negotiation and conflict management research

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Negotiation and Conflict Management Research

NCMR's First Decade: An Empirical Examination

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Abstract

This retrospective offers an empirical analysis of *NCMR* author demographics, scholarly content, and article impact over the journal's first decade. Results highlight the journal's broad content and scope including distinct networks of knowledge communities focused on both conflict and negotiation and their subfields. Authors interpret existing network patterns and offer future direction as *NCMR* continues to evolve and grow within the changing landscape of negotiation and conflict management research.

Introduction

Negotiation and Conflict Management Research (*NCMR*) recently celebrated its first decade of publication. We, the current editorial team at *NCMR*, felt that 10 years was an appropriate stock-taking moment to reflect upon what the journal has accomplished so far and what opportunities lie ahead in the next decade.

For this 10-year retrospective of *NCMR*, we chose a data-driven approach. Specifically, this article provides a content and network analysis of articles published in *NCMR*'s first 10 years (volumes 1–10). Our aims are to document the journal's diversity and breadth through its special issues and through the demographics of its authors; to explore the content of articles through the keywords and citations of published articles; and to examine the impact *NCMR* articles have had by identifying which articles have been cited the most and what explains citation counts of all *NCMR* papers. We primarily rely upon network analysis to document the structure of what *NCMR* has published and to help us see the social aspect of the knowledge created. While we might sometimes feel isolated in our writing efforts, we believe that research and the publication process is a social activity made up of networks of scholars and ideas from around the world. We conclude with a discussion of our findings and with ideas for exciting and novel directions for the future.

We acknowledge the previous Editors-in-Chief of *Negotiation and Conflict Management Research* Judi McLean-Parks (founding Editor, Volumes 1–2), Mara Olekalns and Karen Jehn (Volumes 3–5), Deborah Cai (Volumes 6–8), Michael Gross (current Editor, Volumes 9–12), and their respective Associate Editors, Editorial Assistants, and members of their Editorial Review Boards for their time, development of scholarship and scholars, and intellectual contribution shepherding the first decade of this journal.

Diversity at *NCMR*

NCMR's first decade of scholarship represents important groundwork, creating deep roots for the journal's future upward growth. *NCMR* editors focused on two key strategies to construct for the journal a strong foundation: (a) special issues and (b) diversity of authorship and content.

Special Issues

Since its inception, *NCMR* has published papers on a variety of topics related to negotiation and conflict management. *NCMR* published 12 such special issues in its first decade. See Table 1 for a complete listing of all special issues to date.

Most special issues have centered on a particular research topic that editors believe has lacked attention or could benefit from new perspectives. Examples include Thatcher and Phillips' (2010) issue on how parties to the same conflict or negotiation may have different, or asymmetric, perceptions of it; Kressel and Wall's (2012) issue on the role that a mediator's tactics and behaviors have on resolving disputes; and Elliott and Kaufman's (2016) issue on the growing use of conflict management theory and practice to address issues of the environment and sustainability. Other special issues have been broader in scope and have been opportunities for a certain kind of paper, such as the development of new theory for negotiation or conflict management problems (Cronin, 2011), conceptual reviews of a literature (Gross, Adair, & Neuman, 2017; and more recently Gross, 2018), or ways in which our theory and research can be more closely linked to our teaching and to practice (Ebner & Parlamis, 2017).

More recently, *NCMR* has had special issues celebrating the International Association of Conflict Management's (IACM's) Lifetime Achievement Award recipients (Gross, 2016) and Rubin Award recipients (Gross, 2018). These special issues and series of articles, which will continue to appear through Volume 12, highlight bodies of research-based knowledge and the intellectual contributions of theory, methods, and practice by our field's most eminent scholars. These articles serve to inspire the next generation of doctoral students and junior faculty by providing new directions for the state of our field and future research.

Table 1
NCMR Special Issues

Year	Vol	Iss	Topic	Editor(s)
2008	1	4	Next Generation of Negotiation Skills	Brett & Olekalns
2009	2	1	Gendered Negotiations	Kolb & McGinn
2010	3	4	Asymmetric Perceptions	Thatcher & Phillips
2011	4	2	New Theoretical Perspectives	Cronin
2012	5	1	Justice, Conflict, and Negotiation	Conlon
2012	5	3	Terrorism and Political Violence	Giebels & Taylor
2012	5	4	Mediator Style	Kressel & Wall
2013	6	4	Power and Status	Greer & Bendersky
2016	9	3	Enhancing Environmental Quality and Sustainability	Elliott & Kaufman
2016	9	4	Celebration of IACM Lifetime Achievement Award Winners	Gross
2017	10	3	Conceptual Reviews	Gross, Adair, & Neuman
2017	10	4	Weaving Together Theory, Research, Practice, and Teaching	Ebner & Parlamis
2018	11	2	Celebrating Rubin Award Recipients From IACM	Gross
2018	11	3	Conceptual Reviews	Gross

Table 2
First Author Demographics

1. Gender, %		2. Job rank, %	
Female	58.7	Professor	30.4
Male	41.3	Associate Professor	20.7
		Assistant Professor	20.7
		Ph.D. Student	10.3
		Nontenure Track Faculty	2.7
		Postdoctoral Student	2.7
		Professor Emeritus	1.6
		Other	10.9
3. Employment region, %		4. Academic discipline, %	
United States	59.8	Management	42.9
Europe	20.1	Psychology	23.9
Middle East	6.0	Communication	8.7
Americas (non-U.S.)	6.0	Interdisciplinary Program	6.0
Australia	4.3	Public Affairs	2.7
Southeast Asia	3.3	Government Agency	2.2
Africa	0.5	Political Science	2.2
		Other	11.4

Author Demographics

NCMR has also allowed for many different kinds of voices to be heard. For each of the 196 articles that *NCMR* published in its first 10 volumes, we examined the first author's background at the time of publication. Twelve articles did not have a clear first author so we removed them from our analysis, thus leaving us with a total of 184 first authors.[1] Table 2 contains data on the four different dimensions we studied: (1) gender, (2) job rank, (3) employment region, and (4) employment discipline/type.

(1) Gender: Over the past decade, *NCMR* has proven to be a welcoming home for scholars regardless of gender with females representing 108 of the 184 first authors (58.7%).

