

Impact of Group Think in Decision Making Process Across Different Professional Groups

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Arz-o-Sama

M.Phil Education, Fatima Jinnah Women University, City Campus.

Rubab Shaukat

M.Phil Education, Fatima Jinnah Women University, City Campus.

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Abstract

Group think is a well-established phenomenon that has significant implications for decision-making processes within groups. This abstract aims to provide an overview of the research conducted on group think and decision making, using a Bibliometric analysis approach, performance analysis, and utilizing software such as Scopus and Web of Science (WoS). The background section of this study reviews the existing literature on group think and decision making, highlighting its origins, theoretical frameworks, and influential studies. The aim of this research is to explore the trends, patterns, and impact of group think in decision-making contexts. To achieve this objective, a Bibliometric analysis was employed, utilizing Scopus and WoS databases to identify relevant manuscripts. Performance analysis techniques were then applied to assess the impact and influence of the identified manuscripts. The results and findings of the study indicate a substantial body of research on group think and decision making, with a particular focus on its consequences in various domains such as business, politics, and organizational behavior. Co-citation analysis revealed the most influential manuscripts and their connections, providing insights into the key themes and theories in the field. Additionally, the study identified the most cited manuscripts, highlighting the seminal works that have shaped the understanding of group think and decision making. Based on the findings, it can be inferred that group think has far-reaching implications for decision-making processes, often leading to flawed outcomes and poor choices. The conclusion emphasizes the importance of recognizing and mitigating group think tendencies in order to foster more effective decision making within groups. In conclusion, this study provides a comprehensive analysis of group think and decision making through the application of Bibliometric techniques and performance analysis. The findings underscore the need for awareness and intervention to counter the detrimental effects of group think on decision-making processes.

Keywords: Group think, Group work, Decision-making, Professional groups

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Introduction

Group think is a psychological phenomenon that happens when people make unreasonable or dysfunctional decisions as a result of their desire for harmony or conformity overriding their critical thinking and independent judgment. Social psychologist Irving Janis first used the phrase in 1972. According to Janis in 1972, group think is "a mode of thinking that people engage in when they are deeply involved in a cohesive in-group when the members' striving for unanimity override their motivation to realistically appraise alternative courses of action" (p. 1). Interestingly, there is no agreement among academics on the viability of the group think model, which describes a situation in which group loyalty forces each member to refrain from bringing up contentious matters (Janis, 1982, p. 12).

Despite the controversy, the group think theory has been widely adopted since it was first published more than three decades ago (Mitchell & Eckstein, 2009, p. 164) and the phenomenon of group think has been discovered to occur in a much wider range of group settings than originally thought (Baron, 2005, p. 219).

Janis (1982) stressed that when it comes to decision-making, organizations can bring out both the best and the worst in people (p. 3). Based on the evaluation of some of the worst choices or missteps, Janis (1972) created the group think theory. These disasters include the Bay of Pigs invasion, the attack on Pearl Harbour, the escalation in North Korea, and the escalation in Vietnam. Janis put the idea to the test by comparing it to two decisions (the Marshall Plan and the Cuban Missile Crisis) when group think wasn't present.

The Merriam Webster Online Dictionary (2010) emphasizes that group think is a style of thinking that is characterized by self-deception, the forced manufacturing of consent, and conformity to collective ideals and ethics, Group think, according to Janis (1982), is a type of thinking that people engage in when they are highly integrated into a cohesive in-group and when members' desires for unanimity outweigh their desire to consider all possible outcomes (p. 9). According to Janis' model, group think occurs when a set of antecedent circumstances promote concurrence seeking, which has observable effects and a low likelihood of success.

Decision-making is the process of deciding between two or more options to take the most appropriate and successful course of action to achieve the intended outcome.

Making decisions is what management is all about. P. F. Drucker states that everything a manager does is accomplished through decision-making. The managers make decisions that the business's operators put into action, resolving all issues about planning, organizing, direction, coordination, and control. To control how the firm performs, objectives, goals, strategies, policies, and organizational designs must all be chosen. George R. Terry defined decision-making as the process of choosing between two or more potential options depending on specific criteria.

The choice of a course of action from a set of accessible options is referred to as decision-making by Koontz and Weihrich. A decision is a path of action that is intentionally selected from the appropriate alternatives to attain desired goals, according to Joseph L. Massie. According to Ivancevich, Donnelly, and Gibson, decision-making is the process of consideration and deliberation that leads to a choice to bring about a particular condition. "Most discussions of decision-making presuppose that senior executives are the only ones who make decisions or that senior executives' decisions are the only ones that matter". This

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is a risky oversight by Peter Drucker. Decision-making is the process of deciding between two or more options to take the most appropriate and successful course of action to achieve the intended outcome. Making decisions is what management is all about.

P. F. Drucker & George Terry highlighted that Making a decision is "the choice of one behavior alternative from two or more possible alternatives". D. E. Mcfarland argued that "A decision is an act of choosing in which an executive determines what must be done in a specific circumstance. A decision is an action picked out of several possibilities. Oxford Advanced Learner's Dictionary have written that the process of deciding something important, especially in a group of individuals or in an organization, according to the Trewatha & Newport states the decision-making process entails choosing a plan of action from among two or more viable choices to find a solution for a specific problem.

Baron (2005) Highlighted group choices affected by group think fail to consider alternative options and make decisions without weighing other preferable choices. Flawed decision-making processes must meet one of four criteria: the absence of contingency plans, limited information search, biased assessment of costs and benefits, or insufficient consideration of all available choices. It is crucial to understand these dimensions and the contributing factors to effectively prevent group think (Baron, 2005).

Sassenberg and Postmes (2002) explain that when individuals cannot be identified by other group members, they are more inclined to express opposing viewpoints, which leads to increased social impact within the group. Tajfel (1974) supports this by stating that a person's self-concept is significantly influenced by the groups they identify with, as their associations with these groups shape their perception of themselves. Packer (2009) adds that individuals who strongly identify with a group are more likely to voice objections to group decisions, while those with weak identification tend to conform to perceived group opinions. Consequently, individuals with weak identification are more susceptible to group think (Packer, 2009). MacDougall and Baum (1997) highlight the divergence of individual and public interests resulting from these social identity discrepancies, especially when assuming shared views among group members.

