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A Global Bibliometric Perspective on Organizational Attractiveness: Patterns, Influences, and Future Directions

Esra SİPAHİ DÖNGÜL[1], Şerife UĞUZ ARSU[2]

ABSTRACT

This study aims to identify key patterns, trends, and influential contributors within the academic literature on organizational attractiveness through a comprehensive bibliometric analysis. A total of 396 publications from 1988 to 2023 were retrieved from the Web of Science (WoS) database using the keyword "organizational attractiveness" in titles, abstracts, and keywords. The analysis was conducted using VOSviewer (Version 1.6.19) and SciMAT (Version 1.1.06) software tools. The results show that the highest number of publications occurred in 2023 (n=38), reflecting increasing scholarly interest. In terms of geographical distribution, the United States ranks first with 64 publications. Keyword co-occurrence analysis revealed that "organizational attractiveness" (133), "recruitment" (65), "employer branding" (32), and "corporate social responsibility" (22) are the most prominent terms, indicating the thematic structure of the field. SciMAT analysis also highlights the conceptual evolution of the topic across three periods, revealing a transition from foundational constructs to more diverse and strategic themes. The study contributes to a better understanding of the field's development, identifies gaps for future research, and offers insights into the dynamics of scholarly production in organizational attractiveness.

Keywords: Organizational Attractiveness, Recruitment, Employer Branding, Corporate Social Responsibility, Signaling Theory, Organizational Reputation, Organizational Prestige, Organizational Image.

JEL Classification Codes: M1, M10, M11, M14, M16

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INTRODUCTION

Today, the increasing level of competition makes it necessary for organizations to be evaluated not only by the quality of their products and services, but also by their capacity to attract talented individuals. In this context, the concept of organizational attractiveness stands out as an important factor that determines the degree to which an organization is seen as attractive by potential employees and stakeholders. Organizational attractiveness includes multifaceted factors such as perceptions, employer brand, image, prestige, corporate social responsibility and recruitment strategies that are effective in individuals' preference for an institution. Although this concept has been extensively covered in both the human resources strategies of organizations and the academic literature, there is a limited literature on the in-depth examination of bibliometric elements such as the change of publications in the field over time, influential authors, countries, and institutions. This study seeks to address this gap by providing an in-depth bibliometric analysis of the works scanned in the WOS database from 1988 to 2023 on the topic of organizational attractiveness. In the analysis of the works, the relationships between the publications, cooperation networks and thematic focal points were visualized using the VOSviewer (Version 1.6.19) software. The main purpose of the research is to systematically reveal the current knowledge in this field by identifying the historical trends, the most influential authors, institutions, countries, the most cited studies and key themes in the organizational attractiveness literature. In addition, highlighting the deficiencies in the literature and possible research areas for future studies are among the other important goals of the study. Although the study is limited to only 396 works in the WOS database, it is thought that it will shed light on the development process of the literature dealing with the concept of organizational attractiveness and will guide the research to be done in this field. For future studies, it is suggested to incorporate databases like Scopus and PubMed to further broaden the scope of the literature.

[1] Department of Social Work, Faculty of Health Sciences, Aksaray University, Aksaray, Turkey, dresrasipahi@gmail.com

[2] Department of Social Work, Faculty of Health Sciences, Aksaray University, Aksaray, Turkey, serifeuguz@gmail.com

CONCEPTUAL FRAMEWORK

Organizational Attractiveness and Some Related Concepts

Organizational attractiveness, which is one of the most frequently discussed issues in both business and academic life recently, is recruitment, employer brand, qualified workforce, organizational image (Devendorf and Highhouse, 2008:607; Van Hoye and Saks, 2011:311), organizational prestige/image/reputation (Cable and Graham, 2000:929; Williamson et al., 2010:669), corporate social responsibility (Kim and Park, 2011:639), sustainability, and signaling theory. The expansion of the concept of organizational attractiveness by affecting these concepts stems from the fact that the concept is seen as a critical element that affects organizations in many aspects such as the selection, attraction and productivity of expert personnel for the success of organizations. Studies suggest that these signals, both at the individual and organizational levels, influence individual-level outcomes, such as applicants' intentions to seek a job, interest in the organization, and intentions to accept (Rynes, 1991:399). So, it is seen that the concept of organizational attractiveness has become increasingly popular in the literature and in daily life as a multifaceted and comprehensive concept that is related to and includes all these elements.

Recruitment

One of the most studied concepts that is considered together with organizational attractiveness is recruitment. In light of the competitive dynamics of the business world, where the ability to recruit talented employees provides a significant competitive edge, understanding how candidates respond to their experiences during the recruitment process is essential for attracting potential employees to the organization (Krys and Konradt, 2022:43). Candidates' reactions include their perception of an organization's attractiveness. Organizational attractiveness is expressed as an attitude towards an organization or the overall positive impact expressed, seeing the organization as a desirable entity to initiate some kind of relationship, and is thought of as the interest of job applicants in the pursuit of employment (Evertz and Süß, 2017:141).

Employer Branding

Brand equity, which highlights an organization's unique traits as an employer in comparison to competitors, is a strategic approach aimed at influencing the awareness and perceptions of employees, prospective recruits, and other key stakeholders regarding the organization (Backhaus & Tikoo, 2004:501). Employer brand equity is another concept that affects organizational attractiveness. A study by Jiang and Iles (2011:97), in which job applicants evaluated job offers or corporate positions based on their perceptions of corporate attractiveness and brand value, concluded that organizational attractiveness and brand value can play an important role as an intermediary variable in candidates' behaviour to accept a job offer and in initial recruitment.

Cooperate Social Responsibility (CSR)

CSR is a key concept closely tied to organizational attractiveness. It refers to an organization's commitment to meeting its obligations across various dimensions, including economic, legal, ethical, and philanthropic responsibilities, to a range of stakeholders (Albinger and Freeman, 2000: 243). Kim and Park (2011:639) argued that CSR can be an effective reputation management tool for attracting potential employees, particularly when an organization faces challenges in its business operations. They explored the impact of CSR initiatives on both attitudinal and behavioral outcomes, concluding that person-organization fit acts as a mediator between CSR efforts and organizational attractiveness.

Signaling Theory

Another concept associated with organizational attractiveness is signaling theory. Signaling theory is a theory widely used to explain how the interest of candidates applying for recruitment to the organization in general can be affected by information or signals about the characteristics of the organization that arise during recruitment activities. According to this theory, job applicants interpret many activities and information related to recruitment as signals of unknown characteristics or behaviors of the organization. In this regard, it is crucial for job seekers to use the organization's reputation as a signal that provides insight into the working conditions, especially considering the challenges job seekers face in obtaining information about potential jobs before deciding which to apply for or eliminate from consideration (Rynes, 1991:399).

Organizational Reputation, Image and Prestige

Other concepts related to the concept of organizational attractiveness are organizational reputation, image and prestige. An organization's reputation is defined as the public's overall assesment of the institutions 's name in comparison to others (Fombrun and Shanley, 1990:233) and impacts various outcomes that are closely linked to organizational performance. For instance, organizational

prestige affects the composition of the workforce, as job seekers' initial interest in an organization is shaped by their perception of its prestige (Rynes, 1991:399). In addition, most of the candidates who apply for jobs are potential consumers for the organization. Establishing a strong reputation during the recruitment process can enhance brand value and contribute to future marketing success, ultimately increasing an organization's attractiveness (Keller, 1993:1; Rynes & Barber, 1990:286; Cable & Graham, 2000:929). Van Hoye and Saks (2011:311) found that specific instrumental image attributes influence perceived organizational appeal among both prospective applicants (e.g., social activities, organizational structure, and career advancement opportunities) and their peers (e.g., educational opportunities).

METHOD

Purpose and Importance of the Research

This study aims to analyze scientific publications on the concept of "organizational attractiveness" from the WOS database using bibliometric analysis, with the goal of identifying current research trends. The aim of this study is to conduct a bibliometric analysis of the concept of "organizational attractiveness" in all languages and types of publications based on research scanned in the WOS from 1988 to 2023. In order to achieve the aims of this study, answers to the following research questions were sought:

How has the annual distribution of studies on organizational attractiveness evolved?

- What types of studies have been conducted on organizational attractiveness?
- Which countries have contributed the most to research on organizational attractiveness?
- How are studies on organizational attractiveness distributed across different academic indexes?
- What are the primary research domains and the number of publications related to organizational attractiveness?
- Which 50 institutions have made the most significant contributions to research on organizational attractiveness?
- Which are the top ten publishers with the most publications on organizational attractiveness?
- Who are the top ten most prolific authors in the field of organizational attractiveness?

The research questions answered by bibliometric analysis provide a comprehensive and systematic understanding of the concept of "organizational attractiveness".

Research Design

The research was structured using a descriptive survey model, and the bibliometric analysis method was applied throughout the study. In the descriptive research model, the aim is to define the situation, event or concept that has existed in the past or present and is the subject of the research as it exists by describing it quantitatively or qualitatively (Balcı, 1989:411). Bibliometric methods are used to perform quantitative analysis of written publications (Ellegaard and Wallin, 2015:1809). This study adopted the descriptive survey model as it focused on analyzing scientific publications on the concept of "organizational attractiveness" through bibliometric indicators and identifying the current research trends. The methodological design of the study conducted by bibliometric analysis is shown in Figure 1 with the Bibliometric Workflow Diagram.

