strategy-in-action – as a way of resolving three particularly wicked problems in MNEs. We conclude with some ideas for research and practice on the future for employer branding.	56	The International Journal of Human Resource Management	2011	1.043	Google Scholar
16. conceptual paper	Modeling Employer Branding Communication: The Softer Aspect of HR Marketing Management.	Gaddam, S.	Considering the past research studies, 'Employer Branding' has been one of the "hottest strategies in employment". It is an international concept where the demand is for skills and competence. By creating brand images, employers are struggling to differentiate themselves in both internal and external environment. 'Branding' is a term by itself which gives a taste of innovative and creative possessions. On the same lines, 'Employer Branding' is also very prominent in the Human Resource Management (HRM) field and acts as one of the communication magic tools for acquiring and retaining the talent in this fast changing technological era. This article, through illustrative examples, provides a holistic perspective on employer branding and the application of concepts of employer branding used for attracting and retaining the talent pool. It gives valuable insights into the practices of HR executives and how they are related to employer branding. The article further discusses different factors like psychological motives, organizational cultures, values and branding strategies, which influence the HR executives to attract and retain the employees in the organization. The concept of 'employer branding communication' helps the companies to differentiate themselves from the other companies in the field.	36	Journal of Soft Skills	2008	not found	Google Scholar

17. Emperical paper	Employer Branding: A Study of Its Relevance in India.	Kapoor, V.	Some quote 'employer branding' to be an indispensable strategy; others term it as a mere fad. This paper aims at ascertaining the relevance of employer branding in India and whether it is merely superficial or there is something more innate to it. A descriptive research, this paper, by means of a structured, non-disguised questionnaire, seeks insight into this very niche and occidental concept of employer branding in India. By using both deductive and inductive elements, the paper identifies top three parameters and factors in a myriad of areas related to employer branding like factors pertinent in developing the employer brand, attributes considered most important in attracting new talent to the companies, challenges in managing an employer brand, metrics considered useful for measuring the ROI for a company's employer brand, factors an employee considers important about working with his company, communication media considered important for communicating the employer brand, activities considered important in enhancing the employer brand, and finally benefits arising from implementing employer brand. The dramatic changes in the workforce trends and the immense competition in the labor market has made it imperative for companies to develop strategies to differentiate themselves; the panacea to this problem is employer branding. Employer branding undoubtedly is a significant precept of modern management, one that offers a fine blending of the science of marketing with the art of enlightened human relations management. It is also one of the strongest bulwarks ever against the scourge of unbridled employee attrition	38	Journal of Brand Management	2010	not found	Google Scholar
18. Conceptual paper	Employer branding: Sustainable HRM as a competitive advantage in the market for high-quality employees	App, S., Merk, J. & Büttgen, M.	This conceptual article examines how Sustainable Human Resource Management (Sustainable HRM) can help establishing an attractive employer brand that can address the different needs and expectations of potential and existing employees, without compromising a consistent employer image, which can result in a sustained competitive advantage. Sustainable HRM should help firms attract and retain high-quality employees, because by integrating Sustainable HRM practices into the employee value proposition, they establish a unique, attractive employer brand. An extended employee life cycle concept depicts how the employer brand promise can be delivered to address the different needs and expectations of potential and existing employees.	36	Management Revue	2012	not found	Google Scholar
19. emperical paper	Employer branding: employer attractiveness and the use of social media	Sivertzen, A. M., Nilsen, E.R. & Olafsen, A.H.	Purpose – The aim of this study is to investigate which factors employers should focus on in their employer branding strategies. The present study tested the employer attractiveness scale (EmpAt) and analysed relationships between dimensions in this measurement scale and the use of social media in relation to corporate reputation and intentions to apply for a job. Design/methodology/approach – Electronic questionnaires were distributed to students at three higher education institutions in Norway. The proposed model is analysed on the basis of 366 responses related to three well-known Norwegian engineering firms. Findings – The results indicate that several employer attributes are positive for corporate reputation, which again is related to attraction of potential employees. Specifically, the results suggest that innovation value, psychological value, application value, and the use of social media positively relate to corporate reputation, which in turn is positively linked to intentions to apply for a job. Psychological value, which is the strongest predictor, is also directly related to intentions to apply for a job. Furthermore, the validation of the EmpAt scale resulted in different dimensions than in the original study. New dimensions and a re-arrangement of indicators are proposed. Originality/value – The research is original in the way it combines employer branding and social media, and this will be of value to employers in their recruitment processes.	38	Journal of Product & Brand Management	2013	not found	Google Scholar
20. emperical paper	Business student perceptions of a preferred employer: A study identifying determinants of employer branding	Arachchige, B.J. & Robertson, A.	There is an increasing evidence that employers need to give greater emphasis to attract the right employees to meet their goals of maximizing organizational value and success. The concept of the employer brand, adapted from marketing theory, has increasingly become the focus of organizations towards developing their image as an employer of choice, thereby enabling the recruitment and retention of the best possible workforce. An antecedent to the development of an effective employer brand is the concept of employer attractiveness, the perceived benefits that a potential employee identifies with an organization. The paper identifies the significant factors which attract Sri Lankan university graduates to potential employees, both on a general basis and for specific student segments. Drawing on the research results, eight dimensions of employer attractiveness are posited. These would enable organizations to gain a meaningful understanding as to how to strategically develop their employer brand. The paper also discusses the implications of the findings, identifies the limitations and suggests the directions for future research.	28	Journal of Brand Management	2011	not found	Google Scholar

22. emperical paper	"The war for talent? The relevance of employer branding in job advertisements for becoming an employer of choice."	Elving, W.J., Westhof, J.J., Meeusen, K. & Schoonderbeek, J.W.	Organisations need highly loyal employees in order to fulfil the needs of their stakeholders and achieve success. Employer branding (EB) could be a powerful tool for attracting employees with high potential. In this article, we present two separate studies. The first study involves a content analysis of 100 online job advertisements in order to investigate whether and how EB is currently used in recruitment practices in the Netherlands. The second study involves a subsequent experiment comparing a job advertisement containing elements of EB to one without these elements. Results from the first study show that EB is hardly ever used in recruitment communication in the Netherlands. Results from the experiment reveal a preference for advertisements containing EB with regard to several factors. On the basis of these results, we can conclude that corporate positioning, internal branding, EB and related practices could be successful avenues for organisations. EB should obviously stem from the organisation's position and corporate identity. A branded identity might offer major advantages in the war for talent.	23	Journal of Brand Management	2013	not found	Google Scholar
23. conceptual paper	Motivating employees to" live the brand": a comparative case study of employer brand attractiveness within the firm	Maxwell, R. & Knoxx, S.	Employer branding has been advocated as an effective strategy for motivating employees to "live the brand" however, previous research has tended to focus on recruitment. As a result, little is known about what makes an organisation's employer brand attractive to its current employees. The objective of our study is to address this question through the lens of Social Identity Theory (SIT) which we do by conducting a comparative case study across four organisations. We found that the specific attributes considered most attractive by employees were different in each organisation. However the categories of attribute were almost identical; these were employment, organisational successes, construed external image, and product or service characteristics. We also argue that managers need to identify the attributes of their own organisation that employees find most attractive within these categories in order to link the employer brand with the identity of the organisation, and the interests of employees.	117	Journal of Marketing Management	2009	not found	Google Scholar
30. emperical paper	The Instrumental and Symbolic Dimensions of Organisations' Image as an Employer: A Large-Scale Field Study on Employer Branding in Turkey	Van Hoye, G., Bas, T., Cromheecke, S. & Lievens, F.	Research on recruitment and **employer branding** has typically been situated in Western countries with predominantly individualistic cultures. The present study investigates the instrumental-symbolic framework for studying organisations' image and attraction as an **employer** in a non-Western collectivistic culture. In a large nationwide sample of Turkish university students, both instrumental (working conditions) and symbolic image dimensions (competence) were positively related to organisational attractiveness. Moreover, symbolic traits explained significant incremental variance beyond instrumental attributes and accounted for a greater amount of predictable variance. In addition, organisations were better differentiated from each other on the basis of symbolic image dimensions (sincerity and innovativeness) than on the basis of instrumental dimensions (task demands). Overall, these findings provide support for the applicability of the instrumental-symbolic framework across different countries, cultures, and organisations	20	Applied Psychology	2013	4.367	Scopus
31. Emperical paper	Employer brand trust and affect: Linking brand personality to employer brand attractiveness	Viktoria Ramp, L. & Kenning, P.	Purpose: The importance of **employer branding** to attract talent in organizations is increasing rapidly. Brand personality traits, particularly, have been shown to explain considerable variance in **employer** brand attractiveness. Despite such awareness, little is known about the underlying processes of this effect. The purpose of the authors is to close the research gap by drawing on a consumer brand model of brand affect and trust as a means of explaining **employer** brand attractiveness. Design/methodology/approach: Students interested in working in the consultancy industry completed a survey designed to evaluate consultancy**employer** brands. Established scales for brand personality, trust, and affect, and **employer** brand attractiveness were used to test the conceptual model. Findings: The results indicate that **employer** brand trust and affect are both influenced by the brand personality trait sincerity. Further, **employer** brand affect was positively affected by the traits excitement and sophistication, while negatively affected by ruggedness. Together, **employer** brand affect and trust explain 71 per cent of the variance in **employer** brand attractiveness. Research limitations/implications: While the results show the importance of **branding** an organization as a sincere, exciting, and sophisticated **employer**, future research is needed to identify adequate marketing tools to achieve this goal, also in other industries besides the one investigated here. Originality/value: This study is the first to apply a model that includes brand personality, trust, and affect to **employer branding**. By doing so, the variance explained in **employer** brand attractiveness could be increased substantially	21	European Journal of Marketing	2014	1.006	Scopus

45. Emperical paper	"Getting the Right People on the Bus": Recruitment, selection and integration for the branded organization	Russel, S. & Brannan, M.J.	This paper examines how **employer branding** is used and embedded through the organizational HR practices; specifically recruitment, selection and integration. The paper adds to the growing literature on **employer branding** by specifically focussing upon concrete HR practices, which are often left unexplored in contemporary accounts of **branding** practices. Our research question is to explore the specific role that these practices play in the enactment of **employer branding** and assess their implications. Moreover, in order to better understand the wider significance of **employer branding**, scholarship needs to explore these processes in contexts where brand recognition is less prevalent. Drawing on a large multi-national organization (CollinaTrade) involved in the provision of products and services in the construction industry, the organization's minimalist focus on consumer brands makes them a useful case study for evaluating the work of **employer branding** outside consumer facing industries. This paper points to the significance of viewing **employer branding** as a management tool in terms of cultural reinforcement and symbolic representations at work and the way in which this work through HR practices. Our data shows that the logic of **employer branding** in contexts where the brand is less significant, is essentially contradictory, requiring both individualism and uniformity which may have a greater impact on workplace identities than previously thought.	0	European Management Journal	2016	1.222 (2014)	Scopus
53.	The role of employer branding and talent management for organizational attractiveness	Yaqub, B. & Khan, M.A.	Organizations all around the world always try to hire those people who can be an asset for the organization but it is important to know the efforts of these organizations to become employer of choice. Employer branding has a significant role for the hiring of human capital. This empirical study will investigate the role of employer branding and talent management for organizational attractiveness. The purpose of this study is to know about the perception of the university students about employer branding and different ways through which employers hire and manage the future talent. This study will also help to know about the importance of talent management and students approach for the potential employer. The sample size of this research study consists of 100 respondents from three universities of Rawalpindi and Islamabad. The results of this study indicate the relationship of employer branding talent management for organizational attractiveness. The findings of the study show that students are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth. The practical implications of this study are helpful for both students and organizations. Students can make a better choice by the knowing the employer brand image of the organization and HR professional of organizations can make their techniques better to hire the new talent from the leading universities. The combination of talent management and employer branding can make any organization the employer of choice.	15	Far East Journal of Psychology and Business	2011	not found	Google Scholar
54. Emperical paper	Impact of employer branding on employee attraction and retention	Sokro, E.	The prime purpose of this study was to investigate whether employers use branding in their organisations, and how employer branding influence the attraction and retention of employees in the banking sector in Ghana. The descriptive survey design was adopted for the study. Eighty-seven employees, including junior and senior staff were conveniently sampled for the study. Data was analyzed using both descriptive and inferential statistics. The results of the study suggest that organisations use employer branding processes in their business to attract employees and customers. It was also found that brand names of organisations may significantly influence the decision of employees to join and stay in the organisation. It was therefore suggested that employers need to create conducive work environment with conditions to enable employees feel comfortable and remain in the organisation.	25	European Journal of Business and Management	2012	not found	Google Scholar

58.	Leveraging employer branding, performance management and human resource development to enhance employee retention.	Cascio, W.F.	Global economic recovery from years of depressed growth has accelerated voluntary turnover, along with employer concerns about retention. More employers are also promoting from within their ranks, and this has put growing emphasis on HRD and career-development initiatives. This article argues that the biggest winners in this emerging economic environment, at least from a talent perspective, are organizations with positive employer brands, performance management strategies that help employees develop expertise that maximizes their potential, and innovative approaches to the design and delivery of HRD initiatives, especially technology-delivered instruction (e.g., mobile and virtual applications, simulations, MOOCs) and social-learning tools (e.g., wikis, communities of practice, social media). These strategies are by no means exhaustive, but they are three key elements of employee retention	16	Human Resource Development International	2014		1.366	Google Scholar
62. emperical paper	Organizational Identity and Employer Image: Towards a Unifying Framework.	Lievens, F., Van Hoye, G. & Anseel, F.	This study aims to bridge two research streams that have evolved relatively apart from each other, namely the research streams on organizational identity and on employer branding (employer image). In particular, we posit that it is crucial to examine which factors company outsiders (applicants) as well as company insiders (employees) associate with a given employer. To this end, this study uses the instrumental–symbolic framework to study factors relating to both employer image and organizational identity of the Belgian Army. Two samples are used: a sample of 258 Army applicants and a sample of 179 military employees. Results show that both instrumental and symbolic perceived image dimensions predict applicants' attraction to the Army. Conversely, symbolic perceived identity dimensions best predict employees' identification with the Army. Results further show that employees also attach importance to outsiders' assessment of the organization (construed external image). Theoretical and practical implications for managing organizational identity and image are discussed	272	British Journal of Management	2007		1.534	Google Scholar
65.	Customer experience, organisational culture and the employer brand	Mosley, R.W.	It has been little more than a decade since this journal published the fi rst recorded paper on the employer brand concept, fi rst originated by Simon Barrow and fi rst researched in partnership with Tim Ambler of the London Business School. In light of the subsequent evolution in employer brand management practice, the aim of this paper is to present a re-appraisal of the concept in terms of its potential contribution to brand-led culture change and customer experience management. The ultimate aim of brand management has always been to deliver a consistent and distinctive customer experience, but this task has been particularly diffi cult for service brands due to the greater complexity involved in managing service brand experience. Despite the evidence that personal interactions are generally more important in driving customer service satisfaction, there has been a tendency for service companies to focus more of their attention on the functional / operational factors involved in service delivery. Successful service companies stress the role of organisational culture in promoting on-brand customer service behaviours, but the mechanisms for shaping an on-brand culture (such as internal marketing and internal branding) have typically relied too heavily on communications-led approaches to sustain a lasting effect. The discipline of employer brand management takes a more holistic approach to shaping the culture of the organisation, by seeking to ensure that every people management touch-point is aligned with the brand ethos of the organisation. In providing a robust mechanism for aligning employees 'brand experience with the desired customer brand experience, and a common platform for marketing and HR, employer brand management represents a signifi cant evolution in the quest for corporate brand integrity.	236	Journal of Brand Management	2007	not found		Google Scholar