(2) Job Rank: *NCMR* articles have been balanced in terms of the job rank of their first authors. Just over half (52.7%) of the 184 articles have first authors who are considered senior (professor: $n = 56$, professor emeritus: $n = 3$) or mid-career (associate professor: $n = 38$) faculty members. The next generation of negotiation and conflict management scholars has also been well represented with junior scholars (assistant professor: $n = 38$; postdoctoral students: $n = 5$) and PhD students ($n = 19$) comprising over one-third of the published articles' first authors (33.7%). The remaining 13.6% of articles have first authors who were nontenure track faculty members ($n = 5$) or who have been collectively labeled in Table 2b as "other" ($n = 20$), such as research staff member, judge, government official, and independent scholar.

(3) Employment Region: To understand the geographic diversity represented within *NCMR*, we coded articles based on where the first author was working or studying at the time of publication. While the United States ($n = 110$) has dominated first authorship of *NCMR* articles, scholarship from around the world—22 total countries—represents 40.2% of articles published within the journal's first decade.

[1]The 12 articles were all tributes to IACM Lifetime Achievement Award winners or Rubin Award winners.

(i) Among the 37 articles with first authors from Europe, just under half (n = 18) were from the Netherlands followed by four articles each from France and Germany, two each from Belgium, Portugal, Spain, Sweden, and the United Kingdom, and one from Finland.
(ii) Eleven articles were published with first authors from the Middle East: nine from Israel, one from Turkey, and one from the United Arab Emirates.
(iii) Aside from the United States, first authors from the Americas (North America, Central America, and South America) comprised 11 articles: nine from Canada, one from Trinidad and Tobago, and one from Argentina.
(iv) Of the remaining 15 *NCMR* articles, there were eight whose first authors were from Australia, two each from Hong Kong and Japan, and one each from the Philippines, Singapore, and South Africa.

(4) Academic Discipline: Multidisciplinary journals often aim to attract authors from a variety of backgrounds. To illustrate how this has been true for *NCMR*, we coded articles based on the academic department or type of organization of the first author at the time of publication. Articles whose first authors are in management (n = 79) or psychology (n = 44) departments accounted for two-thirds of *NCMR*'s first decade of publications. Though not with the same frequency as management and psychology, numerous other academic departments have also been represented: 16 articles from communication; five from public affairs; four from political science; three from peace studies; two each from industrial relations and sociology; and one each from information systems, law, and tourism. Eleven first authors came from true interdisciplinary departments (e.g., when Brian Ganson published an article in 2014, he was Senior Researcher with the Africa Centre for Dispute Settlement at the University of Stellenbosch Business School as well as Senior Fellow with the Center for Emerging Market Enterprises of The Fletcher School at Tufts University) and three more worked in academia but for whom we were unable to identify a department affiliation. Outside of academia, *NCMR* saw five first authors who worked for some branch or form of government, two who were independent scholars, and one who worked for a nonprofit organization.

Our analysis uncovers an impressive gender, tenure, geographic, and disciplinary diversity among *NCMR*'s first authors in its first decade. Note that this analysis only examined first authors. The great majority (77.2%) of articles analyzed were by multi-author teams. Including all authors in our analysis likely would have yielded even greater diversity on all fronts.

Content of *NCMR* Articles

Keyword Analysis

What specific topics have intrigued *NCMR*'s accomplished authors in the first decade of the journal? To get inside our authors' heads, we analyzed the keywords chosen by authors to describe their articles at the time of submission. Authors were free to list any keywords they desired; no preset list was provided. For all 184 published articles with keywords, the number of keywords chosen per paper ranged from 2 to 11 with an average of 4.59, a median of 4, and a standard deviation of 1.52.

The total number of unique keywords across all 184 articles was 532. Upon further examination, some pairs and small groups of keywords were equivalent. For example, the initial keyword list included "negotiation" and "negotiations"; "third party intervention," "third-party intervention," and "third-party interventions"; "groups," "team," "teams," "teams/groups," and "workgroups, teams"; etc.—a total of 35 such groupings. Collapsing across keywords that were conceptually identical yielded 485 conceptually unique keywords. It is this set of 485 keywords that forms the data for our keyword analysis.

Table 3 displays the 10 most frequently used keywords as a percentage of how often a keyword was used by *NCMR* authors in the journal's first decade. These keywords also happen to be the only ones that

Table 3
Ten Most Frequently Used Keywords in NCMR's First Decade of Articles

Rank	Keyword	% of Articles
1	Negotiation	35.9
2	Conflict	12.5
3	Culture	9.2
4	Emotion	8.7
5	Gender	8.2
6	Mediation	7.6
7	Conflict management	7.6
8	Groups	6.5
9	Power	6.0
10	Trust	5.4

were used in at least 5% of all articles. As expected, "negotiation" and "conflict" came out on top, though it is striking that "negotiation" appeared roughly three times as often as "conflict" did. A deeper dive into the data, however, shows that authors tended to use keywords that were more specific to the aspect or type of conflict they were studying when compared to how they described negotiation. For instance, in addition to "conflict," which was used in 23 articles, authors used "conflict management" (n = 14 articles), "interpersonal conflict" (n = 8), "conflict resolution" (n = 6), "relationship conflict" (n = 5), "task conflict" (n = 4), "ethnic conflict" (n = 3), "conflict management style" (n = 3), and 15 other keywords that included the word conflict and appeared in fewer than three articles. Authors who wrote about negotiation, on the other hand, were much more likely to use just "negotiation" (n = 66 articles); other negotiation-based keywords appeared much less frequently: "negotiation process" (n = 4 articles), "crisis negotiation" (n = 3), "integrative negotiation" (n = 3), and 26 additional keywords that included the word negotiation and appeared in fewer than three articles.

Other popular keywords—for example, "culture" (n = 17 articles), "emotion" (n = 16), "gender" (n = 15), "groups" (n = 12), "power" (n = 11), "trust" (n = 10)—tended to describe the conditions under which negotiation or conflict was studied. Additional examples to those listed in Table 3 include "diversity" (n = 7), "justice" (n = 7), "anger" (n = 6), and "ethics" (n = 6). This suggests that within the broad camps of negotiation and conflict scholarship, there exist several subfield communities, an idea we explore in the next section.

Yet it is also worth noting that 30.4% of the articles did not use any of the 10 most popular keywords. The existence of such a "long tail" of keywords suggests that despite being a journal focused on negotiation and conflict management, *NCMR* has over its first decade taken a relatively "big tent" approach to this domain.

