

Evolving Trends And Academic Contributions In Conflict Management And Employee Outcomes: A Bibliometric Analysis Of Scopus Data (2004-2023)

Mr.Ghamdan Abdulkader^{1*}, Dr.Rakesh Krishnan M²

^{1*}School of Management Studies, Cochin University of Science and Technology, University Road, South Kalamassery, Kalamassery, Kochi, Kerala 682022, India, E-mail ghamdan@cusat.ac.in

²School of Management Studies, Cochin University of Science and Technology, University Road, South Kalamassery, Kalamassery, Kochi, Kerala 682022, India, E-mail mrakeshkrishnan@cusat.ac.in

Abstract

This study presents a bibliometric analysis of academic research on the relationship between conflict management and employee outcomes, based on data from the Scopus database spanning from 2004 to 2023. It aims to identify key trends, prominent publications, leading journals, influential authors, and highly cited works in this field. Using predefined inclusion and exclusion criteria, a dataset of 504 documents was compiled and analyzed using R software to evaluate various bibliometric indicators such as publication output, citation patterns, and keyword co-occurrence networks. The findings indicate a rising scholarly interest in how conflict management strategies influence employee-related outcomes. Journals like the *Journal of Occupational Health Psychology* and the *International Journal of Conflict Management* emerged as major contributors. Additionally, key authors and seminal papers were identified, offering insight into the most impactful research directions. This study contributes a comprehensive mapping of the intellectual structure of the field over nearly two decades, serving as a reference point for researchers, practitioners, and policymakers. However, its reliance on the Scopus database and English-language publications may limit the breadth of coverage, suggesting that future studies could include other databases or non-English sources for a more inclusive perspective.

Keywords: Conflict management, Conflict resolution, Employee outcome, Employee performance, Job performance

1. Introduction:

Conflict is a highly widespread social phenomenon inside organizations. Employee friction, departmental conflicts, and organizational confrontations can pose a threat to enterprise success (Wall & Callister, 1995; Jehn, 1997; Aditya et al., 2021). Interpersonal conflict is a significant factor that has a profound impact on employee relationships in the workplace (Barki & Hartwick, 2001; Rahim, 1983). Conflicts can lead to less motivation, lower job satisfaction, and decreased engagement, all of which can impact an employee's performance. Effective strategies for managing and resolving employee interpersonal disagreements are essential for attaining corporate long-term goals, since more and more modern corporations prioritize the creation of human-centered organizations.

Conflict management plays a crucial role in effectively managing and resolving conflicts inside enterprises, as well as addressing behavioral problems. However, current research on organizations has not yet recognized the accurate frequency of conflict in relation to personality (Khalid et al., 2016; Meskelis & Whittington, 2020). Conflict arises when two parties with irreconcilable ideas fail to cooperate in achieving their goals. The occurrence of divergence is an ever-present potential. According to Aditya et al., (2021), the dispute is fueled by the parties' divergent objectives. Both factions within the organization maintain significant apprehensions over job performance (Chaudhry et al., 2011).

A conflict scenario is defined by the disparity of interests and perspectives among personnel, which hinders their capacity to progress company goals (Longe, 2015). Conflict may be seen as the result of insufficient communication between groups of workers that work together in a company (Kamat & Kittur, 2019; Amanbek et al. 2021; Kumar et al. 2021). According to Muthumani & Kumar (2023), conflict is certain to happen in every firm because employees strive for success, authority, respect, and security. Therefore, disagreement does not intrinsically damage a company's reputation, since it presents a chance to address disputed matters in a way that is advantageous to both the firm and the employees (Nauman et al., 2020; Boz Semerci, 2019). Managers must

have the skill to efficiently handle disputes in order to improve the performance of both the business and its people, rather than concealing or resolving them, as conflicts are certain to occur. Conflict management is an essential aspect of business management (Agbo, 2020). On the other hand, conflict management refers to the deliberate use of several conflict resolution methods to create a successful system for handling conflict in business organizations. Conflict is an intrinsic element of organizational life, as the goals of various stakeholders, such as managers and employees, can differ (Thomas, 1992).

Unresolved conflicts in the workplace are a common reason why employees leave their jobs in modern firms. Consequently, there is a significant correlation between high personnel turnover and work discontent, resulting in diminished production (Hom & Kinicki, 2001). Barki & Hartwick, (2001) propose that disputes are undesirable variables that adversely affect workers' job satisfaction and performance. De Dreu & Van Vianen, (2001) found that there was a negative correlation between conflict and both worker satisfaction and business performance. An excessive amount of disputes is likely to have a negative influence on staff motivation and relationships, which in turn will affect their job satisfaction (De Dreu & Van Vianen, 2001; De Dreu & Weingart, 2003). (Jehn, 1995; Jehn, 1997) noted that gaining awareness about the seriousness of conflict may help promote productive discussions, which in turn can enhance employees' understanding and skills. This will not only improve an individual's job happiness and commitment, but also improve the effectiveness of both the individual and the company.

Certain academics tend to support the contingency approach, which suggests that the nature of conflict depends on how workers handle it (Rahim, 1983; Rahim, 2002; Callanan, Perri, & Benzing, 2006; Wall & Callister, 1995). Efficient management of conflict may lead to increased productivity and creativity. Effective management of conflict can lead to increased satisfaction in interpersonal relationships, improved problem-solving abilities, and higher efficiency, creativity, and profitability (Chen et al., 2005). On the other side, if conflict is not handled properly, it can lead to organizational inefficiencies, reduced productivity, and hindered creativity (Chen et al., 2005; DeChurch & Marks, 2001; Liu et al., 2008). Several academics have supported the contingency perspective (Lovelace et al., 2001; Jehn & Bendersky, 2003).

Traditional organizational theorists argue that conflict results in inefficiency, which is harmful to the company and should be avoided or reduced, according to Ajike et al. (2015). Watson et al. (2017) changed people's views on conflict by introducing social systems and open system theory. As to social system theories, conflict is a fundamental form of interaction. According to Ajike et al. (2015), Emile Durkheim supported the idea that conflict may be rational and advantageous since it has the capacity to bring about constructive changes in organizations, leading to improved performance. However, if the disagreement is not properly handled and allowed to progress to a dysfunctional condition, it can have harmful consequences. Hence, it is crucial for any firm to efficiently handle disputes in order to achieve its goals and enhance the efficiency of its employees for maximum organizational effectiveness.

Most research has concentrated on case studies or qualitative analysis, skipping complete bibliometric analyses that can disclose field trends and patterns. The absence of pooled data inhibits the assessment of significant contributors, impactful articles, and repeating topics in conflict management and employee outcomes debate. Hence, a complete study that records scholarly contributions throughout time and describes evolving patterns in this crucial field of research is required.

This research bibliometrically investigates SCOPUS papers on conflict management and employee outcomes between 2004 and 2023 to overcome these gaps. The literature in this topic has been informed by important trends, prominent journals, high-productivity writers, and notable works. This study employs a quantitative technique to deliver an in-depth academic landscape evaluation and significant insights for academics, practitioners, and policymakers.

This research has numerous purposes. First, it evaluates the number of employee outcomes and conflict management papers produced each year and their mean citations. Second, cumulative output is applied to determine the most important publications. The survey also examines which papers have had the biggest influence on the topic. Another purpose is to acknowledge the most inventive and influential authors in this area. Finally, the research evaluates the authors' keywords' co-occurrence networks and thematic maps to discover major research patterns and relationships.