66. Emperical paper	Employer Branding: The Solution to Create Talented Workforce.	Verma, D. & Ahmad, A.	Employers have recognized the relevance of employer branding in attracting, engaging and retaining talent. Previous research has suggested that employer branding is helpful in creating a better image of an organization in the minds of the existing or target employees. This study identifies the dimensions of attractiveness in employer branding and examines their perceived importance levels. For this purpose, data were collected through a survey of 180 employees of private professional education institutions in Agra, Uttar Pradesh. This research identifies six dimensions of attractiveness in employer branding, namely, social value, interest value, economic value, holistic value, cooperation value, and working environment. Social value and interest value are perceived to be the most important and least important dimensions respectively. The paper concludes with implications for colleges aiming to attract and maintain talent. Directions for future research are also suggested	0	IUP Journal of Brand Management	2016	not found	Ebscohost
67.	Value proposition framework: implications for employer branding.	Sengupta, A., Bamel, U. & Singh, P.	**Employer branding** has drawn the maximum attention of researchers and industry practitioners in recent days. Retaining and attracting current and potential employees essentially require the **employers** to understand the work value preferences of employees which vary across time and culture. This paper has twin objectives (a) to identify the value proposition frameworks for internal and external **employer branding** from work value preferences of Indian workforce; and (b) to analyse the effects of demographic variables and their interactional effects on work value preferences of employees. Data were collected from 302 Indian employees from different Indian organisations. Findings suggested six-factor model for internal **employer branding** and five-factor model for external **employer branding**. Further analyses (MANOVA) for demographic variables and their interactional effects on work value preferences also revealed significant findings. Value proposition framework and their policy implications in Indian context are discussed in detail.	1	Decision	2015	not found	Ebscohost
68.	Using Social Media for Employer Branding and Talent Management: An Experiential Study.	Kaur, P., Sharma, S., Kaur, J. & Sharma, S. K.	The Small and Medium Enterprises (SMEs) contribute a large share to the Indian economy not only in terms of GDP but also in terms of their enormous ability of employment generation. Human resources form the very foundation of SMEs, and with increased competition it has become imperative to attract, hire, develop and retain the best talent across the industry. **Employers** need to style themselves well to attract the attention and commitment of the brightest employees. One of the latest and most effective avenues for communicating **employer** brand is the use of social media. Appreciating the growing relevance of social media in **employer branding** campaigns, this research aims at analyzing the perception regarding social media and **employer** attractiveness among the employees of Indian SMEs. Additionally, the study investigates the impact of social media on organizations' **employer branding** efforts. A sample of 147 employees were selected from 20 small and medium IT firms situated in and around Chandigarh region. The findings reveal the firms' perception of considering social media as an unsurpassed medium to attract and engage the existing and potential employees. The study reveals that the perceived dimensions of **employer** attractiveness, i.e., economic, application and social values, are the important factors that organizations should focus on while devising their **employer branding** campaigns. The study recommends that **employers** to introduce **employer branding** in their core strategic and marketing efforts to make their organization a desirable place to work.	3	IUP Journal of Brand Management	2015	not found	Ebscohost

69. Emperical paper	EMPLOYER BRANDING DIMENSIONS -- A DISCRIMINANT ANALYSIS APPROACH IN CAMPUS RECRUITMENT.	Rajkumar, V.S., Padmanand, V., Ganesan, P. & Venugopal, P.	Branding was considered to be an important parameter only in promoting and positioning a product or service. Of late, branding plays a vital role in attracting and retaining good employees for the organization. In Indian context, campus recruitments are considered as one of the major sources for recruiting employees for the industries. Especially, Indian information technology industry is mainly dependant on campus hiring as it sources the fresh graduates for employment through campus recruitments. More than 15 lakh students graduate every year and the NASCOMM report indicates that only 25 per cent of them are employable. Though there are many educational institutions in India, companies have their own accreditation process in selecting the campuses for campus recruitments. So, the companies need to brand themselves among the institutions and the student community in order to attract good students and also to get premium recruiting slots in campus recruitments. Though the employable pool is less, students from the premier institutions have the choice of selecting their employer. There has been always a mismatch of perceptions between the industry and the students on the expectations in a recruitment process. While the industry requires certain skills for recruiting a student in a campus recruitment process, the students expect certain parameters relating to compensation, growth prospects, job profile etc., the study attempted to answer the research questions pertaining to employer branding. The questions included what are the important branding dimensions in employer branding with respect to campus recruitments, the discriminating brandingdimension in the choice of a company and perceptions of students in campus recruitment.	0	Global Management Review	2015	not found	Ebscohost
71. emperical paper	MEASUREMENT MODEL OF **EMPLOYER** BRAND PERSONALITY.	Thomas, B.J. & Jennifer, S.C.	Purpose To meet the demand of increasingly conscious and competitive employees, IT service providers need to understand what defines Employee Brand Personality (EBP) in the employees' minds. The purpose of this research is to build a measurement model of **employer**brand personality. This paper clearly identifies the **employer** brand personality of companies in IT sector. Design/methodology/approach Descriptive research design was used for the study. A structured questionnaire was used for data collection. The questionnaire contained demographic questions and questions related to **employer** brand personality. The data was collected through personal interviews with employees of various leading IT companies in Tamil Nadu. Structural equation modelling was used to find out the segments of **employer**brand personality of IT companies. Findings This study is based on the multi-dimensional approach to brand personality, which considers conception of brand personality as a complex construct comprising dimensions like Radical, Exhilaration, Modish, Lenient, Conscientious, Satisfying, Enterprise, Frank, Influential for IT sector which provide new insight into the **employer** brand personality literature. Practical Implications The results show the EBP dimensions of IT companies. Hence **employers** can use different strategies for attracting and retaining employees. Originality/value This paper makes a maiden attempt to measure **employer** brand personality dimensions of leading IT companies. The study is useful for consultants and organizations to implement **Employer branding** program.	0	Journal of Contemporary Management Research	2016	not found	Ebscohost
72. (emperical)	Employer branding practices for young talents in IT companies (Russian experience).	Kucherov, D. & Zamulin, A.	This article discusses the current Russian experience of information technology (IT) companies in building **employer branding** practices to attract and retain young talents. Focusing on generation theory and **employer branding** perspective, we identify the core employment values and preferences of young IT-professionals and consider the efficient **employer branding** tools used by three IT companies to cooperate with them in the conditions of 'war for talents'.	0	Human Resource Development International	2016	1.366 (2014)	Ebscohost

73.	The Effect of Employer Branding on Employees' Organizational Citizenship Behaviors.	Gözükara, İ., & Hatipoğlu, Z.	The present study aims to investigate how **employer** brand affects organizational citizenship behaviors of employees. The study sample included 281 participants. The data collection was performed using a set of questionnaires consisting of 49 questions related to **employer**attractiveness and organizational citizenship. The study results were analyzed using SPSS v23.0. The results demonstrate that the behavioral values of **employer branding** have a positive impact on employees' organizational citizenship behaviors, and there is a positive relationship between overall **employer** brand and organizational citizenship	0	International Journal of Business Management and Economic Research	2016	not found	Ebscohost
74.	Mapping the domain of the fragmented field of internal branding.	Saleem, F. Z., & Iglesias, O.	Purpose – The purpose of this paper is to build a comprehensive conceptual framework of internal branding, to demarcate this field fromemployer branding and to develop an updated definition of internal branding that incorporates the findings of the literature review and emerging views in branding. Design/methodology/approach – This research conducts a systematic review of the internal branding andemployer branding literature following previously established procedures. Findings – The major findings of this research are that internalbranding comprises five key components within a supportive corporate culture, namely, brand ideologies, brand leadership, brand-centred human resource management (HRM), internal brand communication and internal brand communities; and that internal branding is related yet distinct from employer branding in its discipline, focus, components, outcomes and the role of the brand. The paper concludes with a comprehensive definition of internal branding derived from the conceptual framework and recent trends in branding, in addition to directed suggestions for future research in the field. Research limitations/implications – This research highlights areas for future research within internal branding, including the need for further research on internal brand communities and how brands can "internally brand" brand partners. Practical implications – The research highlights the company-wide and brand partner-wide effort required in internal branding, in addition to the necessity of a supportive corporate culture. Originality/value – This is the first review of internal branding and employerbranding that aims to differentiate between the constructs and build a conceptual framework of internal branding, by drawing from the fields of HRM, marketing, branding and general management	0	Journal of Product & Brand Management	2016	not found	Ebscohost
77. Emperical paper	Using social media to communicate employer brand identity: The impact on corporate image and employer attractiveness.	Kissel, P., & Büttgen, M	Employer branding has become a top management priority as more and more companies realize that human resources are among the most valuable intangible assets they possess. The rise of social media gives employers a new communication channel for delivering job-related information, strengthening their image and entering into a dialog with potential candidates early in their employment choice processes. Drawing on branding theory, this study identifies substantial drivers of employer attractiveness in a social media context, such as information-seeking behavior, self-congruity with the employer and its employees, and corporate image. Tests of the model with both company-controlled and company-independent social media sites reveal only marginal differences, so information credibility does not appear to be an issue. The results further show that self-congruity and information gathered from social media have no direct effects on perceived employerattractiveness and application intentions but are fully mediated by a powerful corporate image	1	Journal of Brand Management	2015	not found	Ebscohost
80. Emperical paper	EMPLOYER BRAND FOR TALENT ACQUISITION: AN EXPLORATION TOWARDS ITS MEASUREMENT.	Srivastava, P. & Bhatnagar, J.	This paper addresses the concerns associated with talent acquisition and how employer brand can overcome some of them. Based on the literature review and supported with the first stage sequential mixed method exploratory research, the paper summarises and aggregates the results of a pilot study conducted on a section of prospective employees of India. The study contributes to the sparse academic and empirical work on employer branding. The empirical results are initial steps towards the development of a scale for measuring employer brand in a later stage. The current study willfurther facilitate development of the unique employee value proposition based on the person-need fit of talent. The research is based in an Indian setting which makes it all the more relevant in current economic scenario. The paper concludes with theoretical and practical implications followed by directions for the future research.	28	Vision	2010	2.341	Ebscohost

81. Duplicate	Modeling Employer Brand ing Communication: The Softer Aspect of HR Marketing Management.	Gaddam, S.	Considering the past research studies, 'Employer Branding' has been one of the "hottest strategies in employment". It is an international concept where the demand is for skills and competence. By creating brand images, employers are struggling to differentiate themselves in both internal and external environment. 'Branding' is a term by itself which gives a taste of innovative and creative possessions. On the same lines, 'Employer Branding' is also very prominent in the Human Resource Management (HRM) field and acts as one of the communication magic tools for acquiring and retaining the talent in this fast changing technological era. This article, through illustrative perspective, provides a holistic perspective on employer brandingand the application of concepts of employer branding used for attracting and retaining the talent pool. It gives valuable insights into the practices of HR executives and how they are related to employer branding. The article further discusses different factors like psychological motives, organizational cultures, values and branding strategies, which influence the HR executives to attract and retain the employees in the organization. The concept of 'employer branding communication' helps the companies to differentiate themselves from the other companies in the field.	36	ICFAI Journal of Soft Skills	2008	not found	Ebscohost
83.	The Strength of the Employer Brand: Influences and Implications for Recruiting.	Franca, V.	According to the predicted demographic trends of an increasingly ageing population, companies will face an increasing level of competition for a decreasing talent pool of skilled workers. This research focuses on the study of recruiting - how the image of an **employer**, communicated to the job market through the **employer** brand, influences the pool of candidates that a company gets. We first develop a measure of the strength of **employer** brand by adapting the concept of brand value pyramid which is composed of three levels 1) recognition 2) consideration and 3) **employer** of choice. We tested the model on answers for nearly 300 companies operating in Slovenia, collected using a large sample of more than 7000 respondents to a web-based questionnaire, who were solicited to participate through a banner on a job portal. We test how different factors - including the **employer's** properties, the exposure of the brand and the opinions of the **employer** - influence the strength of its **employer** brand. Two important lessons for the companies from this research are as follows. Firstly, **employer** brand is not a one-dimensional concept but rather that it has several dimensions and that each dimension is influenced by different factors. Secondly, even though the results presented are just averages, they clearly show that different companies can have problems in different dimensions. A fact that will give you advantage in one dimension may hurt another one.	23	Journal of Marketing & Management	2012	not found	Ebscohost
87.	Employer attractiveness from a generational perspective: Implications for employer branding	Reis, G.G. & Braga, B.M.	ABSTRACT This study aimed to identify the employer attractiveness factors prioritized by different generations: Baby Boomers, Generation X, and Generation Y. The survey was conducted with a sample of 937 professionals, working in various areas and companies, most of them were managers and had a high education level. The Employer Attractiveness Scale proposed by Berthon et al. (2005) was adopted and the results indicate that, when choosing a company, the generations under study have specific features regarding the attractiveness attributes they prioritize. It was also observed that Generation Y discriminates and ranks such attributes more clearly than the others. Possible implications for employer branding and research limitations are discussed at the end of the article.	0	Revista de Administração	2016	not found	Web of Science
92. DUPLICATE	Using social media to communicate employer br and identity: The impact on corporate image andemployer attractiveness	Kissel, P., & Büttgen, M	Employer branding has become a top management priority as more and more companies realize that human resources are among the most valuable intangible assets they possess. The rise of social media gives employers a new communication channel for delivering job-related information, strengthening their image and entering into a dialog with potential candidates early in their employment choice processes. Drawing on branding theory, this study identifies substantial drivers of employer attractiveness in a social media context, such as information-seeking behavior, selfcongruity with the employer and its employees, and corporate image. Tests of the model with both company-controlled and company-independent social media sites reveal only marginal differences, so information credibility does not appear to be an issue. The results further show that self-congruity and information gathered fromsocial media have no direct effects on perceived employer attractiveness and application intentions but are fully mediated by a powerful corporate image	1	Journal of Brand Management	2015	not found	Web of Science