Content Structure

Networks by Keywords

The previous analysis on keywords suggests that *NCMR* authors have contributed to subfields of scholarship within the overarching themes of negotiation and conflict. In this section, we examine this idea further by using the keyword data to conduct a network analysis of all articles published in *NCMR*'s first decade in order to identify some structural aspects to the journal's published knowledge.

Networks Overview. A network is a collection of nodes and ties, with ties representing some type of relationship between pairs of nodes. (See Kilduff & Tsai, 2003, for an accessible introduction to social network analysis and organizations.) In the world of social network analysis, nodes tend to represent a

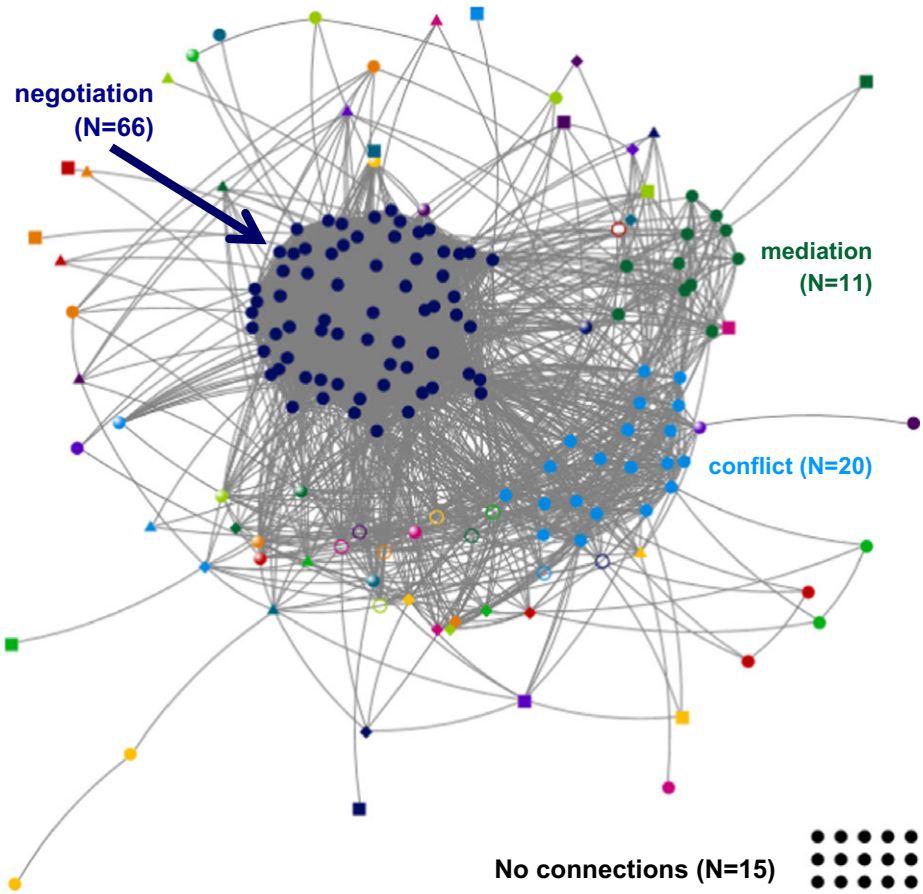

Figure 1. Network of NCMR's first decade of articles where articles are connected by at least one keyword.

social entity, such as a person, a workgroup, or an organization. In our network analysis, nodes are the individual articles published in *NCMR*'s first decade. We are interested in articles that address the same topic, so for us nodes (articles) are tied (related) to the extent that they have keywords in common.

Articles Sharing One or More Keyword. We begin by defining articles to be related if they share at least one keyword. The resulting network is illustrated in Figure 1. Each article is represented by a shape (e.g., circle, square, triangle, etc.). If two articles share at least one keyword, there is a line drawn between the articles' respective shapes; otherwise, the shapes are not connected. The more keywords that are shared between the two articles, the thicker the line.

To determine the placement of each node in Figure 1, we used a force-directed algorithm (Harel & Koren, 2002). The result is that nodes that are placed near each other in the figure are more likely to be tied, which makes it easier to visually identify groups of articles that tended to use the same keywords. To assess these groupings more rigorously, we ran a community-detection algorithm (Girvan & Newman, 2002) on the network. Generally speaking, a community-detection algorithm groups together nodes such that two nodes in the same group are much more likely to be tied than are two nodes in different groups. All nodes within a group are then represented with the same shape and color in the graph.

The network in Figure 1 contains the 184 articles from *NCMR*'s first decade that provided at least one keyword. One useful measure of a network is its density, which is calculated as the number of ties divided

by the number of possible ties.[2] Density can also be thought of as the probability that any pair of nodes is tied. In this network, density is 0.189, so for any two articles considered at random, there is an 18.9% chance that they share at least one keyword. Fifteen articles (8.2%) are not connected to any other paper; these are represented by the disconnected nodes in the lower-right corner.

What stands out in Figure 1 is a large, dense "ball" of navy blue circles centrally located in the network. These circles represent the 66 articles (35.9%) that all use "negotiation" as a keyword. Very few additional communities of articles seem to exist in this 1-keyword network. The group of light blue circles represent 20 articles (10.9%) that use the keyword "conflict," and the group of dark green circles represent 11 articles (6.0%) that use "mediation." Beyond that, there are five communities with just two articles each and 62 articles that were not identified by the algorithm as being in a keyword community. (Note that these 62 articles differ from the 15 disconnected articles that did not share any keywords with other *NCMR* articles.)

Articles Sharing Two or More Keywords. While the network of articles sharing one or more keywords reaffirms the overall "negotiation" and "conflict" camps that we identified in the initial keyword analysis section, it does not help us identify a richer structure. We therefore strengthened our definition of a network tie to require that articles share two or more keywords in common, not just one. The results are in Figure 2. The density of the 184 articles is now just 0.013; in other words, two articles from *NCMR*'s first decade that are drawn at random have just a 1.3% chance (i.e., about 1 in 75) of sharing at least two keywords as chosen by the authors.