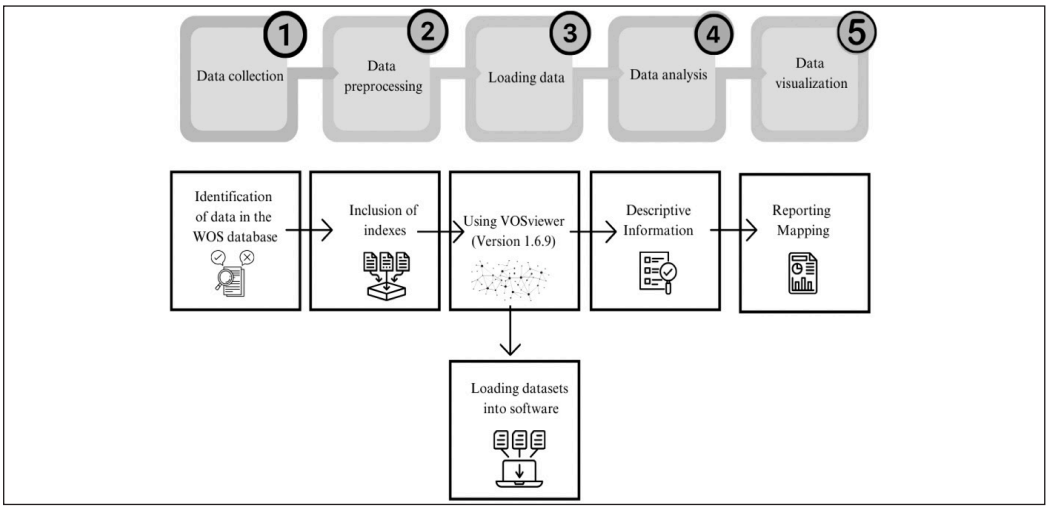

Figure 1: Bibliometric Workflow Diagram

Source: Figure 1 was created by the authors (2024)

Data Collection Process

The Web of Science offers broad categories classified as multidisciplinary to describe the content of journals publishing in all fields of science (Milojević, 2020:183). With its broad scope and international validity, WOS is the most preferred database for scientific research, citation analysis, and bibliometric evaluation (Huang et al., 2023:2305).

Within the scope of this study, a search was carried out on August 14, 2024 using the keyword "organizational attractiveness" in the Web of Science (WOS) database. Scan; made in the title, abstract and keyword fields; All publication types and all citation indexes are included. In addition, no language filter is applied and publications in all languages are covered. A total of 396 publications were identified. It was observed that all of these publications were in English, so the necessity of exclusion based on language criteria did not arise. The same post is not listed more than once. Since it was seen that the first publication was made in 1988, studies published between 1988-2023 were included in the analysis, and records for 2024 were excluded. Records that do not contain relevant information (title, author, source, year, etc.) are also excluded. The data were downloaded via WOS in "tab delimited" format and made available for bibliometric analysis.

ANALYSIS OF DATA

In this research, the bibliometric analysis method was employed to analyze the data. Bibliometric analysis; It is used to evaluate the performance of journals, authors, institutions, and countries, and to analyze co-authorship situation, as well as to guide scientists in identifying research themes, developments, and leading institutions in a particular field in terms of content and geography (Yan and Zhiping, 2023:1). Network visualizations, such as those showing co-authorship, co-attribution, and bibliographic connections are used to explore and visualize bibliometric data, aiding in the understanding of research domains and emerging trends (Tsilika, 2023:1). Bibliometric analysis is a method for evaluating scientific output, tracking publication patterns, assessing the influence of authors and institutions, and analyzing citations. It is also employed for various objectives, such as assessing academic Research and measuring the performance of researchers and academic institutions (Sipahi Döngül and Skica, 2023:33; Sipahi Döngül, 2024:122).

According to Yang et al. (2021:1), bibliometric analysis can be used to understand the key points and limits of research in a particular field, as well as to provide a panoramic view with unique visualizations.

The data were analyzed using two complementary bibliometric software tools: VOSviewer (Version 1.6.19) and SciMAT (Version 1.1.06). VOSviewer was used to visualize co-authorship networks, keyword co-occurrence, and citation-based relationships. It enables the creation and exploration of bibliometric maps using network data, facilitating the identification of publication clusters and key contributors in the field (Arruda et al., 2022:392; Van Eck & Waltman, 2023). This tool helps uncover scientific interactions and detect emerging trends within the literature.

SciMAT was employed to analyze the conceptual structure and thematic evolution of the literature across three periods (1988-1999, 2000-2010, and 2011-2023). It supports the generation of strategic diagrams, overlapping maps, and evolution graphs that reflect the continuity, density, and transformation of key research themes over time (Cobo et al., 2012).

Additionally, to examine statistical relationships between key variables—such as centrality and density, and co-authorship strength and citation impact—Pearson correlation and simple linear regression analyses were conducted using IBM SPSS Statistics Version 27.0.

FINDING

The bibliometric analysis results show the status of published studies on organizational attractiveness across several categories, such as publication year, type of work, countries, indexing details, research areas, publication volume, notable institutions, leading publishers, and authors with the highest number of publications. These analyses will contribute to understanding the level of development of the concept of organizational attractiveness, identifying important actors in the area and predicting future research directions.

Descriptive Information

Basic data set information about the research was analyzed using the WOS database. The descriptive information obtained is summarized in Table 1.

Table 1. Descriptive Statistics

Category	Explanation	Result
General Information		
Timeframe	Years covered by the publications examined in the research	1988-2023
Source	The database on which the study is based	Web of Science (WOS)
Number of Scientific Studies	Total number of scientific studies examined	396
Keywords	The most frequently used keywords by authors	organizational attractiveness recruitment employer branding corporate social responsibility signaling theory
Author Information		
Top Published Authors	Authors with the most publications on organizational attractiveness	Van Hoye, Greet (19 publications) Lievens, Filip (16 publications) Baum, Matthias (9 publications)
Citation Analyses	Top cited authors	Greening, Daniel W. (2 publications, 2802 citation) Turban, Daniel B. (5 publications, 2391 citation)
Publication Types		
Publication Type Distribution	Research Article Proceeding Paper Book Chapters Review Article	348 (%87,88) 27 (%6,7) 11 (%2,78) 10 (%2,53)
Index Information		
Social Sciences Citation Index (SSCI)	Nu. of indexed works	269
Emerging Sources Citation Index (ESCI)	Nu. of indexed works	76
CPCI-SSH	Index of conference proceedings for social sciences and humanities	27
Science Citation Index Expanded (SCI-EXPANDED)	Nu. of indexed works	13
BKCI-SSH	The total number of publications indexed in the citation database for humanities and social sciences.	11
Affiliations Information		
Featured Affiliations	Affiliations with the highest number of publications in the field of organizational attractiveness	University of Ghent (28 publications) State University System of Florida (9 publications) University of Missouri Columbia (8 publications)
Publisher Information		
Top Publishers	Publishers with the most publications on organizational attractiveness	Wiley (84 publications) Emerald Group Publishing (70 publications) Elsevier (40 publications) Springer Nature (37 publications)
Country		
Top Publishers Countries	Countries with the most publications on organizational attractiveness	USA (64 publications) Germany (35 publications) Belgium (22 publications)
Interest		
Research Interests	The most common research areas are for organizational attractiveness	Management (112 publications) Psychology Applied (75 publications) Business (69 publications)

Source: Table 1 created by the authors (2024)

Table 2. The Year Information of the Works

Publication Years	Number of Publications	%
2023	38	9,60
2022	31	7,83
2021	32	8,08
2020	34	8,59
2019	31	7,83
2018	23	5,81
2017	16	4,04
2016	28	7,07
2015	14	3,54
2014	16	4,04
2013	17	4,29
2012	14	3,54
2011	13	3,28
2010	14	3,54
2009	5	1,26
2008	13	3,28
2007	12	3,03
2006	4	1,01
2005	6	1,52
2004	9	2,27
2003	8	2,02
2002	6	1,52
2001	4	1,01
2000	2	0,51
1999	2	0,51
1997	1	0,25
1994	1	0,25
1993	1	0,25
1988	1	0,25

Table 2 presents the distribution of the works by publication year.

As shown in Table 2, the number of publications has seen a notable rise since 2020. In particular, the highest number was reached in 2023 with 38 publications. Between 2010 and 2019, a relatively stable publication trend is noteworthy. It is seen that between 13 and 34 publications were made each year in these years, and the number of publications in this field was very low before 2000. In 1988, 1993, 1994 and 1997, only one publication was made. The highest number of publications were made in 2023, accounting for 9.60% of the total. Table 3 contains information about the publication type of published works.

As seen in Table 3, research articles make up the vast majority of studies, followed by symposium papers and book chapters.

Table 3. Information of Publications by Work Type

Document Types	Number of Publications	%
Research Article	348	87,88
Proceedings Paper	27	6,82
Review Article	10	2,53
Book Chapter	11	2,78
Total	396	100

Source: Table 3 was created by the authors (2024)

Table 4 contains the country information of the published works.

As illustrated in Table 4, the United States leads the literature in both volume and citation impact, reflecting its dominant role in organizational research. Several European countries also show strong contributions, suggesting a regional clustering of scholarly activity.

Table 4. The Country Information of the Published Works

Countries/Regions	Number of Publications	%
USA	64	16,16
Germany	35	8,84
Belgium	22	5,56
Canada	21	5,30
England	20	5,05
China	20	5,05
India	17	4,29
Netherlands	15	3,79
France	14	3,54
Australia	13	3,28
Spain	12	3,03
South Korea	11	2,78
Switzerland	10	2,53
Taiwan	10	2,53
Türkiye	9	2,27
Portugal	8	2,02
Malaysia	7	1,77
Italy	6	1,52
Japan	6	1,52
Greece	5	1,26
Norway	5	1,26
Singapore	5	1,26
Bangladesh	4	1,01
Lithuania	4	1,01
United Arab Emirates	4	1,01
Denmark	3	0,76
New Zealand	3	0,76
Austria	2	0,51
Croatia	2	0,51
Czech Republic	2	0,51
Finland	2	0,51
Indonesia	2	0,51
Pakistan	2	0,51
Romania	2	0,51
Russia	2	0,51
Saudi Arabia	2	0,51
South Africa	2	0,51
Sweden	2	0,51
Thailand	2	0,51
Vietnam	2	0,51
Bahrain	1	0,25
Brazil	1	0,25
Bulgaria	1	0,25
Chile	1	0,25
Cyprus	1	0,25
Egypt	1	0,25
Ghana	1	0,25
Iran	1	0,25
Ireland	1	0,25
Israel	1	0,25
Kazakhstan	1	0,25
Morocco	1	0,25
North Macedonia	1	0,25
Philippines	1	0,25
Scotland	1	0,25
Serbia	1	0,25
Ukraine	1	0,25
Total	396	100

Source: Table 4 was created by the authors (2024)

Table 5. The Index Information of the Published Works

Web of Science Index	Number of Publications
Social Sciences Citation Index (SSCI)	269
Emerging Sources Citation Index (ESCI)	76
Conference Proceedings Citation Index – Social Science & Humanities (CPCI-SSH)	27
Science Citation Index Expanded (SCI-EXPANDED)	13
Book Citation Index – Social Sciences & Humanities (BKCI-SSH)	11
Total	396

Source: Table 5 was created by the authors (2024)

Table 5 contains the index information of the published works.