93.	Employer Image and Employer Branding: What We Know and What We Need to Know	Lievens, F. & Slaughter, J.E.	In this article, we review theory and research on employer image and employer branding published since 2001. The review is wide ranging. First, we define employer image and distinguish it from similar constructs such as reputation and identity. We find that the literature has used two conceptualizations of images: an elementalistic perspective (e.g., distinction between symbolic and instrumental organizational attributes) and a holistic perspective (i.e., overall ratings of organizational attractiveness). Second, we discuss the effects of favorable organizational images, including better recruitment outcomes, more differentiation, stronger emotional bonds, and financial returns. Third, we review the antecedents and formation of image with a focus on organizational (e.g., recruiters) and nonorganizational sources [e.g., word of mouth (WOM)]. Fourth, we discuss the theoretical mediating mechanisms responsible for image effects and the moderators of image-outcome relationships. Finally, we address practical implications in the form of employer brand management and provide future research suggestions.	0	Annual Review of Organizational Psychology and Organizational Behavior	2016	not found	Web of Science
94. emperical paper	Secretarial Science Students' Perceptions on Future Employers through Employer Branding	Young Yun, J.	The purpose of the study was to analyze secretarial science students' perceptions on future employers through employer branding. The subjects of the study were 480 students majoring in secretarial science in three junior colleges of Seoul metropolitan area. The questionnaire consisted of three sections and background information. Data were collected by mail, and 413 out of 480 were used for the analysis. Based on the study, the academic status had statistically significant influence on all of work environment, compensation and benefits, and recruitment activities. GPA level had statistically no significant influence on any of work environment, compensation and benefits, and recruitment activities. And, the school had statistically significant influence on compensation and benefits and recruitment activities. Results of the study will provide the organizations with a better understanding of employer branding activities for secretarial science students. At the same time, the study will provide secretarial science departments with guidance to career coaching for the students.	0	Journal of Secretarial Sciences	2015	not found	Web of Science
95. emperical paper	Employer Branding through CEO's Message: Investigation of CEO's Social Media Use's Effects on Organizational Images and Job Pursuit Intentions among Millennials	Cho, J.	The main goal of this study was to explore how leaders' social media use would potentially impact two dimensions of organizational images—openness and innovativeness—ultimately influencing Millennials' job pursuit intentions. Based on the attraction-selection-attrition (ASA) model, this study focused on two mediators—person-organization fit (POF) and organizational attractiveness—of connecting openness and innovativeness with job pursuit intentions. Results from a path analysis fully supported all of the proposed hypotheses, indicating that the CEO's social media use played a significant role in determining organizational images and ultimately increasing job pursuit intentions. These findings contribute to widening our knowledge of the underlying mechanisms of creating the relationships among leaders' strategic use of social media, employer branding, and attracting qualified young applicants.	0	Journal of Public Relations	2015	1.02	Web of Science

Appendix IV Full paper analysis organizational reputation

	Full paper analysis - Organizational Reputation							
Study	**Title**	**Author (year)**	**Research goal/Research question**	**Definition**	**Theory used**	**Methods**	**Main findings**	**Antecedents**	**Role**
Empirical	Being Good or Being Known: An Empirical Examination of the Dimensions, Antecedents, and Consequences of Organizational Reputation	Rindova, V.P., Williamson, I.O. & Petkova, A.P. (2005)	Examine the system of relationships between the antecedents, dimensions and consequences of business school's reputation (*descriptive*)	Stakeholders' perceptions about an organization's ability to create value relative to competitors. The economics perspective addresses how stakeholders evaluate a particular organizational attribute; there fore, it emphasizes the perceived quality dimension of organizational reputation. In contrast, the institutional perspective is concerned with the collective awareness and recognition that an organization has accumulated in its organizational field; there fore, it emphasizes the prominence dimension of organizational reputation.	The economic perspective is concerned with how stakeholders evaluate a particular organizational attribute, and therefore emphazises the perceived quality dimension of organizational reputation. The institutional perspective is concerned with the collective awareness and recognition that an organization has accumulated in its organizational field and therefore, emphasises the prominence dimension of organizational reputation.	Survey among 107 business schools *(cross-sectional)*	* The higher the quality of inputs that an organization uses in its production or service delivery processes, the higher its perceived product quality. * The higher an organization's rank in media rankings, the greater its prominence in the minds of stakeholders. * The greater the extent to which expert intermediaries provide an organization with certifications of achievement, the greater its prominence in the minds of stakeholders. * The greater the extent of an organization's affiliation with high-status actors, the greater its prominence in the minds of stakeholders. *The higher the perceived product quality *(R² =.11)* of an organization, the greater its prominence *(R² = .69)* in the minds of stakeholders	The perceived quality dimension of organizational reputation is predicted by the **quality of inputs. The prominence** dimension of organizational reputation is predicted by the **rank in media ranking's, expert intermediaries** and **affiliation with high-status actors**	The prominence dimension of organizational reputation has te largest total effect on **price premium** *(R² = .36)*. This suggests that the economic value of organizational reputation is strongly influenced by the extent to which the organization is widely recognized in the organizational field.
Conceptual	A social actor conception of organizational identity and its implications for the study of organizational reputation.	Whetten, D.A. & Mackey, A. (2002)	Clarify the conceptual domains of organizational identity, image and reputation (*exploratory*)	Organizational reputation is a particular type of feedback, received by an organization from its stakeholders, concerning the credibility of the organization's identity claims.		Literature review	* Organizational identity specifies that organizations are unique among collectivities as social actors, and it claims that it is the self-definitional requirement of social intercourse among organizations. * The principle value of identity as a point of reference in both the study and the management of image and reputation is that it provides a single, compelling answer to a variety of relaxed vexing organizational questions. * The emphasis on identity congruence in the self-management model will bring much needed consistency to organizational reputation scholarship. * It is commonplace for conceptions of organizational reputation to include organizational identity and/or organizational identification.	**Organizational identity** is an antecendent of organizational reputation	**Organizational identification** is a consequence of organizational repuation

Conceptual	An Examination of Differences Between Organizational Legitimacy and Organizational Reputation.	Deephouse, D.L. (2005)	The main purpose of this paper is to examine the distinctive properties of legitimacy and reputation and the degree to which similar antecedents produce different outcomes in the same empirical context (*exploratory*)	Reputation is a social comparison among organizations on a variety of attributes.		Desk research using data from the population of commercial banks in the Minneapolis-Saint Paul Metropolitan Area, USA (Twin Cities, hereafter) during 1985 to 1992	* There is emperical support for two types of legitimacy and reputation: Public legitimacy and financial regulatory legitimacy and public reputation and financial reputation. * Isomorphism is positively related to both dimensions of legitimacy. * Lower reputation organizations can improve their reputation by imitating the common strategies of the industry. * For reputation, we support past research that found incrementally superior performance improves an organization's relative reputation. * Having a lower reputation does not necessarily mean the organization will be challenged by the state or the collective action of powerful stakeholders.	**Isomorphism** and **financial performance** are antecedents. Isomorphism is indicating the extent to which an organization is mimetic (i.e. similar) on certain attribute(s) to other organizations in an organizational field.	
Conceptual	Organizational Reputation: A Review	Lange, D., Lee, P.M. & Dai, Y. (2011)	Clarifying what organizational reputation is (*exploratory*)	We see definitional themes emerging that describe three different conceptualizations of organizational reputation—being known (generalized awareness or visibility of the firm; prominence of the firm in the collective perception), being known for something (perceived predictability of organizational outcomes and behavior relevant to specific audience interests), and generalized favorability (perceptions or judgments of the overall organization as good, attractive, and appropriate).		Literature review. Articles appearing in the past decade in journals rated as higher impact journals in the ISI Web of Knowledge database. In addition, we included selected articles from Corporate Reputation Review and Business & Society because they are particularly pertinent or frequently cited by organizational reputation researchers.	There are three separate and distinct dimensions of reputation that are evident when viewing the body of accumulated theoretical and empirical research as a whole, namely, that reputation is characterized by a level of familiarity with the organization, beliefs about what to expect from the organization in the future, and impressions about the organization's overall appeal. Each of these dimensions, being known, being known for something, and generalized favorability, is consistent with the view of organizational reputation as an objective reality for the organization, even though it is held and subjectively created by outside observers. The multidimensional nature of the construct is a challenge.	**The organization's performance, actions, demographics, affiliations,** and industry are antecedents. In this vein are findings that organizational reputation follows from perceptions or assessments of firm social performance, profitability, and financial performance, including lack of stock price volatility	* A positive relationship between organizational reputation and **economic outcomes** has been found in a number of different operationalizations of each. *A good reputation may also lead perceivers to give organizations **the benefit of the doubt when new negative information comes to light**. * Being known for something can lead to **enhanced expectations** that may be hard for the firm to meet. * Organizational reputation has been shown to be related to **attracting employees and customers.**
Empirical	The mediating effect of organizational reputation on customer loyalty and service recommendation in the banking industry	Bontis, N., Booker, L. D., & Serenko, A. (2009)	The overall purpose of this study was to develop an understanding of the mediating effect of organizational reputation on service recommendation and customer loyalty. RQ 1: What are the possible causal relationships among the following constructs: perceived value, satisfaction, loyalty, reputation, and recommendation. RQ 2: In terms of each individual suggested model, do the proposed relationships hold true? RQ 3: In terms of a mediating effect of the reputation construct, does it fully or partially mediate the satisfaction – loyalty relationship? RQ 4: In terms of a mediating effect of the reputation construct, does it fully or partially mediate the satisfaction – recommendation relationship? (*Descriptive*)	Corporate reputation is seen as a global valuation.		A survey with a major North American bank in 2003 (*cross-sectional*)	* The widely accepted relationship between perceived value and satisfaction is confirmed. * The widely accepted theory that there is a link between satisfaction and loyalty was supported. * The relationship between customer satisfaction and corporate reputation is significant *(β= 0.501, R^2= 0.396 for satisfaction and R^2=0.251 for reputation)* * Service quality leads to superior reputation in the banking industry in North America. * Strong empirical support for the relationship between satisfaction and recommendation was found. * Reputation is a strong driver of loyalty. Maintaining a high reputation increases the likelihood that consumers will provide a recommendation. * It is concluded that reputation serves as a partial mediator of two links: customer satisfaction and loyalty, and satisfaction and recommendation in the banking industry.	Corporate reputation among customers can be improved by focusing on **customer satisfaction**.	**Customer loyalty and the likelihood of customer recommendation** can be enhanced by increasing reputation. Reputation should serve to enhance **corporate profitability.**

Type	Title	Authors	Purpose	Definition of reputation	Theory	Method/Data	Findings	Key concept	Dependent variable
Empirical	Effects of Pro-Environmental Recruiting Messages: The Role of Organizational Reputation	Behrend, T.S., Baker, B.A. & Thompson, L.F. (2009)	The purpose of this study was to examine the effects of a pro-environmental corporate message on prospective applicants' attitudes toward a fictitious hiring organization *(descriptive)*		Signaling theory	A total of 264 individuals participated in the study. Two questionnaires were presented after participants had the opportunity to review the web site printout. *(longitudinal)*	An environmental message posted on a recruitment web site increased job pursuit intentions. However, contrary to our first hypothesis, the effect of the environmental message on job pursuit intentions was not moderated by the applicant's personal environmental stance. The analysis demonstrates that an environmental message on a company's web site has the effect of improving the perceived reputation of the company, and in turn the enhanced reputation of a company makes it more attractive to prospective employees. An organization's reputation regarding the environment may be an indication of how well it cares for its employees.	**Corporate social performance**	**Job pursuit intentions**
Empirical	The path dependence of organizational reputation: how social judgment influences assessments of capability and character	Mishina, Y., Block, E.S. & Mannor, M.J. (2012)	The goal of this paper is to investigate the socio-cognitive processes through which reputational assessments are made and altered *(exploratory)*	Organizational reputation is defined as the collective, stakeholder group-specific assessment regarding an organization's capability to create value based on its characteristics and qualities	This paper draws upon social judgment and impression formation theories from social psychology	Literature review	* A positive capability cue will have a stronger influence on a firm's reputation for capability than a negative capability cue of the same magnitude. * A positive capability cue from a firm with a more favorable reputation for capability will have a greater influence on a firm's reputation for capability than a positive capability cue of the same magnitude from a firm with a less favorable reputation for capability. * A negative capability cue from a firm with a more favorable reputation for capability will have a lesser influence on a firm's reputation for capability than a negative capability cue of the same magnitude from a firm with a less favorable reputation for capability. * A negative character cue will have a stronger influence on a firm's reputation for character than a positive character cue of the same magnitude. * A positive character cue from a	**Path dependency and cue diagnosticy**	
Conceptual	Organizations Behaving Badly: When Are Discreditable Actions Likely to Damage Organizational Reputation?	Reuber, A.R. & Fischer, E. (2010)	We investigate country-of-origin stigma as one type of firm-level reputational signal in a context where the number of competitors is large and growing and key stakeholders such as customers have a generally low level of familiarity with players in an industry *(descriptive)*	An organization's reputation is its overall appeal to its external stakeholders.	Country-of-origin literature in marketing and the accessibility-diagnosticity framework.	Data is collected from the website Download.com. We collected data from three categories of products: Adware & Spyware Removal(n = 165), Authoring Tools (n = 133) and Font Tools (n = 45), for a total of 343 products.We included all products listed in the three categories. It should be noted that in collecting data from Download.com, we are examining downloads of products and not actual uses or purchases of products	A negative country-of-origin stereotype is diagnostic, over and above quality signals, but only for riskier products. Our findings suggest that when risk is low, stakeholders making judgments in product categories in which they are unfamiliar with most vendors, appear to be influenced by signals, which can reassure them that the firm whose products they are sampling is itself of high quality.	**Country-of-origin and product-related quality signals** suchs as awards and endorsements.	

| Empirical | Organizational Reputation as a Source of Sustainable Competitive Advantage and Above-Normal Performance: An Empirical Test among Local Authorities in Israel | Carmeli, A. & Cohen, A. (2001) | The role of organizational reputation (OR) was studied as a source of sustainable competitive advantage (SCA) and superior performance, theoretically and empirically, among local authorities in Israel *(descriptive)* | Reputation is determined through the observer's perceptions and interpretations. | Theory of the Resource Based View (RBV) is used in this research. | Participants were from 263 Local Authority's (LA) in Israel, these being 62 municipalities, 148 local councils (with two industrial local councils excluded as their function is very different), and 53 regional councils. As for the internal distribution, 53 municipalities belonged to the Jewish sector 137 Organizational Reputation and nine to the Arab-Druze sector; 76 local councils belonged to the Jewish sector and 72 to the Arab-Druze sector; 52 regional councils belonged to the Jewish sector and one to the Arab-Druze sector. We mailed each municipal general management or local/regional council clerk (this function is equivalent to the general management) a survey requesting information on the independent and mediator variables. The participants were asked to name their LA to enable us to match the survey data to the non-survey data (the financial data). The survey was mailed from and returned to a university address, in a self-addressed envelope. While 106 surveys were returned, only 99 were usable as | The findings showed that the relation between organizational reputation and financial performance was mediated through two tests for Sustainable Competitive Advantage: the extent of the resource value and its inimitability. Further, the research found effects of both demographic and environmental factors on financial performance, but the organizational reputation added to the power of explanation of variance in financial performance. This means that the organizational reputation was a more important source of explanation of variance in the performance of local authorities in Israel. The findings of this study, however, furnished empirical support for the theoretical insights of the resource-based view in association with the relation of organizational reputation, sustainable competitive advantage, and financial performance, as well as with the extent of organizational reputation as a core resource. Further, the findings showed a strong negative correlation between the sector and financial performance, meaning that the local authorities of the Arab-Druze | | Organizational reputation may lead to **Sustainable Competitive Advantage.** |
| Empirical | The effects of institutional development and national culture on cross-national differences in corporate reputation | Deephouse, D.L., Newbury, W. & Soleimani, A. (2016) | How do institutional development and national culture affect cross-national differences in corporate reputation? *(descriptive)* | It represents what stakeholders think about a firm in relation to their expectations; furthermore, reputation includes a variety of stakeholders—not just shareholders and CEOs | Institutional theory | The data were collected by RI from over 60,000 respondents to online surveys in January and February of 2007, 2009, and 2011. Each firm was evaluated by at least 100 respondents, a point above which RI has found that additional respondents have a minimal impact on the final reputation score. The respondents to each survey do not form a panel but are a random sample of the population in each year, with the aforementioned stratification by age and gender. The initial sample consisted of 600 of the 1 largest corporations in 25 countries for the year 2007 and in 32 countries for 2009 and 2011. Corporations were initially selected for consideration if they had global sales in excess of US$5 billion based on the expected visibility that firms of this size would have combined with the approximate threshold needed to reach the desired number of firms. Countries were initially included if four or more corporations of this size were headquartered there in order to | We found that reputation was negatively related to institutional development and masculinity and positively related to power distance. We find that three national institutions, institutional development, power distance, and masculinity/femininity, are important for explaining differences in corporate reputation across countries. | **Institutional development, power distance and masculinity/femininity** are antecedents for organizational reputation. **Age as a measure of organization size** has a positive effect on organizational reputation. | Organizational reputation may lead to **improved financial performance, higher quality employee recruitment, and greater support from communities and governments.** |