As the graph in Figure 2 illustrates, by restricting network ties to articles that share two or more keywords, this network identifies more clusters—that is, more dense pockets of nodes with many more connections among the nodes in the cluster than between nodes in other clusters. We have labeled the clusters in Figure 2 with the keywords that are most common among the articles in the cluster along with the number of such articles in the cluster. This suggests that authors of *NCMR*'s first decade of articles have focused on culture and negotiation or culture and conflict (light blue; $n = 23$ articles), gender and negotiation (dark green; $n = 21$), emotion and negotiation (green; $n = 18$), third-party intervention and interpersonal conflict (red; $n = 6$), teams and conflict (orange; $n = 5$), and perceptions and conflict (yellow; $n = 4$). Additional but smaller groups of articles studied justice and negotiation (light green; $n = 3$), impasse and negotiation (magenta; $n = 2$), and communication and conflict (purple; $n = 2$).

Not only are the clusters themselves identifiable in this network, but also the graph indicates where certain ideas are shared across clusters—and where they are not. If we drew a line roughly down the middle of the graph in Figure 2, we would see that ties are relatively common between pairs of negotiation clusters and between pairs of conflict clusters but much less common between a negotiation cluster and a conflict cluster. The one exception to this is that articles in the culture cluster (light blue circles) tended to use "negotiation" as a keyword about as often as they used "conflict." Opportunities for future research may exist at the gaps between clusters—for example, emotions and team conflict, conflict asymmetry and gender, etc.

Yet while this network illustrates that several subcommunities exist among the *NCMR* articles, we find it remarkable that over half of the articles published in the journal's first decade are not a part of any such subcommunity. Of the 184 articles in the dataset, 88 articles (47.8%) did not share at least two keywords with even a single other paper and another 14 articles (7.6%) shared at least two keywords with only one other paper, thus making seven disconnected dyads. This overall number of articles that were not connected with the main network was more than we anticipated for a focused journal like *NCMR*

[2]The number of possible ties in a nondirectional network such as ours is computed as $N \times (N-1)/2$, where N represents the number of nodes.

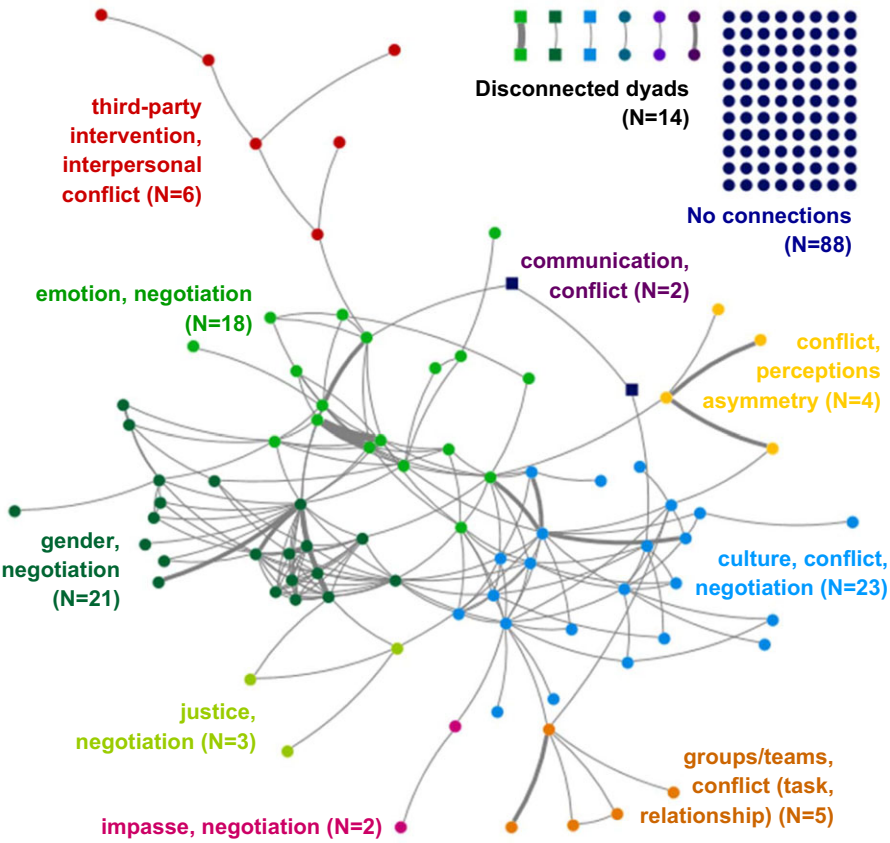

Figure 2. Network of NCMR's first decade of articles where articles are connected by at least two keywords.

and raises questions about how *NCMR* can best balance the exploration of new ideas with the exploitation of established research areas that still have unanswered questions.

Networks by Citations

Our network analysis to this point has considered articles to be related to one another based on the keywords that authors explicitly chose to represent their work. While having shared keywords is one way that articles can be related and thus potentially part of the same knowledge community, there are some limitations to this approach. For instance, if an article happens to touch on multiple ideas, the authors may not choose keywords for every idea. Furthermore, without a closed list of keywords, different sets of authors might choose different keywords even though their articles are about the same issues. When selecting keywords authors may also be biased to their own area of research and targeted audience, thus failing to see distal connections to related work and not anticipating relevance for future, novel research topics. All of this, in turn, raises the question of impact, a topic which we address in the following section.

Another way to identify the knowledge structure built from *NCMR*'s first decade of articles is to look at each article's reference section. Authors cite other published articles to signal what conversations they are trying to participate in; two articles that cite the same literature are therefore participating in the same conversation. Thus, as a complement to the network analysis we did using keywords, we conducted a second network analysis based on which published articles each *NCMR* article cited. Nodes continue to

