



BIBLIOMETRIC ANALYSIS OF CORPORATE IDENTITY IN INTERNAL BRANDING: A FUTURE RESEARCH AGENDA OF 10 YEARS TREND

Syed Shafiq Ayub^{ab*}, Rosmiza Bidin^a, Mohd Nizam Osman^a, Jen Sern Tham^a

^a Faculty of Modern Languages and Communication, Universiti Putra Malaysia, Serdang, Selangor Malaysia

^b Universiti Teknologi MARA (UiTM) Cawangan Negeri Sembilan, Kampus Rembau 71300 Rembau Negeri Sembilan

*Corresponding author's email: mshafiq@uitm.edu.my

ABSTRACT

This study explores the role of corporate identity within internal branding, offering insights into key research areas shaping the trajectory of digital communication research. Utilizing bibliometric analysis, 181 research articles published between 2012 and 2022 from the Scopus database were examined to map the scholarly activity in this domain. The findings are threefold: First, the study reviews and synthesizes various definitions of corporate identity, providing a comprehensive understanding of the concept. Second, it presents detailed bibliometric insights, including publication trends, leading authors, co-authorship patterns, and key thematic keywords, offering a snapshot of the research landscape. Third, it identifies emerging trends in corporate identity research, revealing opportunities for future scholarly exploration. While limited to the Scopus database, this work provides a foundational framework for researchers—novice and experienced alike—to navigate and expand their contributions in the field. This review serves as a pioneering bibliometric assessment of corporate identity research, establishing a robust foundation for advancing theoretical and empirical work in this critical area of internal branding.

JEL classification: M14, M31

Keywords: corporate identity; internal branding; bibliometric analysis; Scopus; citation network; VOSviewer

Received: October 20, 2024

Revised: December 2, 2024

Accepted: December 30, 2024

1. INTRODUCTION

Awareness of the significance of organizational and corporate identity has increased significantly in recent years as a result of the growth of theoretical and empirical work defining these concepts and their associated processes, as well as the outcomes they can produce (Cornelissen, Haslam, & Balmer, 2007). Corporate branding is a late-20th-century phenomenon (Kitchen and Schultz, 2001; Kotler and Keller, 2008), which frequently requires re-positioning the corporation – its values, emotions, and personality, as well as its products (Hatch and Schultz, 2003). The central focus of

this discussion of corporate-level branding is corporate identity management (CIM) (Balmer, 2008). Individuality generated by CIM can serve as an organization's primary source of differentiation. Customers can potentially identify with a company's societal and cultural policies, products, and services (Porter and Kramer, 2006). Furthermore, stakeholders are concerned with corporate image and reputation, which are dependent on CIM's development (Melewar et al., 2005). Over the past ten to fifteen years, academic and business interest in CIM has increased. CIM has been historically defined narrowly in terms of graphic design and image creation (Balmer and Wilkinson, 1991; Napoles, 1988; Van Riel and Balmer, 1997). Nonetheless, CIM has gradually evolved to encompass a broader perspective of how organizations present themselves to their various stakeholders (Atakan and Eker, 2007).

Over the past quarter century, the "science of branding" and other central marketing principles have informed human resource (HR) activities for both current and future employees (Edwards, 2010; Lievens and Slaughter, 2016; Saleem and Iglesias, 2016; Theurer et al., 2018). Human resource management (HRM) outcomes like increased employer attractiveness, increased employee commitment, engagement, and productivity, and even better firm performance are influenced by marketing/branding strategies (Fulmer et al., 2003). Ambler and Barrow (1996) first used the term "employer brand," and subsequent research by Backhaus and Tikoo (2004) established the field of employer branding. Due to the similarities between a company's efforts to attract applicants and those to attract consumers, marketing principles (brand equity) were applied in this article to recruitment contexts. A seminal article on internal branding, like that published by Burmann and Zeplin (2005), provides the most widely used conceptualization in the field's most recent literature (Du Preez and Bendixen, 2015). According to the authors, internal branding entails HR initiatives, communications, and leadership that all center around the company's brand. Brand ideologies, brand leadership, brand-centered human resource management, internal brand communication, and internal brand communities are the five pillars of internal branding, as proposed by Saleem and Iglesias (2016) after a comprehensive literature review. Several critiques have been published in recent years. There were four extensive reviews in total, two of which focused on external branding (Theurer et al., 2018) and two on internal branding (Lievens and Slaughter, 2018). Unfortunately, none of them looked at studies of internal and external brands as an employer. However, because both fields are grounded in a similar theoretical framework (the idea of brand equity or the supplementary effects resulting from consumers' perception of a brand name as opposed to the product or service itself (Keller, 1998), cross-pollination is possible and should be anticipated. Neither the degree of separation nor any possible cross-pollination between these two research streams is known at this time (in terms of overlapping themes and research collaborations).

Thus, the Scopus database was mined for research papers on corporate identity, which were then analysed in depth. Scopus' search query was narrowed down to only include digitalization aspects of corporate identity. There are many ways in which scholars collaborate, communicate, and interact. Papers are presented, data and the proposed model are exchanged, and issues are identified through citations. Bibliometrics refers to the study of documents and citation-based metrics, which are frequently applied to journals but can also be applied to articles, authors, and institutions (Roldan-Valadez, Salazar-Ruiz, Ibarra-Contreras, & Rios, 2018). It is a

statistical method used to determine the research outputs, significance, and influence of the authors of a given field as well as the institutions they work for and the journals they publish in (Elisabetta et al., 2019; Geng et al., 2017).

This research highlights the most important aspects of corporate identity and the present state of the field. It also makes recommendations for further research. We can evaluate the publishing trends and intellectual structure in this field by doing a bibliometric study. This is the first research to integrate bibliometric analysis with a comprehensive literature review on corporate identity to the best of our knowledge. This section addresses eight research questions (RQs):

- RQ1: Which publications in corporate identity are currently popular?
- RQ2: Which corporate identity papers are the most important?
- RQ3: What are the most popular corporate identity themes for academic studies?
- RQ4: Which corporate identity authors are the most influential?
- RQ5: What is the present status of corporate identity collaboration?
- RQ6: What is the conceptual context in which current corporate identity research is conducted?
- RQ7: What kinds of benefits in corporate identity research?
- RQ8: Which aspects of corporate identity need further research?

