

RESEARCH ARTICLE

WWW.PEGEGOG.NET

Mapping Conflict and Conflict Management Research in India & China: A Decade-Long Bibliometric Analysis (2015–2025)"

¹Pankaj Thakur & ²Suraksha Sharma

¹Assistant Professor in Management at Rabindra Nath Tagore Govt. College Sarkaghat

Email: pankaj25@gmail.com

² Research Scholar, Himachal Pradesh University Business School, Shimla

Email: ssuraksha04@gmail.com

Abstract

Purpose: The main purpose of the study is to document the bibliometric analysis of conflict and conflict management with respect to the Indian & Chinese organizational context. It ensures the quality of data and evaluates the scholarly publications from the Scopus database from 2015 to 2025.

Design/ Methodology/Approach: For this bibliometric study, the data were extracted from the Scopus database in the CSV format to capture recent scholarly development in conflict management literature. The four-phase data processing framework -identification, screening, eligibility and inclusion- was applied for science mapping.

Tools Used: VOSviewer and Bibliometrix (R package).

Findings: The findings reveal that Chinese authors dominate intellectual and citation structure, while Indian researchers show their increasing engagement conflict studies, but their global citation report remains low. Thematic analysis reveals optimization, graph models for conflict resolution, behavioral research, artificial intelligence, and traffic management as emerging themes with interdisciplinary integration. Chinese institutions have more global integration than Indian institutions.

Research Implications: This study adds to the body of knowledge of bibliometric and conflict management literature by providing a comparative intellectual mapping of Indian and Chinese scholarly contributions. The study findings offer valuable insights for researchers, academicians, policymakers, and practitioners regarding emerging themes, research gaps, influential contributors, and collaborative opportunities within the field. This study further highlights the need for academic collaboration between Indian and Chinese researchers.

Originality/Value: This study comparatively examines conflict and conflict management research in the Indian and Chinese contexts over a decade (2015-2025) through a bibliometric analysis and offers a holistic understanding of the changing research landscape in Asia.

Paper Type: Research Paper

Keywords: Conflict Management, Bibliometric Mapping, Decadal Analysis and India & China

Introduction: Conflict is a central topic of discussion in management and organisational research because it directly impacts interpersonal relations, teamwork, organisational performance, and employee well-being. It is a multidimensional phenomenon because it prevails in both organizations and societies due to differences in goals and interests. Conflict, when managed effectively, fosters innovation, creativity, and strategic improvement in organizations, as contemporary theories note (Rahim, 2017). Due to its prevalence across multiple disciplines, it has gained importance in organisational behaviour, human resource management, project management, engineering management, tourism studies, entrepreneurship, industrial relations, social psychology, and strategic management. Technological transformation, digitalisation, and workforce diversity in businesses have expanded the scope of conflict management research. The conflict is not restricted to individuals and teams but has spread across stakeholders, institutions, and networks, as businesses are now highly interconnected through ICT and digital technologies. Conflicts have negative consequences if not managed at the right time and can create rivalry among individuals working in organisations (LEBRAGUE et al., 2020). In an organization conflicts may emerge from multiple resources. These include interpersonal, intrapersonal and other structural differences. De Dreu and Triki (2022) stated that the primary cause of organizational conflict is differences in interests among individuals and groups.

2. Literature Review

Authors & Year	Study Context	Methodology	Key Findings	Research Gap / Implications
Zhang et al. (2024)	Chinese construction projects	Empirical study	Cooperative approaches enhance satisfaction; competitive approaches work only	Limited to Chinese construction industry; needs cross-sector validation

			in low-strength conflicts	
Ugbomhe & Ojo (2023)	Nigerian university	Case study	Macro-level techniques reduce dysfunctional conflict	Single institution; broader generalizability required
Maral & Hamedoğlu (2022)	Istanbul schools	Survey-based quantitative study	Transformational leadership promotes integrative strategies, whereas transactional leadership encourages dominating strategies	Restricted to Istanbul; cross-cultural replication needed
Fousiani et al. (2025)	UK vignette experiments	Experimental vignette design	Creativity fosters both collaboration and competition; competitive climate amplifies rivalry	Artificial vignette setting; real-world organizational testing needed
Akça & Gül (2025)	Turkish textile industry	Survey-based SEM	Emotional intelligence improves conflict management; self-efficacy acts as a mediator	Small sample; industry-specific
Maniendaran et al. (2025)	Malaysian MSMEs	Quantitative survey	Collaborative approaches are most effective; conflict management improves employee satisfaction	Small sample size; limited to MSMEs
Waseem et al. (2025)	Pakistani organizations	SEM analysis	Emotional intelligence and cultural intelligence buffer negative conflict effects; SEM captures	Self-report bias; cultural specificity

			relationship complexity	
Memon (2024)	Pakistani organizations	Qualitative interviews	Collaboration reduces stress, whereas competing and avoiding strategies harm trust	Limited generalizability; qualitative-only design
Saraih et al. (2024)	Conceptual framework	Theoretical model	Personality traits and organizational culture shape conflict management styles	Empirical validation pending
Muthumani & Kumar (2023)	Tamil Nadu industries	Survey	All five conflict management strategies can enhance productivity when applied effectively	Regional focus; broader industry comparison needed
Shah & Jain (2017)	Indian hydro-power organization	Case study	Appreciative Inquiry transformed conflict into trust and collaboration	Qualitative design; limited organizational scope
Singh & Yadav (2020)	Indian manufacturing firm	Case study	Bargaining, compromise, and accommodation improve organizational performance, whereas domination and avoidance harm performance	Single-firm focus; union-specific context

