.

RECRUITMENT AND GENERATIONAL CONFLICT: A BIBLIOMETRIC EXPLORATION

Muhamad Sigid Safarudin [1), Arini Adiputri [2), Ignatius Ario Sumbogo [3), Dewi Tri Komalasari [3)

[1) 2) 3) 4) Doctor of Management Science, Universitas Terbuka, Indonesia

Corresponding author: muhamadsigidsafarudin@gmail.com

Abstract

Intergenerational Workplace Conflict (IWC) has emerged as a critical issue in modern organizations due to generational differences in values, work ethics, and communication styles. This study aims to analyze the trends in IWC literature within the context of recruitment using a bibliometric approach. A total of 363 Scopus-indexed articles published between 2001 and 2025 were examined with the aid of VOSviewer. The research maps key themes, influential authors and institutions, and identifies gaps in existing studies. Findings reveal increasing attention to topics such as work flexibility, generational inclusion, and technology-driven recruitment; however, recruitment is still rarely addressed as a direct solution to generational conflict. The study highlights the relevance of theoretical frameworks such as Conservation of Resources (COR) and Work-Family Enrichment in framing recruitment strategies to mitigate IWC. This research offers both conceptual and practical contributions by providing a comprehensive research map and actionable recommendations for organizations to foster generational harmony through inclusive and adaptive recruitment practices.

Keywords: Intergenerational Workplace Conflict, Bibliometric Analysis, Diversity and Inclusion, Flexible Work Arrangements, Technology-Driven Recruitment.

Introduction

Intergenerational Workplace Conflict (IWC) arises from different values, beliefs, perspectives, and behaviors among different generational groups. These conflicts can have a significant impact on the recruitment process and workplace dynamics. Key factors that contribute to IWC include First, Values and Work Ethic where generational differences in values and work ethics are the main sources of tension. For example, Baby Boomers and Generation X often have the same point of view, while Generation Y (Millennials) have different opinions (Dere & Başıbüyük, 2024); (Lloyd-Jones & Worley, 2018). Work values such as technological mastery, change-orientation, and formal communication styles differ significantly between generations, leading to conflict (Lloyd-Jones & Worley, 2018); (Irhamahayati et al., 2018). The second is related to Perceptions and Stereotypes where stereotypes about generational differences can create negative dynamics, which in turn becomes a source of tension (Hirsch, 2020). Older workers are often perceived as less adaptable, while younger workers may be seen as entitled, contributing to intergenerational misunderstandings (Foster, 2016). Third, Technology Adaptation where differences in technological proficiency between younger and older employees can lead to conflicts, especially in environments where rapid technological change (Irhamahayati et al., 2018); (Messe & Greenan, 2023).

Millennials show higher turnover intentions compared to other generations, influenced by organizational culture and hierarchical structures (Lee et al., 2025). Recruitment strategies need to address this generation's preferences to reduce turnover and increase retention. The next influence is related to Job Satisfaction. Factors such as autonomy, control over practices, and workload significantly affect cross-generational job satisfaction. Adapting these factors to meet the needs of different generational cohorts can improve recruitment outcomes (Graham et al., 2011). Lastly, it is related to Training and Development. Providing targeted training for older workers to adapt to technological and organizational changes can increase their engagement and reduce the risk of losing valuable knowledge (Lee et al., 2025). Effective training programs can also facilitate intergenerational cooperation and better knowledge transfer (Lee et al., 2025).

While the strategy for managing intergenerational conflicts is carried out by building Inclusive HR Practices. Implementing age-specific and age-neutral HR practices can help manage a diverse workforce of ages. These include tailored recruitment, training, performance management, and knowledge transfer initiatives (Froidevaux et al., 2019). Fostering a supportive social climate and effective communication can improve attitudes towards different generational groups and increase hiring intent (Binyamin & Brender-Ilan, 2023). In addition, fostering intergenerational understanding. Promoting intergenerational socialization and education

.
can help reduce conflict and improve harmony in the workplace (Dere & Başıbüyük, 2024); (Misset, 2017). Developing flexible policies that meet the needs of all generational groups can increase employee engagement and satisfaction (Barron et al., 2014). Intergenerational conflict in the workplace is a multifaceted issue that significantly impacts hiring and retention. The study aims to provide a bibliometric analysis of Intergenerational Workplace Conflict (IWC) literature in the context of recruitment. Specifically, it explores publication trends, identifies influential authors and institutions, maps thematic clusters, and highlights underexplored areas. The study also seeks to understand how recruitment practices, such as flexibility, inclusion, and digital tools, influence intergenerational dynamics. A total of 363 articles (2001–2025) indexed in Scopus are analyzed using VOSviewer.

