

Patrick Diogenia Analysis of 604,000+ Glassdoor Reviews Finds Employee Voice Can Reveal What Ratings Miss

Historical differences between employers, including Salesforce and McDonald's, raise a new question about employer-brand resilience

PHILADELPHIA, PA, UNITED STATES, August 28, 2026 /EINPresswire.com/ -- Five workplace ratings

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may look like five distinct measures of employee experience, but they can sometimes be telling much the same story, according to a new analysis of 604,320 public Glassdoor employee reviews by marketing strategist and graduate researcher Patrick Diogenia.

Diogenia's newly published research guide, *Glassdoor Employee Reviews: What They Reveal About Employee Voice and Employer Brand*, examines structured workplace ratings alongside employees' written descriptions of what they liked and disliked about their employers.

One finding was particularly striking: ratings for senior management, culture and values, career opportunities, compensation and benefits, and work-life balance overlapped so substantially that combining them into a single overall workplace-evaluation measure produced virtually no loss in predictive performance.

“Five scores on a dashboard can create the impression of five independent diagnoses,” Diogenia said. “But sometimes they may be different expressions of a broader judgment about the employer.”

Employees' own words added information the ratings failed to capture. In the analysis, language describing the negative aspects of work was more informative than positive commentary in distinguishing whether an employee would recommend the organization. Negative recommendations also tended to use sharper, more specific language, while employees who still recommended their employer often described shortcomings in more qualified terms.

The analysis also found meaningful variation across employers in the strength of the association between negative employee commentary and reviewers' recommendations of the company. Across the firms examined, some appeared relatively less sensitive to changes in negative employee voice, while others appeared more sensitive. Salesforce (NYSE: CRM) and McDonald's (NYSE: MCD) illustrate opposite ends of that continuum: in the historical dataset, negative employee commentary had a weaker relationship with recommendation at Salesforce and a stronger relationship at McDonald's.

Diogenia cautions that the comparison is not a ranking of the companies, a measure of current employee experience, or evidence that one employer has a stronger brand than the other. Instead, it raises a broader business question:

“Why does negative employee voice appear to carry greater consequences for some employer brands than for others?”

One possible explanation, Diogenia proposes, is employer-brand resilience — the possibility that accumulated trust, familiarity, or reputational strength gives some employers greater capacity to absorb negative employee experiences without seeing the same relationship with advocacy. The current project did not directly measure brand resilience, making it a hypothesis for Diogenia's future research on employee voice. The underlying guide likewise treats the company-level differences as exploratory rather than an employer ranking.

The findings also have implications for employee Net Promoter Score and other listening programs. Diogenia argues that recommendation metrics can provide a useful overall pulse, but should be combined with richer employee voice and other organizational evidence rather than treated as a complete diagnosis.

“Organizations do not have a shortage of employee metrics,” Diogenia said. “The risk comes when a dashboard creates more certainty than the underlying evidence deserves. A score can tell you something moved; employee voice can reveal what employees believe is actually happening. Measuring the workforce is not the same as understanding it.”

Read the full analysis:



Marketing executive and researcher
Patrick Diogenia.

<https://www.patrickdiogenia.com/glassdoor-employee-reviews-employee-voice-employer-brand/>

View the supporting project materials:

<https://github.com/pdiogenia1/glassdoor-recommendation-analysis>

The project uses historical, self-selected public review data and is predictive and associative rather than causal. It has not been peer-reviewed. Glassdoor is a trademark of Glassdoor LLC. The research is independent and is not affiliated with, sponsored by, or endorsed by Glassdoor.

About Patrick Diogenia

[Patrick Diogenia is a strategy, loyalty, and lifecycle marketing leader](#) with more than two decades of experience across marketing, customer strategy, technology, and organizational leadership. At Comcast, he held senior management roles spanning omnichannel enablement, MarTech strategy, and product management. Prior to Comcast, he founded and led a boutique advertising agency and consultancy serving SMB and Fortune 1000 clients. He holds dual MBAs from Indiana University's Kelley School of Business and Alliance Manchester Business School (UK), and a bachelor's degree, summa cum laude, from the University of Pennsylvania. He is currently a graduate student in Communication Studies at New Mexico State University, where his research examines organizational judgment, leadership communication, customer strategy, employee selection, and the organizational dynamics and constraints facing small business owners and franchisees. This research represents the author's analysis and does not imply endorsement by any university or employer.

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