As shown in Table 5, the majority of studies on organizational attractiveness are indexed in SSCI, indicating the field's strong grounding in the social sciences and its frequent publication in high-impact journals. This concentration within SSCI also underlines the academic credibility and global relevance of the topic. Additionally, the presence of studies in ESCI and CPCI-SSH demonstrates that the subject is not only recognized in established academic outlets but also actively discussed in emerging platforms and conference proceedings. Furthermore, the inclusion of documents in SCI-EXPANDED and BKCI-SSH reflects the interdisciplinary nature of the field, linking social sciences with broader academic domains.

Table 6 shows which research areas the publications on organizational attractiveness focus on.

According to Table 6, the management area was the most preferred field with 112 publications (28.28%). Psychology Applied ranks second with 75 publications (18.94%). This field suggests that organizational attractiveness is examined on issues such as the effects of individuals on motivation, job satisfaction, and career choices.

Table 6. Research Fields and Publication Count

Research Area	Number of Publications
Management	112
Psychology Applied	75
Business	69
Industrial Relations Labor	21
Psychology Social	19
Psychology Multidisciplinary	17
Environmental Studies	12
Ethics	10
Economics	9
Green Sustainable Science Technology	8
Hospitality Leisure Sport Tourism	7
Environmental Sciences	6
Communication	5
Public Administration	5
Health Care Sciences Services	4
Operations Research Management Science	4
Computer Science Interdisciplinary Applications	3
Education Educational Research	3
Sociology	3
Computer Science Information Systems	2
Multidisciplinary Sciences	2
Total	396

Source: Table 6 was created by the authors (2024)

Table 7 displays the top 50 affiliations that are prominent in the published works.

According to Table 7, the University of Ghent is far ahead with 28 publications. This shows that the university offers a strong research focus on the issue of organizational attractiveness and is in a leading position in this regard. Looking at Table 7, it is seen that there are many US-based universities such as State University System of Florida (9 publications), University of Texas System (8 publications). The strong presence of USA universities in this field can be explained by the country's leadership in social science research and its vast academic resources.

Table 7. Top 50 Affiliations Highlighted in Published Works

Affiliations	Number of Publications
University of Ghent	28
State University System of Florida	9
University of Missouri Columbia	8
University of Missouri System	8
University of North Carolina	8
University of Texas System	8
Portland State University	7
Purdue University	7
Saarland University	7
University System of Ohio	7
Korea University	6
Technical University of Munich	6
University of Amsterdam	6
Athens University of Economics Business	5
Bowling Green State University	5
Heinrich Heıne University Dusseldorf	5
Indian Institute of Management IIM System	5
Instituto Universitário De Lisboa	5
Ku Leuven	5
Texas A&M University College Station	5
Texas A&M University System	5
Universite De Montreal	5
University of Bayreuth	5
University of Gottingen	5
University of Kaiserslautern	5
University of London	5
University of Maryland College Park	5
University System of Maryland	5
California State University System	4
Hec Montreal	4
Inland Norway University of Applied Sciences	4
Justus Liebig University Giessen	4
Mays Business School	4
Michigan State University	4
National Institute of Technology Nit System	4
National Institute of Technology Tiruchirappallı	4
National Yang Ming Chiao Tung University	4
Tata Institute of Social Sciences	4
The ICFAI Foundation for Higher Education (IFHE)	4
University of Arizona	4
University of Munster	4
University of Rome Tor Vergata	4
University of Zürich	4
University System of Georgia	4
Western University	4
York University	4
Auburn University	3
Complutense University of Madrid	3
Erasmus University Rotterdam	3
Florida International University	3

Source: Table 7 was created by the authors (2024)

Table 8. The Ten Leading Publisher by Publication Count

Publisher	Number of Publications
Wiley	84
Emerald Group Publishing	70
Elsevier	40
Springer Nature	37
Taylor & Francis	34
Sage	15
American Psychological Association	14
MDPI	7
Nomos Verlagsgesellschaft Mbh & Co Kg	5
Hogrefe Publishing Corp	4

Source: Table 8 was created by the authors (2024)

Table 8 shows the top 10 publishers that stand out in publications on the topic of organizational attractivenes.

According to Table 8, Wiley ranks first with 84 publications. Wiley's wide-ranging portfolio of journals has increased the visibility of the issue of organizational attractiveness in the international arena. Emerald Group Publishing is in second place with 70 publications. The top two publishers, Wiley and Emerald, published about 39% of the total publications (154 publications). World-renowned academic publishers such as Elsevier (40 publications) and Springer Nature (37 publications), have made significant contributions to this field. Table 9 shows the top 10 authors with the most publications in research on organizational attractiveness.

According to Table 9 Van Hoye, Greet (19 publications) and Lievens, Filip (16 publications) are at the top of the list. These two authors are by far the most published researchers. In addition, when we look at the authors in Table 9, it is understood that academicians from different regions contributed. This shows that organizational attractiveness research is gaining international attention.

Co-Author Analysis

Authors prefer co-authorship on papers with the desire to increase their scientific productivity in terms of both quantity and quality (Clark et al., 2006).

Table 10 shows the results of co-author bonds, which show the collaboration between the authors.

According to Table 10, Van Hoye is the author with the most publications, with 19 publications. At the same time, the total connection power of 26 shows that it plays a strong role in collaborations. Lievens, Filip holds the record for the highest number of

Table 9. Ten Leading Authors by Number of Publications

Authors	Number of Publications
Van Hoye, Greet	19
Lievens, Filip	16
Baum, Matthias	9
König, Cornelius J.	6
Bauer, Talya	6
Froese, Fabian Jintae	6
Langer, Markus	6
Highhouse, Scott	6
Turban, Daniel B.	5
Carpentier, Marieke	5

Source: Table 9 was created by the authors (2024)

Table 10. Co-Author Links Demonstrating Collaboration between Authors

Author	Documents	Citations	Total Link Strenghth	h-index
Van Hoye, Greet	19	634	26	25
Lievens, Filip	16	2050	30	25
Baum, Matthias	9	145	17	30
Koening, Cornelius J.	6	187	16	36
Langer, Markus	6	193	15	19
Kabst, Ruediger	5	115	12	28
Carpentier, Marieke	5	119	11	6
Bernerth, Jeremy B.	3	135	10	22
De Witte, Karel	3	61	10	14

Note: The h-index values were obtained from the authors' Web of Science (WoS) profiles
Source: Table 10 was created by the authors (2024)

citations, totaling 2,050 citations. In this context, Table 10 provides important information to compare the authors' collaborative tendencies and influences in the academic field. Academic collaborations should be evaluated not only by the number of publications and citations, but also by the strength and quality of collaborations (Guan et al., 2017:407). Figure 2 presents the network map of the co-authorship analysis, consisting of 43 units, 9 clusters, 81 links, and a total of 100 connections, based on the condition that each author has at least one publication and one citation. This map helps in identifying the authors with the most connections within the field. This network map is designed to visualize collaboration dynamics, connection density, and academic impact among authors.

The h-index is an indicator that evaluates academic impact without focusing only on the number of publications or total citations (Akhtar, 2024:1). In this regard, Koenig, Cornelius J. has a fairly high h-index of 36 with 6 publications. This shows that despite the small number of publications, each of his studies is heavily cited and has a high impact.

Authors' Citation Analysis

Markscheffel and Schröter (2021:365) emphasized that the visualizations created with VOSviewer are clearer and more user-friendly, and stated that the use of VOSviewer

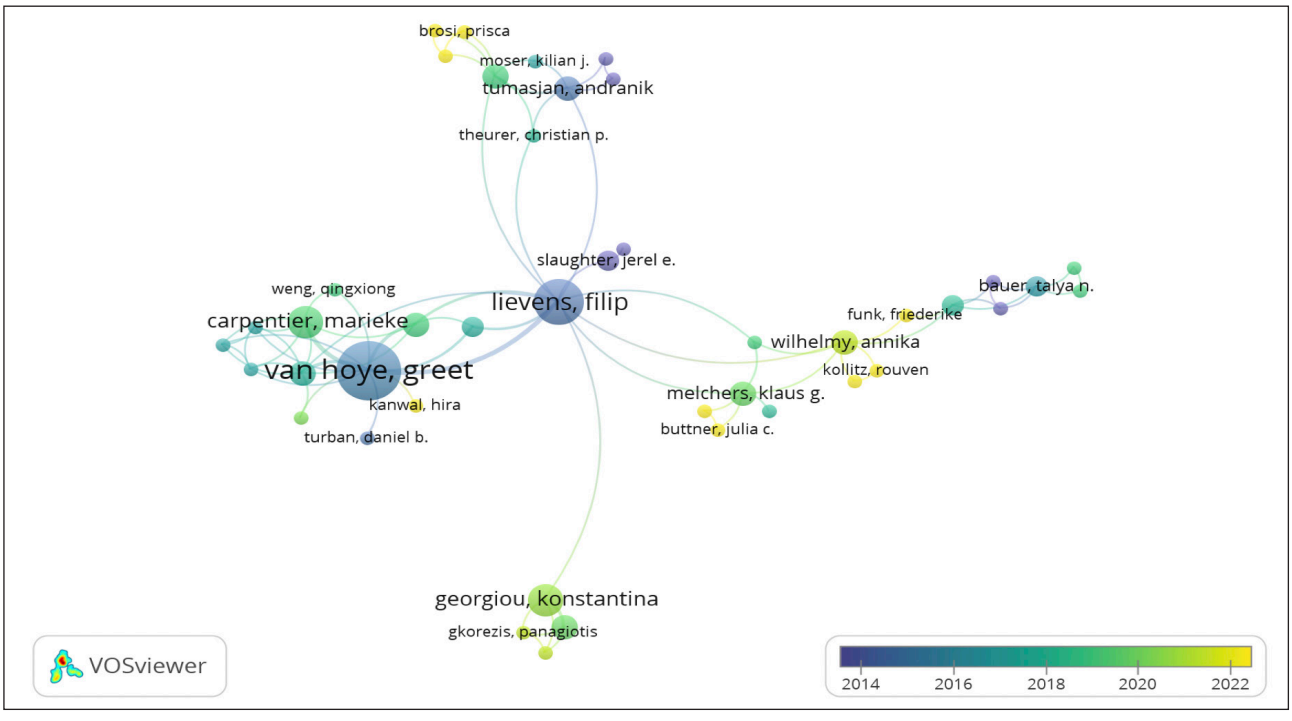

Figure 2: Co-Author Network Map Illustrating Collaborative Connections between Authors
Source: Figure 2 was created by the authors (2024)

