

7. Groupthink, Leadership and Cohesiveness as Contexts for Quality of Decision-Making A Systematic Literature Review

by Nur Wening

Submission date: 11-Feb-2024 08:22PM (UTC+0530)

Submission ID: 2291715944

File name: or_Quality_of_Decision-Making_A_Systematic_Literature_Review.pdf (415.12K)

Word count: 5966

Character count: 35856



Groupthink, Leadership and Cohesiveness as Contexts for Quality of Decision-Making: A Systematic Literature Review

Fransius Awaldo Damanik^{1,3}, Nur Wening²

⁹
¹Doctoral Student, Technologi University of Yogyakarta, Kampus I UTY, Ring Road Utara, Sleman, Yogyakarta 55285, Indonesia

⁹
²Lecturer, Technologi University of Yogyakarta, Kampus I UTY, Ring Road Utara, Sleman, Yogyakarta 55285, Indonesia

³Lecturer, Bukit Pengharapan Christian Business and Technology Institute, Karanganyar, Central Java 57792, Indonesia.

Email: Awaldo.7230111005@student.uty.ac.id

Abstract

This research investigates the interaction between the phenomenon of groupthink, leadership, and the level of cohesiveness in the context of group decision-making. Groupthink, as a potential risk in groups, can affect the quality of decisions by inhibiting openness to alternative thinking. Meanwhile, effective leadership and a healthy level of cohesiveness are considered to improve the quality of decisions. This research analyzes the impact of these variables in various contexts, such as organizations, work teams, or study groups. Through a literature review and empirical analysis, researchers identify practices that can support managing groupthink, promote effective leadership, and build positive cohesiveness. Awareness of the dynamics of interactions between these variables allows designing better strategies to improve the quality of group decision-making. This research highlights the importance of contextual and strategic approaches in understanding the impact of groupthink, leadership, and cohesiveness on decision quality. The results provide insights for practitioners, organizational leaders, and researchers to understand how to optimally utilize the interaction of these variables to support effective and quality decision-making in various group contexts.

Keywords: Groupthink, Leadership, Cohesiveness, Decision-making.

1. INTRODUCTION

In the context of decision-making, several variables play an important role that can influence the resulting decision results. In this research, the four key variables that will be the focus are groupthink, leadership, cohesiveness, and decision-making. Each of these

1017

AJMESC, Volume 04 Issue 01, 2024



Copyright at authors some right reserved this work is licensed under a [Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/).



variables uniquely shapes group or organizational dynamics, with the potential to enrich or harm the decision-making process and understand how they interrelate and impact the quality of decisions produced by a group. Groupthink, popularized by Irving Janis, describes the phenomenon in which group members are too concerned with harmony and consensus to the point of ignoring critical considerations and alternative solutions. Under these conditions, groups are vulnerable to making flawed, even dangerous, decisions because of members' reluctance to voice dissent or differing perspectives.

Leadership is a key element in guiding the decision-making process. An effective leadership style can create an environment where discussion is open and the contributions of each group member are valued, while less effective leadership can encourage domination, downplay individual roles, or even trigger groupthink. Effective leaders encourage active participation, create a safe environment for debate, and motivate members to think critically and creatively.

Cohesiveness refers to the level of connectedness and attachment between group members. Although cohesiveness can strengthen togetherness, excessive cohesiveness can become an obstacle if it inhibits group members' courage to express different opinions or engage in constructive disagreement. An optimal level of cohesiveness can encourage open communication, and member trust, and strengthen the commitment to joint decisions. However, excessive cohesiveness can lead to groupthink if it is not balanced with mechanisms to encourage diversity of viewpoints and critical evaluation.

Decision-making is the meeting point of the three variables that have been discussed.

