


RECRUITMENT MARKETING - A BIBLIOMETRIC ANALYSIS

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ARTICLE INFO	<u>ABSTRACT</u>
<p>Article history:</p> <p>Received 30 Dezember 2021</p> <p>Accepted 07 February 2022</p>	<p>Purpose: The purpose of the study is to conduct a Bibliometric analysis of Recruitment Marketing.</p> <p>Theoretical framework: Recruitment Marketing is a technique that has evolved recently to nurture candidates before they apply for a job. Understanding and applying recruitment marketing techniques is essential to retain a talent pool. Since Recruitment Marketing is a new strategy, there is still much to research and discover.</p>
<p>Keywords:</p> <p>Bibliometric analysis; Conceptual structure; R software; Recruitment Marketing; Web of Science</p> <div data-bbox="231 963 542 1209">  </div>	<p>Design/methodology/approach: The current scenario of publications from 2000-2020 on Recruitment Marketing listed in the Clarivate Web of Science database was explored in this bibliometric study. To build a bibliometric map, descriptive and inferential statistical methods were utilized. Bibliometric analysis was performed using R-based software Biblioshiny.</p> <p>Findings: The findings revealed that the topic is not well established in the literature but has scope for growth in the coming future. The results reported that only very few studies were undertaken in the area of recruitment marketing globally. USA and Australia are the countries which contributed articles in this area when compared to other countries. The most commonly used words are 'loyalty,' 'attraction,' and 'conceptual-model'. New developments in recruitment marketing have not been sufficiently studied and understood logically and concisely. This study utilized a conceptual framework to organize and analyze the field's various research streams and themes. These themes and subthemes have suggested research recommendations and crucial research areas.</p> <p>Research, Practical & Social implications: Authors recommend in-depth study for the future and identify the areas that need more exploration. The current study can help researchers and recruiters to analyze the upcoming recruiting trends and strategies.</p> <p>Originality/value: The study is found to be primary and original research that contributes to the bibliometric representation of recruitment marketing.</p> <p>Doi: https://doi.org/10.26668/businessreview/2022.v7i2.0431</p>

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MARKETING DE RECRUTAMENTO - UMA ANÁLISE BIBLIOMÉTRICA

RESUMO

Objetivo: O objetivo do estudo é realizar uma análise Bibliométrica sobre “Marketing de Recrutamento”.

Quadro teórico: O Marketing de Recrutamento é uma técnica que evoluiu recentemente para nutrir os candidatos antes que eles realmente se candidatem a um emprego. Compreender e aplicar técnicas de marketing de recrutamento é muito essencial para reter um pool de talentos. Como o Marketing de Recrutamento é uma estratégia nova, ainda há muito o que pesquisar e descobrir sobre ele.

Design/metodologia/abordagem: O cenário atual de publicações de 2000-2020 sobre “Recruitment Marketing” listados na base de dados Clarivate Web of Science foi explorado neste estudo bibliométrico. Para a construção do mapa bibliométrico, foram utilizados métodos de estatística descritiva e inferencial. A análise bibliométrica foi realizada usando um software baseado em R.

Resultados: Os resultados revelaram que o tema não está bem estabelecido na literatura, mas tem espaço para crescimento no futuro próximo. Os resultados relataram que há muito poucos estudos realizados na área de marketing de recrutamento em todo o mundo. EUA e Austrália são os países que mais contribuíram com artigos nesta área quando comparados a outros países. As palavras mais usadas são “lealdade”, “atração” e “modelo conceitual”. Novos desenvolvimentos no marketing de recrutamento não foram suficientemente estudados e compreendidos de forma lógica e concisa. Este estudo utilizou uma estrutura conceitual para organizar e analisar as várias linhas e temas de pesquisa no campo. Recomendações de pesquisa e áreas de pesquisa cruciais foram sugeridas por esses temas e subtemas.

Pesquisa, implicações práticas e sociais: Os autores recomendam um estudo aprofundado para o futuro e identificam as áreas que precisam de mais exploração. O estudo atual pode ajudar pesquisadores e recrutadores a analisar as próximas tendências e estratégias de recrutamento.

Originalidade/valor: O estudo é considerado uma pesquisa primária e original que contribui para a representação bibliométrica do marketing de recrutamento.

Palavras-chave: Análise bibliométrica, Estrutura conceitual, Software R, Marketing de Recrutamento, Web da Ciência.

MARKETING DE RECLUTAMIENTO: UN ANÁLISIS BIBLIOMÉTRICO

RESUMEN

Propósito: El propósito del estudio es realizar un análisis Bibliométrico sobre “Marketing de Reclutamiento”.