Type	Title	Author	Aim	Definition	Theory	Methodology	Findings	Factors	Impact
Conceptual	The impact of corporate reputation and reputation damaging events on financial performance: Empirical evidence from the literature	Gatzert, N. (2015)	The aim of this paper is to gain a better understanding of effective risk management through a comprehensive presentation of empirical evidence regarding the the impact of corporate reputation on stakeholder behavior, the impact of corporate reputation on corporate financial performance, the impact of reputation damaging events on corporate reputation and the impact of reputation damaging events on corporate financial performance *(exploratory)*	Reputation is multidimensional, reflecting the aggregate perceptions of a firm's stakeholders on financial and non-financial aspects, and that it allows potentially significant competitive advantage for firms with higher reputation.		A systematic literature review. The Web of Science database was used, all articles in journals with an impact factor greater or equal than 1 were included in the analysis. The time span was chosen from 1990 to 2015, as reputation research grew rapidly in the 1990s. A total of 59 articles is analysed.	*The empirical literature on the impact of the level of corporate reputation on stakeholder behavior and on financial performance emphasizes that the management of reputation requires clearly distinguishing between the respective stakeholder groups as well as between financial and non-financial aspects of reputation. * The impact of reputation damaging events on corporate financial performance strongly depends on the type of event, with fraudulent or criminal events typically being identified as causing the most severe financial (reputational) losses. Further impact factors include the type of industry, firm characteristics, and the country, for instance. * The level of reputation should be closely monitored, as the systematic review has shown across almost all considered empirical papers (except one) that a higher level of reputation implies an increase in performance (using various measures, including labor (efficiency) and that reputation can strongly impact stakeholder behavior, thus contributing to explaining the cause of the financial effect, which is typically not taken into account in the former	*** Financial performance (bidirectional relationship) * Emotional appeal * Products and service quality * Workplace environment * Social and environmental responsibility * Vision and leadership * Firm age and size * Substitutability/generalism/specialism. * Media * Advertising intensity and diversification. * Corporate culture and identity * Certificates * High status affiliations.**	Impact on stakeholder behavior --> On customers: **loyalty, word of mouth, spending and share of wallet, customer citizenship behavior and customer commitment, trust and identification, purchase intention, mediating effect of reputation between satisfaction and loyalty.** On suppliers: **credit risk perception.** On employees: **more applicants and higher quality of applicants, job pursuit intention and recommendation.** On investors: **easier acces to capital, lower bank/institutional**
Empirical	REPUTATION AS A BENEFIT AND A BURDEN? HOW STAKEHOLDERS' ORGANIZATIONAL IDENTIFICATION AFFECTS THE ROLE OF REPUTATION FOLLOWING A NEGATIVE EVENT	Zavyalova, A., Pfarrer, M.D. & Reger, R.K. (2016)	Why have some studies found a high reputation to be a benefit while other studies have found it to be a burden? *(descriptive)*	An organization's general reputation has been conceptualized as the public recognition it receives, and social approval of it		Data analysis with a final sample consisting of 7,368 university-stakeholder group-year observations, with 1,118 university-stakeholder groups and 658 universities.	* As the volume of wrongdoing associated with a negative event increases, a high-reputation organization will experience less subsequent support from low-identification stakeholders compared to organizations without a high reputation *(β =0.083)* * As the volume of wrongdoing associated with a negative event increases, a high reputation organization will experience more subsequent support from high-identification stakeholders compared to organizations without a high reputation. * There may be limits to the benefit of a high reputation.	Negative events	A high reputation can provide an organization with specific advantages, such as **better access to resources, the ability to employ high-quality workers, and greater chances of financial success**
Empirical	Employees' awareness of their impact on corporate reputation	Helm, S. (2011)	The goal of the present research is to explore the prominent role that employees play in shaping corporate reputation *(descriptive)*	Corporate reputation is "a global, temporally stable, evaluative judgment about a firm that is shared by multiple constituencies"	Social identity theory and the theory of cognitive dissonance	I first compiled a list of suitable companies from Fortune's index of America's Most Admired Companies (AMAC). Second, the alumni database of a Southwestern graduate business school served in identifying alumni working in those companies. Third, I contacted alumni first by e-mail, then by telephone, and asked them to distribute the link to the online survey to 10 to 15 colleagues. During the telephone conversation, I briefed alumni to include colleagues working in different departments and on different hierarchical levels. On average, each participating alumnus sent the link to 14 colleagues (1008 contacts), with none to less than 10. This procedure led to 439 completed surveys *(cross-sectional)*	The data supported seven of the ten initial hypotheses. Pride strongly affected job satisfaction, affective commitment, awareness of their impact on corporate reputation. Surprisingly, there is hardly any direct effect of perceived corparate reputation on awareness of their impact on corporate reputation, indicating that, contrary to the assumption made, employees' awareness of their impact on corporate reputation is not more pronounced in case of favorable employer reputation. Rather, the perceived pride in membership is relevant for awareness of their impact on corporate reputation. However, pride itself is strongly impacted by perceived corporate reputation, indicating that employees are prouder of employers with a favorable reputation. Affective commitment is most strongly influenced by pride, and to a lesser degree by job satisfaction. Awareness of their impact on corporate reputation is strongly impacted by pride, but neither by job satisfaction nor affective commitment.	Several authors claimed that corporate reputation is based on **the firm's actions and how these are communicated to, and among, its stakeholders** clarifying that the greatest reputation leverage can be achieved through **employees.**	Corporate reputation is crucial in determining **work-related social identity.** Perceived corporate reputation has a strong impact on **pride and job satisfaction**

Empirical	GETTING WHAT YOU NEED: HOW REPUTATION AND STATUS AFFECT TEAM PERFORMANCE, HIRING, AND SALARIES IN THE NBA	Ertug, G. & Castelluci, F. (2013)	We study the concurrent effects of status and reputation on product quality and revenues (explanatory)	Reputation should be defined as an attributespecific assessment, considering it an "expectation of future behavior that is directly based on past demonstrations of that behavior"		We tested our hypotheses on a sample of players and teams in the National Basketball Association (NBA). We tested our hypotheses using longitudinal data from the 1989/1990 season to the 2004/2005 season. Data on player performance, demographics, and team performance were coded from the Official NBA Guide 2005-2006 (Sporting News & NBA, 2005) and the official NBA website (www.nba.com). Data for player salaries were coded from the USA Today Salaries Database (2009) and Patricia Bender's basketball website (2009). Data for ticket income were coded from annual reports by Financial World and Forbes	* We argued that because reputation and status are intangible assets that produce benefits to the organization that hires the resource providers who possess them, resources from high-reputation providers have a greater effect on the quality of an organization's final products than resources from high-status providers, and resources from high-status providers have a greater effect on an organization's revenues than resources from high-reputation providers. * We also argued that the effect of reputation on revenues will be mediated by the actual quality of the organization's final products more than the effect of status on revenues. * We also argued that organizations with low quality performance relative to their aspiration levels are likely to recruit more high-reputation providers than high-status ones, whereas organizations with low revenue performance relative to their aspiration levels are likely to recruit more high-status resource providers than high-reputation ones. * Finally, we argued that organizations use both reputation and status to evaluate the quality of resources obtained from a resource provider	Reputation is influeced by **previously observed behavior, performance, or quality in both economic and sociological accounts**	* Reputation influences **the quality of an organization's final products.** * The effect of reputation on the **revenues of an organization is mediated by the actual quality of the organization's final products.** * Reputation is considered to be a signal that **predicts the future behavior, performance, or quality of actors.**
Empirical	Exploring the value relevance of corporate reputation: A fuzzy-set qualitative comparative analysis	Wang, D.H.M., Yu, T.H.K & Chiang, C.H. (2016)	The goal of this research is to to explore the value relevance of corporate reputation for Taiwan listed companies over the period 2010–2013 (exploratory)	Corporate reputation is a collective assessment of a firm's ability to deliver valued outcomes to multiple stakeholders. Corporate reputation is also a reflection of a firm's relative position both internally with employees and externally with stakeholders in competitive environments	The Ohlson model (1995)	This study adopts fuzzy-set qualitative comparative analysis (fsQCA) to examine the value relevance of corporate reputation in the "Most Admired Company" listed on the Taiwan Stock Exchange (TSE) over the period 2000–2013. This study collects reputation data from the CommonWealth Magazine's "Most Admired Company" listed on the Taiwan Stock Exchange (TSE). This reputation data set contains ten dimensions: (1) long-term investment value; (2) financial soundness; (3) operating performance; (4) community responsibility; (5) ability to foresee insight the firm's future development; (6) IT capabilities; (7) globalization; (8) employee treatment; (9) innovativeness; (10) quality of product or services. After excluding financial firms and companies without financial data, the final sample consists of 652 observations.	* The results show that the affective component of corporate reputation is at least as important as the cognitive component. Furthermore, the findings extend previous research by showing that more than one casual combination of accounting and non-accounting measurement factors are value-relevant.	* **Management quality** is the main driver of reputation. * **Human resources** can indirectly help to improve corporate reputation	* Reputations reduce **the mobility of industry rivals, allow firms to charge premium prices and enhance firm access to capital markets**
Empirical	The liability of good reputation: A study of product recalls in the US automobile industry	Rhee, M. & Haunschild, P.R. (2006)	We explore how a firm's reputation affects both the reaction of the market to that firm's product defects, as well as the firm's learning response (explanatory)	From an economic perspective, a firm's reputation is closely tied to the value of its previous efforts. From an organizational and sociological perspective, reputation derives not only from past performance, but also from the status of the firm's exchange partners and other organizational attributes, such as firm age and size.		The final sample includes, therefore, 15 U.S. automakers and 31 foreign automakers. We obtained data on all recalls for our sampled firms from the NHTSA database. The 46 automakers sampled in this study experienced a total of 1,853 recall events over the period studied, for an average of 2.26 recalls per automaker per year.	* High reputation automakers are more likely to be damaged by their recall events than lower reputation automakers. *Both high and low reputation firms have an advantage over moderate reputation firms in reducing subsequent recall rates. The results also show that the learning advantage of high and low reputation firms is larger when learning performance is measured as the reduction in severe recalls. * Subsequent learning after an error takes the form of a U-shaped relationship with reputation. High reputation and low reputation firms reduce their subsequent recalls more than moderate reputation firms.	* **Product quality**	How much **attention an organization gives to the disclosure of product defects,** and how much effort the organization makes to **reduce product defects.**

Empirical	Lies in the Sky: Effects of Employee Dishonesty on Organizational Reputation in the Airline Industry.	Jehn, K.A. & Scott, E.D. (2015)	In this study, we examine the motive of the lie (to benefit the company, the employee, or the customer) and the degree of harm that is done to the customer to determine the effects of perceived deceit on customer satisfaction, view of the company, intentions for repeat business, and whether they would recommend the company to a friend/colleague *(explanatory)*	The image of the firm that the public holds		We conducted a pretest in which we surveyed 25 passengers of major airlines. In the pretest, we asked our subjects whether they would think the speaker/actor was lying. We also collected data on the levels of harm individuals perceived as a result of the lies, and the possible motivations the individuals might imagine for the lies. Based on the pretest results, we chose the lies about information/belief scenarios, developed manipulations of the degree of harm and the beneficiary of each lie, and conducted our study in three international airports in the United States. One hundred twenty-eight airline passengers completed the survey while waiting for their flights. Thirty-nine percent of the passengers were female and 8 percent were of non-U.S. citizenship. The average age of the passengers was 38. Also, given that we targeted business flyers (being the most coveted customer for repeat business), 78 percent of the passengers surveyed were flying for business purpose *(cross-*	The results indicate that when the motivation to lie is perceived to benefit the employee him or herself, the passenger's view of the organization is less negative than if the benefit is to the organization, but more negative than if the benefit is to the passenger him or herself. More specifically, the reputation of the firm was significantly lower when the lie benefited the company or the employee rather than the passenger. Whether or not a passenger would fly again or recommend the airline to a friend was determined by whether they believed a lie was being committed to benefit the employee/company. The reputation was the lowest when the lie benefited the employee and attributed to laziness, arrogance, or being uncaring, compared with when the lie benefited the passenger which could be considered considerate. In addition, the more harm perceived by the lie, the more negative the passenger's view of the organization will be. Passengers were more willing to fly again if the lie was perceived as benefiting them when harm was high rather than low, and less willing to fly again if the lie was perceived as benefiting the company when harm was high	* Organizational reputation is influenced by **the decisions and actions of its employees**	* **Commitment** * **Trust**
Empirical	Corporate Reputation Measurement: Alternative Factor Structures, Nomological Validity, and Organizational Outcomes.	Agarwal, J., Osiyevskky, O. & Feldman, P.M. (2015)	What is the best factor structure of the corporate reputation construct in terms of relational level (i.e., first- vs secondorder construct) and relational form (i.e., reflective vs formative model), and (ii) how does the factor structure relate to theoretically relevant organizational outcomes (its nomological validity)? *(descriptive)*	Corporate (organizational) reputation is a stable aggregate perceptual representation of organizational past actions and future prospects in the minds of its stakeholders, measured against some standard		A cross-sectional survey research design measuring the respondents' perceptions of different dimensions of corporate reputation and its potential consequences. We limited the stakeholder groups to customers only. We intentionally limit the organizations to a single industry (telecommunications). We collected the primary data in the Latin American country of Peru. The resulting sample contains 400 responses (50/50 gender split). *(cross-sectional)*	A key finding of this study is the conceptual argument for and empirical validation of the second-order reflective model against competing conceptualizations of corporate reputation.	* **Organizational identity**	* **Good products/services.** * **Vision and leadership.** * **Good workplace environment.** * **Social and environmental responsibility.** * **Financial performance.** * **Emotional appeal**
Empirical	Organizational Reputation, Regulatory Talk, and Strategic Silence.	Maor, M., Gilad, S. & Bloom, P.D.M. (2013)	How do reputational concerns affect the inclination of regulatory agencies to keep silent or respond when facing public criticism? *(descriptive)*			Construction of a database of opinions regarding the Israeli Supervisor of Banks. We have collated all the articles mentioning the Supervisor, either in the title or body of the article, that were published in Globes – Israel's only dedicated business broadsheet – between 1998 and mid 2009 (a total of 9483 articles). Our final database includes 634 opinions or rows.	* The supervisor is inclined to respond to opinions regarding consumer protection and fraud when compared with prudential regulation. Also, consistent with a reputation-based explanation, the negative coefficient indicates that the supervisor is disinclined to respond to opinions regarding —other‖ regulatory functions, which are tangential to its reputation. * The effect of high vs. low salience is significant and in the expected direction. The Supervisor is about 2 times more likely to respond when overall media salience is high in comparison with low media salience. * we find that the Supervisor is disinclined to respond to opinions by —weak and independent‖ opinion sources when compared with its inclination to respond to —powerful and independent‖ sources. However, there is no support for our expectation that the Supervisor will be less inclined to publicly respond to opinions made by —powerful and dependent‖ sources. * We find that the supervisor is 6 times more likely to respond to negative opinions in comparison with positive opinions	* **Public criticism**	Organizational reputation can **generate public support, can help to achieve delegated autonomy and discretion from politicians, can protect the agency from political attack, and can help to recruit and retain valued employees.**