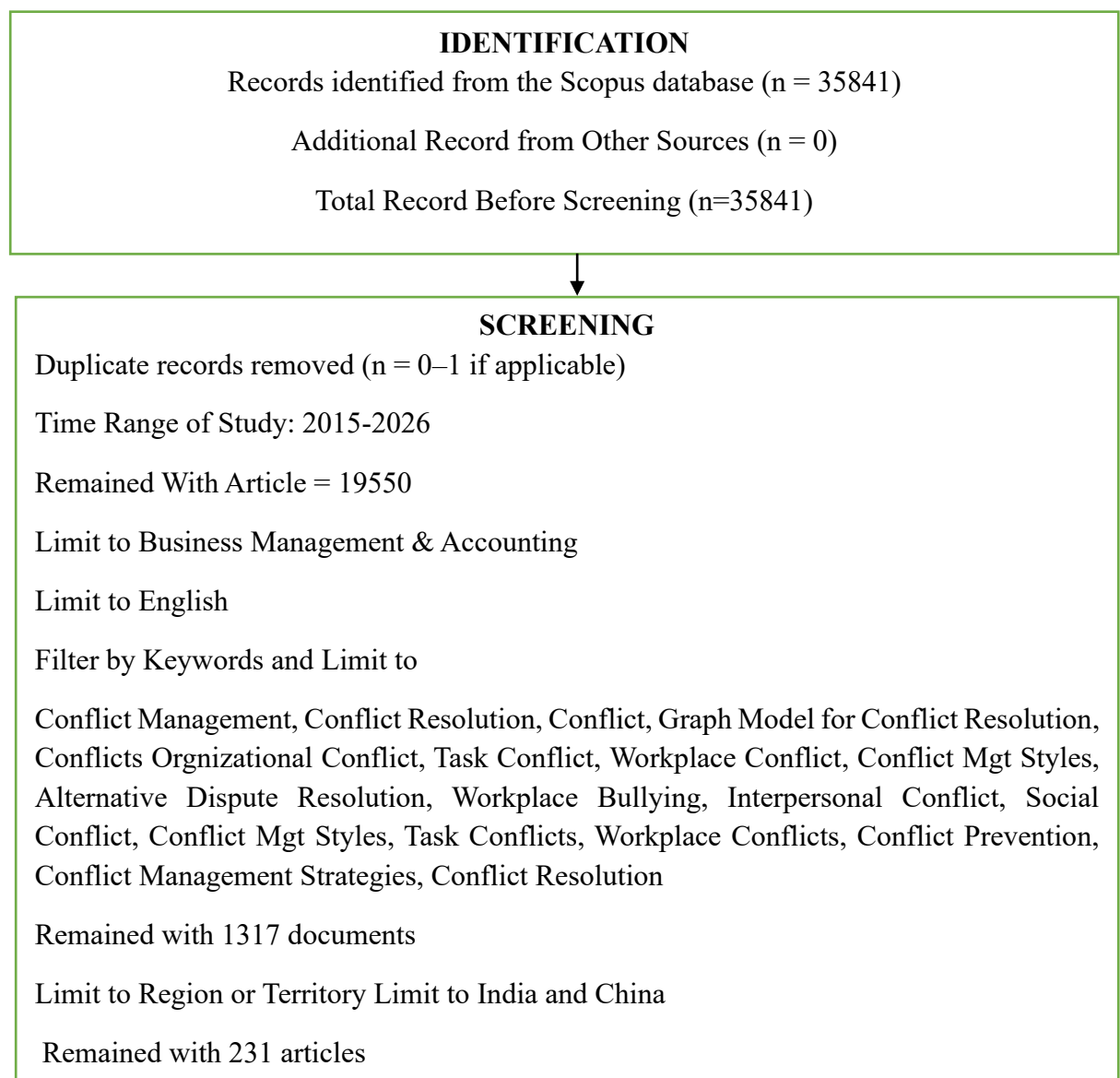
Table 1. Literature Review

3. Methodology: The study has been carried out using a bibliometric mapping approach. To carry out this research, the researchers used the Biblioshiny R Package and VOSviewer. These tools helped the researchers to visually portray the structure, characteristics and features of the

conflict research domain and further helped to establish connections between research issues and its contribution to the field. The research was executed in the following five basic steps. These steps are: 1. Study Design 2. Data Gathering and Cleaning of Data 3. Data Analysis 4. Visualization 5. Data Interpretation

4. Study Design: The study design started with the development of the research question. Relevant publications were extracted from the Scopus database using targeted keywords. Search String "conflict management" OR "conflict resolution" OR "workplace conflict" OR "organizational conflict" was used in titles, abstracts, and keywords. Applying the limit to and a filter, we retained a total of 193 articles from journals with a Chinese and Indian Context. The language preferred was only English. The study period selected for this research is 2015-2025. This has been further explained in Figures 1 and 2. In this research.

5. Data Collection, Cleaning and Processing: The researchers used the Scopus database to collect data. The raw data was extracted in the form of a “CSV” file for further analysis and interpretation. Data collection was limited to articles published between 2015 and 2025, and captured recent scholarly developments in the field.



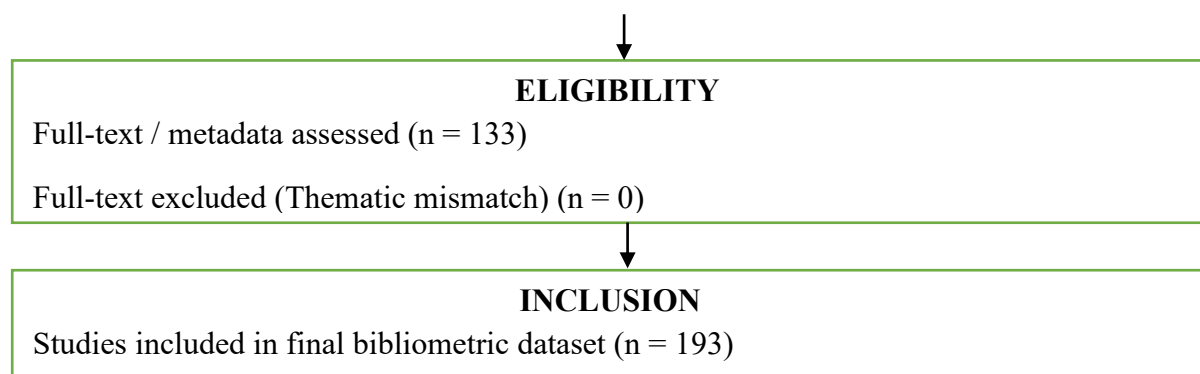


Figure 1. Data Cleaning and Processing

Data cleaning and processing consist of four main steps: identification, screening, eligibility and inclusion. In the first step, we found an initial dataset with 134 records. In the second step, the dataset was screened to remove duplicate entries. Studies solely focusing on religious tourism without a marketing dimension were excluded. After that, we applied language standardization and targeted only English-language articles. Non-English language publications were removed from the dataset. One article other than English was found during the screening phase and was excluded from the dataset. After performing data normalization and metadata cleaning, the final dataset with 133 publications was extracted in “CSV” format for bibliometric analysis using VOSviewer and the Bibliometrix (R package).

6. Data Analysis: The researchers used two complementary bibliographic tools, “VOSviewer” (Van Eck & Waltman, 2009), and “Biblioshiny”, a package of R (Aria & Cuccurullo, 2017), to analyze the extracted data. The extracted data were classified and organized to develop study networks and visualization maps. The data reduction methods portrayed the research and made it easily understandable. The obtained results disseminate the knowledge into the current research field.

With the help of these tools extracted data was classified and organized to develop networks and visualization maps. Data reduction methods made the research easily understandable, as the results displayed the document type with relevant sources, authors and their affiliations & contribution to the research, a thematic dendrogram, and collaboration maps. The results of the study are valuable to disseminate the knowledge into the current field of research.