This research can explore each variable and its relationship in the group decision-making process. With this knowledge, we can equip ourselves to participate constructively in groups, practice effective leadership, and contribute to wise, positively impactful decisions. By understanding the complexity of the relationship between groupthink, leadership, cohesiveness, and decision-making, we can better understand the dynamics of groups or organizations in facing complex and dynamic decision-making challenges. Several studies have been conducted regarding the impact of groupthink, leadership, and cohesiveness on the quality of decision-making. Empirical research has consistently explored the impact of groupthink, leadership, and cohesiveness on the quality of decision-making in various contexts. Research shows that groupthink can hinder the quality of decision-making by reducing the availability of alternative ideas. Groups that experience groupthink tend to ignore potential risks or shortcomings in decision options. Decision quality can improve when groups can identify and manage signs of groupthink, such as a lack of conflict or critical judgment. A leadership style that is democratic and supports the active participation of group members tends to contribute positively to the quality of decision-making. Leadership that provides space for differences of opinion and encourages constructive criticism can increase creativity and critical thinking in the decision-making





process. On the other hand, leadership that is authoritarian or dominates the group can hinder the decision-making process by suppressing the courage of group members to express different opinions. A healthy level of cohesiveness can strengthen togetherness in a group, but excessive cohesiveness can hinder the quality of decision-making by reducing conflict and open discussion. Research shows that groups that have a moderate level of cohesiveness can achieve an optimal balance between social support and diversity of ideas.

2. LITERATURE REVIEW

Groupthink refers to the phenomenon in which group members tend to pursue agreement and harmony too strongly in decision-making, at the expense of constructive criticism and alternative thinking. This condition can inhibit the diversity of ideas and cause the group to ignore objectively better options. Groupthink can lead to biased decision-making and hinder system effectiveness (Hristov et al., 2022). A democratic and collaborative leadership style tends to facilitate higher quality decision-making than an authoritarian and rigid style. To reduce groupthink, group leaders need to encourage open discussion, seek input from experts, and establish norms that encourage consideration of diverse views. Additionally, staff diversity and effective leadership are critical in encouraging diversity of thought and avoiding groupthink (Cleary et al., 2019). Groupthink refers to a situation where a cohesive group prioritizes consensus and harmony over critical thinking and alternative viewpoints, thereby leading to incorrect decision-making. Polythink, on the other hand, occurs when different factions within a cabinet hold different views and fail to reach a cohesive decision (Grube & Killick, 2023).

Groups that successfully overcome groupthink, are led effectively and have optimal levels of cohesiveness are more likely to produce mature, informed, and sustainable decisions. Understanding the dynamic interactions between these four variables provides an important foundation for improving group effectiveness in a variety of fields, from business and government to education and the community. The quality of the decision-making process and the symptoms of groupthink have a significant positive relationship. (Aziz A et al., 2019). This shows that avoiding groupthink requires more than just improving the decision-making process. Recommends a critical thinking organizational culture in which individuals and groups are actively encouraged to scrutinize decisions even when decisions are unanimous.

3. RESEARCH METHOD

This research uses a Systematic Literature Review (SLR) approach which was introduced in research on groupthink. The application of SLR is to identify, evaluate, and interpret all available and relevant literature related to the research question or domain of interest. Systematic Literature Review (SLR) is a term for identifying, evaluating, and





interpreting all available research that is relevant to the problem formulation or topic area being studied.

3.1 Research Questions. In some situations, the interactions between groupthink, leadership, and cohesiveness can play a complex role. Effective leadership can help manage the potential risk of groupthink, while the level of cohesiveness can influence the degree to which a group accepts a particular leadership style. To study and examine this subject in more depth, this research focuses on answering the following research questions:

1. RQ1: What forms of practice make groupthink, leadership, and cohesiveness influence the quality of decisions reached?
2. RQ2: What is the impact if there is a very dominant group making higher quality decisions on lower anxiety?

30

3.2 The Search Process is used to increase the accuracy of SLR studies, the search and analysis process must be as accurate as possible. The author then critically analyzes and synthesizes selected academic resources (articles) regarding the identified concepts. The selection process for peer-reviewed journal articles is easily applied to other forms of scholarly sources, such as conferences, doctoral theses, and published texts (Webster & Watson, 2002). This process allows researchers to systematically eliminate a large number of irrelevant scientific sources in the first step (step 1). The reference check used in the resources under consideration consists of a backward search (step 2) as recommended by Webster & Watson (2002) as well as a forward search (step 3) to check where and by whom the selected article has been cited. The resources of choice for speeding up searches are Google Scholar and Publish or Perish due to their ease of use and user simplicity.