Table 11. Authors' Citation Analysis

Author	Documents	Citations	Total Link Strenghth
Greening, Daniel W.	2	2802	348
Turban, Daniel B.	5	2391	859
Lievens, Filip	16	2050	1026
Highhouse, S.	5	1207	884
Johnson, R. A.	1	1039	6
Van Hoye, Greet	19	634	517
Sinar, E. F.	1	473	428
Jones, David, A.	1	421	176
Madey, Sarah	1	421	176

Source: Table 11 was created by the authors (2024)

is a suitable software for the creation and visualization of bibliometric networks based on citations. It was found that there are 10,271 connection strength and 13,030 total connection power across 26 clusters in 800 observation units, which were identified as connected, provided they met the criteria of having at least one publication and one citation.

Table 11 shows the citation analysis created to analyze the academic impact and citation performance of the authors.

According to Table 11, Greening shows a high academic impact with 2802 citations in Daniel W. 2 publications, but the total linking power of 348 indicates that collaborations are relatively limited. Turban, Daniel B. and Lievens, Filip stand out both in terms of the number of publications and the total connection strength. Madey, Sarah, & Jones, David, A., 421 citations, although they make a notable impact, their linkage strength values are moderate (176). In this context, it can be said that Table 11 emphasizes the importance of the network effect beyond measuring academic achievement.

Citation Analysis of Countries

In order for a country to be included in the analysis, at least one academic study must have been produced from that country and it must have been cited at least once by other studies. The aim is to understand the country-based productivity and impact of studies and to reveal the differences between countries (Andrés,

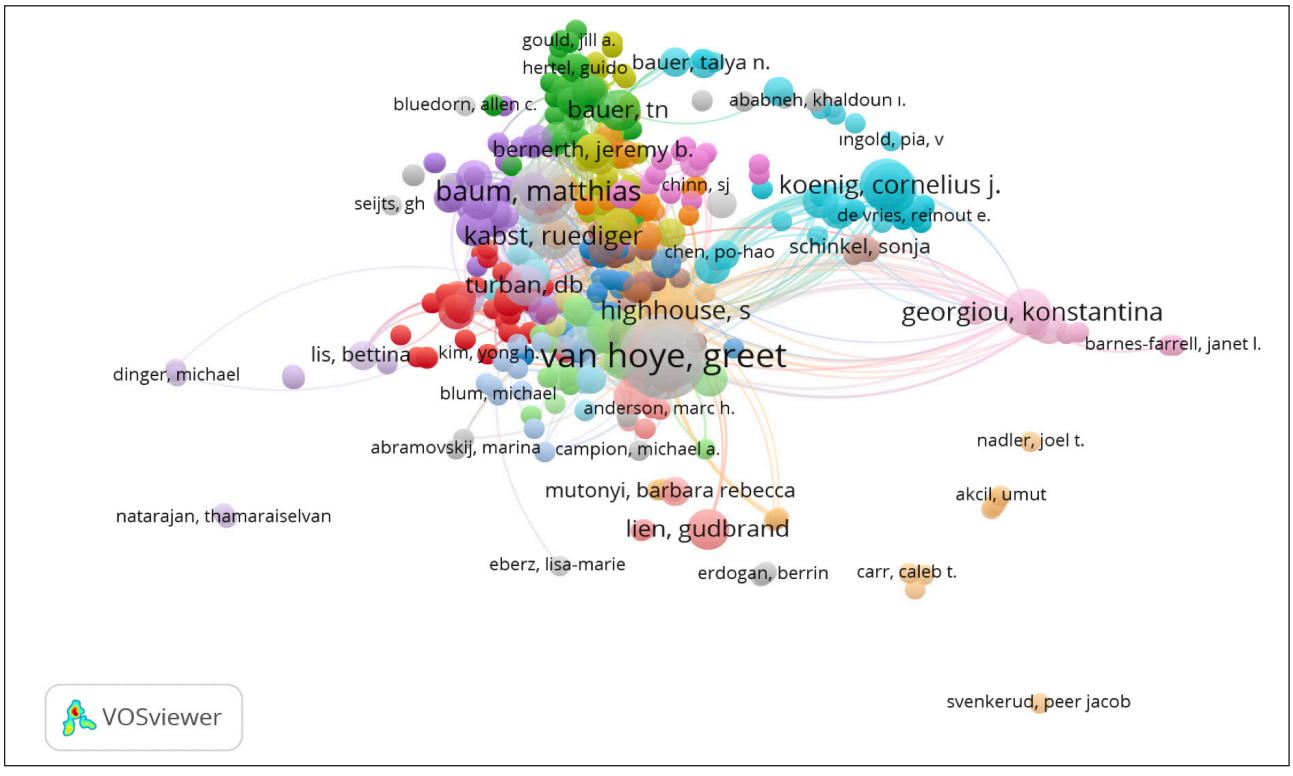

Figure 3: Network Map of Authors' Citation Links

Source: Figure 3 was created by the authors (2024)

2009:1). This analysis is an important approach to evaluate the geographical spread of scientific production in the literature and the impact of cross-country collaborations.

Table 12 shows the total number of publications, number of citations, and total connection strength values for each country.

As shown in Table 12, the USA leads significantly in both the number of publications and citations, with 64 publications and 6965 citations. Belgium stands out with 2424 citations and a total link strength of 831, despite having relatively few publications with 22 publications. This shows that their publications are highly influential and occupy an important place in collaboration networks. Türkiye exhibits a moderate level of productivity with a total of 11 publications and 142 citations. Countries such as Brazil, Chile, Bangladesh are among the countries that receive high citations (e.g. Chile: 45 citations) with a single publication.

Figure 4 illustrates the clustering of nodes, with each color representing a different group. Furthermore, a thicker line suggests a higher frequency of collaboration between the two countries on publications (Tao and Chao, 2023: 6).

Table 12. Analysis of Countries

Country	Documents	Citations	Total Link Strength
USA	64	6965	1381
Germany	35	1314	708
Belgium	22	2424	831
Canada	21	1072	280
England	20	544	199
China	20	294	199
India	17	347	230
Netherlands	15	405	132
France	14	282	165
Australia	13	265	138
Spain	12	500	77
South Korea	11	142	143
Taiwan	10	183	113
Switzerland	10	159	109
Türkiye	11	142	86
Portugal	8	191	124
Malaysia	7	69	49
Japan	6	79	56
Italy	6	33	31
Singapore	5	155	69
Greece	5	65	47
Norway	5	43	13
Bangladesh	4	37	45
U Arab Emirates	4	15	14
Lithuania	4	3	10
New Zealand	3	43	18
Denmark	3	34	29
Finland	2	70	14
Pakistan	2	30	17
Romania	2	25	4
Indonesia	2	24	2
Vietnam	2	21	23
Croatia	2	21	15
Czech Republic	2	21	12
Thailand	2	15	5
Sweden	2	13	27
South Africa	2	9	16
Austria	2	7	24
Saudi Arabia	2	5	8
Chile	1	45	21
Brazil	1	32	14
Bahrain	1	30	11
Ghana	1	30	2
Egypt	1	29	18
Philippines	1	17	22
Scotland	1	11	2
Israel	1	10	3
Iran	1	7	0
Morocco	1	6	11
Cyprus	1	2	2
Bulgaria	1	2	1
Serbia	1	0	2
North Macedonia	1	1	4
Ireland	1	1	4

Source: Table 12 was created by the authors (2024)

Analysis of Bibliometric Connections Among Affiliations

Antunes and Veríssimo (2024:6) consider this analysis as important analytical variables that indicate the contribution and performance of different regions or institutions in this field of research. The analysis, conducted using 475 observation units that were found to be interconnected revealed 22 clusters, a connection strength of 4740, and a total connection strength of 6345 in the bibliometric matching analysis of the institutions.

Keyword Analysis

Ullah et al. (2023:1) explain that keywords are terms selected by authors to accurately represent the core aspects of their research. In the study, the most used keywords that are related to each other at least 2 times were analyzed in terms of 172 units, 19 clusters, 743 connections, 1014 total connection strengths.

Table 13 shows the most used keywords in the domain, frequency of use, and total link strength.