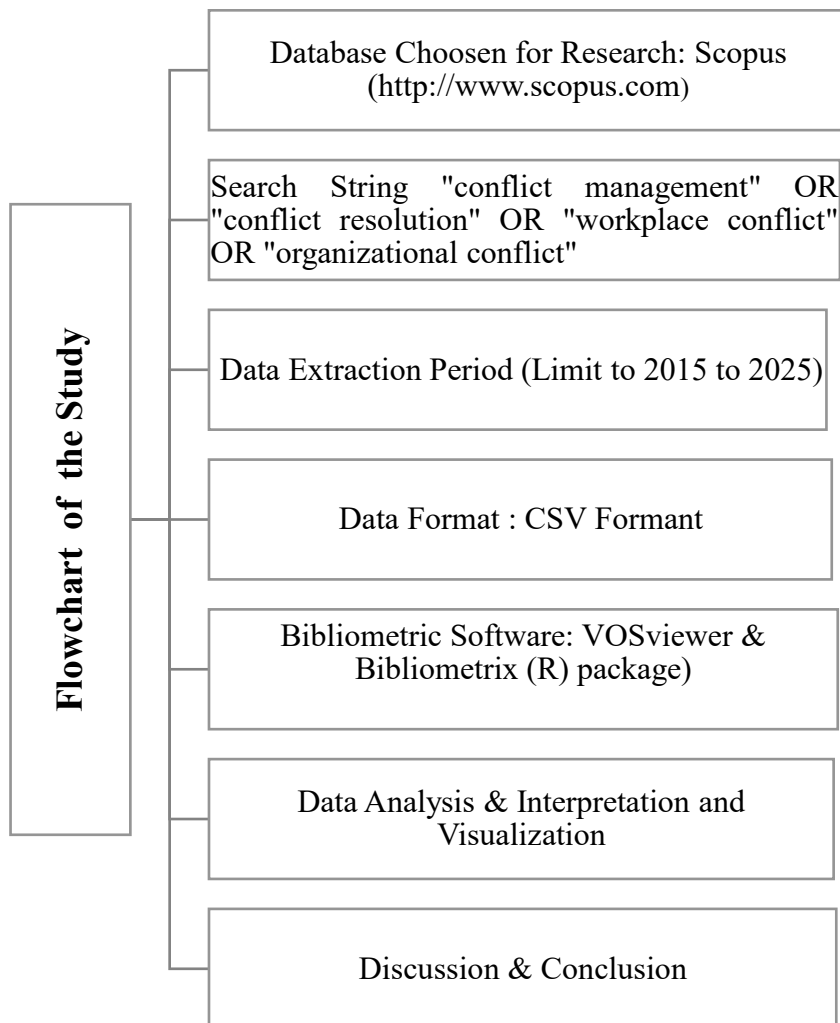


Figure 2. Study Flowchart Source(s): Authors

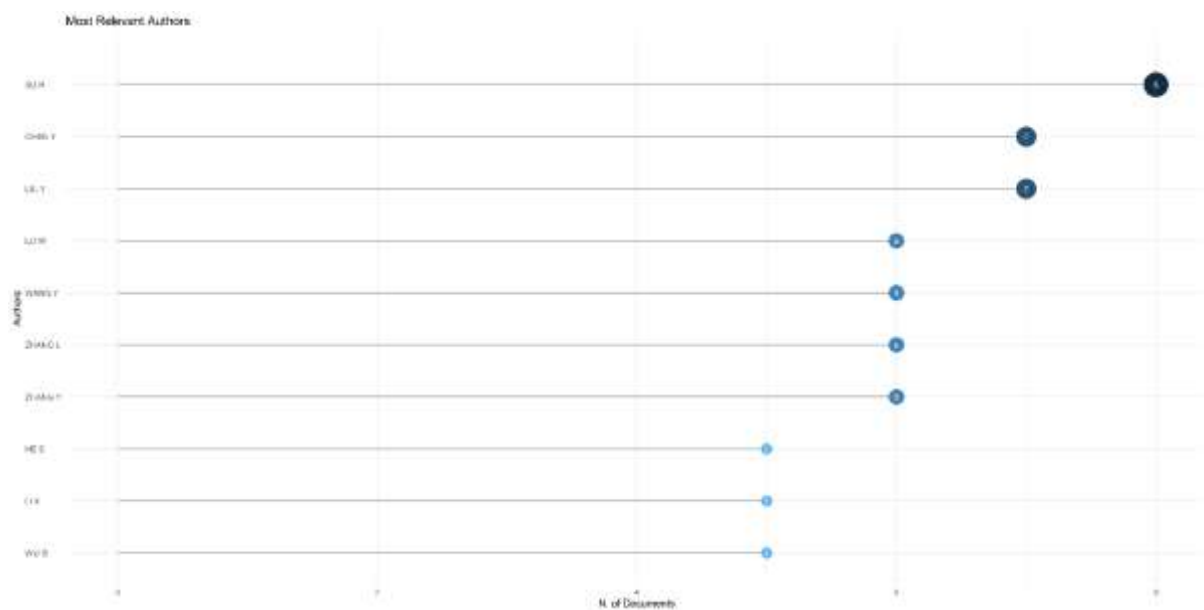


Figure 3. Most Relevant Authors with Number of Documents Published

Figure 3 explains the most prolific contributors based on their scholarly output on conflict management within the studied time frame (2015-2025). This analysis on research productivity identifies Xu H as the top contributor, with a total of 8 publications and establishes him as a central figure in the current body of knowledge. Xu H is closely followed by Chen Y and Liu Y, with their contribution of 7 documents each. The remaining authors, Lu W, Wang Y, Zhang L, Zhang Y, He S, Li X, and Wu G – showing their consistent scholarly contribution, each contributing 5 and 6 documents to the thematic area. Most relevant authors belong to China, and Indian authors in this list occupy the lowest position.

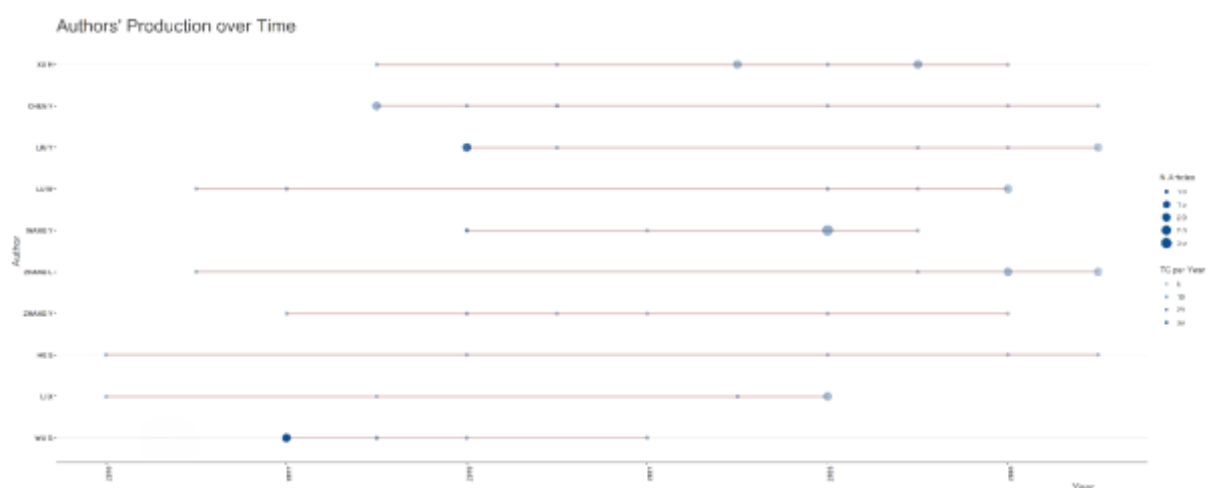


Figure 4. Authors' Production Over Time

Figure 4 depicts the temporal distribution of publications for the most influential authors. The analysis reveals that most authors consistently contributed significantly to the research field, while some authors' productivity is concentrated and their publications are clustered in specific years, suggesting intense research involvement rather than consistent contribution to the research field. Key contributors to the research field are reflected by large nodes, and peaks in the nodes highlight periods of increased scholarly activity, which may be due to emerging trends or researchers' interest in the research field.