In step 1, around 88 resources were collected using keywords (groupthink, leadership, cohesive, and decision-making). Selected keywords based on a groupthink context with decision-making output. Step 1 helps support the efficiency of scientific resource selection even when different definitions of certain terms provide inconsistent results. For example, groupthink is a collaboration with centralized power and beliefs. The author uses this example to highlight the efficacy of systematic literature reviews. Eighty-eight academic sources were selected for further analysis. Of the peer-reviewed articles, 39 were found to be duplicates, while other resources had no duplicates in the search performed. Further supervisory screening found that 19 peer-reviewed articles had irrelevant titles. Sixteen peer-reviewed articles were rejected, in the researcher's review of the abstract and summary at the end of step 1.



3.3 Inclusion and Exclusion Criteria. This stage is carried out to decide whether the data found is suitable for use in SLR research or not. Studies are eligible to be selected if the following criteria are met:

1. Data used in the 2018 – 2023 time period.
2. Data obtained via the Google Scholar and Publish or Perish

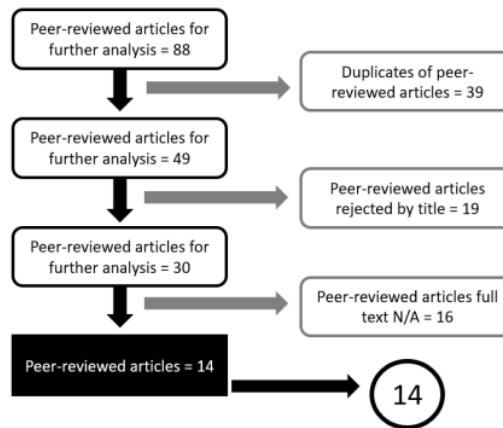
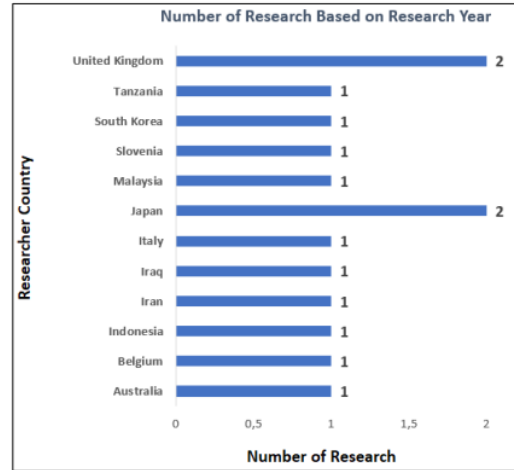


Figure 1. Academic resource selection process

4. RESULT

Based on search results and the filtration process from Google Scholar and Publish or Perish searches, the number of articles shows that the peak of research occurred in 2021 with 5 studies, while the lowest number of studies was in 2018, 2020, and 2023, namely 1 study each. There are 12 author countries identified. These countries come from various parts of the continent such as Asia, Australia, and Europe. The countries that produced the most research were the United Kingdom and Japan, while the countries that produced the least research came from Indonesia and 9 other countries.



Groupthink has become a shorthand for criticizing a cabinet that appears too docile, implying that what is being attacked is the behavior of an overly powerful prime minister. In particular, this article focuses on the relationship between the psychological states of individual prime ministers and the decision-making regimes built around them. The prime minister's attitude towards the conflict determines the shape of the Decision-making process (Grube & Killick, 2023). Although there are limitations imposed by tradition and continuity, it is ultimately the prime minister who determines the size of the formal and informal decision-making groups and the processes they will use. In the context of implementing a performance management system, groupthink can lead to biased decision-making and hinder the effectiveness of the system (Hristov et al., 2022).