2. LITERATURE REVIEW

2.1 Corporate identity management in organizations

Individuals seek to achieve or maintain positive self-esteem, as postulated by the theory of social identity. They do this by distinguishing their in-group from a comparison out-group on certain valued dimensions. This is accomplished after individuals are categorized according to their membership in groups and are required to define themselves in light of those social classifications (Tajfel & Turner, 1979). The discussion of identity in the organizational literature has primarily centered on the idea of organizational identity. In contrast, the discussion of identity in the marketing literature has primarily centered on corporate identity. The way in which members of an organization think about, feel about, and perceive the organization is what is meant by the term "organizational identity." It is presumed to be a shared comprehension of the distinctive qualities and characteristics that characterize the organization. An important and influential definition of organizational identity was provided by Albert and Whetten (1985). This definition places an emphasis on what is fundamental, enduring, and distinctive about the character of an organization.

A company's corporate identity is its public and private presentation of its mission, values, and goals (Cornelissen and Elving, 2003). Organizational instruments such as behaviour, communication, and symbolism will be used in concert to achieve the desired image, which is based on the long-term goals of the organization and an agreed-upon philosophy. Corporate identity is strategically driven by an organization's unique corporate philosophy, which is articulated in the company's values, mission, and objectives. Corporate identity relies heavily on this aspect, as it serves as a conduit for communicating the company's unique mission and identity to all employees. Thought to still have the proposed qualities we first saw. Therefore, it is the most reliable dimension. For instance, the following

components of MVD are proposed by Simones et al. (2005) for an organization: "Everyone at every level and in every department is on board with our mission." "Everyone works hard to help the company succeed," Senior management is committed to the company's goals, and employees are made aware of the company's values and mission on a regular basis.

Olins (1995) describes the identity development process as consisting of four stages. To begin, a company must conduct an internal investigation, during which time both analysis and recommendations are made. Market share, position, central concept, core values, growth patterns, corporate culture, size, profitability, and competition are more important factors for universities to consider when setting their goals. The second part of the process involves shaping the identity through things like organizational structure, new ways of behaving, and the selection of a brand name and logo. Logos for educational institutions should use a wide colour palette to stand out visually. The logo portrays the university as a forward-thinking establishment with a strong foundation in ethical principles and sound management practises. The third phase involves the establishment of a corporate identity that disseminates the mission statement. Therefore, it is necessary to spread the word about the university's unique identity through the media. The mission statement and the university's marketing strategy need to be in sync with one another during the implementation phase, the fourth stage of identity formation. The best way for a university to ensure that it is the first choice of prospective students is to work with other organizations to spread the word (Mohamad et al., 2007).

The most basic CIM is explained in greater detail in the definition given by Simones, Dibb, and Fisk (2005). All aspects of a company's image that are managed internally fall under their purview. CIM encompassed three main areas: (1) the establishment and upkeep of visual systems; (2) the promotion of uniform conduct via the dissemination of an organization's goals, values, and guiding principles; and (3) the expression and pursuit of brand and image consistency via global organizational symbols and forms of communication. CIM "considers all forms of communication that convey an image and seeks an integrated approach to articulate identity in coherent and harmonized messages via internal and external forms of communication," as stated in the context of this research (Simones, Dibb and Fisk, 2005).

2.2 Corporate identity management in internal branding

Internal branding is now recognized as a cornerstone concept in the study of brand management. When the first academic articles on internal marketing and internal brand anchorage came out (Greene et al., 1994; Richardson and Robinson, 1986; Wasmer and Bruner, 1991), several seasoned scholars panned the emerging field for being too anecdotal, practice-oriented, and qualitative (Lings and Brooks, 1998). They also said it was intertwined with fields like psychology and human resource management (Rafiq and Ahmed, 1993).

Research shows that internal branding has a beneficial effect on brand performance, so the field of brand management can be considered a subfield of marketing (Burmahn and Zeplin, 2005; Iyer et al., 2018; Tuominen et al., 2016). There are a lot of things that have helped Internal Branding become more popular, but really only two that matter. To begin, the rise of the service sector across developed economies has highlighted the importance of employees in shaping the

total customer experience across all brand touchpoints (Gronroos, 2006; Iglesias and Saleem, 2015). Because of the proliferation of online and social media platforms, more people than ever before have the opportunity to influence the perception and perception of a brand (Vallaster and Von Wallpach, 2013). As a result, companies can increase their brand value by creating new channels of communication between their staff and their customers (Baumgarth and Schmidt, 2010; Burmann Joachim-Benz et al., 2009). However, it also creates major roadblocks. Employee actions and words have the potential to build the brand, but the multiplier effect of social media can backfire (Ind and Schmidt, 2019).

Internal branding has gained not only academic attention but also managerial interest over the past two decades (Piehler et al., 2018; Barros-Arrieta and Garca-Cali, 2021). This has led to an uptick in theory-driven, quantitative, and narrowly focused academic research, which has improved the theoretical rigor of internal branding. Internal branding has been the subject of some conceptualization and differentiation works in the *Journal of Product & Brand Management* from related research domains like internal marketing and employer branding (Foster et al., 2010; Saleem and Iglesias, 2016). Other authors have investigated how to conceptualize psychological constructs like brand identification, brand commitment, and brand behavior that may play a significant role in internal branding (Piehler et al., 2016; Punjaisri Evanschitzky et al., 2009; Punjaisri and Wilson, 2011). Scholars have also looked into other facets of internal branding, like brand leadership, internal communication, and HR management, that are focused on the brand (Burmann Zeplin et al., 2009). Saleem and Iglesias's (2016) systematic literature review expanded upon the foundations of Internal Branding by defending the value of brand ideologies (a brand's vision, mission, and values) and the administration of internal brand communities. By doing so, they described the function of internal branding in facilitating the co-creation of brand value between internal and external stakeholders. They developed an integrated framework of internal branding within a supportive corporate culture.

3 METHODS

Bibliometric analysis is a scientific and analytical method that employs statistical techniques to measure and analyse various characteristics of scholarly publications, such as books, journals, and conference proceedings. Bibliometric analysis is frequently used in library and information science to evaluate the impact and influence of individual authors, journals, or research fields. The creation of citation graphs, which map the connections between publications through their citations, is a common bibliometric technique. This methodology provides a graphical representation of the relationships between various works and assists researchers in identifying patterns and trends in the literature. Typically, researchers begin a bibliometric analysis by selecting a relevant database, such as Scopus, Web of Science, or Google Scholar. This study establishes a search strategy based on keywords or other criteria, such as publication dates or particular journals or authors. After obtaining the search results, researchers extract and analyze the data using the appropriate statistical techniques and visualization tools. Using article titles as the search term, the aforementioned study extracted data from the Scopus database between 2012 and 2022. This strategy is known as a title-based search, and it can assist in identifying articles that are most pertinent to a particular topic or research question. However, it may also miss relevant

articles whose titles or abstracts lack relevant keywords. Consequently, it is essential to supplement title-based searches with other strategies, such as subject headings and author names.