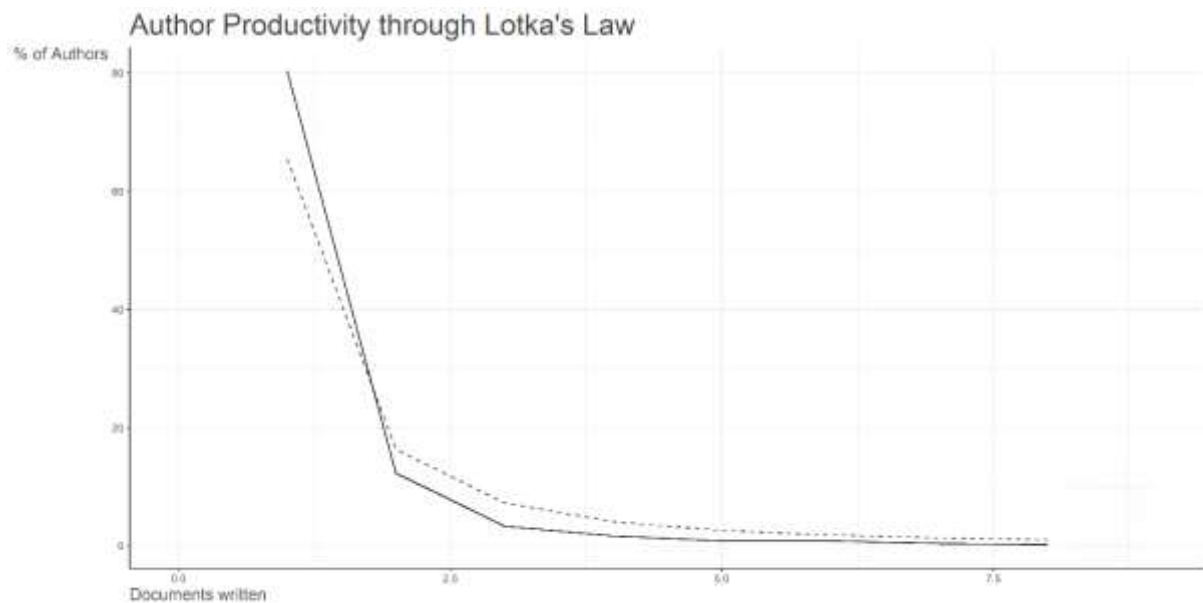


Figure 5. Author's Productivity

Figure 5 explains the author's productivity through Lotka's Law in the selected dataset, and follows a classical pattern. Lotka's law reflects that a large number of authors have contributed a single publication, while smaller numbers of authors have contributed multiple publications, and signifies an inverse relationship between productivity and author frequency. Earlier Authors' Production over Time analysis indicates that authors such as Xu H., Chen Y., Liu Y., Wang Y., Zhang L., Zhang Y., He S., Li X., and Wu G. emerge as the most prolific authors in this research domain, and their consistent and sustained contribution to research highlights their role in the direction of conflict management research. In this productivity, Chinese scholars are more productive than Indian authors in terms of their contribution to the body of knowledge.

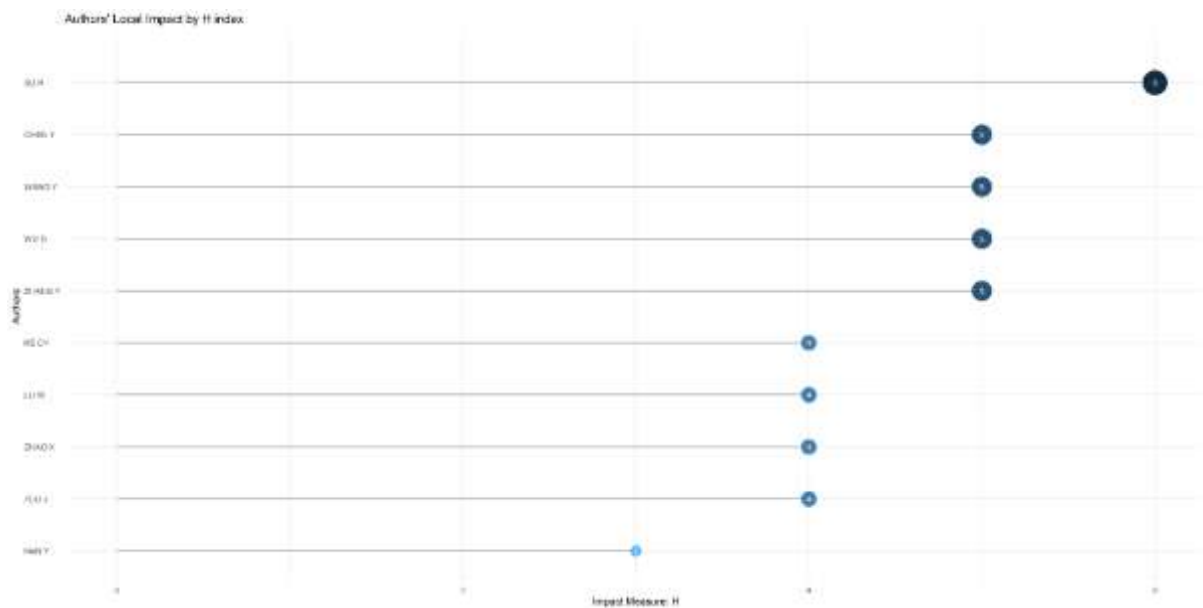


Figure 6. Author's Local Impact

Figure 6 presents the most influential authors using the H-index as the evaluation metric. In this visualization, Xu H. emerges as the most impactful author with the highest H-index (6), followed by Chen Y., Wang Y., Wu G., and Zhang Y., with an H-index of 5. Ke C.Y., Liu W., Zhao X., and Zhu J. show moderate impact with an H-index of 4, and Han Y. has the lowest H-index (3) among the authors. This figure demonstrates that a few authors form the intellectual core of the research domain. In contrast, others contribute at emerging levels, and academic influence is unequal, with impact concentrated among a few highly cited researchers. This network establishes that Chinese authors dominate the local intellectual structure, as indicated by their higher H-index values and stronger citation impact. Indian authors have minimal presence or are absent among the top local H-index rankings,