Marco teórico: El marketing de reclutamiento es una técnica que ha evolucionado recientemente para nutrir a los candidatos antes de que realmente soliciten un trabajo. Comprender y aplicar técnicas de marketing de reclutamiento es muy esencial para retener un grupo de talentos. Dado que el Marketing de Reclutamiento es una estrategia nueva, aún queda mucho por investigar y descubrir al respecto.

Diseño/metodología/enfoque: En este estudio bibliométrico se exploró el escenario actual de publicaciones de 2000-2020 sobre “Recruitment Marketing” que figuran en la base de datos Clarivate Web of Science. Para construir un mapa bibliométrico se utilizaron métodos de estadística descriptiva e inferencial. El análisis bibliométrico se realizó utilizando un software basado en R.

Hallazgos: Los hallazgos revelaron que el tema no está bien establecido en la literatura, pero tiene posibilidades de crecimiento en el futuro próximo. Los resultados informaron que solo hay muy pocos estudios realizados en el área de marketing de reclutamiento en todo el mundo. EE. UU. y Australia son los países que contribuyeron con artículos en esta área en comparación con otros países. Las palabras más utilizadas son 'lealtad', 'atracción' y 'modelo conceptual'. Los nuevos desarrollos en marketing de reclutamiento no han sido suficientemente estudiados y entendidos de una manera lógica y concisa. Este estudio utilizó un marco conceptual para organizar y analizar las diversas corrientes de investigación y temas en el campo. Estos temas y subtemas han sugerido recomendaciones de investigación y áreas de investigación cruciales.

Implicaciones de investigación, prácticas y sociales: Los autores recomiendan un estudio en profundidad para el futuro e identifican las áreas que necesitan más exploración. El estudio actual puede ayudar a los investigadores y reclutadores a analizar las próximas tendencias y estrategias de reclutamiento.

Originalidad/valor: se considera que el estudio es una investigación primaria y original que contribuye a la representación bibliométrica del marketing de reclutamiento.

Palabras clave: Análisis bibliométrico, Estructura conceptual, Software R, Comercialización de Reclutamiento, Web de la Ciencia

INTRODUCTION

Marketing and recruitment are two areas that can learn from each other and employ comparable strategies for their respective goals. Companies use techniques in traditional marketing to explain their company's culture, advertise their products or services, and reach out to potential customers. Companies develop tactics in recruitment marketing to promote their work and employees and attract top talent. The collection of strategies and resources used by a company to attract and encourage the best talents in the pre-applicant phase is known as recruitment marketing (van Esch et al., 2019). This approach tries to advertise and build a company culture or brand to recruit qualified applicants. Every marketing method used to attract the apt profiles from a group of applicants is called recruitment marketing (Backhaus, 2004). Employers use recruitment marketing to promote their Employer Brand and raise brand recognition (Soulez & Guillot-Soulez, 2011).

Bibliometric analysis has recently become a widely accepted method for portraying the present state and study patterns of a specific domain, obtaining updates on particular knowledge, or outlining the most sources cited, authors, institutions, and countries involved in the field (Jacimovic et al., 2021). The statistical examination of the articles published by persons or organizations in a specific timeframe & a specified topic area, as well as the relationships between these articles, is referred to as bibliometrics (Ellegaard & Wallin, 2015). Bibliometric analysis is used for various reasons, including identifying developing trends in article and journal performance, collaboration patterns, and critical elements, as well as investigating the underlying structure of a specific area in the available literature (Verma & Gustafsson, 2020). Researchers can save a lot of time by using bibliometric knowledge to jumpstart their domain research and learn about the important trends in the domains they're investigating. As a result, scholars can get a quick summary of the most important papers and hot themes in the field.

Bibliometrics is becoming popular as a means of scientifically discovering patterns in the knowledge collected in the body of literature. The bibliometric analysis uses bibliographic data to measure the research activity of individuals, groups, organizations, or countries. Science mapping focuses on visualizing the structure and dynamics of a research field (Cobo et al., 2011). Even though many bibliometric studies are carried out in different areas of management and marketing, bibliometric analysis in this domain is very few. The literature review analyzed the lack of studies undertaken in Recruitment Marketing. Considering the research gap, the paper aims to launch a bibliometric analysis to characterize the structure and evolution of recruitment marketing. This inquiry also provided a framework for comprehending the academic and performance facets of the field.