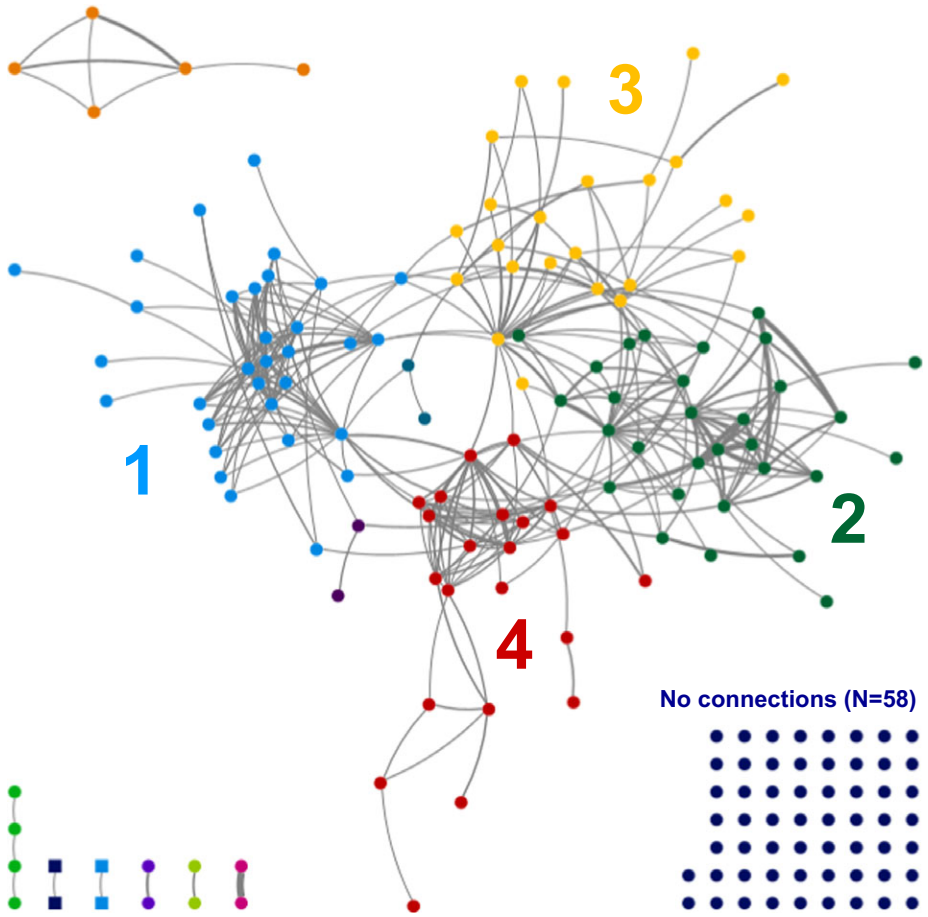

Figure 3. Network of NCMR's first decade of articles where articles are connected by at least five citations.

be individual articles published in *NCMR*'s first decade, but this time nodes (articles) are tied (related) to the extent that they cite the same published works. After some trial-and-error experimentation, we found that ties based on five or more shared citations produces a network that strikes an appropriate balance between not too many ties and not too few clusters.[3]

The results are displayed in Figure 3. (See our previous discussion of the keyword network for how to interpret a network diagram.) As with the network based on articles sharing two or more keywords (Figure 2), this network is relatively sparse. The density is 0.021, which means that there is only about a 1 in 50 chance that two *NCMR* articles drawn at random will share at least five citations.

Like the network in Figure 2, this network in Figure 3 also has a small number of distinct tight-knit clusters of articles. We describe the four largest clusters here.

(1) The largest such cluster is the group of 32 light blue circles. Among those 32 articles, the two most frequently cited articles are on relationship conflict and task conflict within teams: Jehn's 1995 paper from *Administrative Science Quarterly* was cited 21 times and De Dreu and Weingart's meta-analysis

[3]As a point of reference, the average number of references cited by a paper published in *NCMR*'s first decade was 59.8 (SD = 30.8).

was cited 20 times (De Dreu & Weingart, 2003; Jehn, 1995). Despite the many citations to these classic articles on team conflict, the most commonly used keyword was conflict (11 times) followed by teams (5) and culture (5).

(2) The second largest cluster consists of the articles represented by 30 dark green circles. The most popular citations by articles in this cluster are articles by Van Kleef and colleagues on anger and happiness in negotiation (Van Kleef, De Dreu, & Manstead, 2004a, 2004b; cited by 11 of the 30 articles in this cluster) and by Allred and colleagues on anger and compassion in negotiations (Allred, Mallozzi, Matsui, & Raia, 1997; cited 10 times), both of which suggest that this cluster focuses on negotiation and emotion. This conjecture is supported by the two most commonly used keywords by this set of articles: negotiation (21 times) and emotion (10).

(3) The articles represented by 24 yellow circles comprise the third largest cluster. Of the four most commonly cited works by articles in this cluster, two are negotiation classics: *Getting to Yes!* by Fisher and Ury (1981) (or Fisher, Ury, & Patton, 1991, depending on which edition of the book *NCMR* authors cited), which was cited by eight of this section's 24 articles, and *A Behavioral Theory of Labor Negotiations* by Walton and McKersie (1965), which was also cited by eight articles in this cluster. Two additional works that were commonly cited by this cluster are also about negotiation. Nine articles in the cluster cited the 2003 article by Olekalns, Brett, and Weingart (2003) on multiparty, multi-issue negotiations, while eight papers cited the 2005 article by Adair and Brett on sequence patterns within negotiations and differences across cultures (Adair & Brett, 2005). The two most commonly used keywords within this cluster—negotiation (21 times) and culture (10)—fit with the common citations just described.

(4) The final large cluster of articles within that connected component in Figure 3 is represented by 22 red circles. Two well-known articles on gender and negotiation by Bowles, Babcock, and colleagues were cited by over half of the articles in this cluster: Bowles's and Babcock's 2005 paper with McGinn (Bowles, Babcock, & McGinn, 2005) was cited 16 times and their 2007 paper with Lai (Bowles, Babcock, & Lai, 2007) was cited 12 times. Not surprisingly, then, the two most frequently used keywords by articles in this group are negotiation (17 times) and gender (13).

Similar to the keyword network, a sizable number of articles—58 (31.5%)—did not share at least five citations with any other paper published in the first decade of *NCMR*. These articles are represented by the disconnected nodes in the lower-right corner of Figure 3. Additional dyads and very small groups of articles shared citations only within their disconnected group. As with the keyword network, the extent of these disconnections was more than we expected for a journal such as *NCMR*.

Impact of *NCMR* Articles

Most Cited Articles

Every journal sets out not just to provide a publication outlet for a certain group of scholars but to have an impact on the world. *NCMR* is no exception. Therefore, we next consider the impact that articles from *NCMR*'s first 10 years have had and try to identify factors underlying certain articles' impact. Although many different types and measures of impact may exist, the most common measure of impact is citation counts, which we will use here. We used Harzing's Publish or Perish software (2007) to collect the number of Google Scholar citations for each *NCMR* article published in the journal's first 10 years.[4] In Table 4, we list the 10 most cited articles in *NCMR*'s first decade. (Note that the 10 articles are listed chronologically, not ranked by citation count.)

[4]Web of Science did not begin tracking *NCMR* citations until 2013. We therefore use Google Scholar citations in order to analyze the entire first decade of the journal.