Predictors such as conformity, approval seeking, anxiety, and hidden profiles have a significant influence on decision-making in work groups (Grgic & Stare, 2022). Groupthink exists when a team structure suppresses the voices of individuals who disagree with the viewpoint expressed by the group for reasons such as maintaining group cohesion. For example, it remains unclear whether teams with high academic backgrounds such as college committees that follow high-quality decision-making processes can avoid groupthink (Aziz A. et al., 2019). Groupthink is one important threat to the productive interactions of work groups and the quality of the processes they design for making decisions²². The decision-making process is equally important. Regarding groupthink theory, group cohesion refers to a dynamic process that is reflected in the tendency of a group to remain united in the process of achieving common group goals and the welfare of group members,



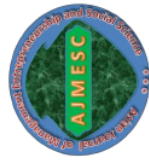


According to Tarmo & Issa (2022), there are no significant differences in these factors based on gender, education level, or position in the organization. The only significant difference was seen in the level of trust between different age groups. Although a team environment has the potential to support effective decision-making, poor decision-making can occur when individuals are busy, wanting to please others, allowing for group consensus to be achieved at the expense of thoughtful debate, reflection, and negotiation (Cleary et al., 2019). Groupthink reflects the process rather than the outcome of decision-making, where the pressure for group cohesion overrides individual thought and expression. Bearing this in mind, decisions made by groups may result in better problem-solving than individuals working alone, given the diversity of ideas, expertise, and experience that group members can contribute. According to Glebovskiy (2019), this group behavior can be considered as one explanation for the rise of criminal and unethical behavior in the business world, the consequences of which can be devastating.

In-depth interviews with company employees provide further insight into the definition of corporate elitism and groupthink, as well as their impact on empathetic decision-making within the company. (Yim & Park, 2021). According to Riisla et al (2021), bottom-line leadership mentality (BLM) can hurt team cohesion. The research found that leaders with high BLM tend to exhibit lower levels of participative leadership behaviors, which can lead to decreased creativity, empowerment, and trust among team members. A closed and isolated state of mind causes fewer solutions to be explored and lower decision quality, per the characteristics of groupthink. (Akhmad et al., 2021). Apart from a closed mind, cultural differences can also influence the voicing of opinions within an organization. According to him, Yusuf et al (2021), there are communication and cultural gaps when workers from different races and countries work in multinational organizations. Asian communities, especially Malays, adhere to collective values such as cooperation between members, caring for the dignity of others, and silence due to several factors that indirectly influence communication orientation when working with other races. These practices are different from European societies which adhere to individualistic values.

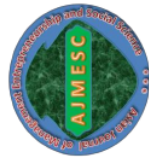
Encouraging individual responsibility, encouraging diverse perspectives, assigning specific leader behaviors, and decentralizing discussions, can improve the quality of small group work and foster a more inclusive and critical learning environment (Peloghitis & Smith, 2020). In the world of politics, groupthink can also influence people's fanaticism towards certain choices. Poor political education to the egoism of elites in maintaining values, causes social fragmentation in society, as well as the emergence of new fanatical groups because they adhere to one-sided truths (Fitri A. et al., 2021). According to Geramian et al (2019), research on groupthink must involve the level of dominance of different group members, value risk factors, and levels of aggregation and defuzzification, to minimize groupthink with organizational behavior techniques.