Methods

This study adopts a bibliometric analysis method using VOSviewer to visualize and analyze 363 peer-reviewed articles from the Scopus database. Articles in Scopus are easily accessible through DOIs or research institutions, thus facilitating the data collection process (Elsevier, 2023). Inclusion criteria include English-language, journal articles related to IWC and/or recruitment, within Business, Management, and Accounting fields. Key analyses include keyword co-occurrence, author collaboration, citation analysis, and institutional mapping. The PRISMA method guides article selection. The focus is on uncovering trends, collaboration networks, and how recruitment is framed as a conflict mitigation strategy.

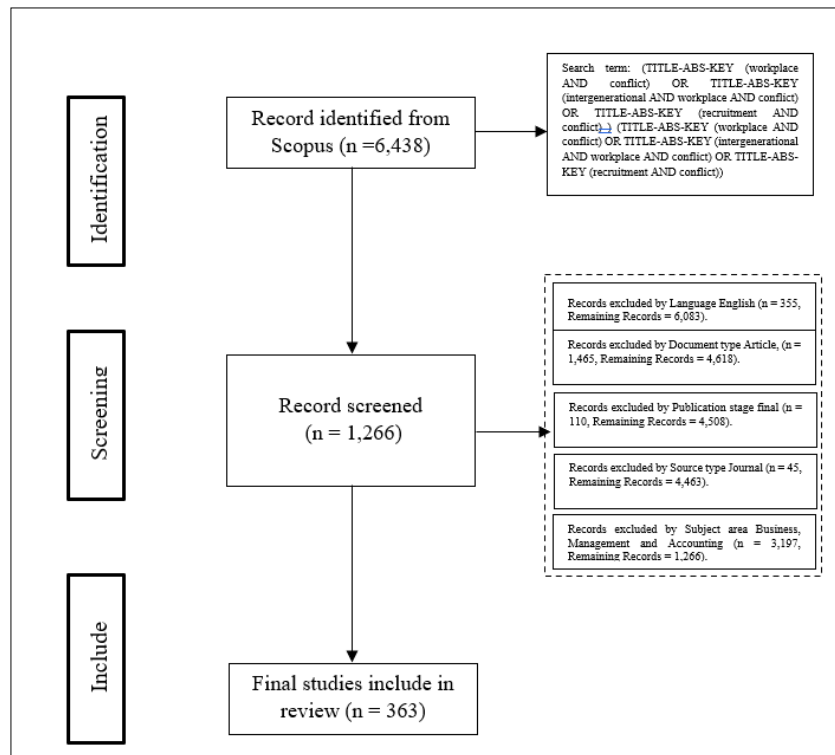**Figure 1**
Modified Flow Diagram using Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)

Results and Discussions
RQ1: Trends in the publication of articles about IWC in the context of recruitment over the past decade

Figure 2
Co-Occurent Overlay Visualization

This graph provides insight into the publishing trends of articles about IWC, including how topics such as recruitment have evolved over the past decade. Key topics that emerge in the graph: "work-family conflict" is the largest and central node of the visualization, suggesting that work-family conflict remains a key topic in IWC's research. "Burnout," "stress," and "job stress" are closely related to "work-family conflict," suggesting the psychological impact of work-family conflict. "Remote work" and "COVID-19" emerged as important topics, especially in the context of the COVID-19 pandemic, which affects work patterns and life balance." Organizational Citizenship Beh." and "Organizational Climate" show concern for the work environment and employee behavior in overcoming conflicts between work and family.