Kim (2001) suggests that the desire of group members to remain in the group or agree with one another plays a significant role. Research on the effect of group cohesion on group productivity supports this, indicating that higher group cohesion enhances favorable attitudes towards the group's choices (McCauley, 1989; Turner, Pratkanis, Probasco, & Leve, 1993). However, as concerns about establishing new social connections and boosting social cohesion increase, the opportunity for expressing divergent viewpoints decreases. Strong group cohesion has been associated with a higher propensity for group think, leading to a decline in group performance (Baron, 2005; Packer, 2009).

Rovio, Eskol, Kozub, Duda, and Lintunen (2009) argue that social identity and how other group members interpret opinions are additional preconditions in group think studies. Tajfel (1974) reiterates that a person's self-concept is greatly influenced by the groups they identify with. People who strongly identify with a group are more likely to voice objections to group decisions, while those with weak identification are prone to conforming to perceived group opinions (Packer, 2009). These social identity discrepancies lead to divergence between individual and public interests, particularly when assuming shared views among group members (MacDougall & Baum, 1997).

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The argument surrounding group think and the reliability of decisions has persisted for decades and will continue to do so in the future. The theory of group think has significantly influenced decision-making by transforming it from an abstract process into a tangible one, particularly in significant events such as major international crises. The intricate dynamics of small-group interactions play a crucial role, and Janis's research on group think has motivated interdisciplinary efforts in this field.

Material and Methods

The Danger of Group think in the Workplace

Irving Janis coined the term "group think" in 1972 to describe psychological phenomena in which a cohesive group of people places more value on harmony and consensus than on rational thought and decision-making. The negative effects of group think on organizational decision-making processes. This literature review aims to examine the existing research on the danger of group think in the workplace, with a specific focus on the keyword's "group think" and "decision-making."

Group think is a psychological condition that seriously endangers how decisions are made at work. This literature study examines several pertinent papers to uncover the connection between group think and decision-making. To understand the possible dangers of group think in organizational contexts, the concepts "group think" and "decision making" will be emphasized.

Group think, a psychological condition that impedes wise decision-making, can be extremely dangerous at work. This survey of the literature looks at several publications on group think and decision-making with an emphasis on how it affects workplace environments. This review attempts to highlight potential concerns and offer suggestions for reducing the detrimental effects of group think in the workplace by examining the interaction between group think and decision-making.

The foundation for comprehending group think is provided by Janis's work. He emphasizes how highly-knit organizations frequently fall victim to group think, which results in poor decision-making, insufficient analysis of alternatives, and the repression of opposing viewpoints. Janis outlines several group think signs and causes, highlighting the risks it poses in a variety of settings, including the workplace. (I. L. Janis, 1972)

Esser offers a thorough analysis of group think studies, highlighting the idea's ongoing importance. The article explains how group think affects decision-making quality and examines the connections between group cohesion, conformity, and group think. The analysis also emphasizes the need for preventative steps to lessen grouping's negative effects on organizations (J. K. Esser, 1998). Nemeth and Staw examine the trade-offs between social control and innovation and how group think stifles creativity and innovation (Nemeth et al., 1989). The essay emphasizes the value of creating an environment that values different viewpoints and dissent to prevent the harmful effects of group think.

McCauley and Stitt's research shows that group think can result in poor decisions marked by insufficient knowledge and little thought given to alternatives (McCauley & Stitt, 1978). The essay emphasizes the necessity for organizations to acknowledge and address the possible risks connected with group think to improve decision-making effectiveness. Whyte provides a critical analysis of the idea of group think, stressing the significance of comprehending the

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contextual elements that lead to groupthink and offering suggestions for creating more effective decision-making processes (Whyte, 1998). Pollock and Crouch examine the impact of group think on the effectiveness of strategic decisions and highlight the biased information processing and lack of critical appraisal associated with group think (Crouch & Pollock, 1988). Turner and Pratkanis emphasize the risks of group think and its effects on decision-making processes and highlight the importance of recognizing and dealing with group think issues for better decision-making (Turner & Pratkanis, 1998). Barron and Harrington propose a numerical measure of group think to determine a group's susceptibility to its harmful consequences (Barron & Harrington, 1981). Their research aids in the creation of instruments for detecting and counteracting group think in workplaces.

Triandis examines the consequences for group dynamics of individualism and collectivism within various cultural contexts and emphasizes the need to consider cultural differences when mitigating the risk of group think in diverse settings (Triandis, 1995). Kish-Gephart et al. explore the role of fear in the workplace and how it can lead to group think by preventing dissent and independent thought (Kish-Gephart et al., 2009). It emphasizes the significance of psychological safety and creating an environment that promotes the open expression of different viewpoints. Kassin and Kiechel's research suggests that psychological processes like compliance and internalization can affect group decision-making, potentially contributing to the dynamics of group think in organizational settings (Kassin & Kiechel, 1996).

Brehm and Cohen's study on cognitive dissonance sheds light on the psychological elements that affect group decision-making and the discomfort people feel when presented with opposing views or information (Brehm & Cohen, 1962). Understanding cognitive dissonance can help recognize and address group think tendencies within organizations. Gibson and Vermeulen emphasize the value of different viewpoints and healthy disagreement in teams for sound decision-making and suggest promoting the establishment of an organizational culture that encourages diversity of perspectives and constructive debate (Gibson & Vermeulen, 2003). This can help mitigate the risk of group think and promote more effective decision-making.

In groups and organizations, Nemeth and Staw look at the trade-offs between social control and innovation. They contend that the emphasis placed on consensus and conformity causes group think, which stifles creativity and innovation. To prevent the harmful effects of group think, the essay emphasizes the value of creating an environment that values different viewpoints and dissent (Nemeth, C. J., et al., Staw, B. M., 1989).

McCauley and Stitt look into how group think affects the caliber of decisions. Their research shows that group think can result in poor decisions that are marked by insufficient knowledge, partial processing, and little thought given to alternatives. To improve the effectiveness of decision-making, the essay emphasizes the necessity for organizations to acknowledge and address the possible risks connected with group think (McCauley, C., and Stitt, C. 1978). Whyte (1998) on improvements to the theory and conducts a critical analysis of the idea of group think. The essay stresses the significance of comprehending the contextual elements that lead to group think and provides advice on how to avoid it. Whyte offers helpful insights into group think risks and suggestions for creating more effective decision-making processes by reconsidering its fundamental presumptions.

Crouch, R. E., and T. G. Pollock (1988), impact of group think on the effectiveness of strategic

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decisions is examined by Pollock and Crouch. Their research shows that group think causes poor decision-making processes that are characterized by biased information processing, a lack of critical appraisal, and a lack of adequate consideration of different opinions. The results highlight the detrimental influence of group think on the efficiency of organizational decision-making.