ID	Journal Name	Article Identity			Variables	Online database Publisher	Results
		Title	Author	Year			
S1	<i>Parliamentary Affairs</i> , 76, 211, 147 https://doi.org/10.1093/pa/gsab047	Groupthink, Polythink and the Challenges of Decision-Making in Cabinet Government	Dennis C. Grube and Anna Killick	2023	1. Groupthink 2. Cohesive 3. Decision Making	Publish or Perish	This research recognizes the need to strike a balance between providing structure to the decision-making process and allowing the prime minister to shape policy and administration. This highlights the challenge of building mechanisms for challenge and debate without creating secretive forums or small-minded decision-making.
S2	<i>Eurasian Journal of Business and Management</i> , 10(3), 153-166. DOI: 10.15604/ejbm.2022.10.03.001	Interaction Between Groupthink Predictors And Maintaining Their Moderate Value	Danar Grgic and Janez Stare	2022	1. Groupthink 2. Leadership 3. Decision Making	Google Scholar	This research shows that predictors such as conformity, approval seeking, anxiety, and hidden profiles have a significant influence on decision-making in work groups. Lower anxiety scores predicted higher cohesion and collective efficacy scores. These findings suggest that group and organizational leaders should focus on these predictors rather than groupthink itself to prevent it from occurring.
S3	<i>International Journal of Public Leadership</i> , 18 (1), 15-29. DOI: 10.1108/IJPL-08-2020-0072	Analysis of groupthink and decision making in a collectivism culture: the case of a public organization in Tanzania	Creencia Godfrey Kamili and Faisal H. Ksa	2022	1. Groupthink 2. Leadership 3. Decision Making	Publish or Perish	This research found that group members showed high levels of cohesiveness, trust, and conformity. However, there were no significant differences in these factors based on gender, education level, or position in the organization. The only significant difference was seen in the level of trust between different age groups.
S4	<i>Management Research Review</i> , 45(9), 1110-1136. DOI: 10.1108/MRR-11-2021-0777	Cognitive biases in implementing a performance management system: behavioral strategy for supporting managers decision-making processes	Ivo Hristov, Riccardo Camilli and Alessandro Mechelli	2022	1. Groupthink 2. Cohesive 3. Decision Making	Google Scholar	Overall, the findings of this study contribute to the understanding of cognitive biases in the context of performance management system implementation and provide practical insights for managers to overcome such biases. This research also discusses the role of groupthink in the context of cognitive bias and the implementation of performance management systems. In the context of implementing a performance management system, groupthink can lead to biased decision making and hinder the effectiveness of the system.
S5	<i>Public Relations Review</i> , 47 (1). https://doi.org/10.1016/j.pubrev.2020.101985	The Effects of Corporate Elitism and Groupthink on Organizational Empathy in Crisis Situations	Myungok Chris Yim and Hyun Soon Park	2021	1. Groupthink 2. Decision Making	Google Scholar	Tenure intervenes on the impact of corporate elitism and groupthink on organizational empathy and behavioral intentions. In-depth interviews with company employees provide further insight into the definition of corporate elitism and groupthink, and their impact on empathetic decision-making within the company. This research emphasizes the importance of considering the historical and sociopolitical aspects of a crisis and the communication system within an organization when studying crises.
S6	<i>Sustainability</i> , 13(14), 8047, 047 https://doi.org/10.3390/su13148047	Building Cohesive Teams: The Role of Leaders' Bottom-Line Mentality and Behavior	Katrin Rishla, Heini Wendt, Mayowa T. Babatola and Martin Eiwertna	2021	1. Groupthink 2. Leadership 3. Decision Making	Publish or Perish	A bottom-line leader mentality (BLM) can hurt team cohesion. The research found that leaders with high BLM tend to exhibit lower levels of participative leadership behaviors, which can lead to decreased creativity, empowerment, and trust among team members. Research shows that while achieving organizational results is important, leaders must also prioritize trust and social relationships within teams.
S7	<i>Journal of Computational Social Science</i> , 4, 455-478. https://doi.org/10.1007/s42001-020-00083-8	Closed-mindedness and insulation in groupthink: their effects and the devil's advocacy as a preventative measure	Muqtadir Ahmad, Shuang Chang and Hiroshi Deguchi	2021	1. Groupthink 2. Decision Making	Google Scholar	This research shows that closed and isolated states of mind lead to fewer solutions being explored and lower decision quality, consistent with the characteristics of groupthink. Additionally, increasing the number of devil's advocates can help identify more alternatives during group decision-making.
S8	<i>INJECT: Interdisciplinary Journal of Communication</i> , 6(1), 57-70. DOI: 10.18326/inject.v6i1.57-70	Groupthink in Political Participation in the 2019 Presidential Election	Alifa Nur Fitri, M. Nuqir Bariqlatah and Adeni	2021	1. Groupthink 2. Decision Making	Google Scholar	Poor political education, leading to elite elitism in maintaining values, causes social fragmentation in society, as well as the emergence of new fanatical groups because they adhere to one-sided truths. Apart from that, there are grudges and narratives of mutual suspicion between the people of the nation. Riddick of each volunteer campaign, they consider their group to be the best.