LITERATURE REVIEW

Bibliometric Analysis

The quantitative examination of bibliographic content is known as bibliometric analysis. It offers a broad overview of a research area categorized by publications, authors, and journals (Donthu et al., 2021). Bibliometric analysis is a method of investigation (Mendes et al., 2022) that uses scientific journals from the Scopus or WoS databases to assess the overall trend in academic research on a given topic. As a result, this sort of methodology distinguishes between two academic research forms (a review paper and a bibliometric study), which focus specifically on the conclusions of a specific issue.

Recruitment Marketing

Technology has advanced the hiring process. Today, HR professionals can interact with candidates, hire talent, and forge connections more quickly through automation, artificial intelligence, and HR technology. But technology by itself is insufficient. Recruiters must behave and think like marketers if they want to draw attention, engage, develop, and acquire job applicants. Marketers are taught how to sway, captivate, and persuade audiences to take action. Recruiters must embrace a marketing perspective and marketing tactics to hire and keep the best talent. Thus, Recruitment marketing is a discipline that focuses on reaching out to potential candidates through various means to create a competitive advantage (Zehetner & Zehetner, 2019). Many organizations embrace this discipline to attract talented workers as the War for Talent becomes more severe. Marketing for hiring is not just used to find top personnel but for creating the best applicant experience, enhancing the employer brand, attracting, engaging, developing, and converting candidates are all goals of this strategic approach. Talent acquisition, human resources, and marketing professionals use recruitment marketing strategy. To interact and develop potential talent during the pre-application stage, a company utilizes a mixture of methods and technologies known as recruitment marketing. This strategy seeks to create an organizational value or brand to attract qualified people and advertise the benefits of working for the organization (Soulez & Guillot-Soulez, 2011).

METHODOLOGY

This study aims to examine the background and identify the top countries, trend topics, influential journals, and sources of publications associated with Recruitment Marketing. The data was taken from the Web of Science database. The keywords ‘Recruitment Marketing’ was used to search. To build a bibliometric map, descriptive and inferential statistical methods were

utilized, and bibliometric analysis was performed using Biblioshiny, an R-based software. There were only 23 documents relevant to these keywords. It identified various research streams and themes related to the recruitment marketing industry. This study analyzed the literature on recruiting marketing from 2000 to 2020. By offering a comprehensive, structured, and consistent review method, this study of bibliometric analysis considerably improves the standard of the theoretical background. It allows for structuring study domains and significant work without subjectivity, which is essential for a comprehensive approach to the study process.

RESULTS

General information

According to the bibliometric analysis, it was found that there are only 23 documents found on the Web of science for Recruitment Marketing, comprising 17 articles, two book chapters, two proceedings papers, and two editorial papers. This analysis ranges from 2000 to 2021, with an average citation of 1.868 per year. All of these journals used 60 keywords plus and 78 author's keywords. The keyword plus is essential, often recurring words in the names of an article's referenced sources. Different authors use author's keywords in writing their papers. Table 1 portrays the documents about Recruitment Marketing written by 55 authors, with just 6 of them having a single **author**.

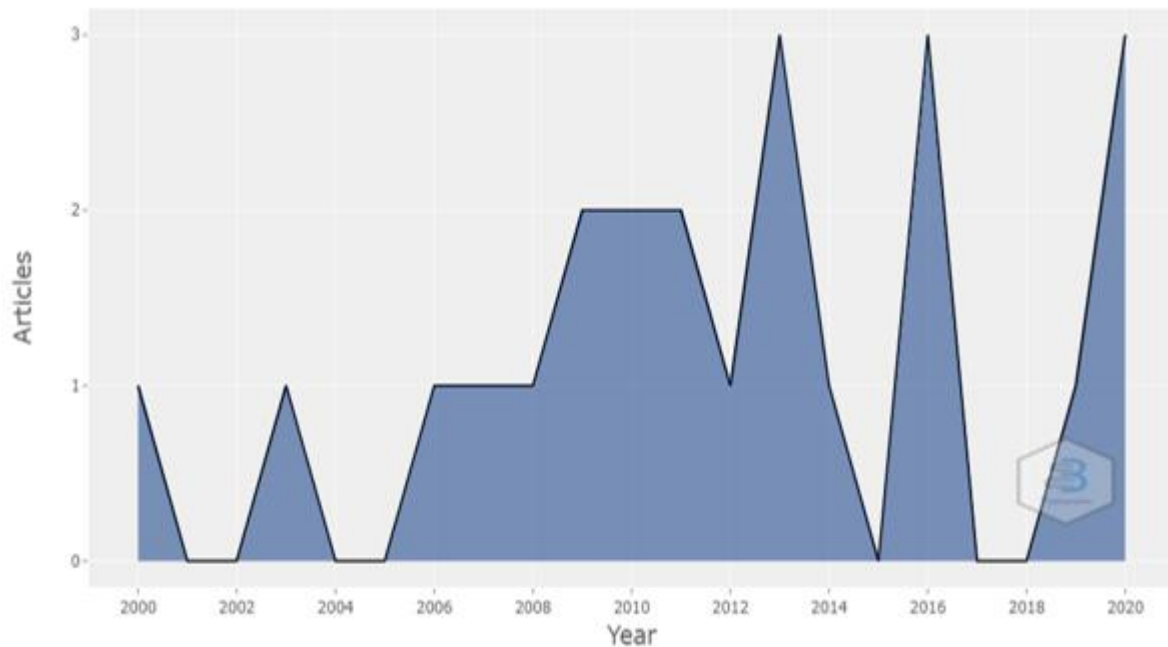
Table 1 Basic information on data collected