Turner, M. E., and Pratkanis, A. R. (1998), thorough study of group think theory and research, Turner, and Pratkanis emphasize significant insights gained over 25 years. The risks of group think and its effects on decision-making processes are emphasized. It emphasizes how crucial it is for businesses to recognize and deal with group think issues if they want to make better decisions. To determine how prone a group is to its harmful consequences, Barron and Harrington suggest a numerical measure of group think. Their research aids in the creation of instruments for detecting and counteracting group think in workplaces. The paper emphasizes how crucial it is to quantify group think as a way to improve decision-making procedures. (Barron & Harrington, 1981)

Triandis examines the consequences for group dynamics of individualism and collectivism within various cultural contexts. According to the report, societies that place a strong emphasis on collectivism may be more prone to group think because they place a high value on harmony and conformity. This emphasizes how important it is for businesses to take cultural differences into account when mitigating the risk of group think in diverse settings. (H. C. Triandis, 1995).

Trevino, L. K., Kish-Gephart, J. J., Detert, J. R., & Edmondson, A. C. (2009), Fear in the workplace is looked at by Kish-Gephart et al. in terms of its nature and effects. They contend that fear, by preventing dissent and independent thought, can lead to the establishment of group think. The essay focuses on the significance of psychological safety and developing an environment that promotes the open expression of other viewpoints to combat the risks of group think. M. Kassin and K. L. Kiechel (1996), group think in the workplace is not specifically addressed in this article, it is noted that psychological processes like compliance and internalization might affect group decision-making. The results imply that individuals may acquire erroneous ideas or conform to group opinions under specific conditions, which may contribute to the dynamics of group think in organizational settings.

Cohen, A. R., Brehm, J. W. (1962), cognitive dissonance by Brehm and Cohen sheds light on the psychological elements that affect group decision-making. According to his view, people want to be consistent in their beliefs and behavior. People could feel uncomfortable and make biased decisions when presented with opposing views or information. Group think tendencies inside organizations can be recognized and addressed with the use of a knowledge of cognitive dissonance.

Gibson, C. B., Vermeulen, F. Gibson, and Vermeulen(2003) look at how subgroups affect how a team learns. Their study emphasizes the value of different viewpoints and healthy disagreement for sound decision-making. Organizations can reduce the hazards of group think and promote a more transparent and creative decision-making process by promoting the establishment of subgroups and supporting communication between subgroups. Cassell, C. A., and Symon, G(2004), offers advice on qualitative research techniques that can be used to examine and comprehend group dynamics, decision-making procedures, and the prevalence of group think in the workplace, even though it is not directly related to group

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think. Qualitative methodologies can be used to pinpoint the causes of group think and provide information on possible preventative and corrective measures.

B. L. Fredrickson and C. Branigan (2005), emphasizes the importance of feeling well when making decisions. Positive emotions boost people's capacity for different perspectives and alternatives as well as cognitive resources. Group think can be avoided by improving decision-making and creating positive emotional experiences inside teams and organizations. V. R. Krishnan (2001), in his research Krishnan examines the connection between disagreement and group judgment. Conflicts within groups can undermine conformity and promote a critical assessment of opposing viewpoints. Constructive conflict resolution and management can lessen the detrimental effects of group think on decision-making.

Schafer, J. L., and Graham, J. W.(2002) For accurate analysis and interpretation of results in group think and decision-making studies, missing data must be filled in. Researchers can guarantee the validity and reliability of studies looking at the risks of group think in the workplace by using the proper statistical approaches. A. R. Pratkanis, P. W. Probasco, and C. Leve (1992) explores the connections between group think, cohesion, threat, and group effectiveness. It sheds light on how threats to group identity might improve cohesion while simultaneously raising the possibility of group think. Organizations can recognize conditions that can make teams more prone to group think and take appropriate preventive action by understanding the dynamics of danger and cohesiveness.

R. Williams (2000), methodological handbook includes helpful tips for doing social research, such as studies on group dynamics and decision-making processes, even though it is not specifically about group think. Researchers can collect trustworthy and valid data by adhering to strict research techniques, which helps them gain a greater understanding of the risk of group think in the workplace. J. K. Esser and J. S. Lindoerfer (1989), they investigate how group think contributed to the Challenger space shuttle catastrophe. The study emphasizes the risks of group think in high-stakes circumstances by quantitatively analyzing the decision-making process that led to the catastrophe. The results highlight the importance of organizational knowledge and preventative steps to stop group think and its potentially disastrous effects.

Kennedy B. argues that group think can greatly enhance the quality of decision-making in presidential foreign policy and increase the likelihood of implementing effective courses of action. However, Sally & Ramon criticize the focus on group think, believing it comes at an unacceptable cost. They believe it is time to critically examine group functioning instead of pursuing research on the group think phenomenon further, considering it a waste of time and effort. Steve Kelman, Dr. Ronald Sanders, Sarah Taylor, and Gayatri Pandit state that the danger of group think increases when senior career civil servants have a smaller role in advising, and they express concern that the growing presence of political appointees may limit diversity of perspectives and reduce contact between political and careerist groups.

Barker (1993) provides evidence of the conditions that precede group think, including strong group cohesiveness, insulation from other teams, and a situational context of stress. Michael notes that symptoms of group think include pressure towards uniformity, self-censorship, and close-mindedness. Katopol highlights that pressure to reach specific decisions and results can contribute to group think, and normative isomorphism and social identity maintenance among group members can negatively affect decision-making.

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Gunnarsson (2010) suggests that many decisions in organizations are made by groups, and group decisions can offer benefits such as generating more complete information, increased diversity of views, and greater acceptance of decisions. However, Finkelstein (2003), Miller (1990), and Tasa & Whyte (2005) argue that group think can occur in any organization, not just political or military contexts.

Aldag & Fuller (1993) propose an alternative model, the General Group Problem Solving (GGPS) model, which aims to capture the richness of group processes beyond the deterministic perspective of group think. Charles emphasizes the importance of managing group thought in organizations and proposes a new condition called team-think to enable effective decision-making while avoiding group think pitfalls.

Shafir, Kahneman, and Tversky's theories focus on specific decision types and predicting chosen alternatives rather than describing the decision-making process. Tranmer highlights the complexities of clinical decision-making in critical care settings and the involvement of substitute decision-makers due to patients' inability to participate. Abbott et al.'s research suggests issues in the communication and decision-making process in the ICU from the perspective of substitute decision-makers.