The search is conducted on the basis of the article's title, i.e. TITLE-ABS-KEY (corporate AND identity) AND (LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2015) OR LIMIT-TO (PUBYEAR , 2014) OR LIMIT-TO (PUBYEAR , 2013) OR LIMIT-TO (PUBYEAR , 2012)) AND (LIMIT-TO (LANGUAGE , "Spanish") OR LIMIT-TO (LANGUAGE , "Russian") OR LIMIT-TO (LANGUAGE , "Portuguese") OR LIMIT-TO (LANGUAGE , "German") OR LIMIT-TO (LANGUAGE , "Chinese") OR LIMIT-TO (LANGUAGE , "Italian") OR LIMIT-TO (LANGUAGE , "French") OR LIMIT-TO (LANGUAGE , "Croatian") OR LIMIT-TO (LANGUAGE , "Slovak") OR LIMIT-TO (LANGUAGE , "Turkish") OR LIMIT-TO (LANGUAGE , "Czech") OR LIMIT-TO (LANGUAGE , "Hungarian") OR LIMIT-TO (LANGUAGE , "Korean") OR LIMIT-TO (LANGUAGE , "Polish") OR LIMIT-TO (LANGUAGE , "Arabic") OR LIMIT-TO (LANGUAGE , "Estonian") OR LIMIT-TO (LANGUAGE , "Indonesian") OR LIMIT-TO (LANGUAGE , "Persian") OR LIMIT-TO (LANGUAGE , "Slovenian") OR LIMIT-TO (LANGUAGE , "Ukrainian")))

According to the researchers, the documents used in this study were retrieved from the SCOPUS database and were published between 2012 and 2022. This database contains indexes to 690 journals. The topic search is capable of simultaneously retrieving information from the title, abstract, and keywords. The terms "Corporate Identity*" or "Corporate Image," as well as "Corporate Performance," were used in the searches. We limited our search to documents written in English. The following variables were examined: the type of document, the output, the source type, the subject areas, the country, the institute, the title of the source, the keyword, and the H index. The analysis was conducted using Microsoft Excel. Numerous countries and institutions contributed significantly to the research, as determined by the location of at least one author's affiliation with the published papers.

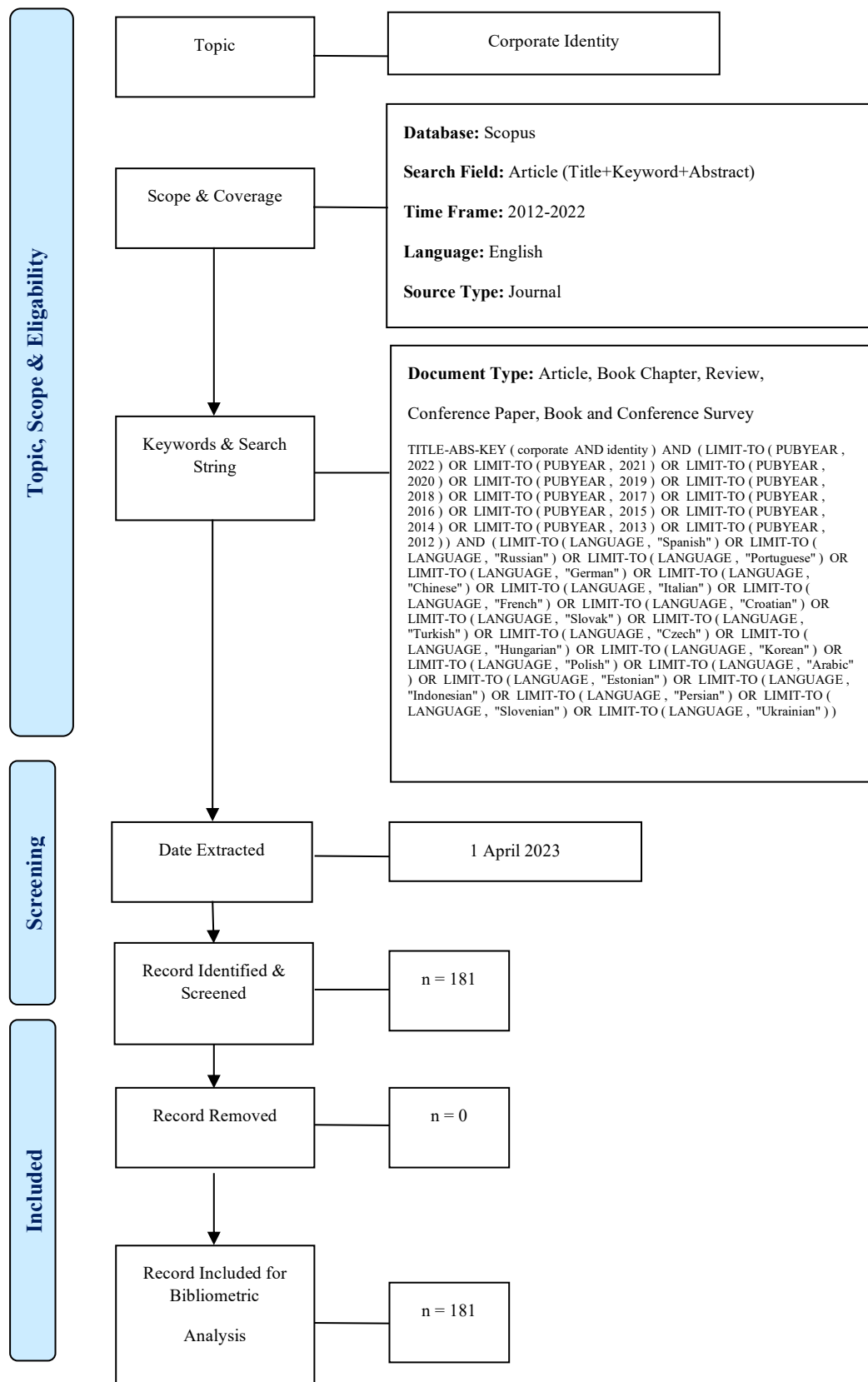


Figure 1: Flow diagram of the search strategy

4 RESULTS

4.1 Documents profiles

We extracted 181 documents discussing corporate identity from the Scopus database. We analysed the document profiles derived from the collected data by computing the frequency of document types, source types, languages used in published documents, and publication regions. Table 1 displays the frequency with which various types of documents are published. Between 2012 and 2022, Scopus identified 181 publications on corporate identity across three document types. Note that 88 percent of all publications were articles. More than half of the published documents (159) are articles (87.84 percent), followed by 17 reviews (9.39 percent) and 5 conference papers (2.76 percent).