Empirical	An Organizational Impression Management Perspective on the Formation of Corporate Reputations.	Highhouse, S., Brooks, M.E. & Gregarus, G. (2009)	The purpose of the current study, therefore, was to test a portion of this impression formation model by focusing on images, impressions and general evaluations of corporations. Furthermore, this study examined relations not specified in the original model, such as investigating which images relate most strongly to which impressions *(explanatory)*	Corporate reputation is a global (i.e., general), temporally stable, evaluative judgment about a firm that is shared by multiple constituencies.	The individual impression formation model	Two target companies were chosen as the focus of this investigation: Microsoft and Disney. Data were collected from a sample of business professionals. The sample was obtained by securing the alumni e-mail list from a university business school in the Midwestern United States. This resulted in a sample size of 554, with 250 participants in the Microsoft conditionand 304 participants in the Disney condition. *(cross-sectional)*	Results indicated that the hypothesized fully mediated model best fit the data for Disney, whereas a partially mediated model best fit the data for Microsoft. These results suggest that this impression formation model received support, but that depending on the company being evaluated, it might be better to include direct paths from images to general evaluations to better fit the data and to account for the most variance in general evaluations of corporations. Moreover, the partially mediated model supported in Microsoft showed that only market image had a signi ficant direct relation with general evaluations, implying that the relation between market image and general evaluations might be driving the partial mediation found in Microsoft.	* **Respectabillity** * **Impressiveness**	* Corporate reputation can lead to a **competitive advantage** for companies.
Empirical	Reputation as an Intangible Asset: Reflections on Theory and Methods in Two Empirical Studies of Business School Reputations.	Rindova, V. P., Williamson, I. O., & Petkova, A. P. (2010)	The purpose of the commentary is twofold: (a) to articulate the consequences of different modeling strategies for studying organizational reputation empirically and (b) to highlight some core theoretical issues concerning the attributes of reputation as an intangible asset *(exploratory)*	stakeholder perceptions with regard to an organization's ability to deliver valued outcomes		Literature research	Our review of the reputation literature suggests that composite models—such as the one used in our AMJ article—are more consistent with both the general literature on reputation and the RBV understanding of reputation as an accumulated asset. In terms of advancing understanding of reputation as an intangible asset, we draw attention to the idea that the value of reputation as an asset depends not only on perceived quality (i.e., the extent to which an organization is evaluated positively by stakeholders) but also on its level (i.e., the extent to which large numbers of stakeholders focus their attention on the focal firm rather than on competitors)	**Quality and prominence**	Reputation is an intangible asset that influences a **firm's performance**
Empirical	Firm reputation and applicant pool characteristics.	Turban, D.B. & Cable, D.M. (2003)	Does firm reputation influence the size and quality of the firm's applicant pool? *(explanatory)*	The public evaluation of a firm relative to other firms	Social identity theory, signaling theory, and expectancy theory	The applicant data used in Study 1 were obtained from the career services office in the College of Business at the University of Missouri. The data were collected during the 1998–1999 academic year, which in general was a relatively strong labor market for college graduates. The participants in Study 1 were mostly undergraduates who had no full-time work experience and were seeking their first professional position. Most of the employers who recruited at the careers services office were seeking employees for positions located in the region (i.e., the Midwest). We obtained information about which applicants applied for a job (i.e., applicants who submitted their standardized re´sume´) and which applicants were actually interviewed by a firm. For the second study, we collected data from the MBA career services office at the University of North Carolina (UNC) during the 2000–2001 academic year, which was a relatively good market	First, firms with more positive reputations attracted larger applicant pools. Firms with more positive reputations were able to interview, and presumably select, higher-quality applicants than firms with less positive reputations. We theorized that reputable firms would have higher-quality interviewees because they would receive more applicants and/or higher-quality applicants; either or both of these effects could lead to higher-quality interviewees. Our results provided only limited support for the hypothesis that lower-quality applicants are less likely to apply to firms with positive reputations, perhaps because such applicants have a low expectancy of receiving a job offer. Interestingly, however, our results provide strong evidence that employers with positive reputations attract more applicants and thus can be more selective in choosing higher-quality applicants to interview.	In general, a firm's reputation is influenced by factors such as **financial performance, company size, media exposure, advertising expenditures, and type of industry**	* **The attraction and retention of applicants.**

Empirical	FIRM REPUTATION, RECRUITMENT WEB SITES, AND ATTRACTING APPLICANTS	Williamson, I. O., King, J. E., Lepak, D., & Sarma, A. (2010)	How prospective applicants' reactions to the attributes of 144 recruitment web sites vary depending on their firms' reputations as employers *(descriptive)*	defined as a stakeholder group's (e.g., customers, investors, employees, job seekers) perceptions of an entity's social standing or overall relative appeal.	Economic theory suggests that a firms'reputation acts as a signal that reduces uncertainty about the quality of a firm. Institutional theory suggest that a firms' reputation reflects the social standing of an organization within an organizational field.	A final sample of 159 firms that were recruiting at midsized southern university and a large public mid-Atlantic university in the United States. Data is collected in three steps. First, 277 second-semester MBA students filled in a survey. After finishing survey 1 respondents filled in a second survey about the recruitment websites. And finally three research assistants collected data objectively. *(longitudinal)*	We found that firms' reputations as employers moderate the effect of Web site attributes on applicant attraction. We found that a firms' reputations as an employer shaped the level of influence that the attributes of its recruitment Web site individually and jointly had on prospective applicants' perceptions. For employers with poor or weak reputations, vividness did not have a significant effect on attractiveness. The nature of the relationships among Web site vividness, amount of information and organizational attractiveness was different for firms with good reputations as employers because both vividness and information had effect on attractiveness. These attributes acted as substitues, as opposed to complements.		*** Applicants attraction to a firm * Reducing uncertainty**
Empirical	Exploiting knowledge across networks through reputation man agement	Christopher, M. & Gaudenzi, B. (2009)	This paper has focused on the essential role of managing the interfaces and knowledge sharing which connect the individual players in a global network. The tentative model we have proposed also highlights the potential impact of reputational risk in influencing the perception of stakeholders about the organisation and the relationships' stability *(exploratory)*	Reputation has been defined as the intangible asset which expresses the evaluation of stakeholders as to whether the firm is substantially 'good' or 'bad', and reflects the cumulative knowledge about the past and present acts of the organisation		Literature research	The paper suggests five propositions in order to establish a framework whereby the positive correlations between reputation, capability to attract – satisfy - retain the stakeholders, information sharing and better performance can be identified. In this framework, with the support of some evidence from actual cases, reputational risk is shown as an emerging key factor that leads to a stakeholders' erosion of trust, affecting, relationships and even leading to the collapse of the enterprise. It is possible to argue that the effective management of the network relationships requires a strategic shift from 'branding the product' to 'branding the organisation' and maybe to 'branding the network'.	*** Trust**	*** Attracting stakeholders and build a stable relationship with them. * Employee commitment * Trust * Generating knowledge**
Empirical	Why does firm reputation in human resource policies influence college students? The mechanisms underlying job pursuit intentions	Wayne, J.H. & Casper, W.J. (2012)	We examine the effects of firm reputation in compensation, workfamily policies, and diversity efforts. The primary purpose of the present study is to understand the processes by which they influence applicant decisions to pursue employment. Are college students more interested in pursuing employment with organizations that have strong reputations in compensation, managing diversity, and work-family practices? And, if so, what are the mechanism(s) through which reputations about these HR practices influence job pursuit intentions? *(explanatory)*		The brand equity perspective, the signaling theory and the resource-gain-development perspective.	Participants were 232 (126 female, 106 male) undergraduate students from a private liberal arts university in the southeastern United States. After participants gave their informed consent, they were asked to read a scenario and answer questions. After reading the scenario, participants responded to items that measured the mediators and the dependent variable. All measures used a Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Participants also reported demographics such as sex, years of work experience, grade point average, major, and race. The four mediators examined in the present study are organizational prestige, anticipated organizational support, and anticipated role performance (in work and family domains) *(cross-sectional)*	Does an organization's reputation with respect to compensation, work-family, and diversity efforts influence college students' intentions to pursue employment? Results of the present study suggest the answer to this question is "yes" and that reputational information about HR policies provided in best practice lists is indeed likely to influence applicant job pursuit. Of these three HR policies, a firm's reputation in compensation had the strongest effect (accounting for approximately 44 percentof the variance) on job pursuit intentions followed by work-family (5 percent)and then diversity efforts (3 percent).		*** Employment intentions --> Effective recruitment**

Appendix V Full paper analysis organizational attractiveness

	Full paper analysis - Organizational Attractiveness								
Study	**Title**	**Author (year)**	**Research goal/Research question**	**Definition**	**Theory used**	**Methods**	**Main findings**	**Antecedents**	**Role**
Empirical	Organizational Attractiveness as an Employer on College Campuses: An Examination of the Applicant Population	Turban, D.B. (2001)	This study extends the literature by examining factors related to college students' impressions of a firm's attractiveness as an employer *(descriptive)*	organizational attractiveness is the immediate objective of recruitment	Signaling theory	The target population for the study was engineering students, faculty, and placement center staff, although at some universities computer science and business majors were also targeted. I mailed **surveys** to junior and senior students, faculty, and placement center staff at the top-tier universities at which this organization targeted its recruitment activities. I mailed surveys to students at nine universities and to university personnel at eight of those universities (I could not obtain addresses at the ninth university). I mailed surveys to approximately 200 students in the designated departments at each university and to approximately 100 faculty and placement center personnel at the same departments. For students, I mailed 1848 surveys; 86 were returned by the	Organizational attributes *(R² = .143)* mediated the relationship between recruitment activities and firm attractiveness as an employer. Familiarity *(R² = 0.027)* with the firm had both a direct and indirect effect on firm attractiveness. Additionally, the social context, operationalized as aggregate perceptions of university personnel, was related to students' impression of the firm as an employer. Finally, the behavioral variable interviewed with the firm, which measured whether respondents had interviewed with this firm, was not related to attraction to	**Organizational attributes such as: company image, compensation and job security and challenging work. Recruitment activities such as: campus activity, recruitment materials and recruitment process. Familiarity with a firm.**	**Applicant attraction.**

Empirical	Organizational attractiveness for prospective applicants: A person–organisation fit perspective	Lievens, F., Decaesteker, C., Coetsier, P., & Geirnaert, J. (2001)	This study aims to investigate which of four objective organizational characteristics determine the attractiveness of organizations for prospective applicants and the extent to which the Big Five personality factors moderate the effect of these organizational characteristics on organizational attractiveness. *(explanatory)*			We asked final-year students to participate in two seperate studies. The sample was composed of 359 final-year students in two large Universities in the Flemish part of Belgium (71% men). First, organization descriptions were randomly distributed across the students. Each student received one organization description. The students were asked to assume that they were offered a job in the organization possesing the characteristics included in the description and to indicate their attraction to that particular organization. Next, the students completed a personality inventory and several items related to background and biographical information (i.e. age, gender and type of degree). *(cross-sectional)*	Results showed that prospective applicants were more attracted to medium-sized and large-sized organizations, to multinational organization and to decentralised organizations. It is striking that the most salient attractiveness factor is centralisation. In this study, pay mix yielded no significant effect on organizational attractiveness. Individuals high on conscientiousness will be more attracted to large-sized organizations. Individuals who are more open to new experiences will be more strongly attracted to international	**Organizational attributes: Organizational size, level of centralism and level of internationalism** *(R² = .34)* **Personality characteristics** *(R² = .36)* who moderate the effect of organizational attributes on organizational attractiveness: **conscientiousness and openness.**	**The perceived instrumentality of an organization to accomplish specific goals.**
Empirical	Examining the relationship between employer knowledge dimensions and organizational attractiveness: An application in a military context.	Lievens, F., Hoye, G. & Schreurs, B. (2005)	In this study, the dimensions of employer knowledge serve as a common and integrative framework to formulate hypotheses about factors affecting the attractiveness of one specific kind of organization as a place to work, namely the armed forces. *(descriptive)*		Cable and Turban's (2001) employer knowledge model	Our sample consisted of 1,100 final-year students of Belgian high schools. Students were given about 2 weeks to complete the surveys. Participation in the study was voluntary and anonymous. Completed surveys were gathered by therespective teachers and sent back to us. We received complete and usable responses from 576 final-year students (84% men, 16% women; mean age ¼ 17.9 years, SD ¼ 0.96 year, range ¼ 17–22 years), yielding a response rate of 52% *(cross-sectional).*	We found empirical support for all three dimensions of employer knowledge (employer familiarity, employer image, and employer reputation) because attributes related to all these dimensions emerged as significant predictors of attractiveness. First, familiarity with the armed forces was positively related to the perceived attractiveness of the armed forces, in line with previous research *(β= 0.18)* . Second, employer image dimensions (i.e. task diversity β= 0.16 and social/team activities β=0.10) were significantly related to organizational	**Employer familiarity, employer image and employer reputation.**	**Applicant attraction.**