In conclusion, while group think has its drawbacks, there is ongoing research and exploration of alternative models and conditions to improve group decision-making processes and avoid its pitfalls.

Conclusion

The literature on group think and decision-making highlights the dangers associated with group think in organizational settings. Group think can lead to poor decision-making, limited consideration of alternatives, biased information processing, and a lack of critical appraisal. To mitigate the risks of group think, organizations should foster an environment that encourages diverse viewpoints, open dialogue, and psychological safety. Recognizing the signs of group think and implementing preventative measures can enhance decision-making processes and outcomes within organizations.

The literature study highlights the serious dangers of group think at work and its detrimental consequences on decision-making procedures. Organizations should establish a culture that encourages open communication, psychological safety, and constructive dissent to lessen these risks. Organizations can improve decision quality and prevent potential dangers related to these phenomena in the workplace by actively addressing the reasons behind group think. the importance of discussing the risk of group think at work. Organizations can take proactive measures to stop group think by being aware of the negative consequences it has on the decision-making process. Group think dangers can be reduced by fostering a culture of open communication, diversity of viewpoints, and constructive disagreement, which will result in more efficient and well-informed decision-making in the workplace.

Organizations can proactively address group think tendencies and encourage more effective decision-making processes by comprehending the psychological processes that underlie group think and utilizing a variety of research techniques. Organizations can lessen the hazards of group think and improve their overall decision-making efficacy by establishing a culture that appreciates various points of view, promotes constructive disagreement, and prioritizes critical thinking.

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Methods

Systematic Literature Review (SLR) analysis has been utilized in both social sciences and in the context of group think and decision-making research. This approach relies on statistical measures within the field of study, making it a more objective and consistent method for conducting a review compared to other techniques. The process of data collection and analysis is outlined below.

Data collection

Data were collected from multiple sources, including Doaj, Higher Education Digital Library, Google Scholar, and specifically Scopus. The search was conducted using the criteria "group think AND decision making" in the topic field, without including related terms such as deciding or higher cognitive process, as they are distinct from group think. The search was performed on May 21, 2023, resulting in a total of 500 documents. The search was then refined by language (English) and document type (article and review). Although group think was first introduced by Irving Janis in 1972, it has gained increasing attention in recent years. No time limitation was set to capture the evolution of research on group think over time. After the filtering stage, 350 documents remained. To ensure the relevance of the articles, the titles and abstracts were screened. Papers focused on unrelated topics such as microbiology, biochemistry, pharmacology, environmental science, and ecology were excluded. This screening process was initially conducted by one author and then reviewed by another author to address any discrepancies in assessment. This approach minimized the risk of including unrelated articles or inadvertently excluding relevant ones. The final sample consisted of 270 documents. Figure 1 summarizes the research design.

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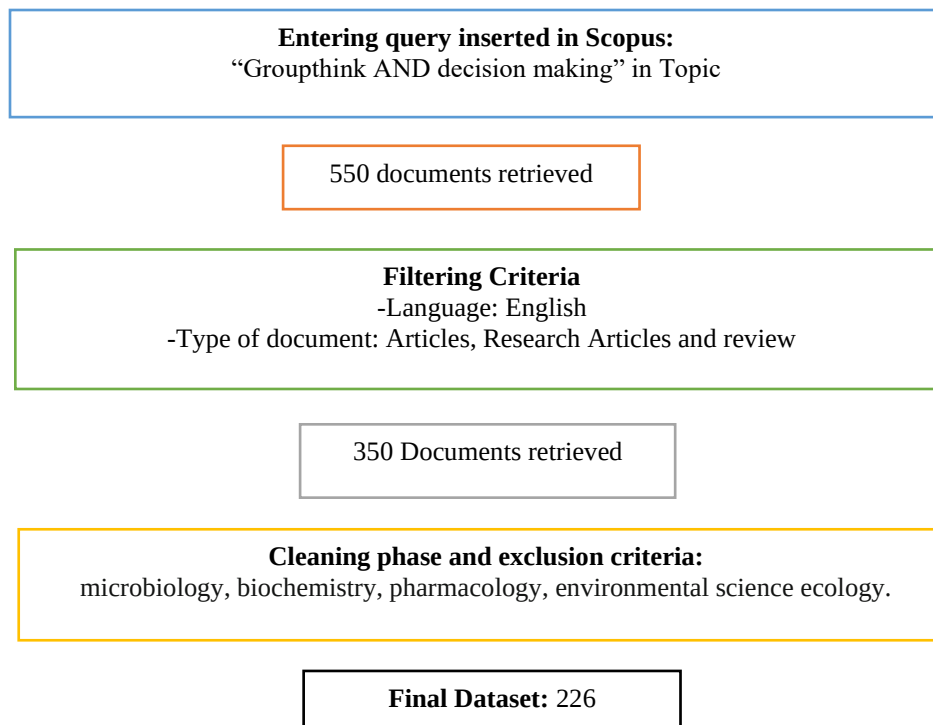


Figure: 1

Data analysis

Bibliometric techniques involve analyzing the bibliographic attributes or metadata of a document, including authors, citations, collaborations, and keywords. These methods are employed to gain insights into the structure of a scientific field, social networks, and important themes. In this study, a systematic literature review was conducted using Bibliometric, a freely available open-source software tool that operates within the R environment. Bibliometric provides various tools for quantitative research in Bibliometric and econometrics. The data obtained from the final sample, which was extracted in exhibit format from Scopus, was loaded into Bibliometric and transformed into an R data frame. This allowed for the analysis of performance at the primary level.

Performance analysis

A performance analysis involves examining the characteristics and accomplishments of the sample by quantifying the research field through metrics such as the number of published documents and citations. It also entails identifying key contributors, such as highly cited or productive individuals, and evaluating scientific groups, including countries, universities, departments, and researchers, to assess their impact. In addition, a citation analysis was conducted, assuming that authors cite the most important and relevant documents in their research. Studies with a high number of citations are considered to have a greater impact on the research field compared to those with fewer citations. To ensure data accuracy, the references in the documents were meticulously reviewed for consistency.