Table 1: Document type

Document Type	Total Publications (TP)	Percentage (%)
Article	159	87.84%
Review	17	9.39%
Conference Paper	5	2.76%
Total	181	100.00

Table 2 shows the type of source of the data. More than half of the documents (174) (96.13 percent) are journals, followed by 4 (2.21 percent) documents are conference proceeding, 2 (1.10 percent) documents are book series, and finally 1 (0.55 percent) document is trade journal.

Table 2: Source type

Source Type	Total Publications (TP)	Percentage (%)
Journal	174	96.13%
Conference Proceeding	4	2.21%
Book Series	2	1.10%
Trade Journal	1	0.55%
Total	181	100.00

The number of documents published in various fields of knowledge over time is presented in Table 3. Social Sciences are represented in Scopus by 119 documents, Arts and Humanities by 64 documents, and Business, Management, and Accounting by 24 documents. Figure 1 demonstrates that corporate identity is an important topic in the social sciences, arts, and management, as shown by the values in the table.

Table 3. Subject area

Subject Area	Total Publications (TP)	Percentage (%)
Social Sciences	119	0.43
Arts and Humanities	64	0.23
Business, Management and Accounting	24	0.09
Economics, Econometrics and Finance	17	0.06
Computer Science	14	0.05

Decision Sciences	8	0.03
Medicine	7	0.03
Engineering	6	0.03
Environmental Science	3	0.10
Agricultural and Biological Sciences	2	0.01
Earth and Planetary Sciences	2	0.01
Materials Science	2	0.01
Psychology	2	0.01
Health Professions	1	0.003
Nursing	1	0.003
Mathematics	1	0.003

4.2 Research trends

Examining total publications by year, country, journal, contributing author, and organization, we analysed regulatory costs publications. The information for this study came from the Scopus database. Table 4 provides a summary of the total number of publications and citations in the past decade (2012 to 2022). This article has been cited in 17 corporate identity-related publications in 2022. Between 2012 and 2022, 181 publications were released. Prior to 2012, only 181 publications were published annually. In 2012, there were only ten publications. In 2020, however, the total number of publications rose to nine (9). Even though the number of corporate identity-related publications reported each year is low, the total number of citations per year since 2013 has been impressive, reaching a peak of 1,704 in 2016. From 2019 to 2022, however, the total number of citations decreased to below 500.

Table 4: Year of publication

Year	TP	NCP	TC	C/P	C/CP	h	g
2022	17	36	107	0.91	2.97	6	7
2021	25	86	483	3.50	5.62	11	16
2020	27	90	625	4.77	6.94	12	20
2019	18	96	944	7.15	9.83	15	26
2018	15	86	983	9.10	11.43	17	27
2017	13	67	1123	13.06	16.76	16	32
2016	16	82	1704	13.38	16.32	17	34
2015	18	78	1020	8.87	13.08	17	28
2014	10	79	1232	11.30	15.59	18	31
2013	12	83	1338	16.23	20.53	22	38
2012	10	78	1541	16.57	19.76	19	37
Total	181						

Notes: TP=total number of publications; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index.

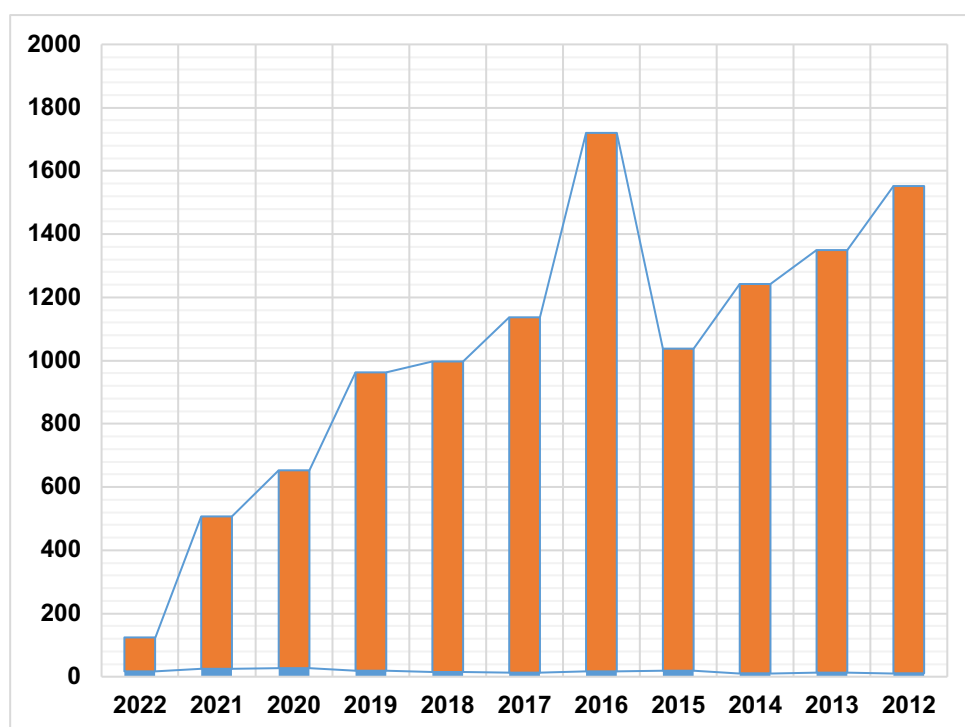


Figure 2: Total publications and citations by year

According to the total number of publications, the top twenty most productive countries are listed in Table 5. A total of 91.16 percent of all articles were produced by the top twenty most productive countries. There have been 210 publications from Spain since 2012, with an h-index of 63, making it the leading country. With 19 publications, the Russian Federation is the second most prolific country in the world. The remaining countries are excluded from the study due to the fact that they have fewer than 20 publications and are, therefore, irrelevant to the study's objectives.