Through these study topics, this research not only fills an essential gap in the literature but also adds depth to the information of how conflict management practices might effect employees' results and lead eventually to more efficient organizational practice.

The approach utilized in this research is a strict bibliometric analysis utilizing the R programming language, enabling the exploration of publication numbers, citation patterns, and co-occurrence networks. The paper is constructed as follows: The next part reviews the literature on conflict management and its implications on employee outcomes, followed by a comprehensive discussion of the technique. The results will then be examined, followed by a discussion of the ramifications of these findings and finishing with suggestions for further study. Through this detailed research, the study intends to enhance knowledge in the field and give practical advice for strengthening workplace dynamics through successful conflict management.

2. Bibliometrics Literature

Bibliometrics, a field that involves the statistical analysis of literature in terms of its usage, production, and impact (Walsh & Rowe, 2023), has experienced substantial progress since its establishment in 1969, when it was introduced as a more appropriate replacement for "statistical bibliography" by (Pritchard, 1969). This event was a significant turning point in the development of language in the subject, highlighting the use of mathematical and statistical methods. Over time, literature review methodologies have become essential instruments for assessing and evaluating the overall academic influence of scientific research.

Bibliometrics is a beneficial method for analyzing the transmission of information and the growth of literature in certain fields. It involves reviewing many data points such as citations, authors, keywords, and journal sources (van Raan, 2005). Analytical process is a commonly employed tool for evaluating trends, offering a beneficial method for organizing relevant material related to a certain study topic. According to Merigó & Yang (2017), bibliometric analysis provides a thorough portrayal of research fields by categorizing them based on articles, authors, and journals. Researchers can conduct quantitative analysis of empirical data from published literature to examine patterns and trends within their specific field of study (Nicolaisen, 2010).

Bibliometrics has become a crucial instrument for evaluating and analyzing the output of scholars in modern times (Ellegaard & Wallin, 2015). Researchers from other fields have increasingly embraced it as a way to measure the productivity of scientific articles using citation counts (Siddique et al., 2021). The topic of bibliometrics has significantly advanced due to the use of automated data processing, leading to a notable rise in the number of publications in this area. (Guleria & Kaur, 2021; Valérie & Pierre, 2010) note that bibliometrics produces analyses, utilizing statistical techniques that utilize particular indicators to collect data on research activities.

Bibliometrics may be used by researchers to study written publications in a quantitative manner. This analysis focuses on identifying the most often referenced papers, the authors with the highest productivity, and the journals that provide the most contributions to the research (Guleria & Kaur, 2021). According to Rey-Martí et al. (2016) bibliometrics is a field that uses quantitative data analysis to assess the influence of scientific research, and it is commonly used in academia. Therefore, it is important for an author to aim at providing a current and comprehensive survey of the many tools that may be used for doing bibliometric and scientometric studies. This should include resources for obtaining data, evaluating performance, and visualizing the results (Moral-muñoz et al., 2020).

In addition, the use of computerized data processing has had a significant role in the growth of publications in the field of bibliometric techniques (Ellegaard & Wallin, 2015). Danvila-del-Valle et al. (2019) highlight that bibliometrics is a set of tools that researchers may use to examine published data. These tools use mathematical and statistical methodologies to assess how information is spread throughout the publishing field. Ellegaard & Wallin, (2015) emphasize the widespread use of bibliometric approaches to quantitatively analyze academic publications.

3. Research Objective and Questions

By utilizing bibliometric to evaluate the academic contribution to **the relationship between Conflict Management and Employee Outcome** within the SCOPUS platform from 2004 to 2023, the objective of this study is to address a pronounced research lacuna. In order to accomplish this, a bibliometric approach is

implemented, which evaluates a variety of critical components, such as the most productive publications, prominent journals, notable authors, influential documents, co-occurrence network, and thematic map, over the designated time frame. The study aims to provide insights into the following research concerns in order to achieve these objectives:

RQ1. What is the total number, annual production, and average citation per year of documents published in the set of criteria listed below?

RQ2. What are the best journals and their cumulative production over time in the set of criteria specified below?

RQ3. Which periodicals have had the most significant impact on the field of conflict management and employee outcomes, as determined by the criteria outlined below?

RQ4. In the criteria listed below, which authors are the most productive and influential?

RQ5. Which documents are the most influential on a global scale in the criteria listed below?

RQ6. What are the co-occurrence networks and thematic maps of the authors' keywords in the set of criteria listed below?

4. Methodology

The study implemented a rigorous methodology to assess and analyze a variety of studies, utilizing bibliometric analysis as a tool. It implemented a specific search approach, as well as exhaustive and meticulous analytical techniques. The procedure was divided into numerous distinct phases. Initially, a search was conducted in the Scopus database using specific word lists to identify documents related to the Impact of Conflict Management on Employee Outcomes. The investigation period for this analysis was limited to the years 2004–2023. The selection of studies was subsequently determined by pre-established criteria for inclusion and exclusion. The articles were subsequently subjected to a quantitative analysis through the use of the programming language R in a bibliometric analysis.

Subscribers are granted access to four primary icons in the SCOPUS database: SciVal, Lists, Search, and Sources. The viewer is presented with four search suggestions options under the "Start Exploring" section by selecting search: documents, Authors, and Affiliation. The documents option is chosen in this investigation. The article title, abstract, and keywords were the options selected from the "search in" drop-down selection, as illustrated in figure (1). In the document section of the SCOPUS database, a search was conducted on August 08, 2023, using relevant mesh terms. The search was conducted using a query that connected two search scenarios using the Boolean operator "AND" to ensure that a sufficient number of pertinent documents were retrieved on the topic of the Impact of Conflict Management on Employee Outcomes. In order to exclude metadata that was used in the analysis, the search was conducted. The conjunction "OR" was employed to connect the terms within each scenario, while the conjunction "AND" was employed to connect the two scenarios themselves.