Table 4
Ten Most Cited Articles from NCMR's First Decade

Year	Vol	Iss	Authors	Title
2008	1	1	Moran, S. & Schweitzer, M.E.	When Better Is Worse: Envy and the Use of Deception
2008	1	2	Olekalns, M. & Weingart, L.R.	Emergent Negotiations: Stability and Shifts in Negotiation Dynamics
2008	1	3	Taylor, P.J. & Thomas, S.	Linguistic Style Matching and Negotiation Outcome
2009	2	1	Kolb, D. & McGinn, K.	Beyond Gender and Negotiation to Gendered Negotiations
2009	2	2	Adair, W.L., Taylor, M.S., & Tinsley, C.H.	Starting Out on the Right Foot: Negotiation Schemas When Cultures Collide
2009	2	3	Gibson, D.E., Schweitzer, M.E., Callister, R.R., & Gray, B.	The Influence of Anger Expressions on Outcomes in Organizations
2010	3	1	Desivilya, H.S., Somech, A., & Lidgoster, H.	Innovation and Conflict Management in Work Teams: The Effects of Team Identification and Task and Relationship Conflict
2011	4	1	Bear, J.	Passing the Buck: Incongruence Between Gender Role and Topic Leads to Avoidance of Negotiation
2011	4	4	Lotz, S., Baumert, A., Schlosser, T., Gresser, F., & Fetchenhauer, D.	Individual Differences in Third-Party Interventions: How Justice Sensitivity Shapes Altruistic Punishment
2012	5	2	Crotty, S.K. & Brett, J.M.	Fusing Creativity: Cultural Metacognition and Teamwork in Multicultural Teams

Note. Citations counts were obtained on May 21, 2018. Articles are listed chronologically, not ranked by citation count.

What immediately stands out to us is the diversity of articles that have been highly cited. Some of this diversity is apparent just from when the articles were published and who wrote them. The 10 articles came from 10 different issues, meaning that high impact articles have not all emerged from a single special issue. Also, a total of 26 authors wrote the 10 articles, and only one of the 26—Maurice Schweitzer—authored more than one "most cited" paper. This is despite the fact that of the 357 different authors of *NCMR* articles in the first decade, 71 of them (19.9%) authored multiple articles.

Beyond this surface-level diversity, there exists diversity in article topic, article type, and methodological approach.

Article Topic

Although six of these 10 articles are about negotiation, those six articles differ widely in their focus. For instance, articles examined how envy can lead to deception while negotiating (Moran & Schweitzer, 2008), how one's schemas about negotiators from other cultures can influence one's approach to a cross-cultural negotiation (Adair, Taylor, & Tinsley, 2009), and why some people may avoid negotiating about certain topics altogether (Bear, 2011). Topics for the non-negotiation articles include the positive effects of anger within organizations (Gibson, Schweitzer, Callister, & Gray, 2009), team conflict and innovation (Desivilya, Somech, & Lidgoster, 2010), and altruistic punishment (Lotz, Baumert, Schlösser, Gresser, & Fetchenhauer, 2011).

Article type

Most of the top cited articles are traditional empirical articles that build theory and test hypotheses. Yet one of the 10 most cited articles is a conceptual article that developed theory on how negotiators adapt to each other as they work toward agreement (Olekalns & Weingart, 2008), while another is the introduction to a special issue on "gendered negotiations" that reviewed literature on the topic and laid the groundwork for further research (Kolb & McGinn, 2009).

Table 5
Summary Statistics and Correlation Matrix

Variable	*M*	*SD*	1.	2.	3.	4.	5.	6.
1. Citations	11.79	15.10						
2. Overall issue number	20.28	11.63	−.50					
3. Special issue	0.37	0.48	−.23	.07				
4. Keyword network degree centrality	4.91	7.97	.09	.05	.07			
5. Keyword network betweenness centrality/1,000	0.10	0.26	−.03	.21	.13	.74		
6. Citation network degree centrality	8.19	10.14	.24	−.13	−.14	.34	.12	
7. Citation network betweenness centrality/1,000	0.15	0.37	.16	−.06	.01	.18	.08	.71

Methodological Approach

The eight empirical articles in the most cited list employed a range of methodologies, including archival data (Taylor & Thomas, 2008), experiments (Bear, 2011; Moran & Schweitzer, 2008), quasi-experiments (Lotz et al., 2011), surveys (Adair et al., 2009; Crotty & Brett, 2012; Desivilya et al., 2010), and field interviews (Gibson et al., 2009). This variety of overall approaches was mirrored by a variety of settings and subjects. Taylor and Thomas (2008), for instance, drew upon transcripts from nine hostage situations in the United States to examine whether similar patterns in communication between crisis negotiators lead to better a better outcome. Crotty and Brett (2012) surveyed 246 employees who were members of 37 multicultural teams at 11 large, multinational firms to test whether fusion teamwork relates to higher team-level creativity. As a final example, Gibson and colleagues (Gibson et al., 2009) interviewed 49 employees in six organizations, which yielded 129 "anger episodes" to test their hypotheses about when expressions of anger might lead to positive outcomes.

Explaining Impact

We next conducted regression analysis to explain impact using all articles from *NCMR*'s first decade. Summary statistics and pairwise correlations appear in Table 5, and regression results appear in Table 6. Because our dependent variable, the number of citations a paper received, is not only a count variable but is overdispersed (i.e., its variance is greater than its mean), we used negative binominal regression (Hilbe, 2011; Long, 1997).

The opportunity that a paper has to be cited is proportional to the time elapsed since it was published, so in all of our models we controlled for the overall issue number in which the paper appeared. We calculated the overall issue number by assigning "1" to articles in Volume 1, Issue 1 and counting up to "40" for articles in Volume 10, Issue 4. The coefficient for overall issue number was stable and statistically significant ($p < .001$) across all analyses we conducted. Using the average of the coefficients from the eight models we present in Table 6 ($\beta = -.061$), and holding everything else constant, we find that articles published in any given issue have about 6% ($e^{-0.061} = 0.941$) fewer citations than articles published one issue previously.