Table 5: 20 countries contributing to the publications

Country	TP	%	NCP	TC	C/P	C/CP	h	g
Spain	58	32.04%	210	1705	16.85	21.72	63	100
Russian Federation	19	10.50%	191	3437	15.14	17.99	31	48
Colombia	11	6.08%	119	2359	17.09	19.82	27	44
Brazil	9	4.97%	78	1174	9.87	15.05	18	30
Italy	9	4.97%	95	1579	13.50	16.62	19	36
Germany	8	4.42%	95	3488	30.33	36.72	24	58
China	7	3.87%	53	1491	24.05	28.13	17	38
Ecuador	7	3.87%	39	588	11.31	15.08	13	23
Argentina	4	2.21%	35	415	8.14	11.86	10	19
Croatia	4	2.21%	38	653	13.33	17.18	14	25
France	4	2.21%	36	1129	24.54	31.36	17	33
Mexico	4	2.21%	32	930	26.57	29.06	12	30
Chile	3	1.66%	24	317	10.57	13.21	10	17

Portugal	3	1.66%	19	110	3.93	5.79	6	9
Taiwan	3	1.66%	27	518	18.50	19.19	13	22
Turkey	3	1.66%	14	125	5.21	8.93	8	11
United States	3	1.66%	18	391	16.29	21.72	9	19
Czech Republic	2	1.10%	16	342	14.87	21.38	8	18
Peru	2	1.10%	10	63	3.00	6.30	4	7
Poland	2	1.10%	12	161	7.67	13.42	7	12

Notes: TP=total number of publications; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index.

This study has identified and included the institutions that have a significant impact on publications pertaining to corporate identity. The institution most frequently cited is the Universidad de Cádiz, which has received a total of 708 citations. Second place is Universidade da Corua with 601 total publication citations, followed by Universidad Complutense de Madrid in third place with 575 total publication citations.

Table 6: Top ten most influential institutions with minimum of thirteen publications

Institution	Country	TP	NCP	TC	C/P	C/CP	h	g
Universidad Complutense de Madrid	Spain	13	21	575	26.136	27.381	11	22
Russian Academy of Sciences	Russia	5	19	331	15.762	17.421	10	18
Universidad de Cádiz	Spain	4	18	708	37.263	39.333	14	19
Universidad de Zaragoza	Spain	4	15	173	9.1053	11.533	8	13
Universidade da Coruña	Spain	4	12	601	35.353	50.083	10	17
University of Tyumen	Russia	3	13	220	13.75	16.923	8	14
Universidad Rey Juan Carlos	Spain	3	14	306	20.4	21.857	9	15
Universitat Autònoma de Barcelona	Spain	3	13	536	35.733	41.231	11	15
Primakov National Research Institute of World Economy and International Relations, Russian Academy of Sciences	Russia	3	11	123	9.4615	11.182	6	11
Facultad de Economía y Empresa, Universidad de Zaragoza	Spain	3	13	370	28.462	28.462	8	13

Notes: TP=total number of publications; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index.

In addition, we identified the authors who published the most frequently in the field of corporate identity. The Scopus database provided us with a total of 181 documents and 321 authors for our dataset. By utilizing Microsoft Excel, we were able to determine the frequency with which each author published their work. Table 7 lists the fifteen most productive authors who have contributed to a corporate identity-related publication. Villagra N. is the most productive author at the Complutense University of Madrid, having published and received a total of 42

citations in his career. With 17 total citations, Manfredi-Sánchez J. L. of the Universidad de Castilla La Mancha. is the next most cited researcher in the field.

Table 7: Most productive authors

Author Name	Affiliation	Year	Country	TC
Villagra N.	Complutense University of Madrid.	2013	Spain	42
Manfredi-Sánchez J.L.	Universidad de Castilla La Mancha.	2015	Spain	17
Takaki M.	Universidad de Zaragoza, Gran Vía 2, Zaragoza.	2015	Spain	15
Dynkin A.A.	Primakov National Research Institute of World Economy and International Relations.	2020	Russian Federation	14
Fattal A.	Harvard University.	2012	United States	13
Pérez A.	Área de Comercialización e Investigación de Mercados.	2014	Spain	13
Fuertes A.T.	Universidad de León.	2013	Spain	12
Pedraza Melo N.A.	Universidad Autónoma de Tamaulipas.	2020	Mexico	12
Polanco J.	Universidad de Medellín, Medellín.	2016	Colombia	9
Rada A.A.	Universidad de Deusto.	2016	Spain	9
Piñeiro-Otero T.	Universidade da Coruña.	2015	Spain	9
Alonso Mosquera Ma.H.	Universidad CEU San Pablo.	2014	Spain	8
Pizarro B.H.	ISEC Lisboa.	2020	Portugal	8
Sanz Marcos P.	Universidad de Sevilla.	2020	Spain	6
Cracogna D.	Universidad de Buenos Aires.	2019	Argentina	6

Notes: TP=total number of publications; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; and g=g-index.

These 181 articles and 321 authors have been peer-reviewed and published in scholarly journals. We examined the ten most active source titles that published articles about corporate identity. The top quartile of the top ten journals, as well as the SCImago Journal Rank (SJR) 2022, are summarised in the findings in Table 8. The Journal of Business Ethics is the most active journal that published articles on regulatory costs, accounting for 56 of all publications, according to SJR, which measures a serial journal's weighted citations. Journal of Business Research is second with 52 publications, followed by the Journal of Brand Management with 51.

Table 8: Most active source title

No.	Source Title	TP	TC
1	Journal of Business Ethics	56	175
2	Journal of Business Research	52	134
3	Journal of Brand Management	51	49
4	Sustainability Switzerland	40	32
5	Developments in Marketing Science Proceedings of The Academy of Marketing Science	36	57
6	Corporate Communications	30	60
7	Frontiers in Psychology	30	48
8	European Journal of Marketing	26	25
9	Corporate Social Responsibility and Environmental Management	22	19
10	Public Relations Review	20	3

4.2 Citation analysis

The current study's citation analysis was carried out in accordance with Harzing's Publish or Perish theory of publishing. We looked for information on corporate identity in 181 publications and 321 authors, which turned up nothing. Bakker and colleagues (2020) used citation analysis to determine the impact of documents on corporate identity based on how many citations the documents received. It was possible to retrieve the citation metrics for 690 publications on regulatory costs. Table 9 contains the relevant information. There have been 5971 citations based on 181 publications over the course of 10 years (2012 to 2022). According to the data, the average number of citations per paper is 33, and the average number of papers per year is 597 citations.