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Results

The sample of articles analyzed in this study covers the period from 1977 to 2023, indicating that the research field is relatively recent. The field has shown significant growth, with an annual scientific growth rate of approximately 25%. The most substantial increase in publications has occurred in the past four years, accounting for about 23% of the total documents. In particular, the number of publications in 2018 more than doubled compared to 2015 and quadrupled compared to 2014. The authorship of the articles is highly fragmented, involving 433 authors. On average, each document has 5.35 authors, with only a small number of articles being written by a single author (23 articles, 10.1%). On average, each author contributes 0.52 documents to the sample. The most productive authors tend to come from academic backgrounds in social sciences, medicine, and nursing, with less representation in multidisciplinary fields such as neuroscience, social informatics, and management. The articles in the dataset were published in 183 different journals. The majority of publications (approximately 88%) are concentrated in a select number of highly productive journals, covering various research areas including medicine, management, business, and social sciences. Notably, the journals primarily focus on health-related fields according to Scopus categories **(Table 2)**.

Table 1:

Main Sample Information

Description	Results
Documents	226
Sources (Journals , Books,etc)	174
Periods	Jan 1 1977- May 23 2023
Authors	433
Author appearances	201
Single authored documents	23
Authors per document	5.35
Collaboration Index	4.84

Table: 1

Cluster-1	
Group decision making	Group think
Group work	Information management
Participation	Perception
Public policy	Psychology
Cluster-2	
Case study	Consensus
Education	Group dynamics
Group psychology	Human experiment
Leadership	Randomization
Cluster-3	
Behaviour research	Attitude
Cognition	Cognitive bias

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Group bias	Foreign policy
Motivation	Manager
Risk assessment	Risk management
Risk perception	Theoraticle study
Security of data	
Cluster-4	
Accountability	Trust
Social facilitation	Social loafing
Collective intelligence	Brainstorming
Conformity	Critical thinking
Human resource management	Organization project management
Corporate governance	Case studies
Cluster-5	
Clinical competence	Clinical decision making
Cooperative behaviour	Professionalization relationship
Intersection collaborations	Outcome assessment
Evidence -based practice	Public relation
Standards	
Cluster-6	
Group performance	Group polarization
Prioritization	Team building
Informed consent	Practice communication
Cluster-7	
Child protection	Dissent and disputes
Group decision	Interview
Mental stress	Social worker
Psychological anxiety	Follow up
Cluster-8	
Conflict	Institutional management
Personal management	Organization and management
Organization	Conflict management
Management	
Cluster-9	
Bias	Cognitive diversity
Confirmation bias	Fundamental attribution
Multidisciplinary team	Validation
Cluster-10	
Attribution	Anxiety
Conflict resolution	Positive psychology

Table: 2

The geographic distribution of papers, as indicated by the affiliations of all authors, shows a concentration in Anglo-Saxon countries such as the US, UK, Australia, Canada, and Ireland.

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Other European countries such as the Netherlands, Sweden, Denmark, Italy, Finland, and Norway also contribute significantly to the research output (Fig. 7).

Documents by year

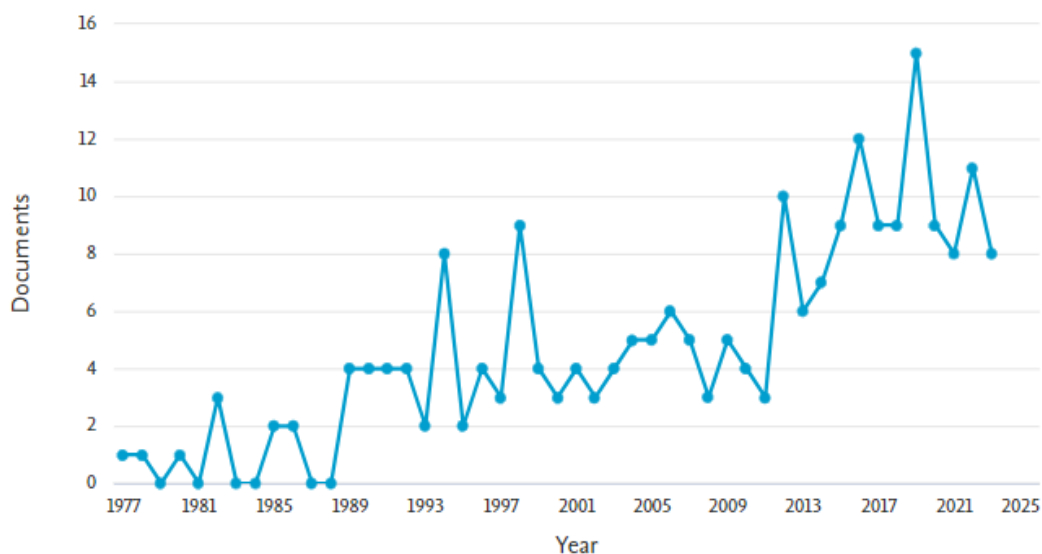


Figure:2

Documents by type

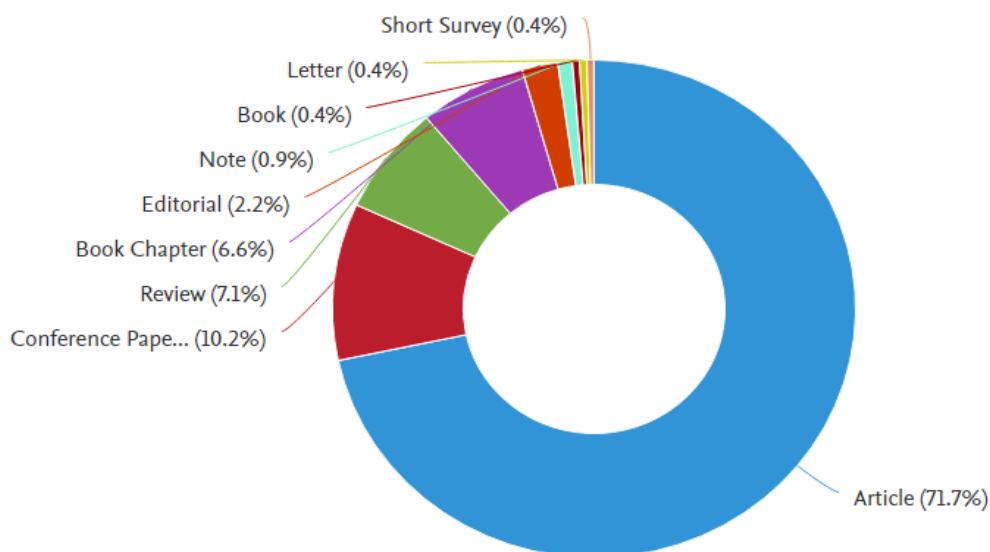


Figure:3

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Documents per year by source

Compare the document counts for up to 10 sources.