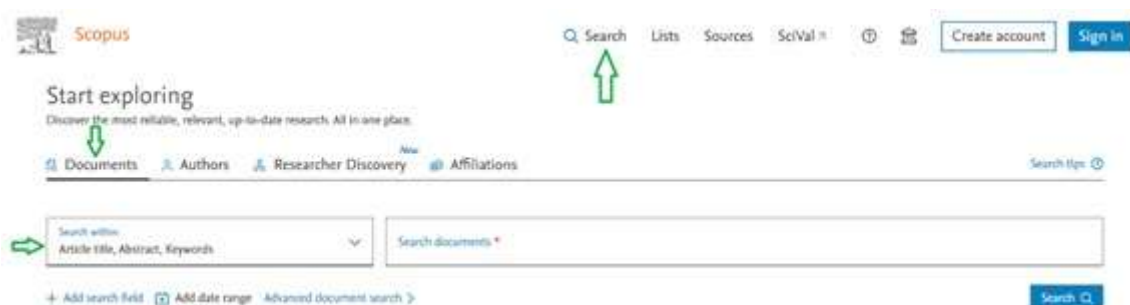


Figure (1): Scopus Page

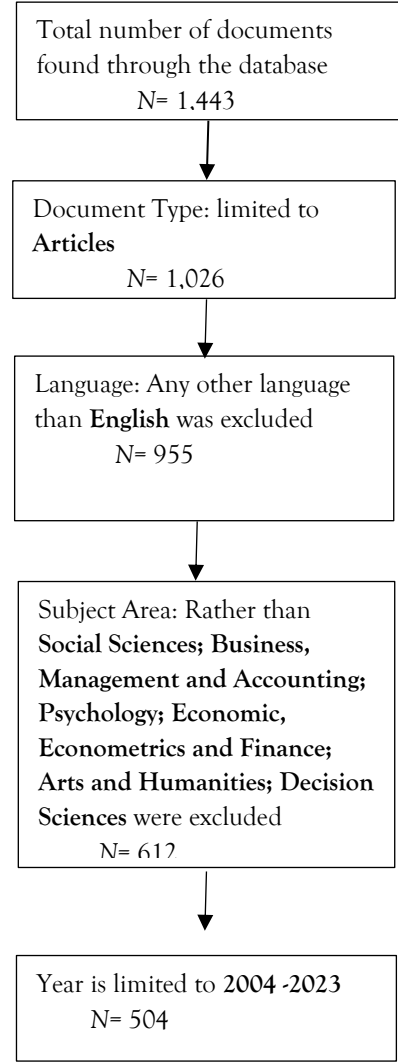
Table (1): Search keywords

Words Searched
"conflict management*" OR "conflict resolution*" OR "workplace conflict*" OR "work place conflict*" OR "interpersonal conflict"
AND
"employee performance*" OR "employees performance*" OR "employees outcome*" OR "employee outcome*" OR "job performance*" OR "productivity*" OR "job satisfaction*" OR "wellbeing*" OR "innovation"

4.1 Set of Inclusion and Exclusion Criteria

The criteria employed in the search process are of paramount importance, as they have the capacity to significantly influence the results. As a result, the subsequent phase involves the meticulous selection of studies that are based on the prudent application of inclusionary and exclusionary prerequisites. The exploration was restricted to literature that discussed employee performance and conflict management, as stipulated in table (1). The total number of documents found was 1443 documents. A limitation set in this study is conducted as the following: the document type was limited to articles rather than other types of documents; the study obtained a total of 1026 articles. Next, the filter excluded documents that were not written in the English language, 955 documents remained. The study excluded documents that did not fall within the subject areas of *social sciences, business, management and accounting, economic, psychology, econometrics and finance, arts and humanities, and decision sciences* resulting in a total of 612 remaining documents. Finally, the time periods of the inclusion were limited to 2004 -2023, resulting in 504 records. It is important to notice that the selection criteria were determined before the actual filtering procedure became performed. By organizing those criteria ahead, the results of the study had been made greater strong and dependable, and the capability for bias and errors in the analysis became minimized. Overall, the choice criteria played a critical function in making sure that the look at met its studies goals and produced significant insights. See Table (2) for a quick summary. The metadata was exported of the 504 records was clicked by all to be exported. The exporting method was selected as CSV format. All cells were clicked in answering SCOPUS question "What information do you need to export?" Then blue button was clicked to download the final list of 504 articles to be used in the further analysis.

Table (2): Data Extraction Processes



5. Analytical Tool

The Bibliometrix R package serves as the analytical instrument in this particular investigation. Developed in the R programming language, this R package provides numerous tools for conducting quantitative research in sociometrics and bibliometrics. The R programming language provides an accessible environment and ecosystem for doing such analyses. Robust and efficient statistical algorithms, access to superior numerical routines, and integrated data visualisation capabilities distinguish this programming language for scientific computation. These attributes confer a competitive edge over other programming languages (Aria & Cuccurullo, 2017).

Bibliometrix is an essential instrument for retrieving data from prominent bibliographic databases, including Clarivate Analytics WOS, Scopus, Dimensions, Lens.org, PubMed, and Cochrane Library. Scopus and WoS serve as the principal repositories for data acquisition in social studies, with Scopus particularly recognised for its extensive data repository. The aim of this study is to conduct bibliometric analysis to evaluate documents, authors, and sources. We downloaded the CSV data and then entered it into Biblioshiny to analyze various bibliographic indicators.

The commands that were used in RStudio were as follows:

```
library(bibliometrix)
library(xlsx)
setwd
scopus_data<-convert2df("scopus.csv", dbsource ="scopus",format ="csv")
biblioshiny()
```

5.1 Records Overview

1. Publication per year

The measurement of peer-reviewed literature is an essential criterion for assessing the progression of scientific study fields or topics. We performed an extensive assessment of articles from 2004 to 2023 to investigate the progression of the "Impact of Conflict Management on Employee Outcomes " within the academic field. Figure 2 depicts the findings. The collected data reveals a distinct rising trend, especially in 2023, when the number of articles rose by 21 compared to 2022, culminating in a total of 56 publications. This was the most substantial rise in articles within our dataset. This is a 23% increase compared to 2022. This growing trend highlights the existing and potential scholarly focus on the subject of "Impact of Conflict Management on Employee Outcomes."

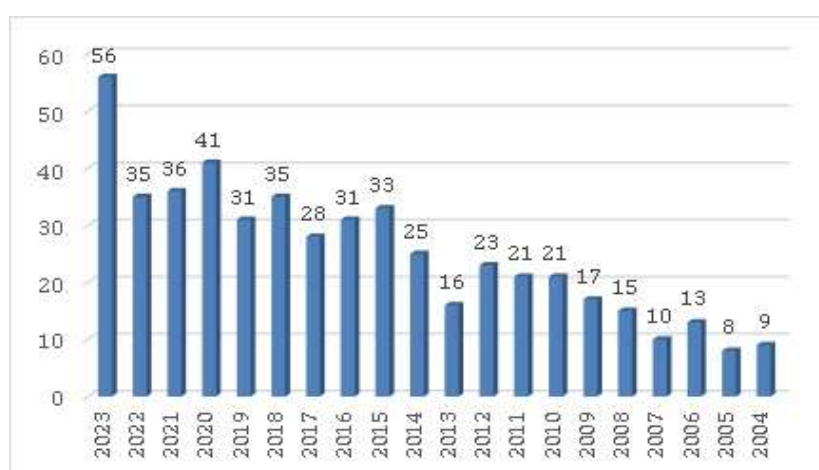


Figure 2: Number of Publications over the Years

Figure (3) indicates that 39% of the articles (199 out of 504 articles) were published in the (2019-2023) period, 30% of the total articles (152 out of 504 articles) were published in the (2014-2018) period, 19% of the total articles (98 out of 504 articles) were published in the (2009-2013) period, and 11% of the total articles (55 out of 504 articles) were published in the (2004-2008) period. This indicates a growing importance of research focused on the "Relationship between Conflict Management and Employee Outcome" over time.