According to Table 13, "organizational attractiveness" has the most repetition (147) and connection

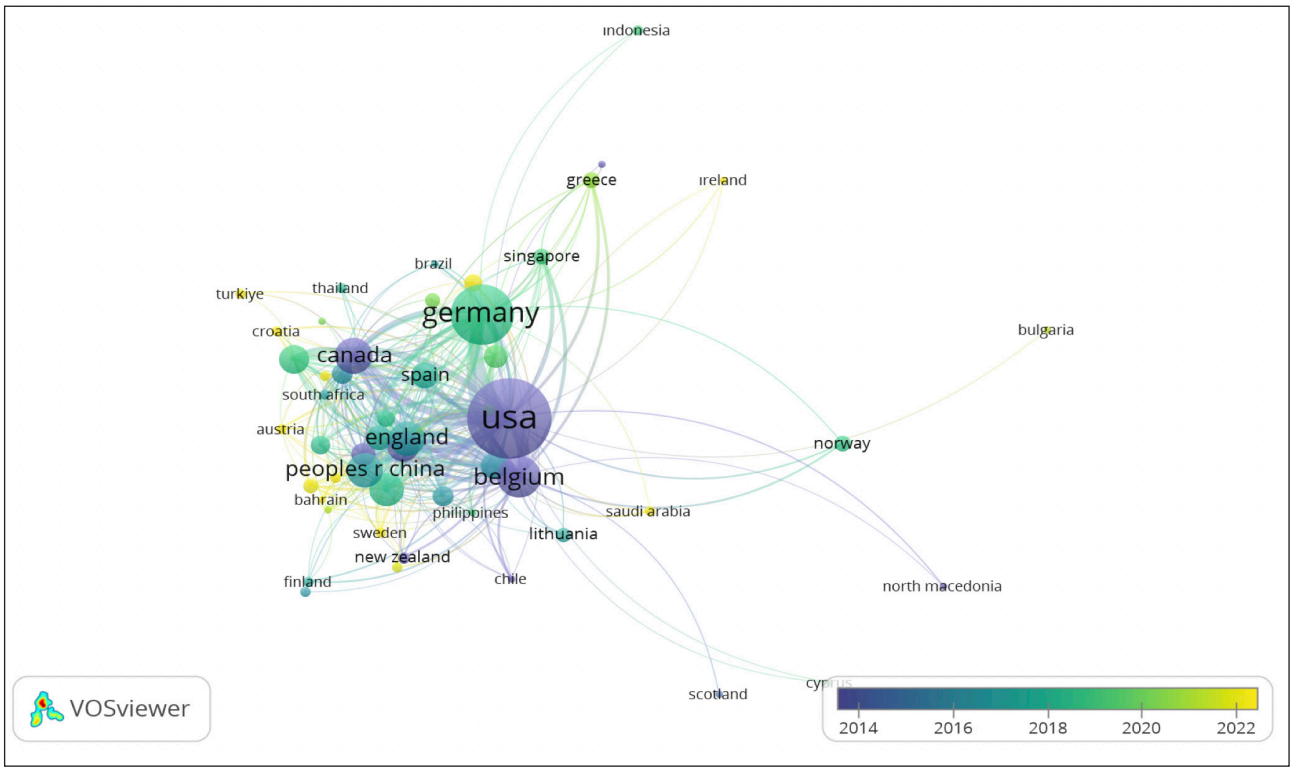

Figure 4: Stratification of Countries' Citation Links by Years

Source: Figure 4 was created by the authors (2024).

Table 13. Keyword Analysis

Keyword	Occurrences	Total link strength
organizational attractiveness	147	309
recruitment	65	158
employer branding	32	70
corporate social responsibility	22	55
signaling theory	21	58
applicant reactions	16	30
person-organization fit	12	36
applicant attraction	12	30
employer attractiveness	12	26
human resource management	10	30
social media	9	34
job seekers	9	25
employer brand	9	22
gender	9	19
diversity	8	18
attractiveness	8	14
job pursuit intentions	7	19
recruiting	7	17

Source: Table 13 was compiled by the authors (2024)

strength (309). This suggests that there is a fundamental issue that is at the heart of the study.

"Recruitment" is in second place with 65 repetitions and 158 connection strengths. Accordingly, it is understood that recruitment processes have a strong connection with organizational attractiveness. "Employer Branding" (32 reps, 70 links) is another important concept associated with organizational attractiveness.

"Corporate social responsibility" (CSR) (22 reps, 55 links) shows that the social responsibility of companies plays an important role in the attractiveness of organizations.

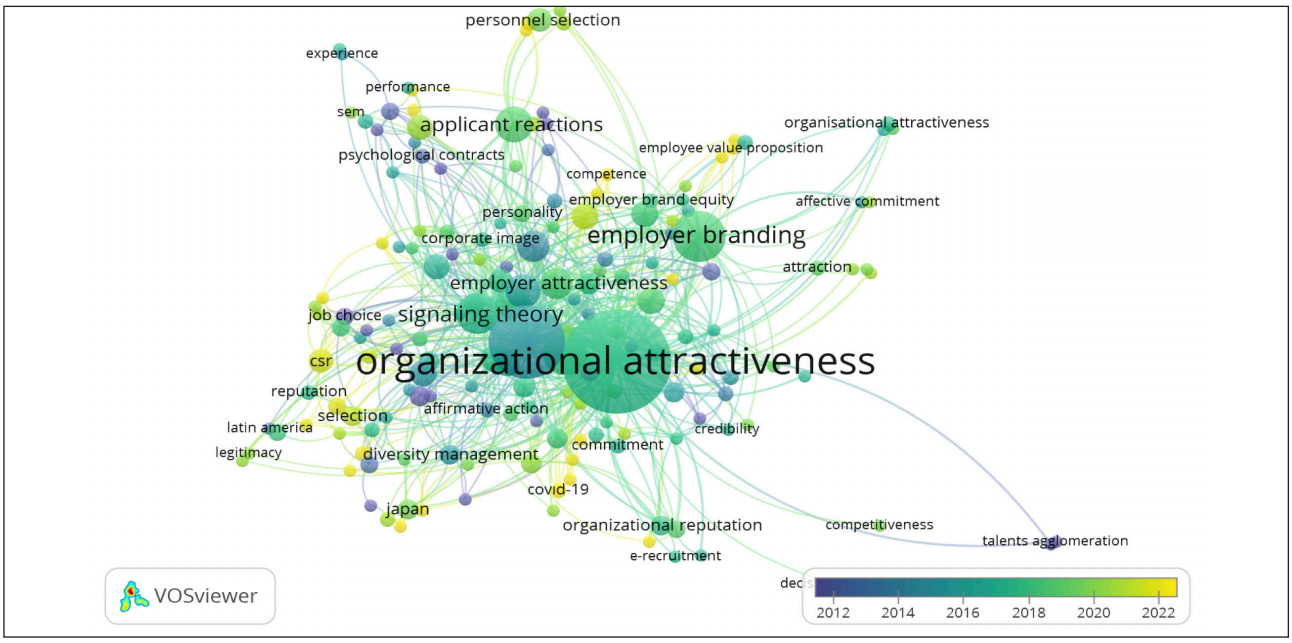

Figure 5: Annual Breakdown of the Most Commonly Used Keyword Connections

Source: Figure 5 was created by the authors (2024)

Table 14. Analysis of Bibliometric Matches in Documents

Document	Citations ▼	Total link strength
Turban (1997)	1763	747
Johnson (1999)	1039	180
Highhouse (2003)	473	685
Lievens (2003)	447	850
Jones (2014)	421	1840
Turban (1993)	315	312
Marin (2007)	255	683
Suazo (2009)	206	447
Lievens (2016)	194	2361
Turban (2001b)	193	1039

Source: Table 14 was created by the authors (2024)

Figure 5 illustrates the annual stratification of the most commonly used keyword connections. The lines in the figure express the connections between keywords and the extent to which these concepts are related. Each keyword is represented as a node in a network graph. The number of times the keyword appears in an article collection (frequency of occurrence) determines the size of the node. That is, the more often a keyword is used, the larger its node is shown in the graph. This helps to visually highlight the prevalence of a particular keyword in the research area (Antunes and Veríssimo, 2024:4). The clusters shown in different colors in Figure 5 represent groups of concepts that are close to each other. At the bottom right of the map, the stratification status by timeline, which shows how keywords are distributed by year, shows their spread and concentration trends between 2012 and 2022.

Analysis of Bibliometric Matches in Documents

Bibliographic matching of texts refers to the situation where two different publications refer to the same third source (Kessler, 1963). In Table 14, the results of bibliometric match analysis of academic texts are listed in terms of number of citations and total link strength. These data help to determine the impact of certain studies on organizational attractiveness and to analyze the relationship network of these studies with other research.

According to Table 14, Turban (1997) is by far the most cited study with 1763 citations and 747 total link strength. Lievens (2016) has the highest value with 2361 in terms of total connection strength.

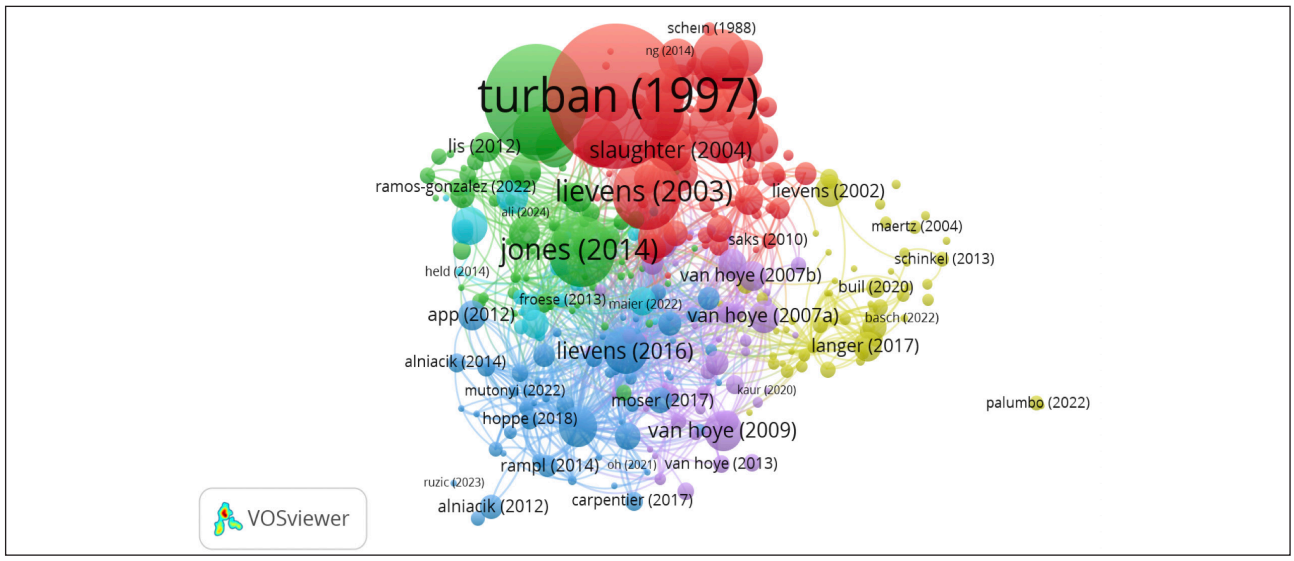

Figure 6: Bibliometric Matching Links of Documents

Source: Figure 6 was created by the authors (2024)