Based on the color scale and the relationship between keywords, the trend of publishing articles about IWC in the context of recruitment can be summarized as follows: The Early Period (2020–2021) the main focus is still on the basic concepts of IWC, such as work-family conflict, burnout, and stress. Topics related to recruitment such as leadership, interviews, and diversity are not so dominant, but have begun to emerge as subtopics. In the Middle Period (2022–2023) there was a significant increase in research on leadership, diversity, and gender in the context of IWC. This shows that organizations are beginning to realize the importance of these factors in recruitment, especially in an effort to create a more inclusive work environment and support work-family balance. The Final Period (2023–2024) topics such as interviews and CSR are becoming more relevant, showing that current research focuses on how the recruitment process can be leveraged to better select candidates in managing conflicts between work and family. There is also an increased attention to diversity and gender, which suggests that recruitment focuses not only on technical skills, but also on individual values and characteristics that can help create a life balance.

The graph shows that recruitment-related topics are interrelated with the main topics of the IWC. Some of the key relationships include: Leadership and Diversity Where the relationship between these two topics shows that effective leadership in managing conflicts between work and family is often influenced by diversity in the team. Interview and Work-Life Balance show that the interview process can be used to evaluate a candidate's ability to maintain a balance between work and family. CSR and Gender show that corporate social responsibility can influence recruitment strategies, including in efforts to create gender equality.
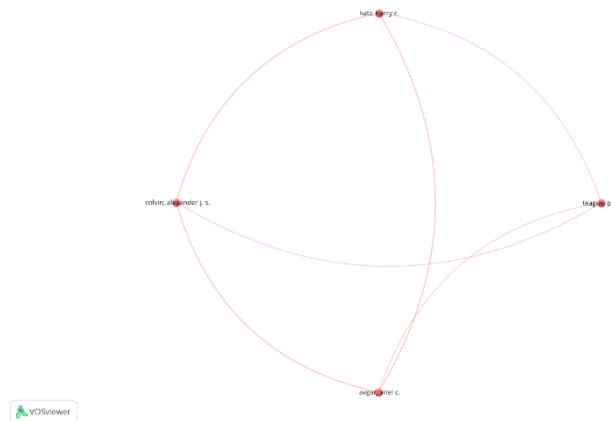
RQ2: The most influential authors and institutions in IWC's research in recruitment

Figure 3
Co-Authorship Network Visualization

Based on the graph "Colvin, Alexander J. S." is one of the most active and influential authors in IWC research, including in the context of recruitment. He had a close relationship with "teague paul" and "avgar c.", suggesting a collaboration or influence of mutual influence between them. "Teague Paul" is another important author in IWC's research. Strong relationships with "colvin, alexander j. s." and "avgar c." indicate cooperation or cross-influence between them. For "avgar c." remains an important role in the collaborative network. His association with "Colvin, Alexander J. S." and "Teague Paul" suggests that he also contributed significantly, although perhaps his focus was more specific or more limited than that of the other two major authors. While "Katz, Barry C." seems relatively small, but has a direct relationship to "Colvin, Alexander J. S." Although not dominant, Katz, Barry C., is still part of a network of key researchers in the field of IWC in the context of recruitment. Lead authors such as Colvin, Teague, and Avgar have most likely conducted research relevant to recruitment, for example: The influence of demographic and psychological factors on recruitment (e.g., gender, stress, and burnout), Recruitment strategies that support work-family balance, Analysis of the impact of modern work patterns (such as remote work) on recruitment and the role of leadership and organizations in creating a supportive work environment Life balance .
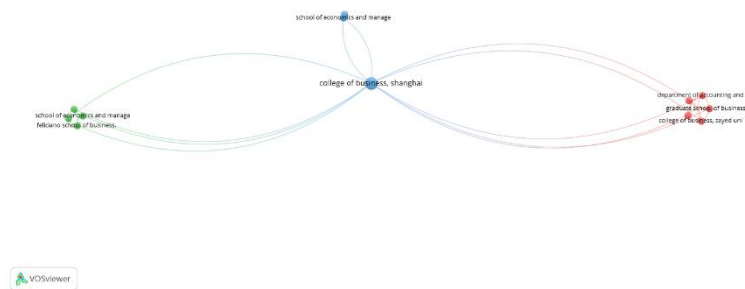