[Compare sources and view CiteScore, SJR, and SNIP data](#)

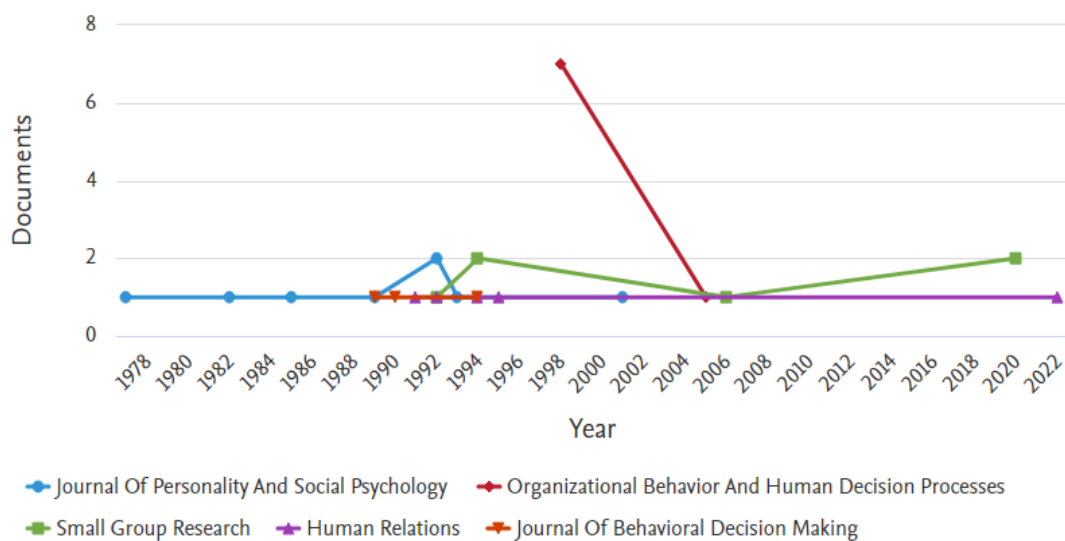


Figure:4

Documents by author

Compare the document counts for up to 15 authors.

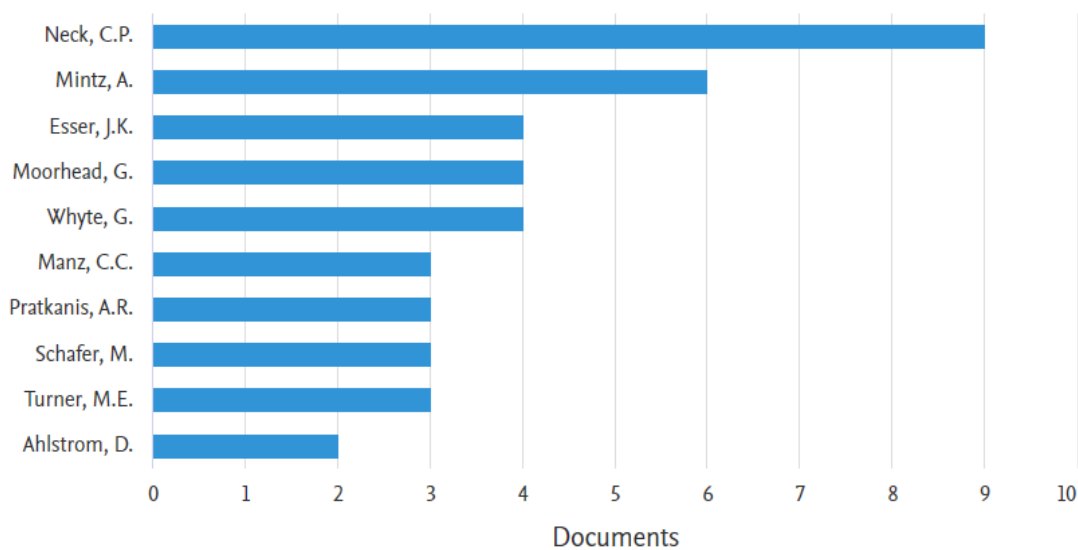


Figure:5

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Documents by subject area

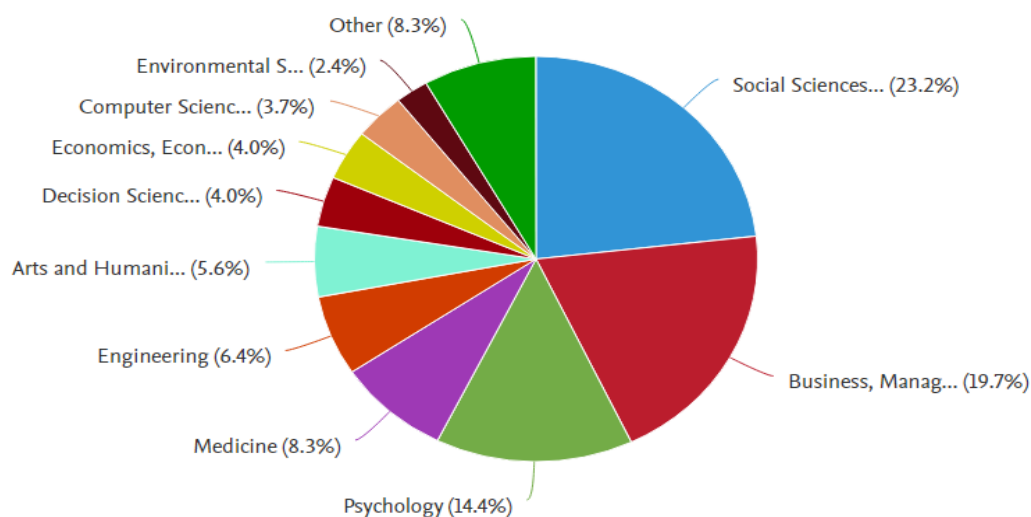


Figure:6

Documents by country or territory

Compare the document counts for up to 15 countries/territories.