Description of the data	Results
Timespan	2000:2020
Sources	21
Documents	23
Average years from publication	9
Average citations per year/ per documents	1.868
References	805
Articles	17
Book chapter	2
article; conference paper	1
editorial material; book chapter	1
proceedings paper	2
Index terms used as Keywords	60
Keywords used by author's (DE)	78
AUTHORS	
Authors	55
Single-authored documents	6
Multi-authored documents	49

Annual production of articles

The yearly production of articles is depicted in the below figure about recruitment marketing. It is understood that there is not much production of reports from the years 2016 to 2020. Only three articles were produced. Even though separate areas of the study might have been explored, the term recruitment marketing has not been dug into deeper. Therefore, it is obvious and very crucial for the researchers to look into the area profoundly and develop concepts and theories on recruitment marketing. Because the area has got its importance, especially in the tech-driven world, where human resources are high-tech, it is imperative to know the area better for future business. Figure 1 depicts the annual production.

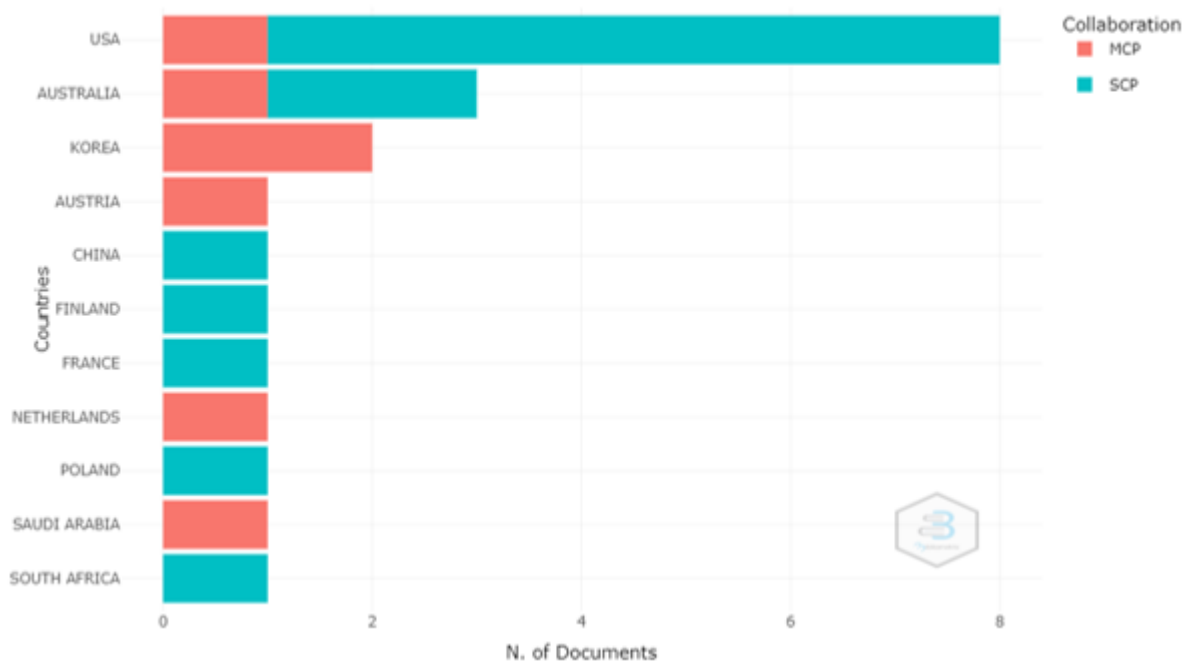
Figure 1 Annual scientific production



Corresponding author's country

The top 11 contributing countries in terms of the number of articles are shown in figure 2 below. Each publication has been assigned to the country of its accompanying author. The United States and Australia appear to be the most productive. It is understood that the concept of Recruitment Marketing is understood and implemented in USA and Australia. It is also evident that many countries are lagging in investigating this research area. This graph also depicts each country's level of international collaboration. Korea and Austria have the highest Multiple Country Publications (MCP) levels, indicating that they are the most internationally collaborative countries (MCP). This number demonstrates that in this field, both single-country publications and international collaboration are low.