Empirical	The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness	Williamson, I.O., Lepak, D.P., King, J. (2003)	The present study attempts to examine the relationship between the structural characteristics of a recruitment web site and individual perceptions of organizational attraction during the applicant generation phase of the recruitment process *(explanatory)*			The sample consisted of 252 business students from a private mid-sized Southern university and a public large Mid-Atlantic university. Individuals participated in this project as part of a class assignment. Participants were told the purpose of the project was to understand how web-based recruitment materials affect prospective employees perceptions of an organization. Participants were given the web address to one of three company web sites and told to visit the site outside of class and gather information about careers available in the company and specific job opportunities available within the firm. After examining the company s web site, participants were asked to click on a link present on the company web site labeled ''Survey.''	In general, the findings of this study indicate that the orientation of company web sites as well as individual differences influence organizational attraction by affecting individuals' perceptions of a web site's usability. The adoption of a recruiting-oriented web site, as opposed to a screening-oriented web site, was associated with significantly higher attraction by individuals to a prospective employer. The results of this study indicate that web site usability and ease of use mediated the influence of web site orientation on organizational attractiveness	**The orientation of company web sites and individual differences.**	**Applicant attraction.**
Empirical	Organizational attractiveness of firms in the People's Republic of China: A person–organization fit perspective.	Turban, D.B., Lau, C.M. & Ngo, H.Y. (2001)	This study extends the literature by investigating factors related to applicant attraction to state-owned enterprises and foreign-invested enterprises and by investigating organizational attributes thought to influence applicant attraction *(descriptive)*		P-O fit theory	Data is collected as part of a larger project that examind college students' perceptions of working conditions in FIEs and SOEs. A survey printed in chinese characteristics was administred to students of seven key universities in Shanghai and Beijing. Participants wer 1.231 students of universities in Beijing and Shanghai. The experimental design was a 3 x 3 x 2 between-subjects design. There are 14 separate descriptions which were randomly distributed to subjects *(cross-sectional)*	Different individuals are attracted to different firms. Type of ownership influenced perceptions of working conditions, and respondents were more attracted to foreign firms than to state-owned firms, altough individual differences moderated these effects. Risk aversion is an individual difference that influences the attractiveness of certain organizational attributes. More familiar firms are seen as more attractive employers than are less familiar firms. An implication of the results is that to attract top-quality applicants, firms in China might consider	**Ownership type, supervisor nationality, firm familiarity, risk aversion, need for achievement, self-efficacy, need for pay and English proficiency**	**Applicant attraction.**

Empirical	Good Deeds and Misdeeds: A Mediated Model of the Effect of Corporate Social Performance on Organizational Attractiveness	Luca, R.A., Barber, A.E. & Hillman, A.J. (2001)	How do corporate social performance (CSP) and familiarity impact the attractiveness of organizations to job seekers? *(explanatory)*			One hundred firms were randomly selected, using a random number table, from the Standard and Poors'(S&P) 500 for inclusion in the study. Firms in the S&P 500 represent a wide variety of industries and thus are likely to capture most of the types of positions being sought by job applicants. We used the Kinder, Lydenberg, Domini & Co. (KLD) Company Profiles from 1996 for our data on CSP.Three hundred thirty-five undergraduate students who were enrolled in a capstone strategic management course in the business school of a large Midwestern university were asked to rate their familiarity with the 100 firms in the study in the spring of 1998. The same groupof students rated the attractiveness of each organization	We find that as familiarity with a firm increases so does its attractiveness as an employer *(R² = .83)* Our findings suggest that corporate social performance may be important to attractiveness as an employer only indirectly, through its contribution to familiarity with the firm *(R² = .76)*	**Familiarity with a firm and corporate social performance**	**Applicant attraction.**
Empirical	Social Influences on Organizational Attractiveness: Investigating If and When Word of Mouth Matters	Van Hoye, G. & Lievens, F. (2007)	The general purpose of the present study is to investigate word of mouth as a particular type of informational social influence. As a first specific objective, we want to find out if word of mouth will influence organizational attractiveness perceived by potential applicants and if it will interfere with the effect of recruitment advertising. Second, we are interested in knowing under what conditions word of mouth will have the strongest effect. Hence, we examine if the impact of word of mouth will be moderated by the individual-difference variable of self-monitoring and by the situational variables of tie strength and order of information sources. In addition, we investigate if credibility perceptions will mediate the effect of word of mouth *(explanatory)*		Theory of reasoned action and the theory of planned behavior	Participants were 171 graduate students in industrial/organizational (I/O) psychology from a Belgian university, who were given extra course credit for their participation. The sample consisted of 123 women (72%) and 47 men (28%; 1 participant did not report gender). Participants' mean age was 22 years (SD = 1.80). Nearly all of the participants (98%) had part-time work experience, and 89% had experience in applying for a job (M = 8 previous applications), so the task of evaluating organizational attractiveness was realistic and relevant for the participants. A 2 x 2 x 2 between-subjects factorial design was applied, with word of mouth (positive vs. negative), order of information sources (word of mouth	We found that word of mouth can have a strong effect on organizational attractiveness, even in the presence of recruitment advertising *(ß =-.68, R² = .47)* We found that positive word of mouth was associated with positive organizational attractiveness *(R² = .52)* Furthermore, we extended the recruitment literature by showing that negative word of mouth was related to negative organizational attractiveness.Our findings imply that studying the effects of recruitment advertising in isolation might be misleading (Barber, 1998) because, in	**Word of mouth, recruitment advertising, tie strenght.**	**Applicant attraction.**

Empirical	Organizational Attractiveness Is in the Eye of the Beholder: The Interaction of Demographic Characteristics with Foreignness	Newburry, W., Gardberg, N. A., & Belkin, L. Y. (2006)	Examination wheter firm's foreignness and their degree of internationalization influences their attractiveness as employers. *(explanatory)*	Organizational attractiveness is defined as the degree to which a respondent would personally seek a company as an employer (Turban and Greening, 1997) and would recommend the com- pany as an employer. Organizational attractiveness indicates firms' abilities to hire qualified indivi- duals.	Movement capital theory	We utilized a sample of 4605 individual evaluations of the 60 companies studied in the RQ Annual 2000 study sponsored by the Reputation Institute and conducted by Harris Interactive (HI) from 10 August to 17 October 2000. Questionnaire items were developed by one of the authors in conjunction with the Reputation Institute and HI for the purpose of exploring individual perceptions of firm performance. Database construction consisted of two sampling levels and phases. *(cross-sectional)*	We find that having a foreign HQ negatively relates to firm attractiveness whereas a higher DOI positively relates to attractiveness. Gender, race, age, and education moderate the relationship between foreign HQ and attractiveness, although some interactions are opposite to our predictions. None of our demographic variables interacts significantly with DOI.	**Foreigness of a firm and the degree of internationalization**. Foreigness of a firm is influenced by age, education and race.	**Applicant attraction.**
Empirical	When birds of a feather flock together and when they do not: Status composition, social dominance orientation, and organizational attractiveness.	Umphress, E. E., Smith-Crowe, K., Brief, A. P., Dietz, J., & Watkins, M. B. (2007)	Our intent is to understand better how organizations come to be demographically composed. To explain when individuals are and are not attracted to organizations composed of others to whom they are demographically similar, we turn to social dominance theory *(explanatory)*		Social dominance theory	Undergraduate students were recruited, independently of ethnicity, from business classes at a private university in the southern United States. Of the students recruited to participate, 108 were White; these individuals constituted our sample. Approximately half of these participants were women (n = 56), and their average age was 20.5 years.The study was conducted in two phases. SDO and modern racism data were collected during Phase 1 of the study. Phase 2 of the study, which took place approximately 6 weeks later, consisted of the same participants evaluating a recruitment letter from a fictional company nicknamed INDISCO. *(longitudinal)*	Members of dominant and subordinate groups exhibit discrepant similarity–attraction effects. Importantly, we discern an additional limitation of the similarity– attraction effect by demonstrating that demographic similarity– attraction depends on both group membership and SDO. We have shown that the preference to associate with high-status group members and status composition of an organization interact, such that members of high-status and low-status groups who are high in SDO, rather than those who are low in SDO, are more attracted to organizations	**Similarity, demographic similarity.**	**Recruitment**

Empirical	Organizational Attractiveness and Corporate Social Orientation: Do Our Values Influence Our Preference for Affirmative Action and Managing Diversity?	Smith, W. J., Wokutch, R. E., Harrington, K. V., & Dennis, B. S. (2004)	How does the race, gender, and one set of socially constructed set of values, corporate social orientation (CSO), of potential applicants influence their attraction to two institutions? *(explanatory)*	Favorable beliefs and intentions to act		The participants in this study were 343 graduate and undergraduate students enrolled in six institutions in Virgina, North Carolina, Pennsylvania and New Mexico. Particpation in this study was voluntary. The study was conducted an an in-class excercise at each institution. The materials distributed to participants of this study existed of a survey and a 2-page brochure. Each participant received one of the four survey versions. *(cross-sectional)*	Respondents in this study reported a more favorable assesment (regarding intentions and beliefs) of affirmative action programs (AAP's) than managing-diversity programs (MDP's). Attraction beliefs and intentions is more postive for the affirmative action condition than for the managing-diversity condition. Attraction to AAP's is related to a more legal-oriented corporate social orientation.	**Corporate social orientation** influences organizational attractiveness as well as **corporate social performance**	**Applicant attraction.**
Empirical	Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes.	Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005)	The first goal of this study was to use meta-analytic techniques to summarize the relationships between traditional predictors and outcomes associated with applicant attraction and job choice processes. The second goal was to use meta-analytic techniques to assess whether moderator variables may explain differences in results among primary studies. A third goal of this study was to clarify some of the processes involved in job choice decisions by testing whether the relationship between traditional recruitment predictors and job choice is mediated by attitudes toward the organization and acceptance intentions *(explanatory)*			A systematic and comprehensive search for studies was conducted in four steps. First, databases in psychology (PsycINFO, January 1967 to July 2002), management (ABI Inform), and education (ERIC) were searched using 26 recruitment-related terms (e.g., applicant attraction, applicant reactions, job acceptance, job choice, job applicants, organizational attractiveness, recruiter behavior, recruiter characteristics, and recruiting). Second, the reference lists from six recruiting reviews were examined. These reviews also provided information about studies prior to 1967. Third, we reviewed recent conference programs (1996 to 2002) for the Academy of Management and the Society for Industrial and Organizational	First, these meta-analyses underscore that what is being offered by the organization is related to applicant attraction. Characteristics of both the job and organization were important determinants of recruiting outcomes. Second, it is clear that how the recruiting is conducted is also important; however, who does the recruiting appears not to be important. Third, and perhaps not surprisingly, perceptions of fit proved to be one of the strongest predictors of the attitudinal applicant attraction outcomes. It is interesting to note	Applicant attraction outcomes were predicted by **job–organization characteristics, recruiter behaviors, perceptions of the recruiting process, perceived fit, and hiring expectancies**	**Applicant attraction.**

Empirical	Exploring the Relationship Between Corporate Social Performance and Employer Attractiveness	Backhaus, K.B., Stone, B.A. & Heiner, K. (2002)	Investigation of job seekers perceptions of importance on corporate social performance and explore effects of CSP dimensions on organizational attractiveness *(explanatory)*		Signaling theory and social identity theory	This study consists of two parts. In the first part, data is collected from 297 undergraduate business students as an in-class exercise. Participants completed a questionnaire that first asked them to indicate the importance of CSP at four points in the job-choice process. The second section of the questionnaire asked them about the relative importance of 11 dimensions of CSP. Part 2 of the study examined the effects of CSP knowledge on attractiveness ratings of firms. A quasi-experimental design is used, in which participants were first asked to rate the attractiveness of an organizations using only what they already knew of the company. After two weeks, the participants received CSP data of the companies and were asked to rate the attractiveness of an organization with the extra	Potential job seekers consider CSP important to the overall assesment of a company. CSP records are considered important at all stages from the job search, but most important when determining wheter to take a job offer. Job seekers find some CSP aspects more relevant than others. Namely, environment community relations, employee relations, diversity and product issues. Woman express a greater interest than men in a firm's diversity record and similar minorities express a greater interest than non-minorities. We found that woman report a significantly greater	**Corporate social performance** influences the attractivess of a firm. Environment community relations, employee relations, diversity and product issues are the aspects of CSP which are more relevant to job seekers than other aspects.	**Recruitment**
Empirical	THE RELATION OF INSTRUMENTAL AND SYMBOLIC ATTRIBUTES TO A COMPANY'S ATTRACTIVENESS AS AN EMPLOYER.	Lievens, F. & Highhouse, S. (2003)	This study seeks to gain an in-depth understanding of the factors related to prospective applicants inital attraction to a company as a place to work. First, we investigate the incremental role of symbolic attributes over instrumental job/organizational attributes in determining potential applicants impression's of a company's attractiveness as an employer. Second, we examine which of these attributes serve as points of differentiation among various organizations. An additional objective is to contrast the perceptions of people who do not presently work within the industry in question with the perception of industry insiders. *(descriptive)*		Instrumental-symbolic framework	The first sample consisted of 275 final-year students of all five universities in the Flemish part of Belgium. The second sample consisted of experienced employees working in the banking industry. This sample consisted of 124 employees who all worked in the corporate headquarters of one specific bank. The participants were asked to fill in a questionnaire. *(cross-sectional)*	Trait inferences indeed add incremental variance, over and above job/organizational attributes, in the prediction of a company's attractiveness as a place to work. A bank innovativeness and competence were seen as especially important in assessing a firm's attractiveness as an employer. Potential applicants ascribe traits to organizations and that these traits enable them to express themselves. Especially the trait inferences presige and innovativeness served as point of differentiation among	**Job and organizational attributes such as pay, advancement, job security, task demands, location, working with customers, benefits and flexible working hours** affect organizational attractiveness. **Symbolic means such as sincerity, innovativeness, competence, prestige and robustness** affect organizational attractivenss.	**Compete with other organizations**

Empirical	Effects of Goal Framing in Job Advertisements on Organizational Attractiveness.	Thorsteinson, T.J. & Highhouse, S. (2003)	The present investigation examines how goal framing in job advertisements may affect potential applicants attraction to an organization. *(explanatory)*			Students were recruited from psychology classes at a large western university and particpated in exchange for course credit. We used a within-subjects design using two levels of frame. All participants responded to questions regarding two job advertisements, one emphasizing the potential losses of not applying and the other emphasizing the potential gains of applying. *(cross-sectional)*	The first experiment found support for goal framing effect on organizational attractiveness. The second experiment found support for both the valence-based encoding explanation and the regulatory focus explanation as mediators of the relationship between goal framing effect and organizational attractiveness.	**Goal framing in job advertisment** affect organizational attractiveness.	**Applicant attraction.**
Empirical	WHY ARE JOB SEEKERS ATTRACTED BY CORPORATE SOCIAL PERFORMANCE? EXPERIMENTAL AND FIELD TESTS OF THREE SIGNAL-BASED MECHANISMS.	Jones, D.A., Willness, C.R. & Madey, S. (2014)	Several studies suggest that an organization's CSP can affect its attractiveness as an employer, but the underlying processes are not well understood. The purpose of this study is to investigate these underlying processes and investigate wheter this can be observed among active job seekers. *(explanatory)*		Signaling theory	This research consists of 2 studies. Participants in the first study were 180 senior undergraduate students from a university in Western Canada who received bonus course credit for their participation. Study 1 was a longitudinal experiment. We collected data over two sessions separated by 1 week to reduce priming effects that may have resulted from responding to items about recruiting organizations' CSP and related individual differences in a single session. We randomly assigned 60 participants to each of three CSP conditions in which the target company's web pages either contained information about its community involvement ("CSP-Community"), its pro-environmental practices ("CSP-Environment"), or neither ("NoCSP"). In	CSP has an causal effect on organizational attractiveness. Community involvement and pro-environmental practices have significant indirect effects on organizational attractiveness trough anticipated pride and perceived value fit. In Study 1, we found that both aspects of CSP were associated with higher organizational attractiveness through anticipated pride. In Study 2, we tested the mediating effect of organizational prestige and found support for it as one of three mediators of the effects of CSP-Community on	**CSP** has an causal effect on organizational attractiveness.	**Recruitment**