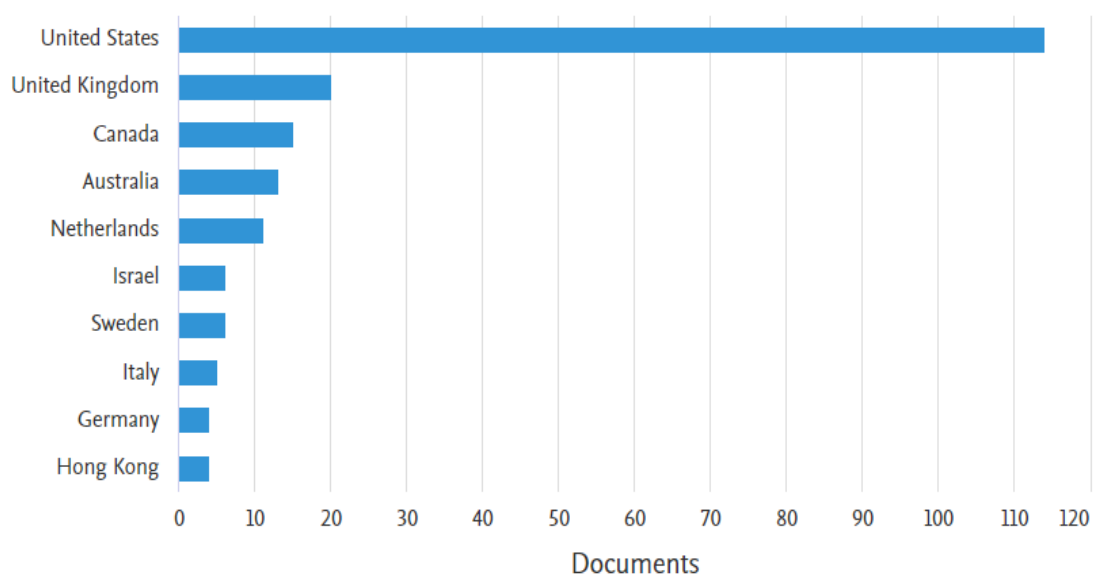


Figure:7

The United Kingdom (UK) emerges as the most productive country in terms of research output on group think, reflecting its long-standing emphasis on employee involvement in group decision-making within organizations. Table 3 presents the top 11 manuscripts based

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on total citation counts, with the earliest publication dating back to 1992, which marks the period when scientific interest in the topic began to gain traction. The article by Turner et al. in 1992 holds the highest total citation count (769), followed by the work by Nemeth & Straw in 1989 (741) and Esser in 1998 (682). The ranking slightly varies when considering annual citations, which represents the average number of citations received per year.

Among these top 11 articles, there is a mix of five review papers and six empirical studies. Notably, the empirical studies often attempt to develop theoretical or conceptual models based on their findings, with two employing qualitative methods and one employing quantitative methods. The focus of the study samples in these top-ranked papers varies across different fields, indicating a lack of homogeneity.

Furthermore, one of the reviews is qualitative, specifically a structured systematic review, while the other adopts a mixed-method approach. Among the journals where these top-ranked papers were published, 87 belong to the social sciences, 74 are in business management, and one is in multidisciplinary and neuroscience fields. The top eleven cited references (Table 4) predominantly consist of seminal works in the field of co production within public services.

Table 3:

Top Manuscripts by citations

Article	List of reference	Total Citations	Type of article
Silenced by fear: The nature, sources, and consequences of fear at work	17	769	Empirical- Quantitative
The trade-offs of social control and innovation in groups and organizations	3	741	Empirical-investigation of the relationships
Alive and Well after 25 years: A Review of group think research. Organizational behaviour and human decision processes.	2	682	Review- Examine major findings and theoretical development
Group think reconsidered	5	380	Review and Conceptual-critical analysis of theoretical underpinning
The impact of group think on decision quality	4	346	Empirical- examine the influence
A Note On Conflict As An Outcome Of Group Decision Making	22	323	Review-existing literature
A Note on Conflict as an Outcome of Group Decision-Making	10	323	Review- Existing Literature
Effects of group think on	7	97	Empirical- Investigation of

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strategic decision quality: Effects of group think			the effects
Application of Group think to Generation Y Decision Making Processes within a Professional Services Context in New Zealand	20	10	Empirical
"Tell It Like It Is" : Group think, Decisiveness, and Decision- Making Among U.S. Federal Subcabinet Executives	31	8	Empirical
Victims of group think:A psychological study of foreign policy decisions and fiascoes	1	4	Review-Case study and historical

Discussion

While there have been previous qualitative reviews on group think, this study stands out as the first to employ a systematic literature review approach, covering the most recent published literature. The analysis reveals a significant increase in academic interest in group think, with an annual growth rate of nearly 25%. The number of publications has quadrupled from 1977 to 2023. Among the 226 articles identified, they involve 433 authors from 9 different sources. On average, there are 5.35 contributors per document, and only a small portion (23 articles, 10.1%) were authored by a single author. Each author, on average, has contributed to 0.52 documents. The top writers primarily come from social sciences, business management, and psychology, with lesser representation in neuroscience and trans-disciplinary research. Collaboration analysis highlights the fragmentation within the field, as there are few long-term collaborations observed. While authors tend to collaborate frequently (5.35 authors per document on average), it is usually a one-time occurrence.

The performance and collaboration analyses indicate that the field of group think research is concentrated in the United States and European countries, with the United States playing a particularly significant role. Despite the United States having the highest productivity rate, most collaborations occur between authors based in the same country. The early adoption of employee involvement in decision-making practices in these countries may explain the development of group think studies. The conceptual structure of group think exhibits clusters, such as perspectives from public management and service management. Interestingly, while the principles of co-production, value-in-exchange, and value-in-use have a long intellectual history in the field, public services have received limited attention in service management research. However, co-citation analysis reveals a growing cross-fertilization between these two fields, with public management academics exploring the application of a service-dominant perspective and value co-creation to explain group think dynamics in the public sector.

The co-word analysis thematic map provides insights into the consolidated and emerging themes within the field. The study identifies a few well-developed and key concepts,

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primarily aligned with conventional domains of co production such as social science, psychology, public health, and social care. This suggests a relatively low scientific maturity of group think research when applied to trans-disciplinary and neuroscience contexts. However, the analysis also reveals emerging themes related to social and health issues, as well as the utilization of technologies, indicating the evolving nature of group think research.

Science Mapping

Clustering with respect to Co-Authorship

Cluster 1

It is observed using Bibliometric analysis that 13 authors worked in collaboration. The list containing the details of authors is tabulated (table 3) as under. The authors formed a co-authorship based on data involving several organizations of different countries.

Cluster 2

Only two authors collaborated in the domain of group think and decision making other than those formulated by the thirteen authors. Their collaboration is based on the limited data shared in their manuscripts. The detail is reported in the same table 3.