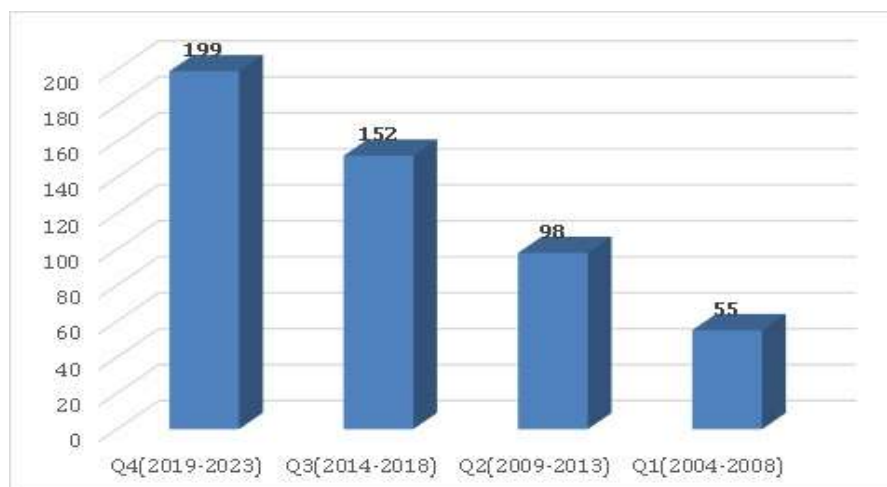


Figure (3): Raising Trends of Quarterly Productions

5.2 Sources Outline

5.2.1 Annual Total Citation Per Year

Examining the frequency of citations for published works within a specific field of study allows for a clear demonstration of its significance and influence. Table (3) presents the annual citations of published articles, detailing the average total citations per article as well as the average total citations per year. The dominance of the year 2005, with a mean of 155 citations per paper, highlights the foundational nature of initial research in influencing the debate on conflict management and employee outcomes. This is consistent with previous research highlighting the significance of landmark studies in setting theoretical foundations (Rahim, 1983; Jehn, 1997). The citation count of early studies typically exhibits an upward trend over time. Additionally, 2005 stands out as the year with the highest average number of citations per year, recorded at 7.75, indicating a notable level of productivity.

Table (3): Average Citations Per Year

Year	MeanTCperArt	N	MeanTCperYear	CitableYears
2004	71.67	9	3.41	21
2005	155.00	8	7.75	20
2006	82.54	13	4.34	19
2007	60.30	10	3.35	18
2008	58.13	15	3.42	17
2009	29.47	17	1.84	16
2010	47.62	21	3.17	15
2011	38.81	21	2.77	14
2012	39.26	23	3.02	13
2013	25.94	16	2.16	12
2014	28.08	25	2.55	11
2015	25.55	33	2.56	10
2016	14.10	31	1.57	9
2017	34.46	28	4.31	8
2018	21.57	35	3.08	7
2019	12.35	31	2.06	6
2020	19.22	41	3.84	5
2021	8.78	36	2.19	4
2022	5.77	35	1.92	3
2023	2.59	56	1.29	2

Notes: N = Number of Publications, MeanTCperArt = Average total citations per article, MeanTCperYear = Average total citations per year

5.2.2 Top Most Relevant Sources

This examination provides foundational insights into the research landscape concerning the "Impact of Conflict Management on Employee Outcomes," with a particular emphasis on the methods employed to share these publications. Table (4) presents a compilation of journals that are commonly cited in the context of the relationship between conflict management and employee outcomes, aligning with the established criteria of the study. The objective of this examination was to determine the 10 most relevant sources. The ranking of the same journals from 8 to 13 led to an increase in the list to 13. The 13 journals that contributed significantly through published articles represented 91 out of 504 publications, amounting to 18.06% of the total retrieved data. Table 3 presents data regarding the number of publications for each of these prominent journals, along with their respective percentages in relation to the retrieved data and the top 13 journals. The data clearly indicates that the "International Journal of Conflict Management" stands out as the most productive source, with "Frontiers in Psychology" and "Sustainability Switzerland" following in terms of output. As indicated in table 2, it is essential to acknowledge that these journals pertain to the subject areas of HR and social science, which are linked to the fields of economics, psychology, econometrics and finance, business, management and accounting, arts and humanities, and decision sciences.

Table (4): The Most Relevant Sources

Sources	No. Articles	%of RD	% of TJ
International Journal Of Conflict Management	29	5.75%	31.87%
Frontiers In Psychology	8	1.59%	8.79%
Sustainability Switzerland	8	1.59%	8.79%
Journal Of Occupational Health Psychology	6	1.19%	6.59%
Marine Policy	6	1.19%	6.59%
Journal Of Rural Studies	5	0.99%	5.49%
Social Science And Medicine	5	0.99%	5.49%
Career Development International	4	0.79%	4.40%
European Journal Of Work And Organizational Psychology	4	0.79%	4.40%
Journal Of Managerial Psychology	4	0.79%	4.40%
Negotiation And Conflict Management Research	4	0.79%	4.40%
Negotiation Journal	4	0.79%	4.40%
Social Behavior And Personality	4	0.79%	4.40%

Notes: RD = Retrieved Data; TJ = Top Journals (the 21 journals in the table)

5.2.3 Top Most Impacted Sources

We used the citation impact of an individual's publications at the author level to evaluate the local influence of the sources. The highest number H is defined as the point at which each publication has received a minimum of H citations (Hirsch, 2005). The H-index serves as a widely recognized metric within the academic community, quantifying the impact of scholars' research. The G-index serves as a supplementary metric that assesses the research impact of an individual through a detailed examination of their publication and citation counts. Egghe, (2006) establishes this by systematically arranging an individual's publications based on the citation counts they have garnered, and then identifying the maximum value g, which ensures that G papers cumulatively achieve a minimum of G² citations. We developed the G-index to address specific shortcomings of the H-index and provide a more comprehensive evaluation of research impact. Annually, the M-index demonstrates the h-forefinger, which serves as a refined version of the h-index since its original introduction. The M-index offers benefits in contexts where comparing scholars with differing career lengths poses challenges, unlike the h-index, which generally rises with extended career duration (West et al., 2013). The local citation quantifies the citations a publication garners, considering the data it encompasses (Aria & Cuccurullo, 2017).

The aim of the analysis is to determine the top 10 sources with the greatest impact, as determined by the total number of citations (TC) with a total of 5287. The top 10 locally impactful sources, as determined by the total number of citations, are presented in Table (5). "Journal of Occupational Health Psychology", "International

Journal of Conflict Management," and "Journal of Organizational Behavior" are the three most highly cited local journals, with 915, 914, and 618 total citations, respectively.

Table 5. Top Most Local Impacted Sources.

Source	h_index	g_index	m_index	TC
Journal of Occupational Health Psychology	6	6	0.333	915
International Journal of Conflict Management	18	29	0.857	914
Journal of Organizational Behavior	2	2	0.1	618
Journal of Management	1	1	0.053	543
Creativity and Innovation Management	3	3	0.15	523
Journal of Managerial Psychology	4	4	0.2	413
Marine Policy	5	6	0.238	371
Journal of Applied Psychology	3	3	0.176	366
Journal of Business Ethics	2	2	0.118	333
International Journal of Project Management	2	2	0.25	291

Note: TC= Total Citation

5.3 Most Productive and Influential Author

A number of authors have made substantial contributions to the study of the relationship between conflict management and employee outcomes. This section aims to provide a curated overview of notable authors, utilizing data sourced from the SCOPUS platform along with defined criteria related to the volume of published works and the corresponding citation counts. The findings encompass the contributions of several prominent researchers focused on examining the relationship between conflict management and employee outcomes. It is important to acknowledge that the distinctive features of the ranking process have led to the omission of some well-known authors. We systematically excluded authors who conducted their research before 2004 or after 2023. This ranking facilitates the identification of key researchers who were active from 2004 to 2023. Recognizing that the alternative criteria could have included additional authors is important.