Figure 2 Corresponding author's country who contributed to the study of Recruitment Marketing



Influential Journals

The journals shown in table 2 are widely cited and thus influential in recruitment marketing. The total number of citations received by those publications (TC) and the h-index is displayed for each journal. Personnel Psychology is the most cited journal, with 155 citations, followed by Social network analysis and mining, with 78 citations. Regarding the h-index of these significant publications, all of them have the same amount of counts, namely 1, except for Journal of Business Research, which has an H-index of 2 and 46 total citations, respectively. Management Research Review has the least number of citations.

Table 2 The Influential journals on recruitment marketing

Name of the Journal	H Index	Total Citations
Personnel psychology	1	155
Social network analysis and mining	1	78
Psychology & marketing	1	69
Journal of business research	2	46
Human resource management	1	35
Substance use & misuse	1	33
Health promotion practice	1	26
African journal of business management	1	16
Recherché et applications en marketing (English edition)	1	14
Management research review	1	11

Word Cloud

Word cloud shows the words that appear frequently in the literature with a larger font size. Figure 3 below depicts a word cloud created using the keyword plus. Word Cloud shows the most commonly used keyword in the overall 23 documents on Recruitment Marketing. If we concentrate on what these most common keywords reveal about recruitment marketing research, we may conclude that the most common keyword used is ‘loyalty.’ This validates that the word ‘loyalty’ is used as the central theme in the field of Recruitment Marketing. Other words like attraction, corporate image, conceptual model, and customers are also widely used in the study of Recruitment Marketing.

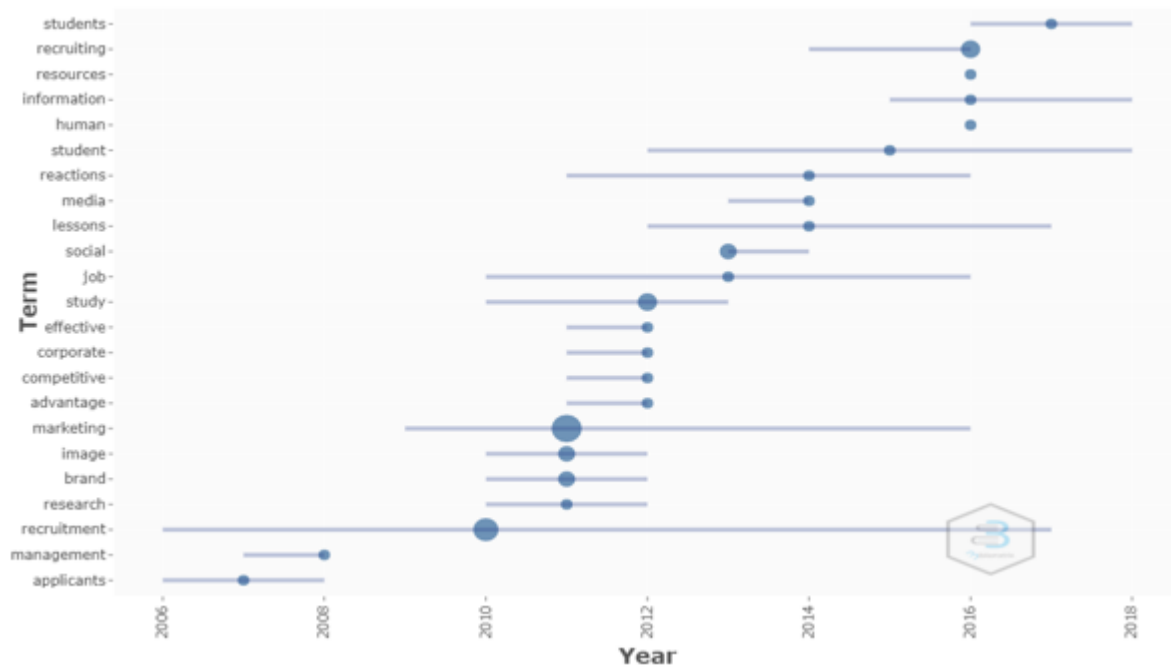
Figure 3 Number of keywords used depicted through word cloud



Trend Topics

The most trending topic on research related to Recruitment Marketing is on ‘Students’. Other frequent topics are ‘recruiting’, ‘resources’, ‘information’ and so on. It is understood that research with topics such as ‘students,’ ‘recruiting,’ and so on can have a broader scope of publication. But it is not just limited to those topics alone. Figure 4 below shows the trend topics in Recruitment Marketing.