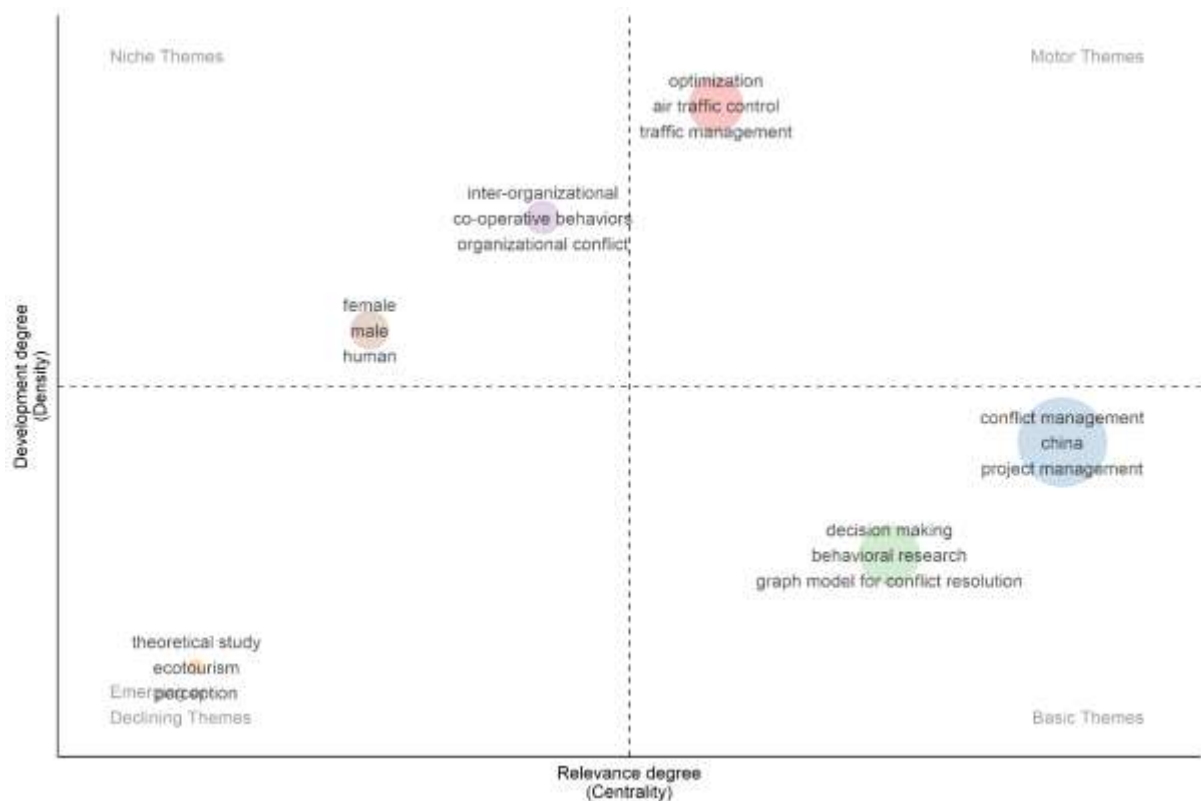


Figure 7. Thematic Map

Figure 7 represents a **thematic map** generated through bibliometric analysis. It illustrates the conceptual structure in conflict management research. This thematic map shows that Chinese researchers play a major role in core and emerging themes, while Indian researchers are concentrated on organizational and human-centred areas. The four quadrants of the thematic map explain different themes. The upper right quadrant represents motor themes with themes like optimization, air traffic control, and traffic management. These themes are technology-driven and are strongly connected with broader areas of conflict management. The lower right quadrant contains basic themes, which are less developed, and cover themes like conflict management, China, and project management. The strong presence of China in this theme explains the central role of China. Themes like decision making, behavioral research, and graph model for conflict resolution in this quadrant explain the interdisciplinary nature of the conflict management research. The upper left quadrant represents niche themes, and it has themes like inter-organisational cooperation, co-operative behaviours, and organizational conflict. These themes are focused on specialized areas and are explored in both Chinese and Indian contexts. The lower-left quadrant contains emerging or declining themes, including theoretical study, ecotourism, and perception. These themes are of low centrality and emerging in nature. In the

Indian context, these themes are context-specific and include areas of sustainability tourism and social perception.

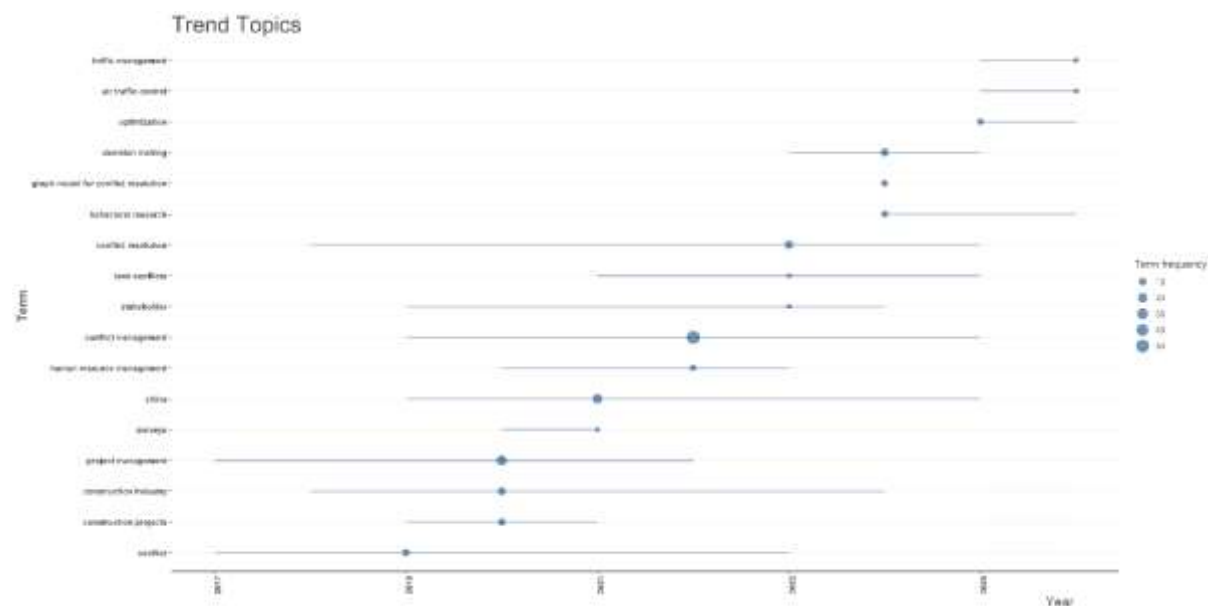


Figure 8. Topics in Trend

Figure 8 illustrates the temporal evolution of key research topics within conflict research by mapping their occurrence over time. The important trends that have taken place over time are: conflict, project management, and the construction industry appeared in the earlier years (around 2017–2019), expanding to themes like human resource management, broadening of contextual and methodological approaches in the literature. From 2021 onwards, there is a transition to applied topics, conflict management, stakeholders, and task conflicts. The recent years (2023–2025) include topics like decision making, behavioural research, graph models for conflict resolution, and traffic management and show interdisciplinary integration to the research field. Chinese research focuses on conflict resolution in construction projects, organizational coordination, and technology-integrated management systems, while Indian research focuses on themes related to human resource management, surveys, behavioural research, and conflict management.