Table 9: Citations metrics

Metrics	Data
Publication years	2012-2022
Citation Years	10 (2012-2022)
Papers	181
Citations	5971
Citations/Year	597.10
Citations/Paper	32.99%
Citations/Author	18.60%
Papers/Author	56.39%
h_index	78
g_index	127

Table 10 contains a list of the top twenty most-cited articles on the subject of corporate identity. There are 77 citations for Izquierdo A.L. and Cueva D.L. article in the year 2016. "Brand Activism" is the title of a 2019 article written by Martín-Cabello A. with a total citation of 62 and published in the Communication and Society Journal. This was followed by the article "The Management of Intangibles And Corporate Branding: Has Anything Changed in The Relationship Between Business and Society?", which received 53 citations in the year 2013 by author Dueñas P.P.M.

Table 10: Top 10 highly cited articles

No	Authors	Title	Year	TC
1	Izquierdo A.L., Cueva D.L.	Analysis of Values and Communication of The Responsible Brands. Corporate Brand Strategies For Sustainability.	2016	77
2	Martín-Cabello A.	Brand Activism.	2019	62
3	Dueñas P.P.M.	The Management of Intangibles And Corporate Branding: Has Anything Changed in The Relationship Between Business and Society?	2013	53
4	Huang L.-J., Lin Y.-F.	Managing Corporate Identity At The University: Analysis and Consequences From The Perspective of The Teaching Faculty.	2013	44
5	Castillo A., Carrillo-Durán M.V., Luengo-Chávez G.	Pandemic Shock And The World After Crisis.	2017	36
6	Bordonada M.Á.R.	Facebook: Corporate Hackers, A Billion Users, and The Geo-Politics of The "Social Graph".	2021	23
7	Hölkeskamp K.-J.	Business Identity, Image and Reputation: The Integration of Theoretical Perspectives For A Successful Management.	2019	22
8	Parei A., Hamidi H.	Analysis of The Determinants of CSR Disclosure in Spanish Listed Companies.	2019	20
9	Orozco-Toro J.A., Ferré-Pavía C.	Organizational Climate and Job Satisfaction of Human Capital: Differentiated Factors in Public and Private Organizations.	2017	9
10	Lohaus D., Rietz C.	Employer of Choice: The Benefit of Corporate Familiarity and Labels During The Early Phase of Recruitment.	2020	8

Notes: TC=total citations; C/Y=average citations per year

4.3 Keywords and co-occurrence analysis

In order to observe and assess the trends of publications in this field of research, a bibliometric study regarding intelligent techniques-based prediction models was conducted. VOSviewer software was applied to analyse the academic literature and examine the evolution of published papers, co-authorship, geographical area (country/territory) of authors, co-citation, co-occurrence and text mining in this area. VOSviewer is one of the widely used computer programs that serves as a “visualization technique that can be used to map the ever-growing domain structure of scientific disciplines and to support information retrieval and classification” (Borner et al., 2005). It was chosen because it pays special attention to the graphical representation of bibliometric maps, and it specializes in displaying large bibliometric maps in ways that are easy to interpret and comprehend (Waltman et al., 2010).

Additionally, we use MS Excel to determine the frequency of the keywords used by the authors in the publication of the research topic. The frequency of use of the top keywords in publications about corporate identity is shown in Table 12. There are 25 (13.81 percent) publications containing the keyword 'corporate identity'. Identity, 11 (6.07 percent) publications included it as a keyword. Additionally, brand with 10 (5.52 percent), communication with 8 (4.42 percent), and corporate image with 6 (3.31 percent). These are the frequently used keywords in publications about corporate identity.

Table 12: Top keywords

Keywords	Total Publications	Percentage (N=181)
Corporate Identity	25	13.81%
Identity	11	6.07%
Brand	10	5.52%
Communication	8	4.42%
Corporate Communication	7	3.77%
Image	7	3.87%
Management	7	3.87%
Branding	6	3.31%
Corporate Image	6	3.31%

Our RQ3 is: what are the most popular corporate identity themes for academic studies? This study examined the frequent themes used in the publication related to corporate identity. The data obtained from Scopus is used in this analysis. There are 181 documents selected and used in VOSviewer software to see the map of the co-occurrence of keywords and co-occurrences on the title field. The data is also used to compute frequencies by utilizing MS Excel software. According to Baker et al. (2020), the co-occurrence of keywords occurs when two keywords appear together in an article, indicating a relation between the two concepts. In this study, the co-occurrence of the author keywords is counted, with the number of occurrences of author keywords set at 5. The fractional counting is chosen to map the co-occurrence of the keywords used in a publication related to "corporate identity." Out of 923, 8 keywords met the threshold with 15 clusters. Figure 4 shows the co-occurrence of author keywords from 181 documents related to the research topic. It is evident that the primary keyword is "corporate identity."

Figure 4 depicts a visualization of the citation network that is broken down by country. According to the visual map, the articles with the most citations by country appeared to be in the center of the largest circle. The minimum number of documents and citations for each country is set to one in order to generate the network map for that country. The circles represent the countries Spain, the Russian Federation, and Columbia, respectively, indicating that these three countries are the most frequently cited in publications on the topic of "corporate identity".



Figure 4: Network visualization map of the citation by countries

Figure 5 depicts a visualization of the citation network of the journal. According to the visual map, the journal with the most citations is the Journal of Business Ethics, followed by the Journal of Business Research and finally Journal of Brand Management, respectively, indicating that these three countries are the most frequently cited in publications on the topic of “corporate identity.”