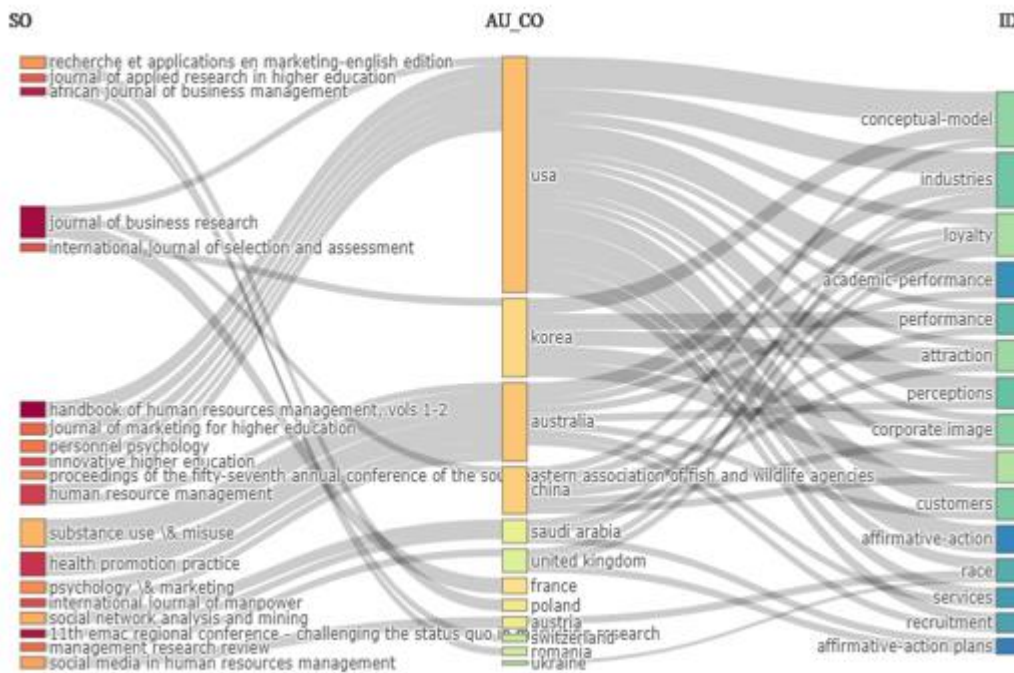
Figure 4 Trending topics used by different researchers



Three Field Plots

The figure below depicts three elements called three field plots. The three elements selected are Sources, Countries, and keyword plus. These three aspects are plotted with grey links that illustrate their interaction with one another. The figure shows that the USA is the country that published the most significant number of papers in the area of recruitment marketing with keywords of ‘conceptual model,’ ‘industries,’ ‘loyalty,’ etc. Furthermore, significant journals used by USA were Journal of business research, handbook of human resource management, etc. The country which comes after the USA is Korea.

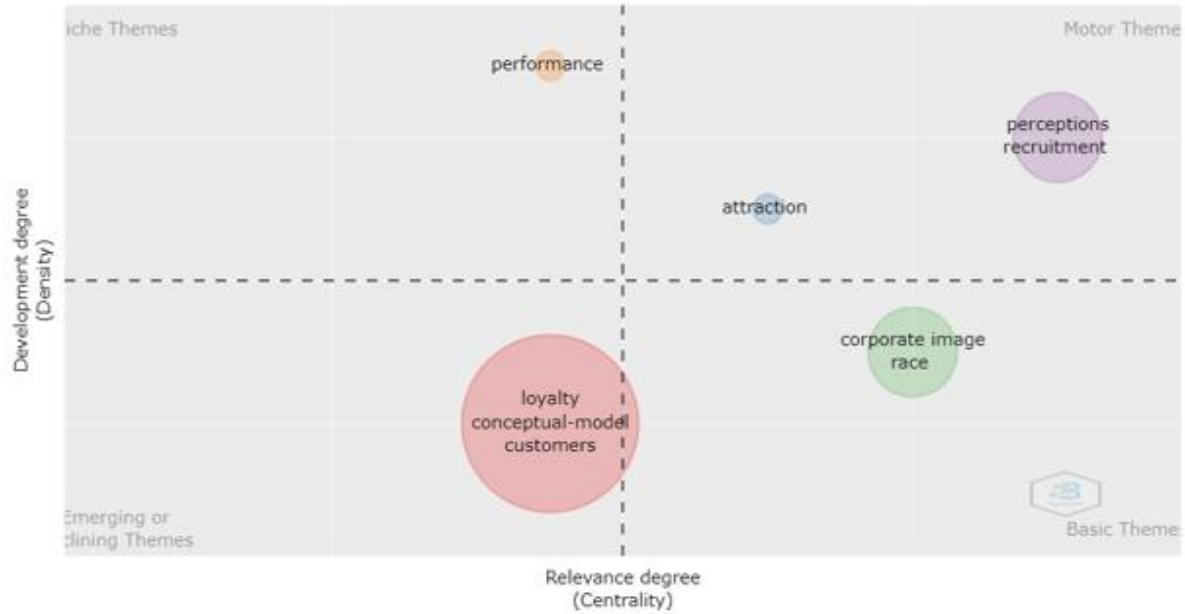
Figure 5 Three field plots on sources, countries, and keywords plus