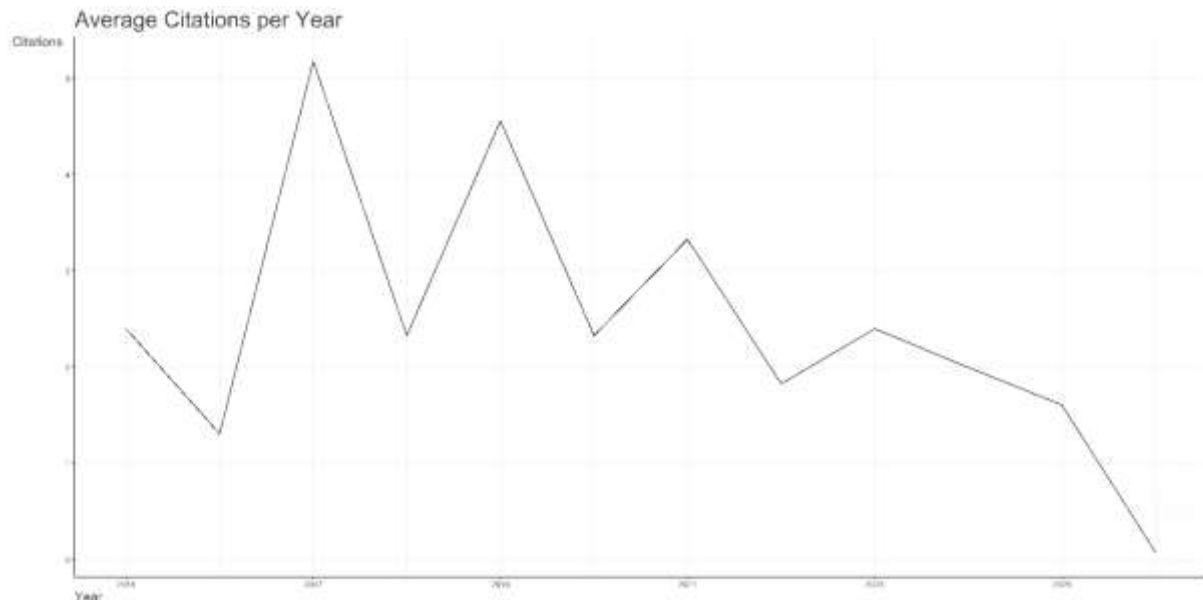


Figure 9. Average Citations Per Year (Period 2015-2025)

The trend line in Figure 9 reflects the Average Citations per Year in conflict management research. The graph shows a moderate level of citations in 2015, followed by a decline and a surge in 2017. This surge is due to the publication of highly influential studies by Chinese scholars. A second surge is observed in 2019, indicating another phase of scholarly contribution. This repetition in the average citation is due to consistent production by Chinese authors. After that, with an increase in the year 2021, there is a decline in the average citation. The Indian authors have less citation presence. The figure explains that Chinese authors play a leading role in citation impact.

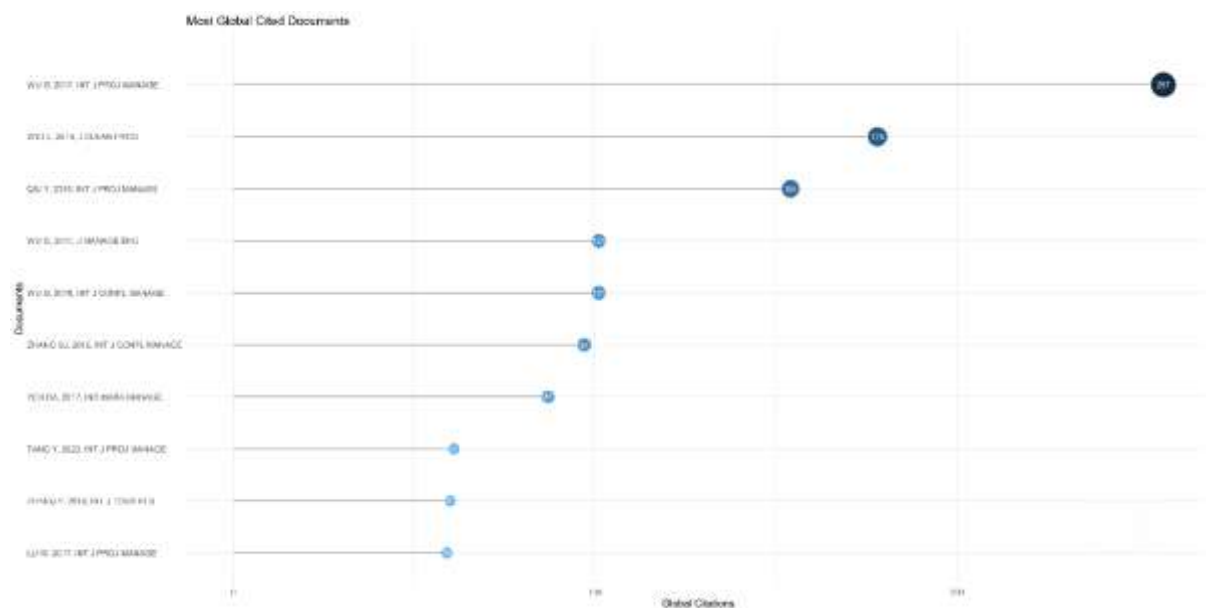


Figure 10. Most Global Cited Documents

Figure 10 presents the most-cited documents in conflict management research. This visualization shows that both Chinese and Indian researchers are contributing to the global knowledge base. The contribution of Chinese researchers is more than that of Indian researchers. The Chinese authors are highly cited and have international academic visibility. Indian authors are expanding steadily and are comparatively underrepresented in the case of most influential publications. The most influential document in the dataset is Wu G. (2017) published in the International Journal of Project Management, with the highest citation count.

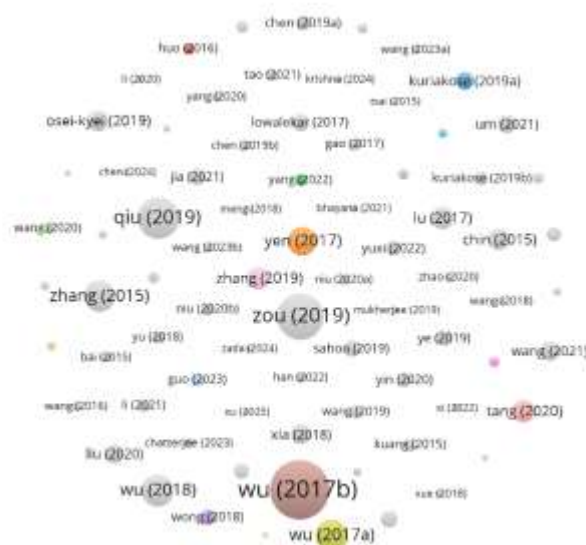


Figure 11. Citation of Document Map

Figure 11 represents a co-authorship network. This network reveals that Chinese authors form the most central and dense cluster. Chinese surnames such as Wu, Zhang, Qiu, Zhao, Chen, Wang, Liu, Yang, and Zou are shaping the academic field. Indian names such as Mukherjee and Sahoo appear, but they are less dense and peripheral than Chinese author names. In this domain, the Chinese research is more established than the Indian research.

Figure 12. Citation From Sources

Figure 12 displays the journal density visualization map. This map is centred on the International Journal of Conflict Management, and it acts as a central hub. Nearby journals such as Group Decision and Negotiation, International Journal of Project Management, Journal of Business Research, and Journal of Cleaner Production indicate that conflict management research is interdisciplinary and closely connected to management, project-based work, and applied social science. Chinese studies emphasized integrating technology, and go for coordination-oriented conflict handling, while Indian studies examine that workplace diversity, development pressures, and institutional pragmatism shape conflict.