Figure 4
Co_Authorship Institution

Based on the graph "college of business, shanghai" has this node appear quite large, indicating that the College of Business, Shanghai is one of the most active and influential institutions in IWC research, including in the context of recruitment. It becomes a major focal point in the institution's network, with direct links to other institutions such as the "school of economics and management," the "department of accounting and finance," and the "graduate school of business." The "school of economics and management" also has a sizable node, showing that the School of Economics and Management has a significant contribution to IWC's research in the context of recruitment. The close relationship with the "college of business, shanghai" shows the cooperation or influence of mutual influence between these two institutions. Although the nodes are smaller than the previous two institutions, they still play an important role in the collaborative network. His association with the "college of business, shanghai" suggests that he also contributed significantly, although perhaps his

.

focus was more specific or more limited than that of other major institutions. For "graduate school of business, n" has a relatively small seemingly small node, but has a direct relationship to "college of business, shanghai." Although not dominant, the Graduate School of Business is still part of the main network of researchers in the field of IWC. While the "college of business, zayed uni" node seems small, but it has a direct relationship to the "graduate school of business, n." Although its contribution may be more limited, Zayed University's College of Business remains part of a network of collaborations in this field.

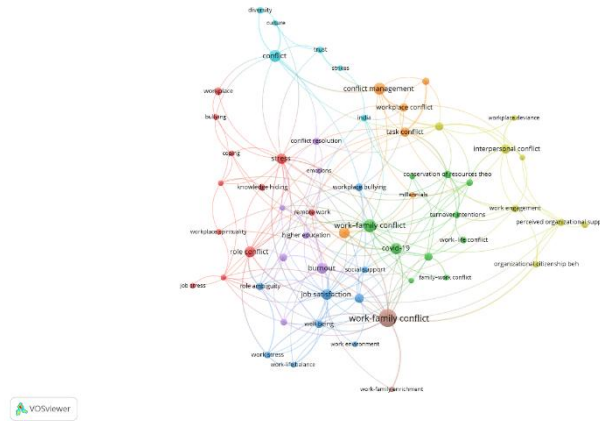RQ3: The main focus of IWC's research on recruitment and the evolution of the research theme

Figure 5
Co-Occurrence of Keywords Network Visualization

Based on the graph, here are some of the main topics that are the main focus of IWC's research, including in the context of recruitment: "work-family conflict" where this is the largest node and the core of the visualization, showing that work-family conflict remains the main topic in IWC's research. "Burnout" has a fairly large node and is closely related to "work-family conflict," suggesting that burnout is one of the main impacts of IWC in the context of recruitment. Meanwhile, "stress" is a very relevant topic, with strong links to "work-family conflict" and "burnout." For the node "conflict resolution" shows the importance of conflict management in the context of IWC. Meanwhile, "workplace bullying" shows a strong link between "workplace bullying" and "work-family conflict" which means that a negative work environment can exacerbate conflicts between work and family. Sedniri's "remote work" emerged as a relevant topic, especially in the context of the COVID-19 pandemic. The "covid-19" node shows the significant influence of the COVID-19 pandemic on IWC research. "diversity" as a topic that shows attention to the socio-cultural dimension in IWC. "organizational citizenship beh." shows the importance of organizational citizen behavior (OCB) in overcoming IWC. Finally, "task conflict" as a topic that shows that task conflicts in the workplace can affect the balance between work and family. Research often investigates the relationship between task conflict and stress, as well as its impact on life balance.
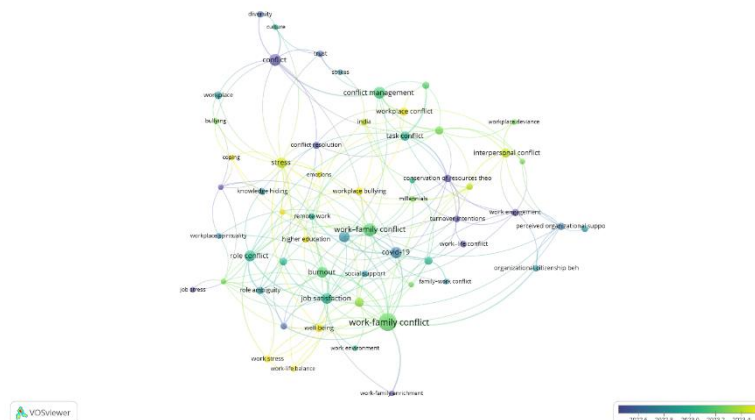

Figure 6
Co-Occurrence of Keywords Time Based Overlay Visualization

.