Table 15. Bibliometric Match Analysis of Authors

Author	Documents	Citations	Total Link Strength
Van Hoye, Greet	19	634	36024
Lievens, Filip	16	2050	47345
Baum, Matthias	9	145	31947
Kabst, Ruediger	5	115	21491
Welpe, Isabell M.	3	211	15876
Tumasjan, Andranik	3	219	14868
George, Esther Princess	3	20	11972
Georgiou, Konstantina	5	65	11414
Gomes, Daniel Roque	3	30	10738
Wehner, Marius Claus	3	42	10196
Slaughter, Jerel E.	2	239	10138
Hoppe, Daniel	3	38	10032
Highhouse, Scott	5	1207	9923
Langer, Markus	6	193	9827
Carpentier, Marieke	5	119	9484
Koenig, Cornelius J.	6	187	9143
Bernerth, Jeremy B.	3	135	9143
Feild, Hubert S.	3	135	9143
Walker, H. Jack	3	135	9143

Source: Table 15 was created by the authors (2024)

Figure 6 shows the map for bibliometric match analysis. In the center of the map is the study of Turban (1997) and is represented by the largest node.

Bibliometric Match Analysis of Authors

In the bibliometric match analysis, authors with at least one publication and one citation were included to ensure a broad and inclusive representation of the scholarly landscape. This minimal threshold is commonly adopted in bibliometric studies of emerging or multidisciplinary fields, where citation distributions are often skewed and setting higher thresholds could lead to the exclusion of early-career or less-cited but relevant contributors (van Eck & Waltman, 2014: 296-297). Based on this inclusion criterion, the analysis identified 817 authors grouped into 8 clusters, with 22,669.2 connections and a total link strength of 1,077,741, reflecting the collaborative structure and citation dynamics within the field.

Table 15 shows the bibliometric match analysis to show the academic impact of the authors.

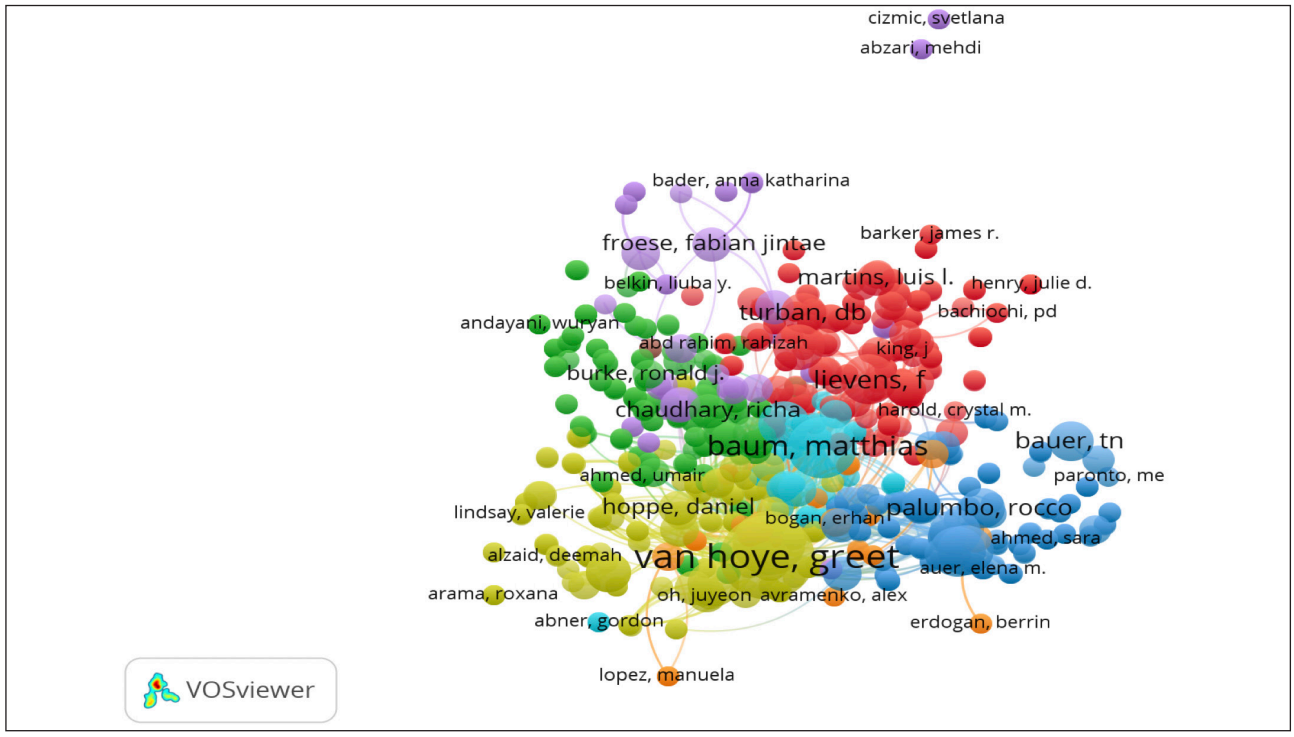

Figure 7: Stratification of Authors' Bibliometric Matching Links by Years
Source: Figure 7 was created by the authors (2024)

According to Table 15, Van Hoye, Greet has the highest total bond strength (36,024) and also the most publications (19). This shows that Van Hoye had a wide network of collaborators and made an influential scientific impact through his work.

The Impact of Bibliometric Trends on the Theoretical Landscape

Bibliometric analysis embodies the changes that occur in the theoretical landscape of the literature by reflecting not only the number of publications and keywords, but also the continuity, expansion, and transformation of concepts over time (Cobo et al., 2012: 1619).

In this context, a three-period analysis of the concept of organizational attractiveness was revealed with the Overlapping Map.

Overlapping Map

The overlap map reveals how concepts in a given field evolve and follow each other over time (Cobo et al., 2012: 1619). Figure 8 shows how the concept of "organizational attractiveness" has evolved between 1988 and 2023 in 3 periods.

When the 1st period (1988-1999) is examined, it is seen that there are a total of 18 concepts. It is understood that 14 of the concepts in this period have passed into the 2000-2010 period, and the conceptual continuity is quite strong, with a transition rate of 0.78. On the other hand, it seems that 4 concepts remain only in this period. This period can be considered as an initial process in which the basic concepts in the field of organizational attractiveness are shaped, the literature is structured and the theoretical foundations are laid.

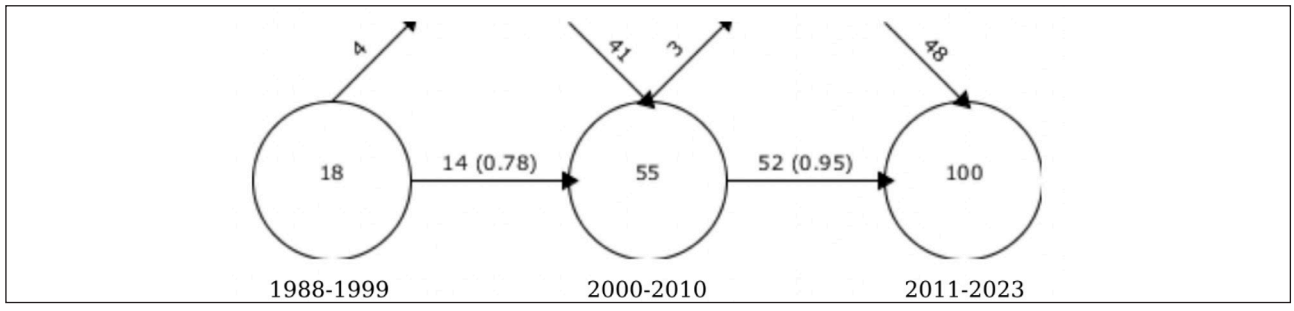

Figure 8: Overlap Map of the Number of Conceptual Clusters
Source: Figure 8 was created by the authors (2025)

When the 2nd period (2000-2010) is considered, it is seen that there are a total of 55 concepts. It is understood that during this period, 14 concepts were carried over from the previous period and 41 new concepts were added. This shows that there is both high conceptual integrity and significant innovation and expansion in the field of organizational attractiveness.

The 3rd period (2011-2023) is a period in which a total of 100 concepts are included, 52 concepts from the previous period are transferred and 48 new concepts are included in the literature. The pass rate is as high as 0.95, indicating that conceptual continuity continues strongly. The high number of new concept entries observed in this period reveals that the concept of organizational attractiveness has been reshaped. In this regard, the recent period reflects a steady process of development and maturation in the field. The biggest conceptual breakdown and innovation took place between 2000 and 2010, which was the second period, and the first period offered a conceptual basis and the last period offered a mature structure that integrated with current developments. In general, the first period symbolizes conceptual building blocks, the second period symbolizes innovation and diversification, and the third period symbolizes stable growth and current harmony.