We also controlled for whether the paper appeared in a special issue. Special issue articles tend to receive more citations than "regular" articles (Olk & Griffith, 2004), particularly for less prominent journals (Conlon, Morgeson, McNamara, Wiseman, & Skilton, 2006). We were curious if *NCMR* has followed suit. For each model we ran, the coefficient was statistically significant ($p < .001$)—but negative, which suggests that articles published in special issues tended to receive slightly fewer citations than regular articles. This finding was a little surprising, though some of that may be due to the unique editorial structure of an *NCMR* special issue. For instance, special issues include introductory articles that typically receive few citations (Kolb & McGinn, 2009, is one exception), and some *NCMR* special issues included non-traditional articles (e.g., commentaries) that also do not

Table 6
Negative Binomial Regression Analysis of Citation Counts for Articles Published in NCMR's First Decade

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Overall issue number	−0.061***	−0.061***	−0.062***	−0.060***	−0.060***	−0.061***	−0.060***	−0.059***
	(0.006)	(0.006)	(0.006)	(0.006)	(0.005)	(0.006)	(0.005)	(0.005)
Special issue	−0.488***	−0.528***	−0.517***	−0.519***	−0.440***	−0.506***	−0.455***	−0.482***
	(0.129)	(0.127)	(0.129)	(0.127)	(0.123)	(0.125)	(0.126)	(0.126)
Keyword network degree centrality		0.014+		0.024*				0.006
		(0.007)		(0.011)				(0.008)
Keyword network betweenness centrality/ 1,000			0.155	−0.448				
			(0.250)	(0.366)				
Citation network degree centrality					0.020***		0.016*	0.017**
					(0.006)		(0.008)	(0.006)
Citation network betweenness centrality/ 1,000						0.483**	0.153	
						(0.178)	(0.231)	
Constant	3.633***	3.583***	3.653***	3.550***	3.414***	3.559***	3.428***	3.423***
	(0.130)	(0.132)	(0.128)	(0.133)	(0.140)	(0.129)	(0.142)	(0.141)
ln(α)	−0.504***	−0.649***	−0.623***	−0.655***	−0.637***	−0.614***	−0.640***	−0.694***
	(0.120)	(0.129)	(0.128)	(0.129)	(0.124)	(0.123)	(0.124)	(0.131)
N	196	184	184	184	194	194	194	184
df	2	3	3	4	3	3	4	4
Log-likelihood	−633.368	−588.718	−590.492	−587.976	−619.797	−621.610	−619.572	−585.169

Notes. Standard errors in parentheses.
$^{+}p < .10$, $*p < .05$, $**p < .01$, $***p < .001$.

lend themselves to being cited frequently. To explore this, we conducted follow-up analysis of citations per issue of *NCMR* (as compared to citations per article). We conducted an independent sample t-test of citations per issue (special issues versus regular issues) as well as OLS and negative binomial regression models of citations per issue with explanatory variables of special issue and overall issue number. In each of these analyses, the effect for special issue was negative but not statistically significant.[5]

We explored a number of other possible predictors for an article's citation count. Thinking that characteristics of the authors might matter, we examined the number of authors as well as the first author's rank and country of residence at time of publication along with gender. None had a statistically significant effect on citation count. We looked for an effect on specific keywords, too, by including dummy variables for each keyword listed in Table 3. The model that included these keyword variables, however, did not yield a statistical improvement over the base model with the control variables.[6]

[5]Results of this additional analysis are available from the corresponding author.
[6]These results are available from the corresponding author upon request. We do not include them here in the interest of space.

The final group of predictors we considered were the articles' centrality scores within both the keyword network (articles tied if they share at least two keywords) and citation network (articles tied if they cite at least five of the same references). Generally speaking, centrality is an indicator of a node's prominence or importance within a network (Wasserman & Faust, 1994). Thus, for our purposes, the higher a paper's centrality within the network, the more prominent or important it should be—and hence the more likely it is to be cited. Here, we considered two measures of centrality: degree and betweenness (Freeman, 1979).

(1) For undirected networks such as the ones we use here, a paper's degree centrality is simply the number of other articles that it is connected to. Degree centrality in this network of *NCMR* articles can be thought of as a measure of how representative a paper is of "typical" *NCMR* articles. The more a paper uses the same keywords or cites the same literature as other articles, the higher its degree centrality.

(2) Betweenness centrality is based upon the idea that a node may be important not just because of its volume of connections but because its connections link together otherwise disconnected nodes. The more that a particular node helps create the shortest path for connecting other nodes in the network, the higher is that node's betweenness centrality.[7] For our networks of *NCMR* articles, articles with high betweenness centrality are those likely to span different clusters within a network, possibly drawing from the literature in ways that most articles do not.

Models 2–4 include results for centrality measures of the keyword network, models 5–7 for centrality measures of the citation network, and model 8 for degree centrality of both networks simultaneously. The betweenness centrality measures for both networks do not appear to explain a paper's citation count. The coefficient for citation network betweenness centrality is statistically significant when modeled alone (model 6), but the effect disappears when the citation network's degree centrality measure is included (model 7).

The degree centrality measures, however, do appear to explain a paper's citation count—particularly for the citation network. The coefficient for keyword network degree centrality is statistically significant, but only when just the keyword network is included (models 2 and 4). Once the measure for citation network degree centrality is added (model 8), keyword centrality is no longer statistically significant. The coefficient for citation network degree centrality, on the other hand, is statistically significant in each of its models (5, 7, and 8) and stable. Using the results from model 8, ($\beta = .017$), and holding everything else constant, we find that a one standard deviation increase in degree centrality for the citation network predicts about a 19% ($e^{0.017 \times 10.14} = 1.188$) increase in citations received.

Taken together, the analysis of centrality measures indicates that articles spanning different bodies of literature, whether measured by shared keywords or shared citations to the same references, have little bearing on the paper having a higher impact in the form of more received citations. Rather, *NCMR* articles that share the most keywords with and, especially, the most references with other *NCMR* articles—in other words, articles that are most representative of a "typical" *NCMR* paper—tend to receive higher citation counts.