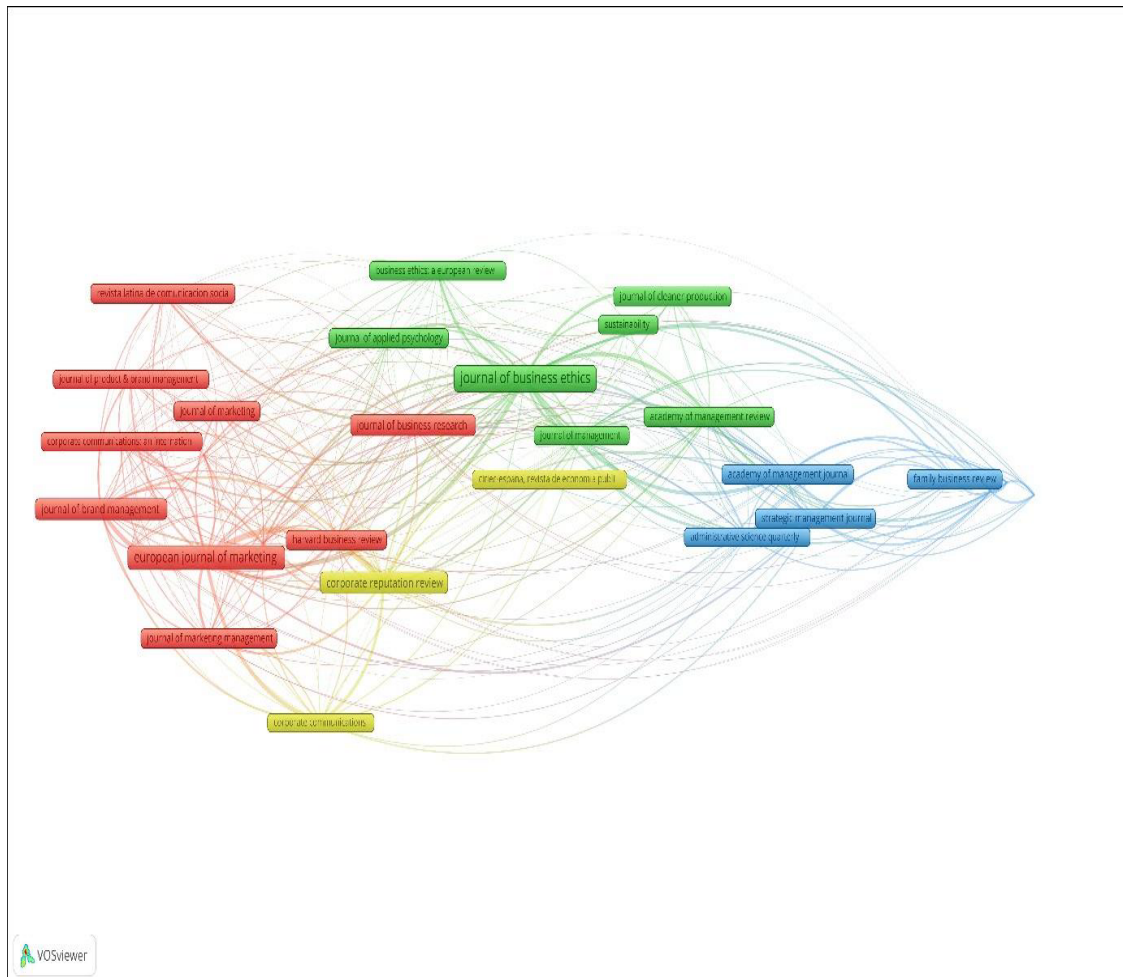


Figure 5: Network visualization map of the journal citation

4. CONCLUSION

This is the first bibliometric analysis of a decade of corporate identity and internal branding research. The quantitative evaluation contributes to previous analyses centred on either employer branding or internal branding. Consequently, the study provides a quantitative perspective on the past, present, and future of employer and internal branding research. The overall conclusion is that the field of employer branding is still expanding exponentially and has graduated from the embryonic to the growth stage. Recent studies have increasingly emphasized employer branding and internal branding. Despite the fact that these two domains share similar theoretical foundations (brand equity), there has been little cross-pollination to date. Employer branding research and internal branding research appear to have developed independently. The study is beneficial for both novice and seasoned employers and internal branding researchers. The paper clearly identifies the leading journals,

seminal articles, and content themes in these fields, as well as the emerging and declining trends. In addition, the identified clusters provide a bird's-eye view of the domains and suggest intriguing research avenues for the future. This should serve as a solid basis for the next wave of employer and internal branding research.

ACKNOWLEDGEMENT

This research was supported by the Ministry of Higher Education through the Fundamental Research Grant Scheme (Grant No. FRGS/1/2021/SS0/UiTM/03/4) and Universiti Teknologi MARA.

REFERENCES

- Albert S., Whetten D. A. (1985). Organizational identity. In L. L. Cummings & M. M. Staw (Eds.), *Research in organizational behavior* (7, 263-295). Greenwich, CT: JAI.
- Ambler, T. and Barrow, S. (1996). The employer brand. *Journal of Brand Management*, 4(3), 185-206.
- Atakan, M. S., & Eker, T. (2007). Corporate identity of a socially responsible university—a case from the Turkish higher education sector. *Journal of Business Ethics*, 76(1), 55-68.
- Backhaus, K. and Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501-517.
- Baker, H.K., Kumar, S. and Pattnaik, D. (2020). Research constituents, intellectual structure and collaboration pattern in the journal of forecasting: a bibliometric analysis. *Journal of Forecasting*, 40(4), 577-602. doi: 10.1002/for.2731.
- Balmer, J. M. (2008). Identity based views of the corporation: insights from corporate identity, organizational identity, social identity, visual identity, corporate brand identity and corporate image. *European Journal of Marketing*, 42(9/10), 879-906.
- Balmer, J. M. T. and Wilkinson, A. (1991). Building societies: change, strategy and corporate identity. *Journal of General Management*, 17(2), 20-33.
- Barros-Arrieta, D. and García-Cali, E. (2021). Internal branding: conceptualization from a literature review and opportunities for future research. *Journal of Brand Management*, 28(2), 133-151.
- Baumgarth, C. and Schmidt, M. (2010). How strong is the business-to-business brand in the workforce? An empirically-tested model of 'internal brand equity' in a business-to business setting. *Industrial Marketing Management*, 39(8), 1250-1260.
- Börner, K., Chen, C. and Boyack, K.W. (2005). Visualizing knowledge domains. *Annual Review of Information Science and Technology*, 37(1), 179-255.
- Burmann, C. and Zeplin, S. (2005). Building Brand commitment: a behavioral approach to internal brand management. *Journal of Brand Management*, 12(4), 279-300.
- Burmann, C., Jost-Benz, M. and Riley, N. (2009). Towards an identity-based brand equity model. *Journal of Business Research*, 62(3), 390-397.
- Cornelissen, J. and Elving, W.J.L. (2003). Managing corporate identity: an integrative framework of dimensions and determinants. *Corporate Communications: An International Journal*, 8(2), 114-20.