Either the number of publications or the number of citations can establish the basis for author ranking. Prior research in the literature has employed both methodologies. For example, Hsieh & Chang, (2009) determined the hierarchy of authors according to their publication counts. The study uses a dataset and specific criteria to investigate the correlation between conflict management and employee outcomes, focusing on authors who have published at least five articles over a period of time. Conversely, Podsakoff et al. (2008) assessed authors based on their impact, as demonstrated by citation metrics rather than the sheer number of publications. This paper employs a multifaceted methodology. Table 6 outlines the local impacts associated with authors who have contributed five or more articles in the field of examining the relationship between conflict management and employee outcomes. Table 6 presents a comprehensive overview of the total citations, H-index, G-index, and M-index attributed to the authors. We comply with the dataset and criteria. The list is organized based on the largest number of publications that examine the relationship between conflict management and employee outcomes, as indicated by the available data rather than the total citations. Accumulation of citations from earlier studies over time reflects the impact of temporal factors on citation patterns. The complexities involved in classifying authors' impact according to publication count are evident, particularly since authors who published later may not have the same opportunities as their earlier counterparts. Whether the methodology relies on citations or publications, a thorough analysis must consider time as a crucial factor.

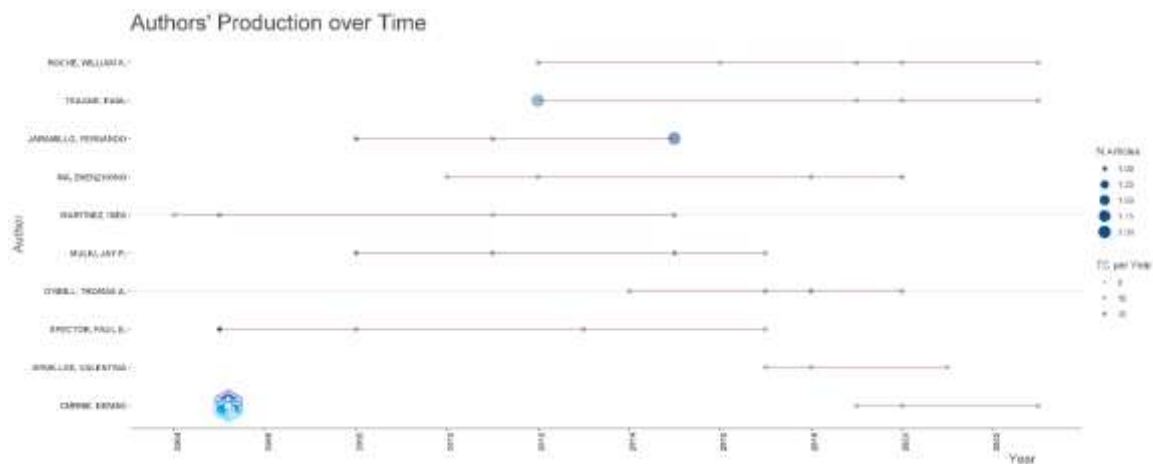


Figure (4) Authors' Production over Time

Table (6) Authors' Production over Time

Author	h_index	g_index	m_index	TC	NP	PY_start
Jaramillo Fernando	4	4	0.235	400	4	2008
Ma Zhenzhong	4	4	0.267	70	4	2010
Martínez Inés	4	4	0.19	202	4	2004
Mulki Jay P.	4	4	0.235	405	4	2008
O'Neill Thomas A.	4	4	0.364	168	4	2014
Spector Paul E.	4	4	0.2	681	4	2005
Teague Paul	4	5	0.308	67	5	2012
De Dreu Carsten K.W.	3	3	0.143	817	3	2004
Demerouti Evangelia	3	3	0.2	158	3	2010
Ghasemy Majid	3	3	0.75	32	3	2021

Notes: TC = Total Citation; NP =Number of Publication; PY_Start = Publication Year Start

The data we retrieved from SCOPUS indicates that JARAMILLO FERNANDO is the most prominent author in terms of publication count (4), h-index (4), g-index (4), and m-index (0.235). This is shown in the table. The publication endeavors of Jaramillo Fernando were initiated in 2008. Their total citation count is 400, as shown in Table 5. In addition to the H-Index, G-Index, and M-Index, researchers should evaluate the impact of authors by considering a variety of metrics, as previously mentioned in the source's outline, rather than relying solely on the number of publications and total citations.

5.5 Most influential documents

This research project centers on the global citations for scholarly articles. The term "citation" denotes the aggregate count of references attributed to an article, encompassing the complete database (Aria & Cuccurullo, 2017), specifically Scopus in this context. A method for assessing publications involves classifying them based on the quantity of citations they have garnered (Merigó & Yang, 2017). The quantity of citations reflects the acknowledgement, significance, and influence of an article within the scientific community. This section presents a detailed analysis of the most frequently cited articles on the Scopus platform as of the specified extraction date. Table 7 displays the 20 articles that have received the most global citations. The aim of this examination is to highlight the influence of the most important articles and to provide meaningful insights into the journals that have played a crucial role in their distribution and acknowledgement within the academic community. The initial criteria limited the list to only articles, explicitly excluding documents other than articles. The three articles that garnered the most global citations received 572, 204, and 115 references, respectively.

Table (7): Most global Cited Articles

Author	year	Paper	Source	DOI	TC	TCp Y
Spector, Paul E.	2005	Job Stress, Incivility, And Counterproductive Work Behavior (Cwb): The Moderating Role Of Negative Affectivity Effect Of Ethical Climate On Turnover Intention: Linking Attitudinal- And Stress Theory	Journal Of Organizational Behavior	10.1002/job.336	572	28.6
Jp Mulki, Jf Jaramillo, Wb Locander	2008	Types Of Intragroup Conflict And Affective Reactions Workplace Stressors, Job Attitude, And Job Behaviors: Is Interpersonal Conflict The Missing Link? Regulation Of Emotions, Interpersonal Conflict, And Job Performance For Sales People	Journal Of Business Ethics	10.1007/s10551-007-9368-6	204	12
Martínez, Inés	2005	Optimizing Team Conflict Dynamics For High Performance Teamwork Spillover Of Interpersonal Conflicts From Work Into Nonwork: A Daily Diary Study Use Of Both Qualitative And Quantitative Approaches To Study Job Stress In Different Gender And Occupational Groups	Journal Of Managerial Psychology	10.1108/02683940510589019	115	5.75
Jaramillo, Fernando, Mulki, Jay P.	2011	Line Managers And The Management Of Workplace Conflict: Evidence From Ireland Constructive Controversy And Reflexivity Training Promotes Effective Conflict Profiles And Team Functioning In Student Learning Teams	Journal Of Personal Selling And Sales Management	10.2753/PSS0885-3134310310	98	7
Mulki, Jay P.	2015	Human Resource Management Review	Journal Of Business Research	10.1016/j.jbusres.2014.08.009	83	8.3
O'Neill, Thomas A.	2018	Journal Of Occupational Health Psychology	Human Resource Management Review	10.1016/j.hrmr.2017.06.002	70	10
Martínez, Inés	2015	Journal Of Occupational Health Psychology	Journal Of Occupational Health Psychology	10.1037/a0038661	67	6.7
Spector, Paul E.	2008	Human Resource Management Journal	Journal Of Occupational Health Psychology	10.1037/1076-8998.13.4.357	60	3.529
Teague, Paul; Roche, William K.	2012	Academy Of Management Learning And Education	Human Resource Management Journal	10.1111/j.1748-8583.2011.00171.x	47	3.615
O'Neill, Thomas A.	2017	Academy Of Management Learning And Education	Academy Of Management Learning And Education	10.5465/amle.2015.0183	46	5.75