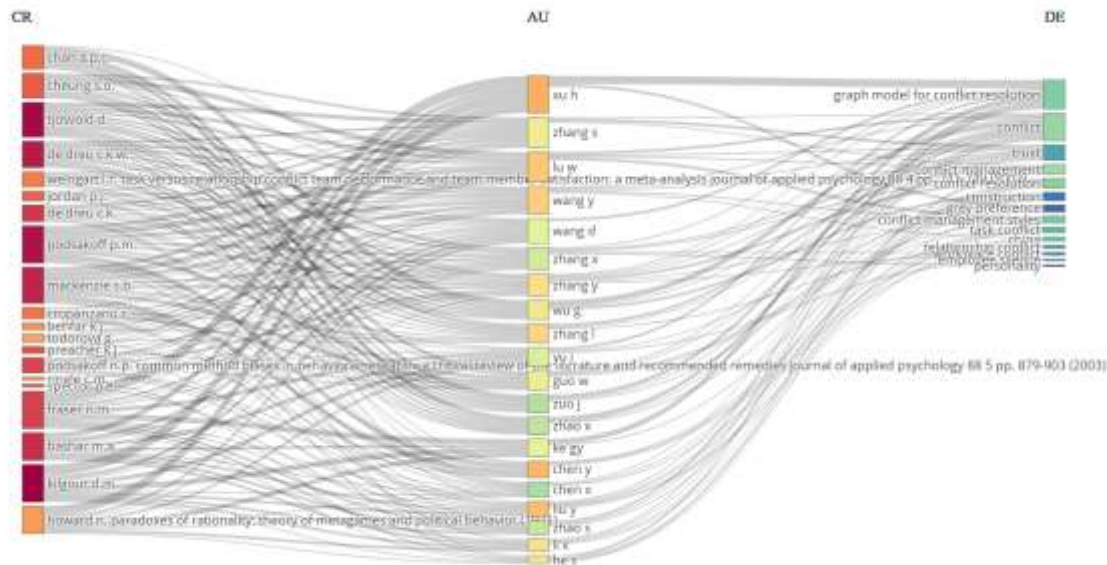


Figure 13. Three field Plot

This three-field or Sankey diagram in Figure 13 demonstrates that Chinese authors play an important role in bridging foundational literature and contemporary research themes in conflict management. They occupy the central author field, and the most prominent among them are Xu H., Zhang S., Wang Y., Li W., Zhao X., and Chen Y. The dense interconnections suggest that Chinese researchers are actively involved in establishing Western theories in applied studies and strengthening their global network. In contrast, the Indian authors appear less centralized and are still developing in the global intellectual structure. The thematic dimension on the right side is dominated by keywords such as conflict, trust, conflict management, performance, job satisfaction, and task conflict, and it reveals that the research field is more oriented towards organizational and interpersonal dynamics.

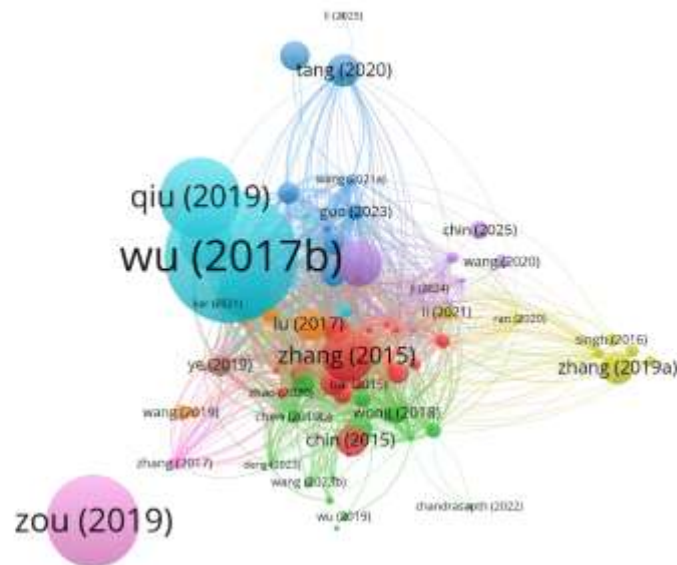


Figure 14. Bibliographic Coupling with Documents

Figure 14 represents the author co-citation network and has been interpreted in the Chinese and Indian research contexts within the field of conflict management. This visual network portrays the dominance of Chinese scholars such as Wu (2017b), Qiu (2019), Tang (2020), and Zhang (2015) with high citation and intellectual influence. They occupy a central position with large nodes and play a key role in shaping the theoretical and empirical foundations of the research field. Indian authors Singh (2016) and Chandrasapth (2022) are emerging authors in this field with low citation impact. They occupy a peripheral position with small nodes and with few linkages. This network underscores the need for a more balanced and collaborative approach for knowledge production to bridge the global and theoretical diversification of the research field.

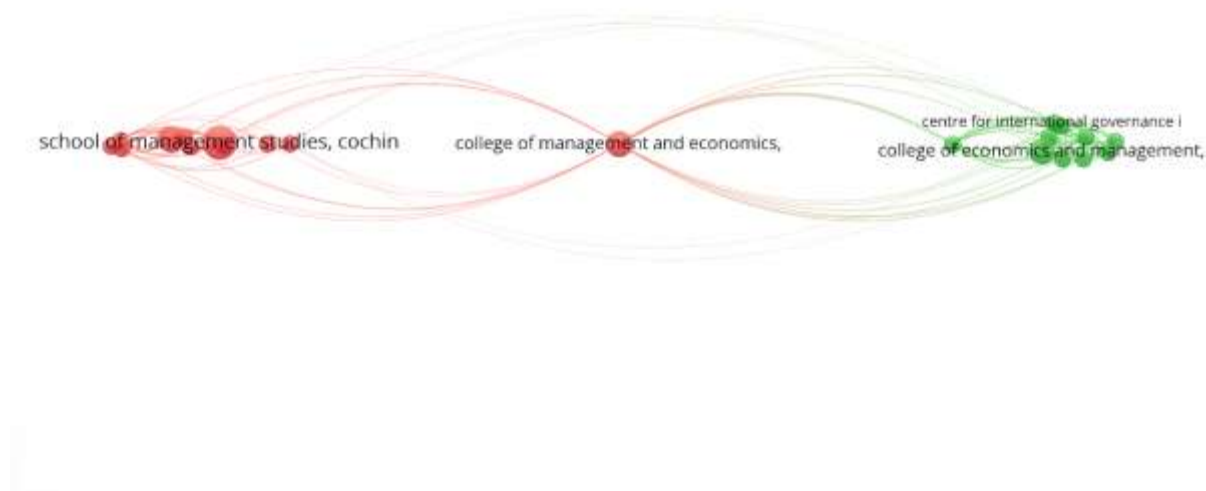


Figure 15. Bibliographic Coupling Between Organizations

Figure 15 highlights the institutional collaboration map with respect to the Chinese and Indian research contexts. This network reveals a linear but fragmented pattern of research collaboration. This network represents two dominant nodes. The first cluster, anchored by the School of Management Studies, Cochin, shows intranational collaboration in the Indian Academic Context. It reflects that Indian institutions are active in domestic knowledge production and have limited international linkage. In contrast, the second cluster, comprising institutions such as the College of Economics and Management and the Centre for International Governance Innovation, is closely aligned with Chinese research networks and is integrated with international academic systems. The College of Management and Economics acts as a bridging institution between the two clusters and plays a vital role in cross-national collaboration between Indian and Chinese Institutions. The linear network reflects that interaction is limited and dependent on a few key institutions, and underscores the need for more bilateral linkages to strengthen the global impact of research.