ID	Journal Name	Article Identity		Variables	Online database Publisher	Results
		Title	Author			
S9	International Journal of Modern Trends in Social Sciences, 4(15),13-20. DOI:10.35563/IJMTSS.41.5002	A. Review of Culture and Communication Orientation Among Malay Workers Towards Silence Behaviour Tendency	Robe'ah Yusuf, Azhar Hj Wahid, Susigaran Moneyam and Siti Asma' Mohd Rosdi	2021	Google Scholar	This research shows that there are communication and cultural gaps when workers of different races and countries work in multinational organizations. Asian communities, especially Malays, adhere to collective values such as cooperation between members, caring for the dignity of others, and silence due to several factors that indirectly influence communication orientation when working with other races. These practices are different from European societies which adhere to individualistic values. Usually, Malays work together to express opinions or maintain long-term relationships. In this article, the author discusses groupthink theory, which may influence worker behavior in organizations and decision-making.
S10	International Christian University Language Research Bulletin, 1(1), 68. DOI:10.34577/000004768	29 Exploring Debiasing Strategies to Improve Small Group Reasoning and Decision Making Outcomes	John Pelegaitis and Guy Smith	2020	Google Scholar	Several cognitive biases can impact small group work in educational contexts, such as authority bias, the halo effect, and groupthink. These biases can lead to reduced diversity of arguments, polarization of opinion, and a lack of critical thinking. However, there are strategies teachers can use to reduce and prevent these biases, such as encouraging individual responsibility, encouraging diverse perspectives, assigning specific leader behaviors, and decentralizing discussions. By implementing these strategies, teachers can improve the quality of small group work and foster a more inclusive and critical learning environment.
S11	International Conference on Accounting, Business, Economics and Politics, 1(1), 10. DOI:10.23918/ICABEP2019p10	26 Groupthink and Quality of Decision-Making Process Among the Top Managers of the Public Universities of Kurdistan Region	Abdulla Aziz, Omer Mohammed and Abeer A. Sharif	2019	Google Scholar	A good decision-making process alone cannot guarantee the absence of groupthink tendencies. The quality of the decision-making process is not significantly influenced by factors such as gender, age, academic experience, and committee tenure. However, longer work experience and a higher level of education are positively correlated with a higher-quality decision-making process. The research recommends encouraging transparency, active engagement of team members, and diversity while maintaining cohesion and loyalty. It also suggests supplementing the decision-making process with individuals who have more general work experience and higher academic qualifications.
S12	Issues in Mental Health Nursing, 40 (8), 731-733. https://doi.org/10.1080/01612840.2019.1604050	21 Leadership, Thought Diversity, and the Influence of Groupthink	Michele Cleary, David Lees and Jan Sijvers	2019	Publish or Perish	Groupthink occurs when group members prioritize conformity and discourage open debate, resulting in limited data, unquestioned assumptions, and a lack of consideration of alternative solutions. This can interfere with effective decision-making and hinder the exploration of diverse perspectives and ideas. To reduce Groupthink, group leaders need to encourage open discussion, seek input from experts, and establish norms that encourage consideration of diverse views.
S13	International Journal of Organization Theory & Innovation, 13(1), 22-31. DOI:10.1108/JOITB-03-2018-0024	28 Criminogenic isomorphism and groupthink in the business context	Alexander Glebovskiy	2019	Publish or Perish	In circumstances that facilitate crime, isomorphism, and groupthink encourage criminal activity by fostering homogeneous behavior, conformity, similarity, shared values, and identical ways of thinking across and within companies. This group behavior can be considered as one explanation for the prevalence of criminal and unethical behavior in the corporate world, the consequences of which can be devastating. This research explains the criminogenic nature of isomorphic processes and groupthink and contributes to the debate on the casualization of corporate crime.
S14	International Journal of Production Research, 57(5), 1-14. DOI:10.1080/00207543.2018.1471236	Fuzzy logic-based FMEA robust design: a quantitative approach for robustness against groupthink in group/team decision-making	Arash Geramian, Ajith Abraham and Mojtaba Ahmadi Nozari	2018	Google Scholar	This research states that further investigation can be carried out on scenarios involving different levels of group member dominance, risk factor values, and levels of aggregation and defuzzification. Additionally, the researchers mentioned the possibility of further empirical research comparing this research technique for minimizing groupthink with organizational behavior techniques.