Author	year	Paper	Source	DOI	TC	TCp Y
Spector, Paul E.	2013	Direct And Indirect Relationship Between Social Stressors And Job Performance In Greater China: The Role Of Strain And Social Support Challenging The "Static" Quo:	European Journal Of Work And Organizational Psychology	10.1080/1359432X.2012.665606	39	3.25
O'Neill, Thomas A.	2020	Trajectories Of Engagement In Team Processes Toward A Deadline Explore The Impact Of Collectivism On Conflict	Journal Of Applied Psychology	10.1037/apl0000479	29	5.8
Ma, Zhenzhong	2010	Management Styles: A Turkish Study Team Leader's Conflict	International Journal Of Conflict Management	10.1108/10444061011037396	25	1.667
Ma, Zhenzhong	2020	Management Styles And Innovation Performance In Entrepreneurial Teams	International Journal Of Conflict Management	10.1108/IJCMA-09-2019-0168	24	4.8
O'Neill, Thomas A.	2014	Team Task Conflict Resolution: An Examination Of Its Linkages To Team Personality Composition And Team Effectiveness Outcomes	Group Dynamics	10.1037/gdn0000004	23	2.091
Mulki, Jay P.	2017	Customer-Directed Extra-Role Performance And Emotional Understanding: Effects On Customer Conflict, Felt Stress, Job Performance And Turnover Intentions	Australasian Marketing Journal	10.1016/j.ausmj.2017.04.002	20	2.5
Jaramillo, Fernando	2015	Explicating Customer Orientation's Influence On Frontline Employee Satisfaction Positive Effects Of Task-Conflict Estimulation On Work-Team Climate; [Efectos Positivos De La Activación Del Conflicto De Tarea Sobre El Clima De Los Equipos De Trabajo]	Service Industries Journal	10.1080/02642069.2014.990004	15	1.5
Martínez, Inés	2004		Revista De Psicología Social	10.1174/021347404322726526	12	0.571

Author	year	Paper	Source	DOI	TC	TC _P Y
Ma, Zhenzhong	2012	The Impact Of Group-Oriented Values On Choice Of Conflict Management Styles And Outcomes: An Empirical Study In Turkey	International Journal Of Human Resource Management	10.1080/09585192.2012.700171	11	0.846
Ma, Zhenzhong	2018	The Impact Of Young Chinese Employees' Notions Of Work On Conflict Management Styles: An Explorative Study	International Journal Of Conflict Management	10.1108/IJCMA-09-2017-0084	10	1.429

Notes: TC = Total Citation; P_Year = Publication Year

The findings from the bibliometric analysis in the realm of the relationship between conflict management and employee outcomes from the entire database indicate that the paper titled, "Job Stress, Incivility, And Counterproductive Work Behavior (Cwb): The Moderating Role Of Negative Affectivity" published by Spector and Paul E. et al. (2005) is the most cited document with 572 citations where the findings suggest that job satisfaction exhibited a negative correlation with incivility, organizational constraints, and interpersonal conflict, while displaying a positive correlation with "counterproductive work behavior" (CWB). Although only one significant moderator was identified through peer-reported CWB, there was also evidence supporting the role of negative affectivity as a moderator in the relationship between job stressors and CWB. Additional, The paper by Mulki and Jaramillo (2008), titled "Effect of Ethical Climate on Turnover Intention: Linking Attitudinal- and Stress Theory," published in the Journal of Business Ethics, investigates the relationship between ethical climate within organizations and employees' turnover intentions, using both attitudinal and stress theories as frameworks. The study emphasizes the importance of an ethical climate in shaping employees' attitudes and stress levels, which in turn affects their intentions to remain with or leave an organization. Promoting ethical practices within the workplace is crucial for retaining employees and maintaining a stable workforce. The paper is one of the most cited documents with 204 citations. Furthermore, The third highly cited paper with 115 citations was conducted by Inés Martínez (2005), titled "Types of Intragroup Conflict and Affective Reactions," published in the Journal of Managerial Psychology, explores the different types of conflicts that can arise within groups and how these conflicts affect the emotions and feelings (affective reactions) of the group members. The paper provides insights into how different types of intragroup conflict impact the emotions of group members, with task conflict having the potential for positive outcomes under certain conditions, while relationship and process conflicts generally lead to negative emotional reactions and can undermine group performance.

5.6 Co-occurrence network

Co-occurring networks, a type of bibliometric network, quantify the frequency with which two bibliographic elements occur simultaneously. The temporal dynamics and knowledge structures of a developing research domain were revealed by Radhakrishnan et al. (2017) through the implementation of keyword co-occurring networks. These networks can assist in the identification of the primary themes and patterns within a vast collection of academic publications by revealing the semantic or topical framework of the "relationship between conflict management and employee outcomes" (Parlina et al., 2020). In this investigation, the co-occurring networks of the retrieved documents are constructed by utilizing the authors' keywords as the field parameter. The default configuration is maintained for the remaining parameters, while country names are omitted.

Figure 5 depicts the key scholarly issues and concepts on "conflict management" and "employee outcomes" from 2004 to 2023. This network focuses on the discipline that studies "conflict management". Other terms such as "job satisfaction," "workplace," and "innovation" indicate that researchers examine conflict management both independently and in relation to specific workplace dynamics, highlighting its critical role in reducing concerns

and achieving positive organisational outcomes. The high incidence of co-occurrence of words like 'leadership,' 'wellbeing,' and 'job stress' reflects the interdependence of conflict management with employee mental well-being. This evidence confirms the contention that effective leadership is central to fostering healthy work environments, thus mitigating stress and improving overall organizational performance (Boz Semerci, 2019; Meskelis & Whittington, 2020). Leadership creates a supportive environment that increases employee wellbeing and reduces stress, according to a comprehensive conflict management study.

The network employs demographic terms like "male," "female," "adult," and "middle-aged," indicating conflict research across age and gender groups. This demographic emphasis highlights the need to adapt conflict management methods to diverse workforces. The network includes "controlled study" and "human experiment," demonstrating the diversity of research methods in this field. These observational and experimental methodologies demonstrate a strong commitment to investigating structured and dynamic conflict management options.

"Psychology," "social support," "human relations," and "interpersonal communication" show that conflict management research is interdisciplinary and heavily influenced by psychology and sociology. Studying conflict resolution in social and emotional circumstances helps scholars. Finally, geographical references, such as "China," highlight regional and cultural factors in conflict management research, recognizing that workplace conflict and resolution differ by culture. This co-occurrence network study demonstrates that conflict management studies are becoming more multi-dimensional and focused on workplace diversity, regional distinctiveness, and interdisciplinary integration to improve employee outcomes. This comprehensive view illustrates how conflict management research is expanding to offer inclusive, adaptable methods for diverse, worldwide work forces.