Table 16. Core Concepts, Influential Authors, and Theoretical Integration of Organizational Attractiveness by Period

Period	Basic Concepts	Associated Authors
1988-1999	Studies conducted during this period focused on developing baseline scales to measure organizational attractiveness and identifying organizational characteristics that influence individual decisions. Although the theoretical background is limited, the conceptual basis has been established.	**Attraction**: Matthias Baum **Reputation**: Daniel B. Turban **Job Attributes:** Scott Highhouse; Koenig Cornelius J.; George, Esther Princess; Konstantina Georgiou; Daniel Roque Gomes **Employer Image:** Lievens Filip; Daniel Hoppe
2000-2010	**Signaling Theory** (Spence, 1973: 355) explains how the symbolic and tangible signs that employers offer to candidates affect candidates' perceptions of the organization and their application decisions. In this period, organizational attractiveness was associated with the characteristics of the organization; The language, message structure and symbolic connotations of the job postings used in the recruitment process have come to the fore.	**Signaling Theory:** Daniel B. Turban; Greening, Daniel W.; Van Hoye Greet; Carpentier, Marieke **Job Choice:** Scott Highhouse; Koenig Cornelius J.; Konstantina Georgiou; Daniel Roque Gomes; Slaughter, Jerel E.; Bernerth, Jeremy B. **Corporate Image:** Daniel Hoppe **Employer Attractiveness:** Lievens Filip; Daniel Hoppe **Selection:** Lievens Filip; Konstantina Georgiou; Daniel Roque Gomes; Daniel Hoppe; Carpentier, Marieke; Walker, H. Jack **Applicant Reactions:** Van Hoye, Greet; Daniel B. Turban **E-Recruitment:** Van Hoye Greet; Konstantina Georgiou; Daniel Roque Gomes; Slaughter, Jerel E.; Carpentier, Marieke; Feild, Hubert S.
2011-2023	**Social Identity Theory** (Tajfel & Turner, 1986: 7) states that individuals' levels of identification with the organization affect their perception of organizational attractiveness and their intention to apply. **Person-Organization Fit** (Kristof, 1996:1) argues that candidates' alignment with organizational values shapes their preferences. **Employer Branding** (Backhaus & Tikoo, 2004:501) emphasizes that employer branding plays a strategic role in attracting talented candidates. Organizational attractiveness in this period; beyond individual benefit, it is handled in the context of corporate reputation, ethical responsibility and strategic positioning; The concept has been associated with social identity, employer image, and candidate behavior.	**-Employer Branding:** Lievens Filip; Van Hoye Greet; Daniel B. Turban **-Person–Organization Fit:** Koenig Cornelius J.; Markus Langer; **-Social Identity Theory:** Daniel B. Turban; Greening, Daniel W. **-HRM:** Markus Langer; Rüdiger Kabst; Isabell M. Welpe; Andranik Tumasjan; Daniel Roque Gomes; Slaughter, Jerel E.; Feild, Hubert S. **-Green HRM:** Rüdiger Kabst -Technology: Markus Langer; Isabell M. Welpe; Andranik Tumasjan; Marius Claus Wehner **-CSR:** Daniel Roque Gomes **-Diversity:** Bernerth, Jeremy B.; Feild, Hubert S.; Walker, H. Jack **-Applicant Attraction:** Rüdiger Kabst; Marius Claus Wehner **-Social Media:** Van Hoye Greet; Carpentier, Marieke

Source: Table 16 was created by the authors (2025)

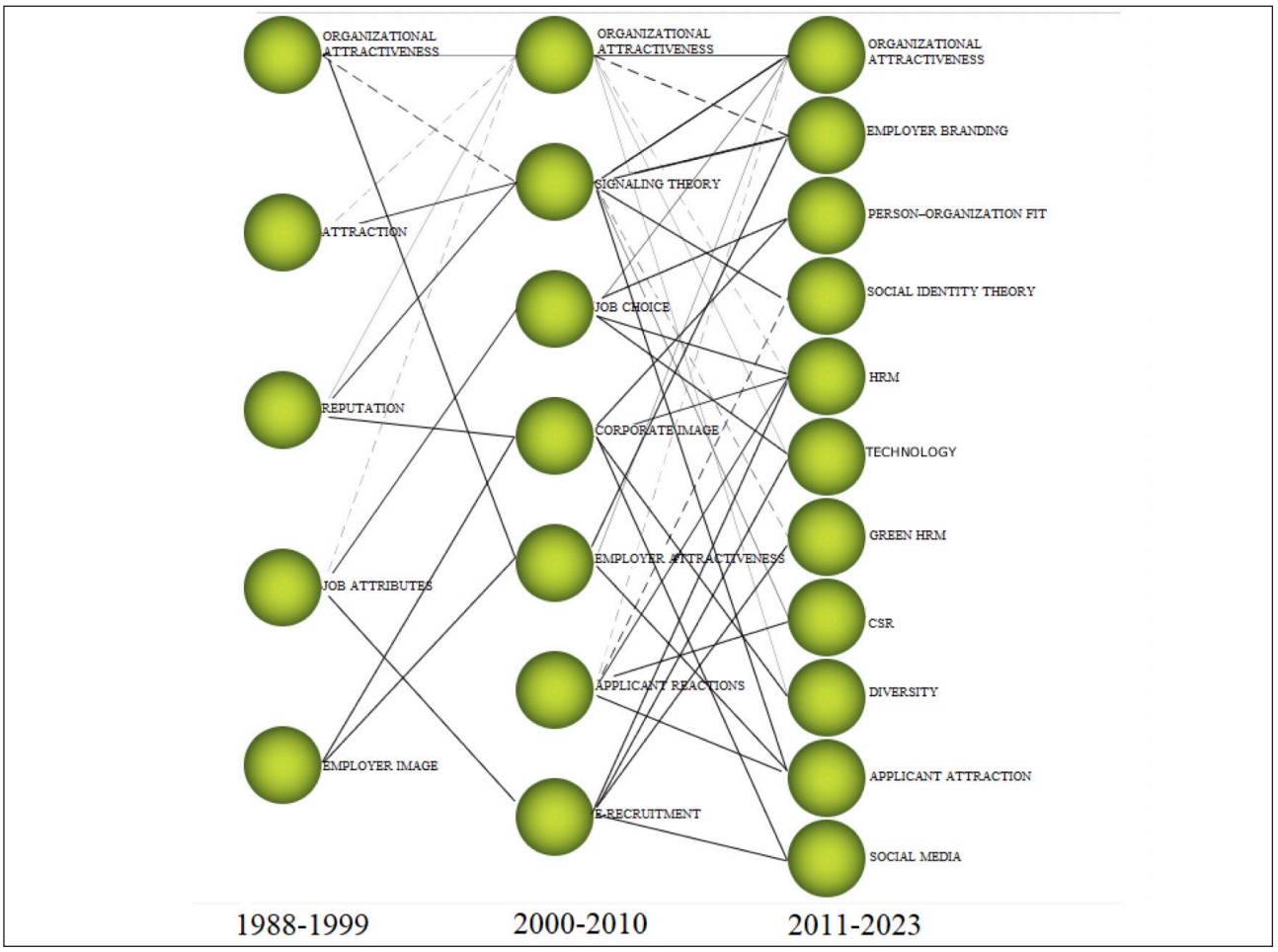

Figure 9: Evolutionary Map of Conceptual Sets

Source: Figure 9 was created by the authors with SciMAT v1.1.06 software (2025).

Table 16 shows the theoretical integration of basic concepts, effective authors, and organizational attractiveness by period.

The periodic evolution map of the conceptual sets is shown in Figure 9.

Figure 9 reveals the relationships (shown by lines) of the key concepts used in the three periods with each other. Thick lines indicate stronger relationships, dashed lines indicate weaker thematic transitions. Nodes (circles) represent the concepts that come to the fore in each period (atıf). The 1988-1999 period shows that conceptual diversity was low in this period, but the foundations of core concepts were laid. While there are strong connections with the basic concepts of 1988-1999, more behavioral themes such as applicant reactions have now come into play. The 2011-2023 Period contains much more intense conceptual connections compared to previous periods. Organizational Attractiveness started with basic definitions in 1988-1999, strengthened with theoretical models in 2000-2010, and gained a broad interdisciplinary structure after 2011. In this context, it is seen that the concept of organizational attractiveness has expanded from the micro level (perceptions and individual preferences) to the macro level (corporate strategies, social values and technology) over time and is increasingly handled with a more holistic approach.

Table 17, Table 18 and Table 19 show the cluster information of the concepts.

Table 17. For the Period 1988-1999 (1. Period) Cluster Information

Name	Centrality	Density
Attraction	2	65
Reputation	1,7	60
Job Attributes	1,6	58
Employer Image	1,4	55

Source: Table 17 was created by the authors (2025)

Centrality is the power of connection of a term with other terms; density shows how strongly the concepts in the set are connected to each other and reflects the conceptual integrity (Cobo et al., 2012: 1617-1618).

Table 18. For the Period 2000-2010 (2. Period) Cluster Information

Name	Centrality	Density
Signaling Theory	2,3	68
Job Choice	2,1	66
Corporate Image	2	64
Employer Attractiveness	1,8	63
Applicant Reactions	1,7	60
E-Recruitment	1,6	58

Source: Table 18 was created by the authors (2025)

Table 19. For the Period 2011-2023 (3. Period) Cluster Information

Name	Centrality	Density
Employer Branding	2,5	72
Person–Organization Fit	2,4	70
Social Identity Theory	2,2	68
HRM	2	65
Technology	1,9	63
Green HRM	1,7	60
CSR	1,6	58
Diversity	1,5	56
Social Media	1,3	55

Source: Table 19 was created by the authors (2025)

According to Table 17, "Attraction" is the concept with the highest centrality and density. This suggests that it is both the most connected and the most inclusive core concept in the literature. The concepts of "Reputation" and "Job Attributes" have also created clusters that are both link-rich and strong in terms of meaning. The "Employer Image" has lower centrality and density than other concepts for this period.

"Signaling Theory" in Table 18 is the most dominant theme of this period. The fact that this theme has the highest values of centrality and density shows that the concept establishes strong relationships with other themes and is placed at the theoretical center of the field. This reflects that the importance of the signals used by candidates in choosing an employer has been studied intensively during this period. "Job Choice" and "Corporate Image" are concepts that draw attention with their high centrality and density values. This shows that corporate image and individual decision-making processes gain importance in the job selection process. "Employer Attractiveness" has become more and more central in the literature, establishing more connections in this period than in the previous period (from 1.4 to 1.8). "Applicant Reactions" and "E-Recruitment", although at a lower level in terms of centralization and density, reflect that adaptation to the digitalized labor market and candidate behaviors have started to find an important place in the literature.