Thematic Map

To examine the value and relevance of the discovered topics, we can group them into a strategic diagram called a thematic map. The below figure shows the thematic map with density (y-axis) and centrality (x-axis). The centrality index assesses the significance of a given item. The density of a topic is a measure of how far it has progressed. The graph is split into four sections. Emerging or decreasing themes are those that appear in the lower left corner. These new topics may emerge and improve the research area, or they may fade away. The basic or transversal themes are found right beneath the thematic map's corner. These motifs have a modest density yet are very central. Substantial increase but low centrality is depicted in the upper left part of the picture; these themes seem to be well but scattered. High density and centrality are represented in the upper right portion. Thus, according to the figure, research on loyalty, customers, and conceptual model based on recruitment marketing has high scope as it is an emerging area. According to the analysis, the performance niche theme has a lot of room for research. On these topics, a lot of research has been undertaken.

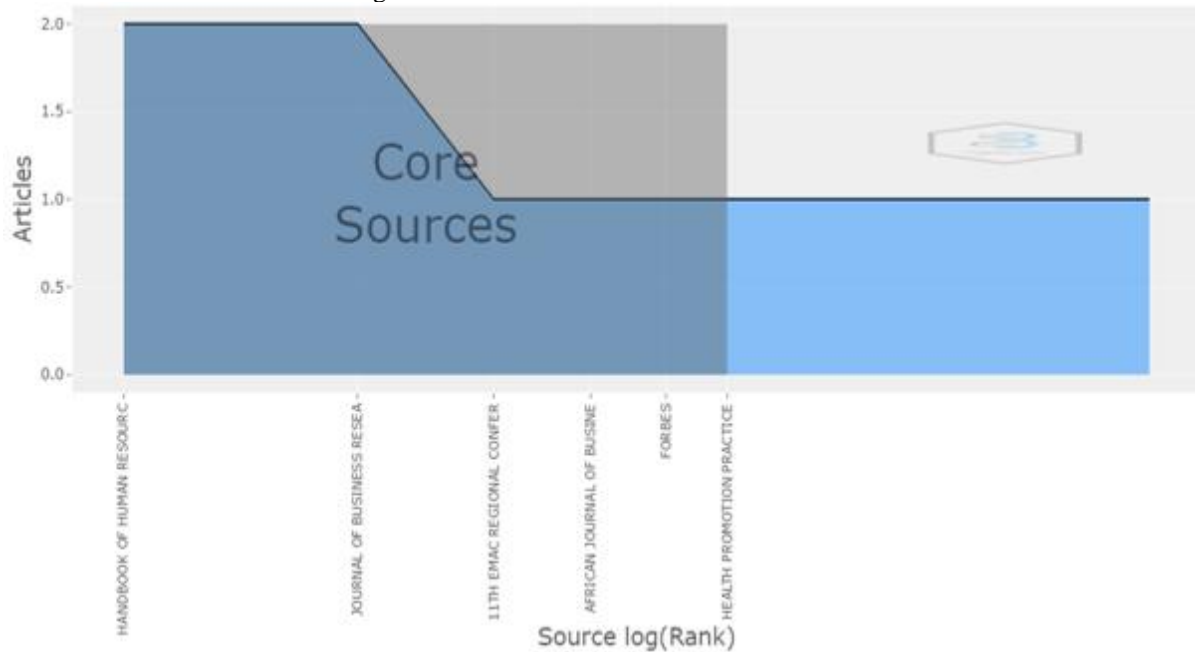
Figure 6 Thematic map of recruitment marketing