Figure 5: Co-occurrence Network

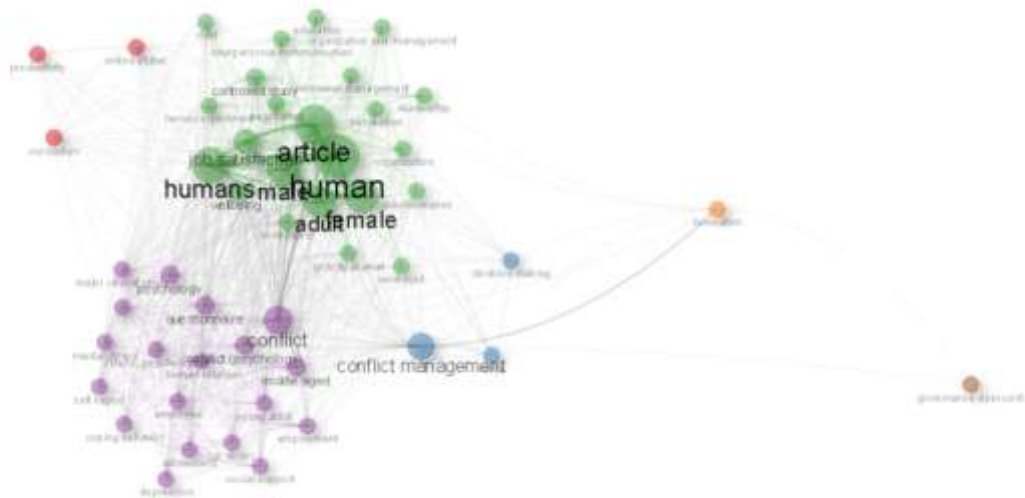


Figure 6: Co-occurrence Network

Donthu et al. (2021) have provided a detailed explanation of network visualization as follows: The magnitude of each node serves as an indicator of the presence of a certain term, precisely indicating the frequency at which that keyword appears. The connections or ties between the nodes show instances of co-occurrence among the keywords, indicating the existence of terms appearing together. Furthermore, the thickness of these linkages indicates the frequency of co-occurrences between terms, reflecting how often they appear together. Therefore, nodes that are larger in size imply a higher frequency of the term they represent, while thicker linkages between nodes suggest a greater incidence of keywords appearing together. Each unique color used in this visualization represents a thematic cluster. The nodes and links within each cluster can be used to explain the level of topic coverage represented by the nodes within that specific theme and the relationships represented by the links between these topics within the overall theme.

Figure 6 presents a visualization of the co-occurrence network, illustrating significant thematic clusters in the conflict management literature. The central nodes, including "conflict management," "humanity," "job satisfaction," and "psychology," signify key themes, while the interconnected terms, such as "leadership," "workplace," and "wellbeing," highlight a concentration on interpersonal and organizational dynamics. The network reveals clear clusters representing psychological aspects (purple), organizational and management themes (green), and innovation (orange), indicating varied research trajectories within the field. The isolated term "governance approach" suggests a developing or specialized field of study that connects innovation and management strategies within the realm of conflict resolution.

Table (8): Clusters of Nodes

Node	Cluster	Betweenness	Closeness	PageRank
united states	1	0.602	0.013	0.008
productivity	1	0.036	0.012	0.006
curriculum	1	0.03	0.012	0.006
conflict management	2	97.656	0.019	0.033
china	2	0.885	0.012	0.008
decision making	2	0.789	0.013	0.009
female	3	32.439	0.02	0.051
human	3	69.272	0.02	0.068
male	3	32.17	0.02	0.051

Node	Cluster	Betweenness	Closeness	PageRank
adult	3	18.783	0.019	0.046
article	3	56.478	0.02	0.06
humans	3	42.027	0.02	0.055
job satisfaction	3	17.524	0.019	0.035
wellbeing	3	2.308	0.016	0.022
leadership	3	1.287	0.014	0.012
workplace	3	2.36	0.017	0.016
controlled study	3	4.416	0.018	0.022
human experiment	3	1.311	0.015	0.017
interpersonal communication	3	0.557	0.014	0.015
organization	3	0.669	0.014	0.013
child	3	0.058	0.013	0.01
priority journal	3	1.154	0.015	0.015
workload	3	0.822	0.014	0.012
negotiating	3	1.026	0.015	0.015
education	3	0.333	0.014	0.009
perception	3	0.584	0.013	0.009
organization and management	3	0.461	0.014	0.01
personnel management	3	0.543	0.015	0.012
questionnaires	3	0.695	0.014	0.013
conflict	4	24.595	0.02	0.04
middle aged	4	3.413	0.018	0.023
employment	4	1.371	0.015	0.016
psychology	4	4.311	0.017	0.023
questionnaire	4	4.705	0.018	0.024
conflict (psychology)	4	3.832	0.017	0.024
human relation	4	2.226	0.016	0.019
social support	4	0.375	0.014	0.011
employee	4	1.629	0.016	0.017
major clinical study	4	1.459	0.016	0.017
adolescent	4	0.345	0.014	0.011
interpersonal relations	4	1.468	0.015	0.017
stress, psychological	4	1.547	0.016	0.018
young adult	4	0.232	0.015	0.011
job stress	4	1.159	0.015	0.015
mental stress	4	0.471	0.014	0.014
coping behavior	4	0.124	0.014	0.01
depression	4	0.148	0.013	0.01
self report	4	0.354	0.015	0.011
innovation	5	0.963	0.011	0.008
governance approach	6	0	0.01	0.004

5.7 Thematic Map

A theme map is a strategic diagram used to analyze the development and changes in research clusters identified using a term co-occurrence analysis (Fosso Wamba et al., 2021). Cobo et al. (2011) have explained the thematic map as a method that entails classifying themes into four quadrants, each reflecting different sorts of themes. Motor themes are located in the upper-right quadrant and are characterized by their great density and centrality. These issues are extensively developed and essential to the research area. Conversely, themes that lie in the bottom right quadrant are called fundamental themes. These themes have a high level of centrality but a low level of density. While crucial, these themes lack robust internal correlations. This cluster includes emerging issues that

are of importance but are still in the stage of being developed, thereby necessitating further investment. Themes in the lower left-hand quadrant exhibit either developing or decreasing patterns, characterized by low centrality and density. Both of these indications indicate poorly developed topics. In contrast, themes located in the top right-hand quadrant are characterized by their isolation and high level of development. These themes have a high level of density, which means that there are strong connections inside them. However, they have a low level of centrality, indicating that external ties are not very important to them.

In brief, our conversation may be distilled into four key concepts. These themes encompass the specific area of focus, the driving force, the developing or fading trend, and the fundamental motifs. This graphic demonstrates the evolution of research on big data over a period of 10 years, providing insight into the dominant and emerging aspects within the subject (Parlina et al., 2020). The thematic analysis in this work relies on the authors' chosen keywords extracted from data collected between 2004 and 2023, as shown in Figure (7). The study's criteria have found many significant themes in the field of conflict management, namely "interpersonal communication," "job stress," and "violence." These topics are well-developed and have great importance.