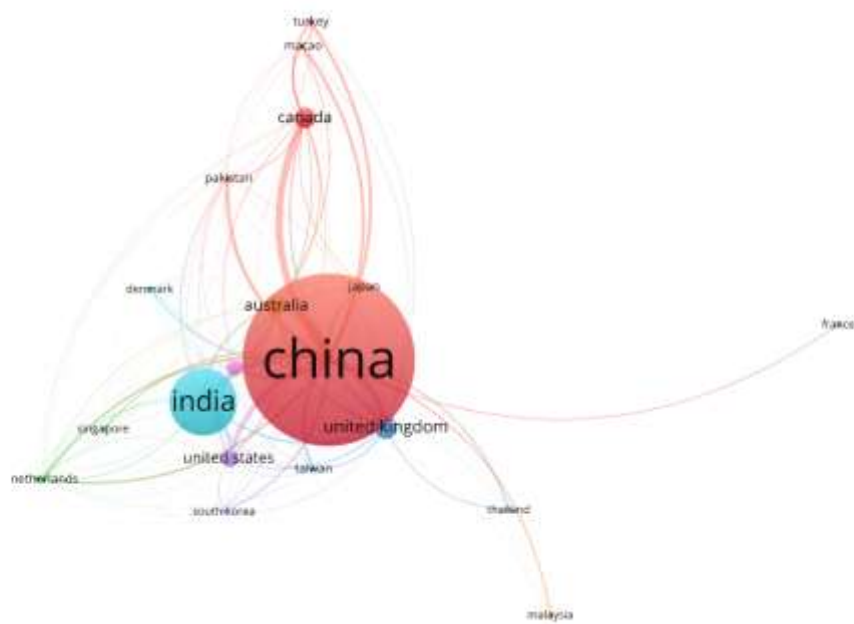


Figure 16. Bibliographic Coupling Between Countries

Figure 16 explains the research collaboration network in a global context. China is the leading country that is contributing the most. While India is a significant contributor, it is not in a central position compared to China. China dominates the global contribution, and it connects with the UK, the USA, Australia, Japan, and Canada, while India shows collaboration with China, the USA, and Australia. These connections signify strong collaboration between Asian and Western nations and reflect that there is an increase in the globalization of research. The peripheral countries like France, Malaysia, Thailand, Turkey, and Macao show limited collaboration.

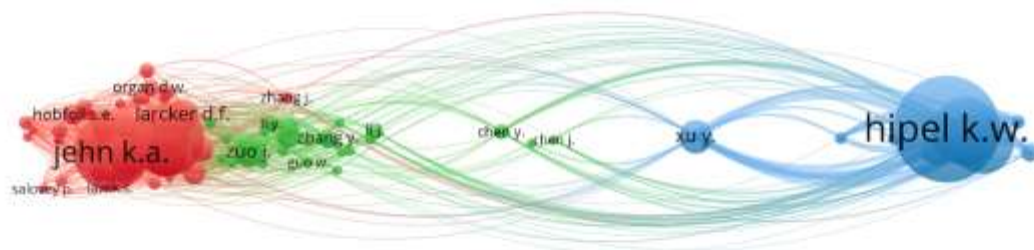


Figure 17. Co-citation Network Between Authors

Figure 17 represents the co-authorship network visualization within this research domain. The network is fragmented, but it still represents an interconnected research landscape. It reflects three distinct thematic clusters. The red cluster, led by Jehn K.A., reflects organizational and behavioural conflict studies. The blue cluster, led by Hipel K.W., reflects analytical and decision-oriented approaches to resolve conflicts. The green cluster functions as a bridge that integrates behavioural and analytical approaches to conflict management. This figure highlights key influential authors and reveals how collaborative dynamics shape the evolution of the field.

bibliometrix: An R-tool for comprehensive science mapping analysis. Journal of Informetrics, 11(4), 959–975. <https://doi.org/10.1016/j.joi.2017.08.007>

De Dreu, C. K. W., & Triki, Z. (2022). Intergroup conflict: Origins, dynamics and consequences across taxa. *Philosophical Transactions of the Royal Society B*, 377(1851). <https://doi.org/10.1098/rstb.2021.0134>

Fousiani, K., De Jonge, K. M. M., & Michelakis, G. (2025). The bright and dark sides of creativity in employee conflict management; the moderating role of competitive climate. *International Journal of Conflict Management*, 36(2), 348-370. <https://doi.org/10.1108/ijcma-07-2024-0172>

LEBRAGUE et al. (2020). Organizational conflict and its management: A theoretical analysis. *Social Science Journal*, 14(2), 218-228.

Maniendaran, S. K., Ahmad, A. R., Mohamad, A., Abu Seman, N. A., Rashid, U. K., & Mohamad, A. (2025). Managing Workplace Conflict for Enhancing Employee Satisfaction in MSMEs. *Procedia Computer Science*, 253, 636-643. <https://doi.org/10.1016/j.procs.2025.01.125>

Maral, M., & Hamedoğlu, M. A. (2021). Does the leadership style of school administrators affect conflict management? *Apuntes Universitarios*, 12(1). <https://doi.org/10.17162/au.v11i5.933>

Memon, F. A. (2024). Conflict management strategies: A qualitative inquiry on employee performance and well-being. *International Journal of Business and Management Sciences*, 5(3), 78–95.

Muthumani, S., & Manoj Kumar, M. (2023). Conflict management strategies: An empirical study on industrial conflict effect on employees' productivity. *International Journal of System Assurance Engineering and Management*, 14(6), 2301–2311. <https://doi.org/10.1007/s13198-023-02073-1>

Rahim, M. A. (2017). *Managing conflict in organizations* (4th ed.). Routledge.

Saraih, U. N., Sivakumar, L., Aman-Ullah, A., & Iqbal, M. S. (2024). Conceptualizing the mediating role of organizational culture in the relationship between personality and conflict management. *Asian Journal of Research in Education and Social Sciences*, 6(3), 548–560. <https://doi.org/10.55057/ajress.2024.6.3.44>

Shah, H., & Jain, S. S. (2017). Tussle to trust: Developing an appreciative climate for a hydro-power organisation in India. *International Journal of Intelligent Enterprise*, 4(4), 345–360. <https://doi.org/10.1504/IJIE.2017.087987>

Singh, R., & Yadav, V. K. (2020). Impact of workplace conflict management on organizational performance: A case of Indian manufacturing firm. *International Journal of Trend in Scientific Research and Development*, 4(4), 104–108.

Ugbomhe, U. O., & Ojo, O. (2023). Conflict management using macro-effect techniques and its effect on organisational performance: A study of public university in Edo State, Nigeria. *Journal of Management, Economics, and Industrial Organization*, 38-60. <https://doi.org/10.31039/jomeino.2023.7.2.3>

Van Eck, N. J., & Waltman, L. (2010). Software survey: VOSviewer, a computer program for bibliometric mapping. *Scientometrics*, 84(2), 523–538. <https://doi.org/10.1007/s11192-009-0146-3>

Waseem et al. (2025). Breaking Barriers: How Emotional and Cultural Intelligence Shape Conflict Management and Workplace Success – A Higher Order SEM Comparison. *International Journal of Management Research and Emerging Sciences*, 15(1). <https://doi.org/10.56536/ijmres.v15i1.748>

Zhang, L., Lou, J., Fu, Y., & Ding, T. (2024). Impacts of Management Approaches on Conflict Resolution Satisfaction: Conflict Strength Matters. *KSCE Journal of Civil Engineering*, 28(6), 2091-2104. <https://doi.org/10.1007/s12205-024-0724-1>

Zhang, Y., Wang, D., & Liu, W. (2019). Organizational conflict and strategic decision-making in emerging economies. *International Journal of Conflict Management*, 30(4), 512–529. <https://doi.org/10.1108/IJCMA-09-2019-0165>