4.1 Research Question (RQ)

This systematic literature review aims to answer researchers' questions regarding the impact of groupthink, leadership, and cohesiveness on the quality of decision-making. The answers to each research question are discussed in this segment.

RQ1: What forms of practice make groupthink, leadership, and cohesiveness influence the quality of decisions reached?

Practices to reduce groupthink, namely encouraging group members to express alternative thoughts and different views can reduce the effects of groupthink. This practice can create an environment where divergence of ideas is valued. Designating one or more group members as “disruptors” tasked with challenging the majority view can open up space for critical consideration and overcome the homogeneity of views. The practice of managing conflict constructively can enrich discussions and improve critical thinking. It identifies differences of opinion and manages them so they don't become a hindrance to productivity.

Effective leadership practices, namely empowering group members by providing responsibility and autonomy can increase motivation and participation. This creates an atmosphere where group members feel more motivated to provide quality input (Abdulla Aziz et al, 2019). Practices that encourage open and clear communication from leaders can create trust and reduce uncertainty. Leaders who listen well and provide positive feedback can motivate group members. Leadership that sends the message that openness and positive criticism are welcomed can create a culture where group members feel comfortable expressing controversial or counter-ideas.

Practices to increase cohesiveness, activities designed to strengthen relationships and build trust among group members can increase cohesiveness. This creates the foundation for better cooperation. The practice of providing recognition and rewards to group members who excel can increase cohesiveness by strengthening social bonds within the group. Developing skills to deal constructively with internal conflict can help a group maintain its cohesiveness despite differences of opinion.

RQ2: What is the impact if there is a very dominant group making higher quality decisions on lower anxiety?

The success of a dominant group in producing high-quality decisions can increase the self-confidence of group members. Feel more confident in conveying ideas, contributing, and taking constructive risks. An efficient and effective decision-making process from a dominant group can reduce uncertainty and anxiety among group members. Higher decision quality can provide a sense of confidence that the group is heading in the right direction. The success of dominant groups can provide recognition





for their leadership. This recognition can provide emotional stability and psychological security, reducing anxiety associated with uncertainty about the group's direction and goals. High-quality decisions from dominant groups can increase efficiency and productivity. Groups that can quickly and accurately make decisions have the potential to reduce the frustration and anxiety associated with slow or problematic decision-making processes. An effective decision-making process can provide group members with the opportunity to hone their communication skills. In dominant groups, group members may feel more open to communicating clearly and effectively, reducing anxiety associated with unclear communication. Success in decision-making and achieving goals can increase the sense of togetherness and emotional well-being in the group. Shared success can provide group members with feelings of security and support, reducing individual anxiety that may arise in situations of uncertainty.

Ensure that the dominant group remains open to diverse perspectives and opinions, and ensure that the decision-making process does not ignore the contributions of other group members. Excessive dominance can risk causing disapproval and dissatisfaction among group members who feel less heard or ignored. Balancing dominance with inclusivity can help create a supportive environment and minimize discomfort or anxiety.

5. DISCUSSION

This research discusses the concept and definition of groupthink, provides examples of situations where groupthink can occur, and discusses the negative consequences of groupthink on decision quality. The role of leadership is to analyze various leadership styles that can influence group dynamics, investigating how authoritarian, democratic, and transformative leadership interact with the decision-making process. Leadership roles also discuss leadership strategies that can help prevent groupthink. Reviewing literature findings that link groupthink, leadership, and cohesiveness with the quality of decision-making. Discuss the factors that improve or weaken the quality of decisions in this research. Identify opportunities for further research that could deepen our understanding of this topic. With a better understanding of these factors, more effective strategies can be developed to ensure that decisions taken in a group context are optimal.