Bradford's Law

We also used Bradford's Law to locate the primary sources or publications. Bradford's law, also referred to as Bradford's law of scattering describes how articles on a certain topic are dispersed among many journals (Wardikar & Gudadhe, 2013). Sources are separated into three zones according to Bradford's Law. Zone 1 is the most prolific zone and is also known as the nuclear zone (De Freitas & De Souza, 2011). Zone 2 is relatively prolific, whereas zone 3 sources produce very little. Handbook of human resource management, vols 1-2, journal of business research, 11th EMAC regional conference - challenging the status quo in marketing research, African journal of business management, Forbes, and Health promotion practice are the top zone sources, according to source clustering and documents listed in the Web of Science database.

Figure 7 Core Sources based on Bradford's Law



DISCUSSION

This research presents a bibliometric analysis of journal articles on the Web of Science using the Biblioshiny app. This study is unique and is the first to assess recruitment marketing publications. Overall results show that research on recruitment marketing has been minimal and rare. Thus, there is a high scope for research. Analyzing the different aspects of the analysis, it is understood that there is not much literature to support it. Since the annual production of the documents related to this area is significantly less, author contributions are also limited. Results demonstrated that single-country and multiple-country production is low. In the case of influential journals, personnel psychology outperforms other reputed journals, and these researches influence recruitment marketing, making it a valuable resource for researchers.

The words 'loyalty,' 'attractiveness,' and 'conceptual model' frequently appear in the literature about recruitment marketing. As a result, it can be concluded that the research on this topic was quite thorough and covered various important aspects of recruitment marketing. The thematic map shows how each topic fits into a quadrant based on density and centrality. The top left, and lower right quadrants were the most densely populated areas. The word 'performance' occupied the upper left quadrant, which displays infrequently explored issues but relatively quick progress. This term appears to have developed quickly with a high density but low centrality. As a result, this topic is undergoing changes in research recruitment marketing. The phrases 'corporate image' and 'race' occupied the right below the quadrant, which contains essential topics with low centrality but high density. Even though the pace of

growth was not as high as for concepts in the upper left quadrant, the large number of these keywords implies that these topics can be expanded through more study to solve existing literature gaps and suggest more comprehensive perspectives for researchers (Lázaro-Rodríguez, 2020).

CONCLUSION

The study presented bibliometric visualization on Recruitment Marketing. The introduction of recruitment marketing has created a possible opportunity for recruiters and researchers to know more about the process. This study attempted to provide a thorough overview of available academic articles published in the fields of recruitment marketing from 2000 to 2020 in the Web of Science database. It was found that the topic Recruitment Marketing is still new and not many studies are carried out. So, this topic has several potential for additional development. This study analyzed the leading countries, authors, scientific production, thematic map, word cloud, and Bradford's law. Thus, the study contributed to existing literature and concepts related to Recruitment Marketing.

Since Recruitment Marketing is in toddlerhood, researchers can study the area deeply to understand the terminology better. Furthermore, academicians in this field might consult some of the most productive publications and writers. As a result, encouraging academics to participate in recruitment marketing research and incorporating those findings into HR practice is crucial.

FUTURE AGENDA

The present study on bibliometric analysis of Recruitment Marketing points out new research paths for future research. Because there are few studies in recruitment marketing, researchers can divert their attention and contribute to the literature. Collaboration with authors and countries can create fruitful research in the future. In the analysis, it is understood that the most frequently used word was 'loyalty.' Therefore, authors can significantly contribute to the literature by linking loyalty with Recruitment Marketing. As the publication trend increases, Recruitment Marketing should be explored considerably.

LIMITATIONS

The study's fundamental weakness is that there is very little literature on Recruitment Marketing. As it is an upcoming area of research, much work is not carried out in this area, and

the scope of doing the in-depth study is enormous. Secondly, the only dataset we have relied on is the Web of Science. Other databases like Scopus, Dimensions and Google Scholar can be utilized for the study. We have chosen Web of Science as the foundation for our dataset because it is the most widely used source, has explicit and robust criteria, and is a trans-disciplinary worldwide referencing repository (Dabbagh et al., 2019). As talent leaders dip their toes into recruitment marketing, it becomes clear that more research and insight are required. In-depth study in this area is essential as every human resource process will be technically driven (Vongsingthong & Smachat, 2015). Thus, recruitment marketing should be viewed as a cutting-edge tool for attracting top candidates.

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