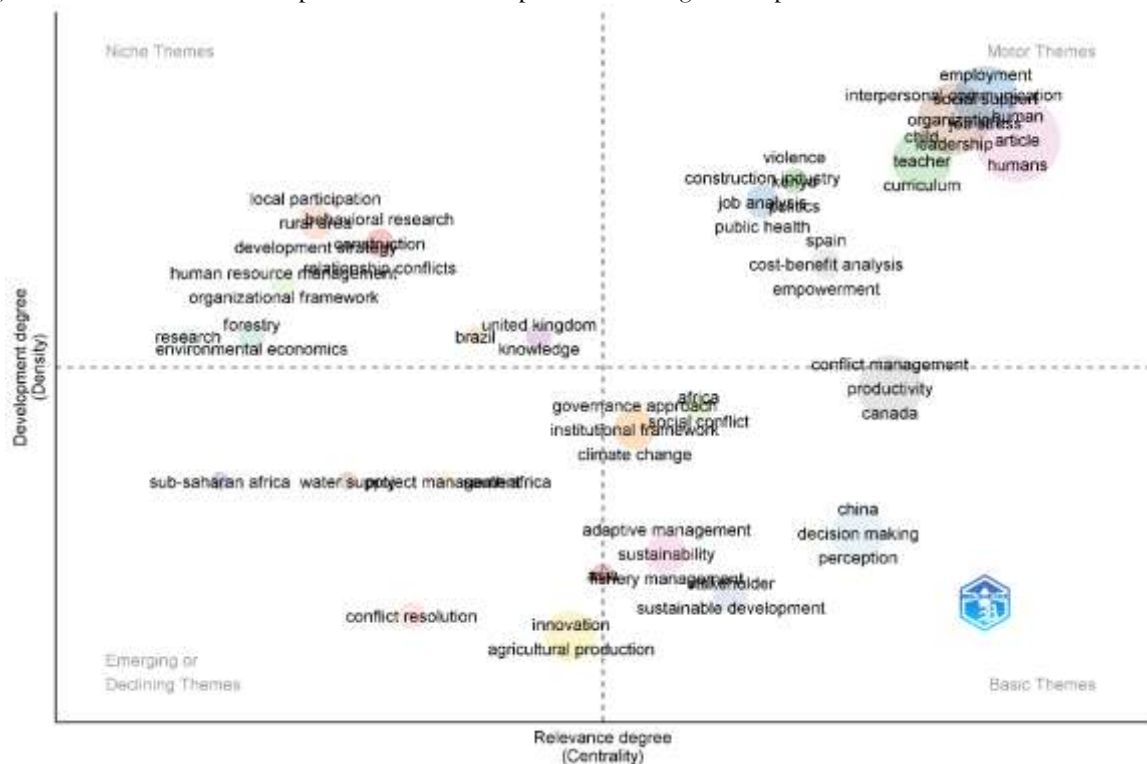


Figure (7): Thematic Map

6. Conclusion and Discussion

The introduction of statistical methods for analyzing the use, production, and impact of literature in 1969 marked the beginning of the study of literature. Since then, much has transpired. Bibliometric analysis offers a valuable perspective on the extensive literature and dissemination of knowledge in a specific field. The existing literature is mapped, patterns and trends are examined, and the impact of scientific research is investigated by researchers. The literature evaluation process was revitalized by the rapid advancement of technology and the Internet, which offered researchers the ability to acquire and analyze data with the assistance of potent tools. A specific research design and literature review were employed as instruments in the study, which employed a rigorous approach. The current investigation concentrated on the relationship between conflict management and employee outcomes and employed a bibliometric methodology to evaluate a variety of critical variables. We utilize bibliometric analysis to examine pertinent research from 2004 to 2023 within the SCOPUS platform. The most productive publications, prominent journals, notable authors, influential documents, co-occurrence networks, and thematic maps were identified through the analysis.

Several research questions were addressed in the study, such as the total number, annual production, and average citation per year of documents published in the specified criteria (RQ1). From the analysis, it is evident that the

trajectory, which is advancing, serves to emphasize and emphasize the current and future focus and concentration on the subject matter of the relationship between "conflict management" and "employee outcome" within the academic realm.

These journals made substantial contributions in terms of published articles and accounted for a substantial portion of the total number of retrieved data. The identification of the most impacted journals in the area of the relationship between "conflict management" and "employee outcome" (RQ3), as well as the findings from the examination of top journals and their cumulative production over time (RQ2), are of paramount importance. The analysis demonstrated that the "International Journal of Conflict Management" is the most productive and influential journal in the field of the relationship between "conflict management" and "employee outcome." It is the primary source, followed by the journals "Frontiers in Psychology" and "Sustainability Switzerland." The central role of these journals in furthering knowledge within the domain of the relationship between "conflict management" and "employee outcome" was underscored by the publication of numerous articles, which demonstrated significant contributions. Additionally, the substantial influence of the "International Journal of Conflict Management" Journal, in particular, emphasizes their status as critical sources of scholarly output in this field, influencing the discourse on conflict management and offering valuable insights.

In conclusion, The bibliometric study not only plots the intellectual landscape of employee consequences and conflict management but also identifies key trends and interdisciplinary linkages. For example, the growing emphasis on 'innovation' and 'governance strategies' indicates a drift towards alignment of conflict resolution with more organizational objectives. Nevertheless, the research also identifies gaps, for example, the relative lack of investigation into non-Western contexts, which need further examination. The research contributes to theoretical insights in conflict management by connecting the findings to proven models like contingency theory and social systems theory. For instance, the thematic map labels 'interpersonal communication' and 'job stress' as dominant themes, underlining the influence of psychological and sociological dimensions in resolving conflicts. Such knowledge can be used to guide adaptive conflict management strategy development in consonance with organizational objectives and cultural environments. In general, bibliometric analysis offers a nuanced comprehension of the significant contributions of researchers, journals, and articles in this field. This exhaustive overview is a valuable resource for researchers, policymakers, and practitioners who are engaged in the field of the relationship between "conflict management" and "employee outcome." It not only identifies influential works but also reveals emerging trends.

7. Limitation of the Study:

In order to provide readers with a thorough comprehension of the issues that have been addressed, it is important to recognize the study's limitations. The initial limitation of the study is the utilization of specific inclusion and exclusion criteria in the search process, as illustrated in figure (2). The exclusion of pertinent documents that could have offered valuable insights into the relationship between "conflict management" and "employee outcome" may have been a consequence of these criteria. Furthermore, the investigation concentrated on the SCOPUS platform, which may not encompass all pertinent literature in the field. This should have influenced the observer's perspective and restricted the generalizability of the findings.

Another challenge is the predominant use of bibliometric evaluation as the primary method of data collection and analysis. Bibliometrics offer valuable quantitative insights; however, they do not encompass the full spectrum of the relationship between "conflict management" and "employee outcome." This is due to the fact that they primarily concentrate on published literature, which may result in the neglect of other sources of information, such as internal papers or unpublished reports. Additionally, the investigation exclusively examined publications that were written in English. This language restriction may have resulted in a potential language bias in the analysis by excluding relevant studies published in other languages.

Finally, the analysis was restricted to the years 2004–2023. The scope of developments and trends in the field of the relationship between "conflict management" and "employee outcome" may not be fully captured within this timeframe. In order to offer a more thorough comprehension of the subject matter, future research could contemplate extending the study period or conducting a longitudinal analysis.

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