Based on the color scale and the relationship between keywords, the evolution trend of IWC's research theme in the context of recruitment can be summarized as follows: In the Early Period (2022), the main focus was still on the basic concepts of IWC, such as work-family conflict, burnout, and stress. Recruitment-related topics such as leadership, diversity, and gender are starting to emerge, but they are not yet so dominant. Middle Period (2022–2023), There has been a significant increase in research on leadership, diversity, and gender in the context of IWC. This shows that organizations are beginning to realize the importance of these factors in recruitment, especially in an effort to create a more inclusive work environment and support work-family balance. Interviews are also starting to come into focus, with research investigating how the interview process can be used to evaluate a candidate's ability to maintain a work-family balance. Meanwhile, in the Final Period (2023–2024): Topics such as interviews, CSR, and diversity became more relevant, indicating that current research focuses on how the recruitment process can be used to select candidates who are better at managing conflicts between work and family. There has also been an increased focus on gender and CSR, which suggests that recruitment is not only focused on technical skills, but also on individual values and characteristics that can help create a life balance.

RQ4: The most impactful articles in the IWC literature, and the articles that discuss aspects of recruitment as a solution to reduce intergenerational conflict
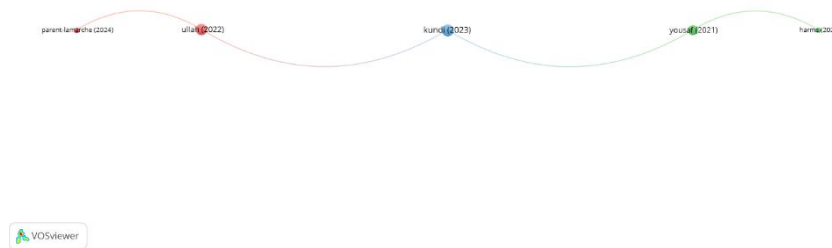

Figure 7
Citation by Documents

From the graph, it can be assumed that the articles that have had a major impact in the IWC literature, such as "yousif (2021)", "kundi (2023)", and "parent-lamarche (2024)", are most likely to discuss aspects of recruitment as a solution to reduce intergenerational conflict. "Yousif (2021)", as an article published in 2021, is most likely one of the foundations in IWC's research. Topics such as leadership, organizational culture, and work-life balance can also be a major focus, as they are relevant to efforts to create an inclusive work environment and support a work-life balance. "kundi (2023)", this article was published in 2023, making it one of the most recent articles that develops ideas from previous research. In the context of recruitment, this article is likely to discuss effective recruitment strategies to address intergenerational conflicts, such as: The use of modern technology in the recruitment process (e.g., AI or digital platforms). "Parent-Lamarche (2024)", as the latest article (2024), it most likely discusses innovative solutions in recruitment to reduce intergenerational conflict. This article may discuss millennials and generation Z, which are often the main focus of IWC's current research. Topics such as flexible work arrangements, remote work policies, and mental health support in recruitment can also be a major focus, as they are highly relevant to the needs of the younger generation. The graph shows that these articles are closely interrelated, with a direct relationship between "yousif (2021)", "kundi (2023)", and "parent-lamarche (2024)". This suggests that research on recruitment as a solution to reduce intergenerational conflict has developed gradually, with each article developing ideas from previous research.

RQ5: Documents that frequently use similar references in IWC research in recruitment and citation patterns that reflect the relationship between IWC and recruitment practices

Figure 8.
Co-Citation Network Visualization.