Table:4

Authors Collaboration

Cluster	Authors (Last names only)
1	i.Allen i.Breathett i.Calhoun v.Carnes v.De Groot i.Hasan i.Hebdon i.Herrera-Theut k.Lindenfeld k.Pool i.Sweitzer i.Yee i.Yen
2	i.Knapp i.Thomas-Hebdon

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Clustering with respect to Co-Occurrence

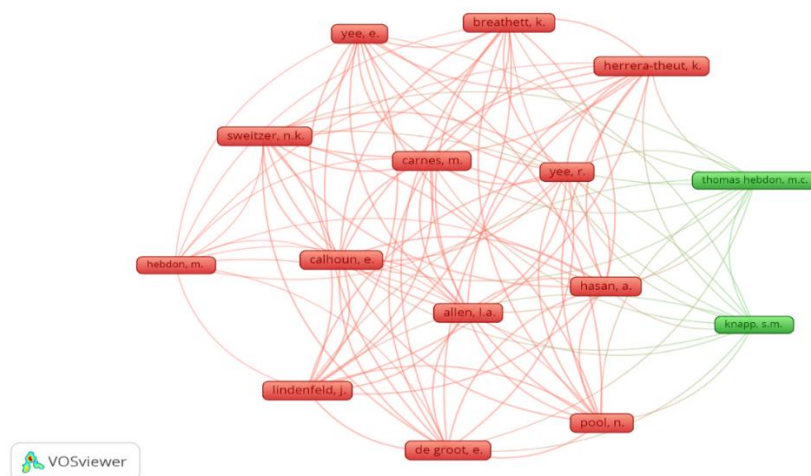


Figure: 8

In all ten clusters are formed based on co-occurrence of various key terms revolving around the manuscripts containing group think and decision making. Mainly the terms co-occurred involve decision making, decision support system, decision theory, group decision making, group members, group think, group work, judgement, public policy, education case study, group dynamics, group psychology, human relation, randomized control, social behaviour, social conformity, team work, training, behavioral research, cognition, group think bias, managers, motivation, theoretical study, accountability, collective intelligence, communication, human resource management, social facilitation organizations project management, inter professional relationship and evidence based practice.

CLUSTERS

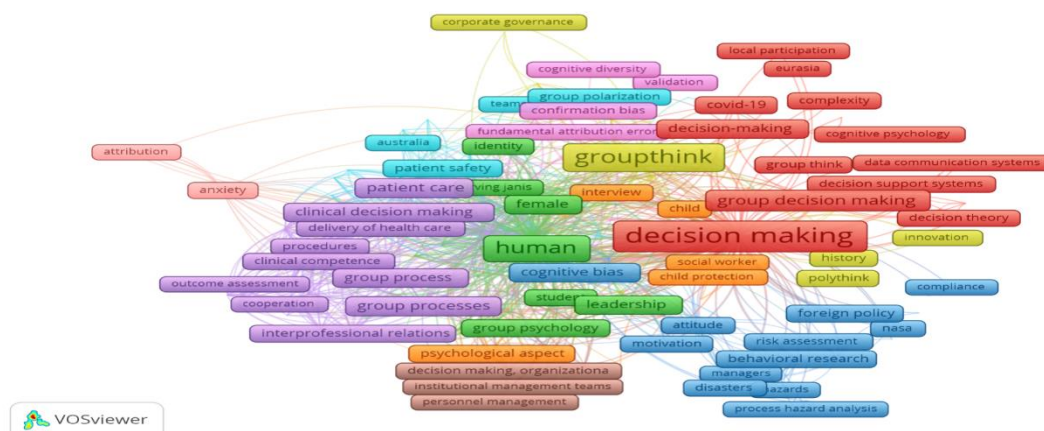


Figure:9

Conclusion

The use of multiple methodologies, including performance analysis, cooperation analysis, and scientific mapping, made the Bibliometric method employed in this study highly effective in

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investigating group think and decision making comprehensively. By using specific keywords in the search, the datasets was limited to a narrower scope, but this allowed for a focused examination of the concept in combination with related and similar ideas. While Bibliometric methods are objective and reproducible, they require a deeper understanding compared to qualitative procedures. For example, citation and co-citation analyses identify highly cited references but do not provide the reasons behind the citations. Similarly, the conceptual map highlights primary themes but does not provide an in-depth exploration of each paper's content. The findings contribute to identifying future research directions.

The field of group think and decision making appears to be more developed in terms of empirical data, while research on co-delivery and co-management is still in an emerging and more theoretical stage. Notably, there is a lack of literature on how group think should evolve or adapt to incorporate ethical decision making for leaders, managers, or when reviewing work.

Furthermore, the impact of group think on decision making has received limited attention, with few theoretical and empirical studies adopting a one-dimensional and one-stakeholder approach. Currently, the existence and description of group think practices are often assumed to have beneficial outcomes. However, the execution of the activity is often confused with its outcome, and if detected, it relies on self-reported data, which may lack rigorous analysis. It is essential to gain a clearer and unambiguous understanding of the concept and identify which initiatives should be considered as group think.

Future research could strive to provide a more comprehensive understanding of group think, its implications, and the value it generates, as well as examine the ethical aspects of decision making within group think dynamics.

Research Agenda

Despite the extensive research conducted on group think and decision making, there are several notable research gaps that warrant further investigation. Firstly, while the existing literature acknowledges the negative consequences of group think on decision-making outcomes, there is a need for more empirical studies to explore the specific mechanisms through which group think influences decision-making processes. Understanding these underlying processes can help develop targeted interventions to mitigate the impact of group think.

Secondly, the majority of research on group think has focused on specific domains such as business, politics, and organizational behavior. There is a lack of exploration of group think in other contexts, such as healthcare, education, or technology, which may have unique dynamics and implications for decision making. Investigating group think across diverse domains can provide a more comprehensive understanding of its effects and the generalization of findings.

Additionally, while co-citation and citation analysis have shed light on influential manuscripts in the field, there is a need for more qualitative studies to delve deeper into the content and theoretical contributions of these seminal works. Examining the underlying theories and concepts can help identify gaps in current understanding and pave the way for future research directions.

Lastly, there is a dearth of research on effective strategies and interventions to prevent or mitigate group think in decision-making processes. Developing evidence-based interventions

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and exploring their effectiveness in real-world settings can provide valuable insights for practitioners and decision-makers.

Addressing these research gaps can contribute to a more nuanced understanding of group think and decision making, ultimately leading to improved decision-making outcomes and organizational performance.

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