Discussion

This retrospective uncovered some interesting and unexpected results for editors to ponder as we consider *NCMR* moving into its second decade. *NCMR*'s first decade of scholarship highlights the journal's breadth and diversity in content and contributors. Data on authors, keywords, and citations convey a big

[7]A detailed description of how betweenness centrality is calculated is beyond the scope of this paper. Interested readers can find this information in most any book on network analysis (e.g., Knoke & Yang, 2008; Wasserman & Faust, 1994)

tent picture that is to be expected for a multidisciplinary journal. For example, *NCMR*'s top 10 cited articles are highly variable in topic and methods, and the whole collection of articles displays very low network density when analyzed by keyword or by reference sections. At the same time, the data emphasize that certain paradigms exist for what *NCMR* readers look for in *NCMR* papers. This is evident in the finding that citation network degree centrality positively and significantly predicts a paper's citation count. *NCMR* published many special issues, offering conflict scholars an opportunity to gather and reflect upon the best current topical research. However, contrary to expectations, analyses revealed that *NCMR* articles published in a special issue were less likely to be cited than articles published in a standard issue. One possibility is that several special issues with an applied focus, consistent with our journal's scientist-practitioner mandate, may not be cited as often in scholarly research papers. Also, special issue tributes to IACM lifetime and career award winners from the past 2 years may be premature in terms of being cited or may have unusual content for scholarly research citation. While continuing to offer a minimum of one special issue per year, attention to special issue content and citations will be on the editors' radar moving forward.

Analyses uncovered interesting asymmetries in the use and syntax of keywords "negotiation" and "conflict." Whereas "negotiation" was used as a keyword significantly more often than "conflict," we found that "conflict" was more grounded, appearing along with a descriptor or qualifier, than "negotiation." Conflict of interest is inherent in negotiation, suggesting "conflict" would have a larger network than "negotiation." And, why is it that we as scholars describe "conflict" more often than "negotiation?" While the clearly defined clusters of "conflict" and "negotiation" scholarship are not unexpected, we begin to wonder the degree to which these terms are defined and used consistently across *NCMR* authors. To maximize the journal's reach and visibility in keyword searches, we might consider moving toward a clearly defined, limited selection of keywords for submitting authors.

NCMR editors are committed to maintaining the journal's breadth and would like to increase the number of published articles in disciplines that are outside of management, psychology, and communication, yet critical to the journal's mission and reach, namely, peace studies, political science, and public affairs. We also consider how *NCMR* can best balance the exploration of new ideas with the exploitation of established research areas that still have unanswered questions, particularly in the context of today's information climate.

Research and social activities in the last decade have undergone significant change as our culture has become largely digital. Technical resources, economic structures, media attributes, and social networks make it easier and less restrictive to share and circulate materials, leading to "spreadable" media (Jenkins, Ford, & Green, 2013). According to an annual survey conducted by the Pew Research Center, more than 69% of all adult Americans use social media, with 75% of these users reporting that they visit once if not multiple times a day (Smith & Anderson, 2018). This is up from just 21% in 2008, and the growth crosses all demographic types and groupings. According to Rainie (2018), users find that social media is important for social interactions, such as staying connected to friends and family, but also plays a role in civic and political activities, protest, health information sharing, scientific research, and job-related activities. There is potential here for research on dyadic, group, and activist conflict management via social media.

Social media also plays a part in scholarly research. This includes both conducting research and sharing research. The rise of the Internet and its wide availability have made it possible to gather and analyze data more easily and on a bigger scale (Newman, 2018). Over the past decade, scholars have become less averse to utilizing outlets such as social media, recognizing the benefits of use in all parts of the research cycle, including planning, data collection, analysis, and reflection (Weller, 2013). Scholars also benefit in the ability to connect and create new research groups (Weller, 2013). This can mean several things for *NCMR*. While the connectedness of scholars and availability of research can positively impact the research process and content, it also means that how people are connecting and thereby negotiating and managing content are changing. Various sharing mechanisms have improved the mobility of information and movements, such as political unrest, and so the landscape of conflict-related research questions and

methods changes faster and at a larger scale. Over the next decade, we hope that *NCMR* authors will have published papers in these areas to help us better understand this transformation.

Since 2007, changes have also occurred within statistical methodology. A concerted effort by the broader milieu of management scholars was put into expanding the research methodological repertoire (Cortina, Aguinis, & DeShon, 2017). The past decade has involved a broad introduction of methodological innovation, creating concerns that new developments are causing a knowledge gap in reviewers due to the falling behind of doctoral-level training in this regard (Cortina et al., 2017).

Over the next decade, advancements in technology and managerial innovations will mean changes for the study of conflict and negotiation. For example, predictive analytics might be used on social media or search engine logs to forecast conflicts (De Mauro, Greco, & Grimaldi, 2016). Analysis of behavioral patterns increases the predictability of future actions (De Mauro, Greco, & Grimaldi, 2016) but poses an ethical issue around privacy and protection of freedom.

Broad changes also have come via the increasing number of jobs considered to be part of the "gig-economy" (De Stefano, 2016), a new form of employment that is largely on-demand-based. Employment within this new sector, such as driving with companies such as Uber or Lyft, delivering food through OrderUp, and renting out space through AirBnB, present opportunities for workers, such as increased flexibility, but also bring possible consequences, such as commodification of work (De Stefano, 2016). Some areas where this may connect with negotiation and conflict management include compensation negotiation, as many of the platforms housing jobs or "gigs" employ different methods for adjudicating payment. Further, the structure of these new companies is a far cry from the traditional hierarchical business organization, wherein the employer may have little to no relationship with the employee and act more as a facilitator for matching labor supply and task-execution demand.

Limitations

As with any scholarly review, we made many choices along the way to manage the scope of our inquiry. Several questions we chose to leave for future *NCMR* editors in the next decade's retrospective. For example, we have not yet examined a dynamic model of *NCMR* content, authorship, or impact over time. We have not conducted statistical analysis of collaborative networks and impact across methods and disciplines within our community. These and other as yet unknown questions remain for the future as *NCMR* continues to grow and evolve.

Conclusion

NCMR has over the past decade provided a great opportunity for negotiation and conflict management scholarship. Via regular and special issues, *NCMR* has provided an outlet for scholars of diverse gender, rank, region, or discipline. It is an inclusive space for researching a broad range of content, including various subfields of scholarship within the overarching themes of negotiation and conflict, as demonstrated by the analysis here. While scholars may feel disconnected, analysis of both the content and the structure of *NCMR*'s first decade of articles and authorship shows a connectedness that the journal has helped establish. *NCMR* represents not just scholarship but also a knowledge community. Within this knowledge community, there is also diversity, adding value to the collection as a whole and showing impact across disciplines and research methods.

Looking forward, the first 10 years of *NCMR* may be seen as a collection of papers but also an evolution of sorts. As editors-in-chief change, so will the curation of the journal. In combination with the advancement of technology and research methods, the overarching conclusion may be drawn that the same level of change and diversity can be expected over the next 10 years.

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