Based on the graph, here are some of the documents or authors that are often cited in IWC research, especially in the context of recruitment: "hobfoll s.e., conservation of resources", this node seems quite large, suggesting that this article is very relevant in IWC research, including in the context of recruitment. The concept of Conservation of Resources (COR) Theory is often used to describe how individuals manage their resources (both physical and psychological) to deal with conflicts between work and family. This article most likely discusses the importance of resource management in recruitment, such as how organizations can select candidates who are better at managing conflicts between work and family. "Greenhaus H., Powell G.N., W.", this node is also quite large, indicating that this article has a significant influence on the IWC literature. This article most likely discusses work-family enrichment, which is how work and family can support each other. In the context of recruitment, this article might discuss the importance of finding candidates who can create positive synergies between work and family. "Podskalsky P.M., Mackenzie E.S.", this node has a close relationship with "Hobfoll S.E., CONSERVATION OF RESOURCES," indicates that this article also focuses on resource management in resolving conflicts between work and family. This article is most likely to discuss recruitment strategies that support life balance, such as flexible work arrangements or remote work policies. "Bandura A., Social Foundations", this node has a strong relationship with several other nodes, including "Greenhaus H., Powell G.N., W." This article is most likely to discuss self-efficacy and social learning theory, which is relevant in the context of recruitment because it helps to understand how candidates can develop adaptation and stress management skills in dealing with conflicts between work and family. "Johns G., The Essential Impact", this node has a close relationship with some of the IWC's key topics, such as stress, burnout, and well-being. This article most likely discusses the psychological impact of conflict between work and family, as well as how recruitment can be used to select more mentally resilient candidates. "Carlson D.S., Ferguson M., Perrewe B.L.", this node has strong ties to several recruitment-related topics, such as diversity, leadership, and organizational culture. This article will most likely discuss the importance of creating an inclusive work environment that supports a work-life balance.

RQ6: The literature most frequently cited together in IWC's research on recruitment, and the literature that covers aspects of recruitment as part of solutions to address intergenerational conflict

.

Figure 9.
Bibliographic coupling network visualization.

Based on the graph "gabrielova (2021)", this node appears to be quite large, suggesting that this article is particularly relevant in IWC research, including in the context of recruitment. This article is likely to discuss the importance of diversity and inclusion in recruitment, as diversity is often considered an important factor in reducing intergenerational conflict. The direct relationship with "zaman (2021a)" and "maheshwari (2022)" suggests that this article is an important foundation in IWC research. "Age (2021a)", this node is also quite large, indicating that this article has a significant influence on the IWC literature. This article is most likely to discuss effective recruitment strategies to address intergenerational conflicts, such as the use of modern technologies in the recruitment process (e.g., AI or digital platforms). Topics such as soft skills, adaptability, and communication can also be a major focus, as they are highly relevant to the needs of younger generations. "Maheshwari (2022)", this node has a close relationship with "Gabrielova (2021)" and "Zaman (2021a)", indicating that this article develops ideas from previous research. This article most likely discusses flexible work arrangements and remote work policies in recruitment, which are particularly relevant to the needs of millennials and Z. "al halbusi (2021)", this node appears to be smaller than the previous three nodes, but has a direct relationship to "gabrielova (2021)" and "zaman (2021a)." This article is most likely to discuss mental health support in recruitment, as mental health is often a major challenge for young people in dealing with intergenerational conflicts. "Kundu (2023)": This node appears relatively small, but it has a direct relationship to several other nodes, including "Gabrielova (2021)" and "Zaman (2021a)." This article most likely addresses millennials and generation Z, which are often the main focus of IWC's current research. Topics such as work-life balance, organizational culture, and leadership styles can also be a major focus, as they are highly relevant to efforts to create an inclusive work environment.