Empirical	Narrow personality traits and organizational attraction: Evidence for the complementary hypothesis	Kausel, E.E. & Slaughter, J.E. (2011)	We sought to advance understanding of organizational attractiveness by modeling interactions between organizational characteristics and narrow personality facets. Second, we sought to gain insight into the relative importance of the similarity and complementary hypotheses in a recruitment context *(descriptive)*	organizational attractiveness depends not only on instrumental aspects of the job, but also on the symbolic meaning associated with joining a company.	Instrumental-symbolic framework	Participants were 260 business undergraduates who were members of a career services listserv at a large university in the southwestern United States. The data were gathered during March and April of 2007. In order to reduce the potential influence of common method bias, data were collected at three time periods. At each time, individuals received e-mails containing hyperlinks to web pages where the questionnaires were hosted. At Time 1, 260 participants completed a measure of the FFM personality characteristics. Ten days later (Time 2), participants were asked to rate a randomly assigned organization on perceived personality factors. Data were collected from 239 individuals at this time (91.9% of those who completed	The first is the importance of narrow personality traits over and above the broad domains in the prediction of attraction. The second theoretical contribution of the study is the comparison of the explanatory power of the similarity and complementarity hypotheses in accounting for these interactions. Our findings clearly supported the predictions made on the basis of complementarity. The relation between Trustworthiness and attraction was positive for individuals low on Trust, and was weaker (i.e., non-	**Narrow personality traits** affect organizational attraction.	**Recruitment**
Empirical	Beyond Work-Family Balance: Are Family-Friendly Organizations More Attractive?	Bourhis, A. & Mekkaoui, R. (2010)	"What is the effect of practices designed to reduce work-family conflict on organizational attractiveness in Canada?" *(explanatory)*			In order to test our hypotheses, we chose to use a policy-capturing research design. We constructed different scenarios in order to experimentally manipulate the within-subject independent variables (FFPs and firm reputation). By presenting subjects with scenarios that contain different information controlled by the researcher, policy capturing is designed to study how people use information to make decisions. The purpose of pre-test 1 was to make sure that subjects could identify, in our scenarios, whether or not the company offered FFPs, and if so, which ones. After reading each scenario, subjects were asked to complete a one-page questionnaire about their perceptions of the company. Thirty subjects voluntarily participated in pre-test 1. In pre-	The results indicated that FFPs do have a significant main effect on attractiveness. Two scenarios, personal leaves and flexible scheduling, received significantly higher scores on attractiveness. An additional analysis revealed that childless subjects were significantly more attracted to the organizations that provided on-site child care than were parents. Subjects with a high desire for segmentation were significantly more attracted to organizations that offered teleworking than were subjects with a low desire for segmentation.	**Family-friendly practices** have an effect on organizational attractiveness. Especially personal leaves and flexible scheduling. Besides FFP's **the desire for segmentation and the corporate reputation** influences organizational attractiveness.	**Recruitment**

Empirical	Applicant–employee similarity and attraction to an employer	Devendorf, S.A. (2008)	Our research was designed to test the basic hypothesis that congruence between selfimage and employee image would relate to perceptions of employer attractiveness. *(explanatory)*		The similarity-attraction effect, social-identity theory	Data collection took place in three phases. In Phase 1, a multidimensional scaling (MDS) technique was used to identify groups of employee 'types' among a sample of young women's clothing retailers. Stimulus employers were then chosen to represent these different employee types. In Phase 2, a pilot study was conducted to create profiles of typical employees at each of these employers. Finally, in Phase 3, participants indicated how well each of the profile items described themselves, and they made judgments about the attractiveness of each of the stimulus companies. Data were analysed to determine whether similarity between self-image and stereotypical-employee image was related to perceptions of attractiveness. *(longitudinal)*	We found that college-aged women were more attracted to working in retail clothing stores that employed people similar to them, than to stores that employed people less similar to them. This effect held for both perceived employee similarity and for an objectively derived assessment of similarity. Just as similarity to another person predicts attraction to that person, similarity to a typical employee seems to predict attraction to that employee's organization. Similarity with the attributes of current employees was found to predict employer	**Person-to-person fit** affects organizational attractiveness. Potential applicants are more attracted to organizations which employ similar people as themselves.	**Recruitment**

Appendix VI Full paper analysis employer branding

	Full paper analysis - Organizational Attractiveness								
Study	Title	Author (year)	Research goal/Research question	Definition	Theory used	Methods	Main findings	Antecedents	Role
Empirical	Organizational Attractiveness as an Employer on College Campuses: An Examination of the Applicant Population	Turban, D.B. (2001)	This study extends the literature by examining factors related to college students' impressions of a firm's attractiveness as an employer *(descriptive)*	organizational attractiveness is the immediate objective of recruitment	Signaling theory	The target population for the study was engineering students, faculty, and placement center staff, although at some universities computer science and business majors were also targeted. I mailed **surveys** to junior and senior students, faculty, and placement center staff at the top-tier universities at which this organization targeted its recruitment activities. I mailed surveys to students at nine universities and to university personnel at eight of those universities (I could not obtain addresses at the ninth university). I mailed surveys to approximately 200 students in the designated departments at each university and to approximately 100 faculty and placement center personnel at the same departments. For students, I mailed 1848	Organizational attributes *(R² = .143)* mediated the relationship between recruitment activities and firm attractiveness as an employer. Familiarity *(R²= 0.027)* with the firm had both a direct and indirect effect on firm attractiveness. Additionally, the social context, operationalized as aggregate perceptions of university personnel, was related to students' impression of the firm as an employer. Finally, the behavioral variable interviewed with the firm, which measured whether respondents had interviewed with this firm, was not related to attraction to the firm or to the organizational attributes, although it was correlated with one of the recruitment activities, namely recruitment materials, and	**Organizational attributes such as: company image, compensation and job security and challenging work. Recruitment activities such as: campus activity, recruitment materials and recruitment process. Familiarity with a firm.**	**Applicant attraction.**

Empirical	Organizational attractiveness for prospective applicants: A person–organisation fit perspective	Lievens, F., Decaestecker, C., Coetsier, P., & Geirnaert, J. (2001)	This study aims to investigate which of four objective organizational characteristics determine the attractiveness of organizations for prospective applicants and the extent to which the Big Five personality factors moderate the effect of these organizational characteristics on organizational attractiveness. *(explanatory)*			We asked final-year students to participate in two seperate studies. The sample was composed of 359 final-year students in two large Universities in the Flemish part of Belgium (71% men). First, organization descriptions were randomly distributed across the students. Each student received one organization description. The students were asked to assume that they were offered a job in the organization possesing the characteristics included in the description and to indicate their attraction to that particular organization. Next, the students completed a personality inventory and several items related to background and biographical information (i.e. age, gender and type of degree). *(cross-sectional)*	Results showed that prospective applicants were more attracted to medium-sized and large-sized organizations, to multinational organization and to decentralised organizations. It is striking that the most salient attractiveness factor is centralisation. In this study, pay mix yielded no significant effect on organizational attractiveness. Individuals high on conscientiousness will be more attracted to large-sized organizations. Individuals who are more open to new experiences will be more strongly attracted to international organisations.	**Organizational attributes: Organizational size, level of centralism and level of internationalism** *(R² = .34)* **Personality characteristics** *(R² = .36)* who moderate the effect of organizational attributes on organizational attractiveness: **conscientiousness and openness.**	**The perceived instrumentality of an organization to accomplish specific goals.**
Empirical	Examining the relationship between employer knowledge dimensions and organizational attractiveness: An application in a military context.	Lievens, F., Hoye, G. & Schreurs, B. (2005)	In this study, the dimensions of employer knowledge serve as a common and integrative framework to formulate hypotheses about factors affecting the attractiveness of one specific kind of organization as a place to work, namely the armed forces. *(descriptive)*		Cable and Turban's (2001) employer knowledge model	Our sample consisted of 1,100 final-year students of Belgian high schools. Students were given about 2 weeks to complete the surveys. Participation in the study was voluntary and anonymous. Completed surveys were gathered by therespective teachers and sent back to us. We received complete and usable responses from 576 final-year students (84% men, 16% women; mean age ¼ 17.9 years, SD ¼ 0.96 year, range ¼ 17–22 years), yielding a response rate of 52% *(cross-sectional).*	We found empirical support for all three dimensions of employer knowledge (employer familiarity, employer image, and employer reputation) because attributes related to all these dimensions emerged as significant predictors of attractiveness. First, familiarity with the armed forces was positively related to the perceived attractiveness of the armed forces, in line with previous research *(β= 0.18)* . Second, employer image dimensions (i.e. task diversity β= 0.16 and social/team activities β=0.10) were significantly related to organizational attractiveness. s. Third, employer reputation dimensions in the form of trait inferences (i.e. excitement β= 0.20, cheerfulness β=0.12, and prestige β=0.11) were	**Employer familiarity, employer image and employer reputation.**	**Applicant attraction.**

Empirical	The effect of company recruitment web site orientation on individuals' perceptions of organizational attractiveness	Williamson, I.O., Lepak, D.P., King, J. (2003)	The present study attempts to examine the relationship between the structural characteristics of a recruitment web site and individual perceptions of organizational attraction during the applicant generation phase of the recruitment process *(explanatory)*			The sample consisted of 252 business students from a private mid-sized Southern university and a public large Mid-Atlantic university. Individuals participated in this project as part of a class assignment. Participants were told the purpose of the project was to understand how web-based recruitment materials affect prospective employees perceptions of an organization. Participants were given the web address to one of three company web sites and told to visit the site outside of class and gather information about careers available in the company and specific job opportunities available within the firm. After examining the company s web site, participants were asked to click on a link present on the company	In general, the findings of this study indicate that the orientation of company web sites as well as individual differences influence organizational attraction by affecting individuals' perceptions of a web site's usability. The adoption of a recruiting-oriented web site, as opposed to a screening-oriented web site, was associated with significantly higher attraction by individuals to a prospective employer. The results of this study indicate that web site usability and ease of use mediated the influence of web site orientation on organizational attractiveness perceptions. Perceived content usefulness and ease of use of a recruitment web site mediated the relationship between	**The orientation of company web sites and individual differences.**	**Applicant attraction.**
Empirical	Organizational attractiveness of firms in the People's Republic of China: A person–organization fit perspective.	Turban, D.B., Lau, C.M. & Ngo, H.Y. (2001)	This study extends the literature by investigating factors related to applicant attraction to state-owned enterprises and foreign-invested enterprises and by investigating organizational attributes thought to influence applicant attraction *(descriptive)*		P-O fit theory	Data is collected as part of a larger project that examind college students' perceptions of working conditions in FIEs and SOEs. A survey printed in chinese characteristics was administred to students of seven key universities in Shanghai and Beijing. Participants wer 1.231 students of universities in Beijing and Shanghai. The experimental design was a 3 x 3 x 2 between-subjects design. There are 14 separate descriptions which were randomly distributed to subjects *(cross-sectional)*	Different individuals are attracted to different firms. Type of ownership influenced perceptions of working conditions, and respondents were more attracted to foreign firms than to state-owned firms, although individual differences moderated these effects. Risk aversion is an individual difference that influences the attractiveness of certain organizational attributes. More familiar firms are seen as more attractive employers than are less familiar firms. An implication of the results is that to attract top-quality applicants, firms in China might consider adopting recruitment techniques used in the United Stated to increase their familiarity with potential applicants.	**Ownership type, supervisor nationality, firm familiarity, risk aversion, need for achievement, self-efficacy, need for pay and English proficiency**	**Applicant attraction.**

Empirical	Good Deeds and Misdeeds: A Mediated Model of the Effect of Corporate Social Performance on Organizational Attractiveness	Luca, R.A., Barber, A.E. & Hillman, A.J. (2001)	How do corporate social performance (CSP) and familiarity impact the attractiveness of organizations to job seekers? *(explanatory)*			One hundred firms were randomly selected, using a random number table, from the Standard and Poors'(S&P) 500 for inclusion in the study. Firms in the S&P 500 represent a wide variety of industries and thus are likely to capture most of the types of positions being sought by job applicants. We used the Kinder, Lydenberg, Domini & Co. (KLD) Company Profiles from 1996 for our data on CSP.Three hundred thirty-five undergraduate students who were enrolled in a capstone strategic management course in the business school of a large Midwestern university were asked to rate their familiarity with the 100 firms in the study in the spring of 1998. The same groupof students rated the attractiveness of each	We find that as familiarity with a firm increases so does its attractiveness as an employer *(R² = .83)* Our findings suggest that corporate social performance may be important to attractiveness as an employer only indirectly, through its contribution to familiarity with the firm *(R² = .76)*	**Familiarity with a firm and corporate social performance**	**Applicant attraction.**
Empirical	Social Influences on Organizational Attractiveness: Investigating If and When Word of Mouth Matters	Van Hoye, G. & Lievens, F. (2007)	The general purpose of the present study is to investigate word of mouth as a particular type of informational social influence. As a first specific objective, we want to find out if word of mouth will influence organizational attractiveness perceived by potential applicants and if it will interfere with the effect of recruitment advertising. Second, we are interested in knowing under what conditions		Theory of reasoned action and the theory of planned behavior	Participants were 171 graduate students in industrial/organizational (I/O) psychology from a Belgian university, who were given extra course credit for their participation. The sample consisted of 123 women (72%) and 47 men (28%; 1 participant did not report gender). Participants' mean age was 22 years (SD = 1.80). Nearly all of the participants (98%) had part-time work experience, and 89% had experience in applying for a job (M = 8 previous applications), so the task of evaluating organizational attractiveness was realistic and relevant for the participants. A 2 x 2 x 2 between-subjects factorial design was applied, with word of mouth (positive vs. negative), order of information sources	We found that word of mouth can have a strong effect on organizational attractiveness, even in the presence of recruitment advertising *(ß =-.68, R² =.47)* We found that positive word of mouth was associated with positive organizational attractiveness *(R² = .52)* Furthermore, we extended the recruitment literature by showing that negative word of mouth was related to negative organizational attractiveness.Our findings imply that studying the effects of recruitment advertising in isolation might be misleading (Barber, 1998) because, in reality, job seekers tend to combine information from multiple sources, and interactions between these information sources are likely to occur.	**Word of mouth, recruitment advertising, tie strenght.**	**Applicant attraction.**