- Cornelissen, J. P., Haslam, S. A. and Balmer, J. M. T. (2007). Social identity, organizational identity and corporate identity: towards an integrated understanding of processes, patterning and products. *British Journal of Management*, 18, 1-16.
- Du Preez, R. and Bendixen, M.T. (2015). The impact of internal brand management on employee job satisfaction, brand commitment and intention to stay. *International Journal of Bank Marketing*, 33(1), 78-91.
- Edwards, M.R. (2010). An integrative review of employer branding and OB theory. *Personnel Review*, 39(1), 5-23.
- Elisabetta, R., Macari, G., Massimo, S., Sofia, B., & Giuseppe, S. M. (2019). Structural trend and conceptual evolution of research on genetically modified organisms using a science mapping approach. *Journal of Cleaner Production*, 205, 329–338.
- Foster, C., Punjaisri, K. and Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product & Brand Management*, 19(6), 401-409.
- Fulmer, I.S., Gerhart, B. and Scott, K.S. (2003). Are the 100 best better? An empirical investigation of the relationship between being a 'great place to work' and firm performance. *Personnel Psychology*, 56(4), 965-993.
- Greene, W. E., Walls, G. D. and Schrest, L., J. (1994). Internal marketing: the key to external marketing success. *Journal of Services Marketing*, 8(4), 5-13.
- Gronroos, C. (2006). Adopting a service dominant logic for marketing. *Marketing Theory*, 6(3), 317-333.
- Iglesias, O. and Saleem, F. Z. (2015). How to support consumer-brand relationships: The role of corporate culture and human resource policies and practices. *Marketing Intelligence & Planning*, 33(2), 216-234.
- Ind, N. and Schmidt, H. J. (2019). *Co-creating Brands: Brand Management from a Co-creative Perspective*, Bloomsbury, London.
- Iyer, P., Davari, A. and Paswan, A. (2018). Determinants of brand performance: the role of internal branding. *Journal of Brand Management*, 25(3), 202-216.
- Keller, K.L. (1998). *Strategic Brand Management: Building, Measuring and Managing Brand Equity*, Prentice Hall, Upper Saddle River.
- Kitchen, P. J., & Schultz, D. E. (2001). *Raising The Corporate Umbrella: Corporate Communications In The Twenty-First Century*. Springer.
- Kotler, P. and Keller, K.L. (2008). *Marketing Management*, Prentice-Hall, London.
- Lievens, F. and Slaughter, J.E. (2016). Employer image and employer branding: what we know and what We need to know. *Annual Review of Organizational Psychology and Organizational Behavior*, 3(1), 407-440.
- Lings, I. N. and Brooks, R. F. (1998). Implementing and measuring the effectiveness of internal marketing. *Journal of Marketing Management*, 14(4), 325-351.
- Melewar, T. C. and Akel, S. (2005). Corporate Identity in the Higher Education Sector: A Case Study. *Corporate Communications: An International Journal*, 10(1), 41-27.
- Mohamad, B., Bakar, H. A., & Rahman, N. A. A. (2007). The role of corporate identity in the Malaysian higher education sector. *Jurnal Komunikasi Massa*, 1(1), 42-59.
- Napoles, V. (1988). *Corporate Identity Design*. New York: John Wiley & Sons.

- Olins, W., (1995). *The New Guide to Identity: How to Create and Sustain Change Through Managing Identity*. Brookfield, Vt.: Design Council/Gower.
- Piehl, R., King, C., Burmann, C. and Xiong, L. (2016). The importance of employee brand understanding, brand identification, and brand commitment in realizing brand citizenship behaviour. *European Journal of Marketing*, 50(9), 1575-1601.
- Piehl, R., Grace, D. and Burmann, C. (2018). Internal brand management: introduction to the special issue and directions for future research. *Journal of Brand Management*, 25, 197-201.
- Punjaisri, K., Evanschitzky, H. and Wilson, A. (2009). Internal branding: an enabler of employees' brand-supporting behaviours. *Journal of Service Management*, 20(2), 209-226.
- Punjaisri, K. and Wilson, A. (2011). Internal branding process: key mechanisms, outcomes and moderating factors. *European Journal of Marketing*, 45(9), 1521-1537.
- Rafiq, M. and Ahmed, P. K. (1993). The scope of internal marketing: defining the boundary between marketing and human resource management. *Journal of Marketing Management*, 9(3), 219-232.
- Richardson, B. A. and Robinson, C. G. (1986), "The impact of internal marketing on customer service in a retail bank", *International Journal of Bank Marketing*, 4(5), 3-30.
- Roldan-Valadez, E., Salazar-Ruiz, S. Y., Ibarra-Contreras, R., & Rios, C. (2018). Current concepts on bibliometrics: a brief review about impact factor, Eigenfactor score, CiteScore, SCImago Journal Rank, Source-Normalized Impact per Paper, H-index, and alternative metrics. *Irish Journal of Medical Science*, (1971-), 188, 939-951.
- Saleem, F.Z. and Iglesias, O. (2016). Mapping the domain of the fragmented field of internal branding. *Journal of Product & Brand Management*, 25(1), 43-57.
- Simões, C., Dibb, S., and Fisk, R.P. (2005). Managing corporate identity: an internal perspective. *Journal of the Academy of Marketing Science*, 33(2), 153-68
- Tajfel, H., & Turner, J.C. (1986). The social identity theory of inter-group behavior. In S. Worchel, & L. W. Austin (Eds.), *Psychology of intergroup relations*. Chicago: Nelson-Hall.
- Theurer, C.P., Tumasjan, A., Welpe, I.M. and Lievens, F. (2018). Employer branding: a brand equity-based literature review and research agenda. *International Journal of Management Reviews*, 20(1), 155-179.
- Tuominen, S., Hirvonen, S., Reijonen, H. and Laukkanen, T. (2016). The internal branding process and financial performance in service companies: An examination of the required steps. *Journal of Brand Management*, 23(3), 306-326.
- Van Riel, C. B. M. & Balmer, J. M. T. (1997). Corporate identity: The concept, its measurement and management. *European Journal of Marketing*, 31, 340.
- Waltman, L., van Eck, N.J. and Noyons, E.C.M. (2010). A unified approach to mapping and clustering of bibliometric networks. *Journal of Informatics*, 4(4), 629-635.
- Wasmer, D. and Bruner, G. C. (1991). Using organizational culture to design internal marketing strategies. *Journal of Services Marketing*, 5(1), 35-46.