Conclusion

Research on Intergenerational Workplace Conflict (IWC) in recruitment has significantly expanded, evolving from general concepts like work-family conflict to include themes such as diversity, gender, leadership, and CSR. Influential figures like Colvin and Teague, supported by institutions such as the College of Business, Shanghai, have played key roles in shaping this discourse. Foundational topics like stress and burnout have progressed toward emerging issues such as remote work and flexible policies, especially post-COVID-19. Seminal works by Yousif (2021), Kundi (2023), and Parent-Lamarche (2024) demonstrate the growing integration of recruitment strategies as solutions to generational tensions, emphasizing the role of technology and flexibility. Core theories such as Hobfoll's Conservation of Resources and Greenhaus & Powell's Work-Family Enrichment provide psychological grounding for these recruitment approaches. Recent literature further emphasizes inclusivity, mental health, and adaptability through works by Gabrielova, Zaman, Maheshwari, and Kundu, signaling a shift toward progressive and contextual recruitment solutions. Collectively, this body of research underscores the need for recruitment models that incorporate generational sensitivity, helping organizations foster intergenerational harmony and sustainable workplace productivity.

References
Barron, P., Leask, A., & Fyall, A. (2014). Engaging the multi-generational workforce in tourism and hospitality. *Tourism Review*, *69*(4), 245–263. https://doi.org/10.1108/TR-04-2014-0017
Binyamin, G., & Brender-Ilan, Y. (2023). Middle ageism: when social climate and perceived employability relate to attitudes and intent to hire middle-aged employees. *Equality, Diversity and Inclusion: An International Journal*, *42*(1), 70–86. https://doi.org/10.1108/EDI-09-2021-0234
Dere, B., & Başıbüyük, H. H. (2024). Traversing intergenerational conflict: a phenomenological exploration across three generations grounded in solidarity. *Educational Gerontology*. https://doi.org/10.1080/03601277.2024.2402852
Elsevier. (2023). Content Coverage Guide. *Scopus*, 1–24. https://www.elsevier.com/__data/assets/pdf_file/0007/69451/Scopus_ContentCoverage_Guide_WEB.pdf (Accessed on 22 July 2021)
Foster, K. R. (2016). Generation as a politics of representation. *International Journal of Work Innovation*, *1*(4), 375–390. https://doi.org/10.1504/IJWI.2016.078642
Froidevaux, A., Alterman, V., & Wang, M. (2019). Leveraging Aging Workforce and Age Diversity to Achieve Organizational Goals: A Human Resource Management Perspective. In *Current and Emerging Trends in Aging and Work* (pp. 33–58). Springer International Publishing. https://doi.org/10.1007/978-3-030-24135-3_3
Graham, K. R., Davies, B. L., Woodend, A. K., Simpson, J., & Mantha, S. L. (2011). Impacting Canadian public health nurses' job satisfaction. *Canadian Journal of Public Health*, *102*(6), 427–431.

.
https://doi.org/10.1007/bf03404193

Hirsch, P. B. (2020). Follow the dancing meme: intergenerational relations in the workplace. *Journal of Business Strategy*, *41*(3), 67–71. https://doi.org/10.1108/JBS-02-2020-0034

Irhamahayati, Hubeis, M., Hermawan, A., & Djohar, S. (2018). Generational conflicts at the indonesian public sector workplace from the millennial's perspective; [Konflikty pokoleniowe w indonezyjskim środowisku pracy sektora publicznego z perspektywy millennialnej]. *Polish Journal of Management Studies*, *18*(2), 151 – 161. https://doi.org/10.17512/pjms.2018.18.2.12

Lee, M., Oh, K., & Kim, H. (2025). Effects of Organizational Culture and Pay Levels on Employee Retention: Focused on Generational Difference. *Administrative Sciences*, *15*(4). https://doi.org/10.3390/admsci15040125

Lloyd-Jones, B., & Worley, J. A. (2018). Intergenerational tensions in the workforce. In *Diversity in the Workforce: Current Issues and Emerging Trends, Second Edition* (pp. 190–213). Taylor and Francis. https://doi.org/10.4324/9781315188980

Messe, P.-J., & Greenan, N. (2023). Knowledge transmission in the second part of careers: does formal training matter? *International Journal of Manpower*, *44*(7), 1415 – 1436. https://doi.org/10.1108/IJM-11-2021-0655

Misset, S. (2017). Looking for "Fresh Blood": Intergenerational Conflict and Managerial Policies. *Gerontologie et Societe*, *39*(2), 91–103. https://doi.org/10.3917/gs1.153.0091