Empirical	Organizational Attractiveness Is in the Eye of the Beholder: The Interaction of Demographic Characteristics with Foreignness	Newburry, W., Gardberg, N. A., & Belkin, L. Y. (2006)	Examination wheter firm's foreignness and their degree of internationalization influences their attractiveness as employers. *(explanatory)*	Organizational attractiveness is defined as the degree to which a respondent would personally seek a company as an employer (Turban and Greening, 1997) and would recommend the com-pany as an employer. Organizational attractiveness indicates firms' abilities to	Movement capital theory	We utilized a sample of 4605 individual evaluations of the 60 companies studied in the RQ Annual 2000 study sponsored by the Reputation Institute and conducted by Harris Interactive (HI) from 10 August to 17 October 2000. Questionnaire items were developed by one of the authors in conjunction with the Reputation Institute and HI for the purpose of exploring individual perceptions of firm performance. Database construction consisted of two sampling levels and phases. *(cross-sectional)*	We find that having a foreign HQ negatively relates to firm attractiveness whereas a higher DOI positively relates to attractiveness. Gender, race, age, and education moderate the relationship between foreign HQ and attractiveness, although some interactions are opposite to our predictions. None of our demographic variables interacts significantly with DOI.	**Foreigness of a firm and the degree of internationalization**. Foreigness of a firm is influenced by age, education and race.	**Applicant attraction.**
Empirical	When birds of a feather flock together and when they do not: Status composition, social dominance orientation, and organizational attractiveness.	Umphress, E. E., Smith-Crowe, K., Brief, A. P., Dietz, J., & Watkins, M. B. (2007)	Our intent is to understand better how organizations come to be demographically composed. To explain when individuals are and are not attracted to organizations composed of others to whom they are demographically similar, we turn to social dominance theory *(explanatory)*		Social dominence theory	Undergraduate students were recruited, independently of ethnicity, from business classes at a private university in the southern United States. Of the students recruited to participate, 108 were White; these individuals constituted our sample. Approximately half of these participants were women (n = 56), and their average age was 20.5 years.The study was conducted in two phases. SDO and modern racism data were collected during Phase 1 of the study. Phase 2 of the study, which took place approximately 6 weeks later, consisted of the same participants evaluating a recruitment letter from a fictional company nicknamed INDISCO. *(longitudinal)*	Members of dominant and subordinate groups exhibit discrepant similarity–attraction effects. Importantly, we discern an additional limitation of the similarity– attraction effect by demonstrating that demographic similarity–attraction depends on both group membership and SDO. We have shown that the preference to associate with high-status group members and status composition of an organization interact, such that members of high-status and low-status groups who are high in SDO, rather than those who are low in SDO, are more attracted to organizations composed of high-status, dominant employees.	**Similarity, demographic similarity.**	**Recruitment**

| Empirical | Organizational Attractiveness and Corporate Social Orientation: Do Our Values Influence Our Preference for Affirmative Action and Managing Diversity? | Smith, W. J., Wokutch, R. E., Harrington, K. V., & Dennis, B. S. (2004) | How does the race, gender, and one set of socially constructed set of values, corporate social orientation (CSO), of potential applicants influence their attraction to two institutions? *(explanatory)* | Favorable beliefs and intentions to act | | The participants in this study were 343 graduate and undergraduate students enrolled in six institutions in Virgina, North Carolina, Pennsylvania and New Mexico. Particpation in this study was voluntary. The study was conducted an an in-class excercise at each institution. The materials distributed to participants of this study existed of a survey and a 2-page brochure. Each participant received one of the four survey versions. *(cross-sectional)* | Respondents in this study reported a more favorable assesment (regarding intentions and beliefs) of affirmative action programs (AAP's) than managing-diversity programs (MDP's). Attraction beliefs and intentions is more postive for the affirmative action condition than for the managing-diversity condition. Attraction to AAP's is related to a more legal-oriented corporate social orientation. | **Corporate social orientation** influences organizational attractiveness as well as **corporate social performance** | **Applicant attraction.** |
| Empirical | Applicant Attraction to Organizations and Job Choice: A Meta-Analytic Review of the Correlates of Recruiting Outcomes. | Chapman, D. S., Uggerslev, K. L., Carroll, S. A., Piasentin, K. A., & Jones, D. A. (2005) | The first goal of this study was to use meta-analytic techniques to summarize the relationships between traditional predictors and outcomes associated with applicant attraction and job choice processes. The second goal was to use meta-analytic techniques to assess whether moderator variables may explain differences in results among primary studies. A third goal of this | | | A systematic and comprehensive search for studies was conducted in four steps. First, databases in psychology (PsycINFO, January 1967 to July 2002), management (ABI Inform), and education (ERIC) were searched using 26 recruitment-related terms (e.g., applicant attraction, applicant reactions, job acceptance, job choice, job applicants, organizational attractiveness, recruiter behavior, recruiter characteristics, and recruiting). Second, the reference lists from six recruiting reviews were examined. These reviews also provided information about studies prior to 1967. Third, we reviewed recent conference programs (1996 to 2002) for the Academy of Management and the Society | First, these meta-analyses underscore that what is being offered by the organization is related to applicant attraction. Characteristics of both the job and organization were important determinants of recruiting outcomes. Second, it is clear that how the recruiting is conducted is also important; however, who does the recruiting appears not to be important. Third, and perhaps not surprisingly, perceptions of fit proved to be one of the strongest predictors of the attitudinal applicant attraction outcomes. It is interesting to note that the differences between these men and women were evident for how the recruiting process was conducted as well as for what was being offered in the job. Women | Applicant attraction outcomes were predicted by **job–organization characteristics, recruiter behaviors, perceptions of the recruiting process, perceived fit, and hiring expectancies** | **Applicant attraction.** |

Empirical	Exploring the Relationship Between Corporate Social Performance and Employer Attractiveness	Backhaus, K.B., Stone, B.A. & Heiner, K. (2002)	Investigation of job seekers perceptions of importance on corporate social performance and explore effects of CSP dimensions on organizational attractiveness *(explanatory)*		Signaling theory and social identity theory	This study consists of two parts. In the first part, data is collected from 297 undergraduate business students as an in-class exercise. Participants completed a questionnaire that first asked them to indicate the importance of CSP at four points in the job-choice process. The second section of the questionnaire asked them about the relative importance of 11 dimensions of CSP. Part 2 of the study examined the effects of CSP knowledge on attractiveness ratings of firms. A quasi-experimental design is used, in which participants were first asked to rate the attractiveness of an organizations using only what they already knew of the company. After two weeks, the participants received CSP data of the companies and were	Potential job seekers consider CSP important to the overall assesment of a company. CSP records are considered important at all stages from the job search, but most important when determining wheter to take a job offer. Job seekers find some CSP aspects more relevant than others. Namely, environment community relations, employee relations, diversity and product issues. Woman express a greater interest than men in a firm's diversity record and similar minorities express a greater interest than non-minorities. We found that woman report a significantly greater concern for CSP than men. Firms with an poor environmental record are likely to encounter hurdles in recrutiment, as job seekers are critical of weakness in that	**Corporate social performance** influences the attractivess of a firm. Environment community relations, employee relations, diversity and product issues are the aspects of CSP which are more relevant to job seekers than other aspects.	**Recruitment**
Empirical	THE RELATION OF INSTRUMENTAL AND SYMBOLIC ATTRIBUTES TO A COMPANY'S ATTRACTIVENESS AS AN EMPLOYER.	Lievens, F. & Highhouse, S. (2003)	This study seeks to gain an in-depth understanding of the factors related to prospective applicants inital attraction to a company as a place to work. First, we investigate the incremental role of symbolic attributes over instrumental job/organizational attributes in determining potential applicants impression's of a company's attractiveness as an employer. Second, we		Instrumental-symbolic framework	The first sample consisted of 275 final-year students of all five universities in the Flemish part of Belgium. The second sample consisted of experienced employees working in the banking industry. This sample consisted of 124 employees who all worked in the corporate headquarters of one specific bank. The participants were asked to fill in a questionnaire. *(cross-sectional)*	Trait inferences indeed add incremental variance, over and above job/organizational attributes, in the prediction of a company's attractiveness as a place to work. A bank innovativeness and competence were seen as especially important in assessing a firm's attractiveness as an employer. Potential applicants ascribe traits to organizations and that these traits enable them to express themselves. Especially the trait inferences presige and innovativeness served as point of differentiation among banks. Many job/organizational attributes did not maximally discriminate among banks, even though these attributes were related to the attractiveness of organizations as employers. For example, opportunities for advancement	**Job and organizational attributes such as pay, advancement, job security, task demands, location, working with customers, benefits and flexible working hours** affect organizational attractiveness. **Symbolic means such as sincerity, innovativeness, competence, prestige and robustness** affect organizational attractivenss.	**Compete with other organizations**

Empirical	Effects of Goal Framing in Job Advertisements on Organizational Attractiveness.	Thorsteinson, T.J. & Highhouse, S. (2003)	The present investigation examines how goal framing in job advertisements may affect potential applicants attraction to an organization. *(explanatory)*			Students were recruited from psychology classes at a large western university and particpated in exchange for course credit. We used a within-subjects design using two levels of frame. All participants responded to questions regarding two job advertisements, one emphasizing the potential losses of not applying and the other emphasizing the potential gains of applying. *(cross-sectional)*	The first experiment found support for goal framing effect on organizational attractiveness. The second experiment found support for both the valence-based encoding explanation and the regulatory focus explanation as mediators of the relationship between goal framing effect and organizational attractiveness.	**Goal framing in job advertisment** affect organizational attractiveness.	**Applicant attraction.**
Empirical	WHY ARE JOB SEEKERS ATTRACTED BY CORPORATE SOCIAL PERFORMANCE? EXPERIMENTAL AND FIELD TESTS OF THREE SIGNAL-BASED MECHANISMS.	Jones, D.A., Willness, C.R. & Madey, S. (2014)	Several studies suggest that an organization's CSP can affect its attractiveness as an employer, but the underlying processes are not well understood. The purpose of this study is to investigate these underlying processes and investigate wheter this can be observed among active job seekers. *(explanatory)*		Signaling theory	This research consists of 2 studies. Participants in the first study were 180 senior undergraduate students from a university in Western Canada who received bonus course credit for their participation. Study 1 was a longitudinal experiment. We collected data over two sessions separated by 1 week to reduce priming effects that may have resulted from responding to items about recruiting organizations' CSP and related individual differences in a single session. We randomly assigned 60 participants to each of three CSP conditions in which the target company's web pages either contained information about its community involvement ("CSP-Community"), its pro-environmental practices ("CSP-Environment"), or neither	CSP has an causal effect on organizational attractiveness. Community involvement and pro-environmental practices have significant indirect effects on organizational attractiveness trough anticpated pride and perceived value fit. In Study 1, we found that both aspects of CSP were associated with higher organizational attractiveness through anticipated pride. In Study 2, we tested the mediating effect of organizational prestige and found support for it as one of three mediators of the effects of CSP-Community on organizational attractiveness. In Study 1, both aspects of CSP were associated with organizational attractiveness through perceived value fit, above and beyond the effects associated with the two other	**CSP** has an causal effect on organizational attractiveness.	**Recruitment**

Empirical	Narrow personality traits and organizational attraction: Evidence for the complementary hypothesis	Kausel, E.E. & Slaughter, J.E. (2011)	We sought to advance understanding of organizational attractiveness by modeling interactions between organizational characteristics and narrow personality facets. Second, we sought to gain insight into the relative importance of the similarity and complementary hypotheses in a recruitment context *(descriptive)*	organizational attractiveness depends not only on instrumental aspects of the job, but also on the symbolic meaning associated with joining a company.	Instrumental-symbolic framework	Participants were 260 business undergraduates who were members of a career services listserv at a large university in the southwestern United States. The data were gathered during March and April of 2007. In order to reduce the potential influence of common method bias, data were collected at three time periods. At each time, individuals received e-mails containing hyperlinks to web pages where the questionnaires were hosted. At Time 1, 260 participants completed a measure of the FFM personality characteristics. Ten days later (Time 2), participants were asked to rate a randomly assigned organization on perceived personality factors. Data were collected from 239 individuals at this	The first is the importance of narrow personality traits over and above the broad domains in the prediction of attraction. The second theoretical contribution of the study is the comparison of the explanatory power of the similarity and complementarity hypotheses in accounting for these interactions. Our findings clearly supported the predictions made on the basis of complementarity. The relation between Trustworthiness and attraction was positive for individuals low on Trust, and was weaker (i.e., non-significant) for those high on Trust. The relation between Dominance and attraction was negative for individuals high on Assertiveness, and was weaker (i.e., non-significant) for those	**Narrow personality traits** affect organizational attraction.	**Recruitment**
Empirical	Beyond Work-Family Balance: Are Family-Friendly Organizations More Attractive?	Bourhis, A. & Mekkaoui, R. (2010)	"What is the effect of practices designed to reduce work-family conflict on organizational attractiveness in Canada?" *(explanatory)*			In order to test our hypotheses, we chose to use a policy-capturing research design. We constructed different scenarios in order to experimentally manipulate the within-subject independent variables (FFPs and firm reputation). By presenting subjects with scenarios that contain different information controlled by the researcher, policy capturing is designed to study how people use information to make decisions. The purpose of pre-test 1 was to make sure that subjects could identify, in our scenarios, whether or not the company offered FFPs, and if so, which ones. After reading each scenario, subjects were asked to complete a one-page questionnaire about their perceptions of the company. Thirty subjects voluntarily	The results indicated that FFPs do have a significant main effect on attractiveness. Two scenarios, personal leaves and flexible scheduling, received significantly higher scores on attractiveness. An additional analysis revealed that childless subjects were significantly more attracted to the organizations that provided on-site child care than were parents. Subjects with a high desire for segmentation were significantly more attracted to organizations that offered teleworking than were subjects with a low desire for segmentation. Individuals with a high desire for segmentation were significantly more attracted to organizations that offered flexible scheduling than were individuals with a low desire for segmentation.	**Family-friendly practices** have an effect on organizational attractiveness. Especially personal leaves and flexible scheduling. Besides FFP's **the desire for segmentation and the corporate reputation** influences organizational attractiveness.	**Recruitment**

| Empirical | Applicant–employee similarity and attraction to an employer | Devendorf, S.A. (2008) | Our research was designed to test the basic hypothesis that congruence between selfimage and employee image would relate to perceptions of employer attractiveness. *(explanatory)* | | The similarity-attraction effect, social-identity theory | Data collection took place in three phases. In Phase 1, a multidimensional scaling (MDS) technique was used to identify groups of employee 'types' among a sample of young women's clothing retailers. Stimulus employers were then chosen to represent these different employee types. In Phase 2, a pilot study was conducted to create profiles of typical employees at each of these employers. Finally, in Phase 3, participants indicated how well each of the profile items described themselves, and they made judgments about the attractiveness of each of the stimulus companies. Data were analysed to determine whether similarity between self-image and stereotypical-employee image was related to perceptions of attractiveness. | We found that college-aged women were more attracted to working in retail clothing stores that employed people similar to them, than to stores that employed people less similar to them. This effect held for both perceived employee similarity and for an objectively derived assessment of similarity. Just as similarity to another person predicts attraction to that person, similarity to a typical employee seems to predict attraction to that employee's organization. Similarity with the attributes of current employees was found to predict employer attractiveness. | **Person-to-person fit** affects organizational attractiveness. Potential applicants are more attracted to organizations which employ similar people as themselves. | **Recruitment** |