"Employer Branding" in Table 19 stands out as the concept with the highest value in terms of both centrality and density. This suggests that employer branding plays a central role in determining organizational attractiveness and is often worked in conjunction with other concepts. The high value of centrality and density shows that harmony comes to the fore, especially in recruitment processes. "Social Identity Theory" has been especially associated with the concepts of employee engagement, belonging, and attractiveness. "Human Resources Management (HRM)", as one of the basic structural concepts, has high values, but indicates that a more institutional and system-oriented approach is dominant compared to previous periods.

Table 20 shows the Pearson correlation analysis between conceptual centrality and density in three periods.

Table 20. Pearson Correlation Analysis Between Conceptual Centrality and Density in Three Periods

Periyod		
1988-1999	**r**	0.991
	p	0.001
2000-2010	**r**	0.977
	p	0.001
2011-2023	**r**	0.995
	p	0.001

**p<0.001, *p<0.05 significant correlation, Correlation coefficients are based on Pearson's r.

As shown in Table 20, a very strong and significant positive relationship was observed between the centrality and density of concepts in all three periods.

According to Table 21, a very strong positive and statistically significant relationship was found between co-authorship power and citation effect ($p < 0.001$).

In Table 22, simple linear regression analysis was applied on the number of publications per year in order to examine the publication productivity between 1988-2023 in terms of time. As a result of the significance test of the model, it was determined that the established model was statistically significant ($F = 103.965$, $p < 0.001$). The explanatory level of the regression model is high, and the variables of years explain 86.4% of the total variance in the number of publications ($R^2 = 0.864$).

Table 21. Correlation Results Between Co-Authorship Power and Citation Effect

Variable 1	Variable 2	r	p
Total Link Strength	Citations	0.994	< 0.001

**p<0.001, *p<0.05 significant correlation, Correlation coefficients are based on Pearson's r.

Table 22. Model 1: Simple linear regression results for the effect of time on the number of publications between 1988 and 2023

Dependent Variable	Independent Variable	Beta (β)	t	p	R^2	F
Number of Publications	Year	1.363	10.196	< 0.001	0.864	103.965

There was a significant effect of 0.05 < p. Simple linear regression analysis.

Table 23. Model 2: Simple Linear Regression Analysis of the Relationship Between Year of Publication and Number of Citations

Dependent Variable	Independent Variable	Beta (β)	t	R^2	F
Number of Citations	Year of Publication	1.189	5.986	0.066	35.831

In Table 22, simple linear regression analysis was applied on the number of publications per year in order to examine the publication productivity between 1988-2023 in terms of time. As a result of the significance test of the model, it was determined that the established model was statistically significant ($F = 103.965$, $p < 0.001$). The explanatory level of the regression model is high, and the variables of years explain 86.4% of the total variance in the number of publications ($R^2 = 0.864$).

As a result of the simple linear regression analysis applied to test the relationship between the year of publication and the number of citations, it was seen that the model was significant ($F = 35.83$, $p < 0.001$). Looking at the explanatory level of the model, the publication year variable explains approximately 6.6% of the total variance on the number of citations ($R^2 = 0.066$). When the regression coefficient is examined, there is a significant and positive relationship between the year of publication and the number of citations ($\beta = 1.189$, $t = 5.99$, $p < 0.001$). This result shows that the number of citations received by the relevant studies increases on average as the publication year progresses. The increase in interest in time-related issues in the academic literature and the increase in the visibility of published studies support this relationship.

DISCUSSION

This bibliometric study provides a comprehensive overview of the evolution, thematic focus, and scholarly impact of research on organizational attractiveness (OA) between 1988 and 2023. One of the most striking findings is the dominance of English-language publications; all 396 studies were published in English, indicating a linguistic limitation that restricts the global representativeness of the field. This orientation is also reflected in the geographical distribution of publications, where countries such as the USA (64), Germany (35), and Belgium (22) dominate in both quantity and impact. This finding echoes Dauth et al. (2023:9), who emphasized that diversity in top management teams significantly enhances organizational appeal, particularly for international job seekers in European contexts.

A major empirical finding of this study is the predominance of research articles (87.88%), with a disproportionately low number of reviews (only 2.5%). This reinforces the argument by Aboul-Ela (2016:154) that the field lacks foundational theoretical models. This analysis confirmed this through regression results, which revealed a statistically significant increase in the number of publications over time, indicating growing academic interest. However, this quantitative growth has not been matched by theoretical consolidation. Moreover, the second regression confirmed a significant

but weaker association between year of publication and citation count, suggesting that recent studies may not yet have achieved broad scholarly influence.

Keyword analysis underscored "organizational attractiveness", "organizational image", "employer brand" as core themes, reaffirming findings from Van Hoye and Saks (2011:311) and Backhaus and Tikoo (2004:501). The strong co-occurrence of "signaling theory" and "CSR" also supports the multidimensional nature of OA, aligning with findings by Kim and Park (2011:639). Yet, concepts such as "technology," "diversity," and "green HRM" have only recently emerged, indicating new theoretical frontiers that remain underexplored. The stratification of keywords by year revealed a shift in thematic focus from traditional employer characteristics to broader identity and social responsibility dimensions, consistent with Tajfel and Turner's (2004:276) social identity theory and Kristof's (1996:1) person–organization fit.

This research's conceptual evolution analysis across three time periods revealed that foundational terms such as "attraction" and "reputation" (1988-1999) transitioned to more complex themes like "signaling theory" and "corporate image" (2000-2010), culminating in "employer branding," "diversity," and "social identity" (2011-2023). This pattern confirms Cobo et al.'s (2012:1617-1618) proposition that bibliometric mapping reflects theoretical maturation. Pearson correlation analyses between centrality and density values across all periods showed very strong and statistically significant relationships suggesting that core themes have become both conceptually dense and central to the literature.

Another significant contribution of this study is the correlation between collaboration intensity and academic impact. Co-authorship strength was found to be highly correlated with citation counts, supporting previous findings by Guan et al. (2017:407) that collaborative networks amplify scholarly visibility. Authors such as Van Hoye, Lievens, and Turban emerged as central figures not only in publication volume but also in citation strength and bibliometric network influence.

Institutional and publisher analysis showed that Ghent University, State University System of Florida, and University of Missouri Columbia are among the most prolific institutions, while Wiley and Emerald Group Publishing are leading publishers. This concentration of institutional productivity underscores the potential for academic clustering and the need for broader institutional diversity.

Despite the significant empirical insights, the field still lacks theoretical integration. For example, although signaling theory, social identity theory, and person–organization fit are frequently cited, they are rarely synthesized into comprehensive models that explain OA across individual, organizational, and societal levels. This research's findings confirm this view by showing that most studies still focus narrowly on job seekers, overlooking perspectives from customers, communities, or even regulators.

In conclusion, this discussion reveals a growing but fragmented field. While the number of publications and thematic sophistication have increased over time, there is still a need for integrative frameworks that consolidate the diverse concepts identified. Future studies should aim to link traditional HRM perspectives with emerging societal, technological, and cultural Dynamics ideally through interdisciplinary collaboration and inclusion of underrepresented regions. Doing so will enhance both the academic richness and practical relevance of organizational attractiveness research.

CONCLUSION AND THEORETICAL IMPLICATIONS

This bibliometric analysis identified major patterns and conceptual shifts in the organizational attractiveness (OA) literature, offering both empirical insights and theoretical reflections. The upward trend in publication output culminating in a peak of 38 articles in 2023 demonstrates the growing relevance of OA in organizational studies. The literature is predominantly empirical (87.88%), and contributions are geographically concentrated in countries such as the United States, Belgium, and Germany. Institutions like Ghent University, and publishers such as Wiley and Emerald, have played significant roles in shaping the field's scholarly visibility.

Keyword co-occurrence patterns indicate that organizational attractiveness constitutes the conceptual nucleus of this literature, closely aligned with human resources-related themes such as recruitment, employer branding, and applicant attraction. Frequently cited works (e.g., Turban, 1997) have laid the theoretical foundation, while influential scholars including Van Hoye and Lievens have contributed significantly to framing OA from interdisciplinary perspectives, incorporating psychological, sociological, and managerial viewpoints.

The evolution of research themes from early emphases on job characteristics and employer image to broader constructs such as CSR, diversity, and sustainability reveals a transition toward more integrated theoretical

paradigms. This shift suggests the convergence of previously distinct frameworks, particularly Signaling Theory, Social Identity Theory, and Person-Organization Fit Theory. Organizational attractiveness may thus be better understood as a multidimensional construct shaped simultaneously by symbolic organizational cues, value alignment, and social identity processes.

Despite the richness of empirical studies, the field still lacks comprehensive theoretical integration. Few studies attempt to develop holistic frameworks connecting employer branding, perceived organizational image, and candidate decision-making processes. There is a need for conceptual models that bridge human resource management, organizational behavior, and applied psychology while accounting for moderating factors such as digital transformation, cultural variation, and labor mobility. In this context, interdisciplinary research collaborations as exemplified by scholars like Lievens and Van Hoye may facilitate the development of more robust theoretical explanations.

The dominance of empirical approaches and the scarcity of theoretical reviews (only 2.5%) underscore a pressing need to expand beyond descriptive analyses and engage in active theory development. Future research should focus on constructing and validating theoretical models that reflect the complexity and evolution of organizational attractiveness in contemporary contexts.

Lastly, a key limitation of this study is its reliance solely on the Web of Science database. While WoS provided reliable bibliometric data, it lacks certain advanced indicators most notably the Field-Weighted Citation Index (FWCI), which enables citation impact to be evaluated relative to disciplinary norms. FWCI, available only via Scopus/SciVal, normalizes citations by year, field, and document type, providing a more nuanced view of scholarly influence. Therefore, future studies are encouraged to include FWCI in cross-database comparisons to enhance impact analysis.

In summary, this study not only synthesizes past research trends but also calls for a shift toward integrative, theory-driven approaches that reflect the multidimensional nature of organizational attractiveness in the face of cultural, technological, and generational change.

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