6. CONCLUSION

Groupthink, if not managed well, can hinder the quality of decisions by reducing the variety of ideas and critical judgment. Awareness of the signs of groupthink and steps to prevent it is important to support better decision-making. A leadership style that supports participation, open communication, and empowerment of group members can





improve the quality of decision-making. Leadership that facilitates open discussion and provides clear direction can help create an environment that supports optimal decisions. A healthy level of cohesiveness can increase togetherness in a group, but excessive cohesiveness can inhibit a variety of opinions. Strike the right balance in supporting collaboration without sacrificing diversity of ideas. Organizational context, group tasks, and organizational culture can influence the extent to which groupthink, leadership, and cohesiveness influence the quality of decision-making.

1

REFERENCES

- Akhmad, M., Chang, S., & Deguchi, H. (2021). Closed-mindedness and insulation in groupthink: their effects and the devil's advocacy as a preventive measure. *Journal of Computational Social Science*, 4(2), 455–478. <https://doi.org/10.1007/s42001-020-00083-8>.
- Aziz A, Mohammed O, & Sharif A. (2019). Groupthink and Quality of Decision-Making Process Among the Top Managers of the Public Universities of Kurdistan Region. *International Conference on Accounting, Business, Economics and Politics*. <https://doi.org/10.23918/icabep2019p10>.
- 13 Cleary, M., Lees, D., & Sayers, J. (2019). Leadership, Thought Diversity, and the Influence of Groupthink. *Issues in Mental Health Nursing*, 40(8), 731–733. <https://doi.org/10.1080/1612840.2019.1604050>.
- Fitri A, Bariqlana M, & Adeni. (2021). Groupthink in Political Participation in the 2019 Presidential Election. *INJECT (Interdisciplinary Journal of Communication)*, 6(1), 57–70.
- Geramian, A., Abraham, A., & Ahmadi Nozari, M. (2019). Fuzzy logic-based FMEA robust design: a quantitative approach for robustness against groupthink in group/team decision-making. *International Journal of Production Research*, 57(5), 1331–1344. <https://doi.org/10.1080/00207543.2018.1471236>.
- 17 Glebovskiy, A. (2019). Criminogenic isomorphism and groupthink in the business context. In *International Journal of Organization Theory and Behavior* (Vol. 22, Issue 1, pp. 22–42). Emerald Group Publishing Ltd. <https://doi.org/10.1108/IJOTB-03-2018-0024>.
- 6 Grgic, D., & Stare, J. (2022). INTERACTION BETWEEN GROUPTHINK PREDICTORS AND MAINTAINING THEIR MODERATE VALUES. *EURASIAN JOURNAL OF BUSINESS AND MANAGEMENT*, 10(3), 153–166. <https://doi.org/10.15604/ejbm.2022.10.03.001>.
- 25 Grube, D. C., & Killick, A. (2023). Groupthink, Polythink and the Challenges of Decision-Making in Cabinet Government. *Parliamentary Affairs*, 76(1), 211–231. <https://doi.org/10.1093/pa/gsab047>.





- 3 Hristov, I., Camilli, R., & Mechelli, A. (2022). Cognitive biases in implementing a performance management system: behavioral strategy for supporting managers' decision-making processes. *Management Research Review*, 45(9), 1110–1136. <https://doi.org/10.1108/MRR-11-2021-0777>.
- Peloghitis, J., & Smith, G. (2020). Exploring Debiasing Strategies to Improve Small Group Reasoning and Decision-making Outcomes. *International Christian University Language Research Bulletin*.
- 16 Riisla, K., Wendt, H., Babalola, M. T., & Euwema, M. (2021). Building cohesive teams—the role of leaders' bottom-line mentality and behavior. *Sustainability (Switzerland)*, 13(14). <https://doi.org/10.3390/su13148047>.
- Tarmo, C. G., & Issa, F. H. (2022). An analysis of groupthink and decision-making in a collectivism culture: the case of a public organization in Tanzania. *International Journal of Public Leadership*, 18(1), 15–29. <https://doi.org/10.1108/IJPL-08-2020-0072>.
- 12 Webster, J., & Watson, R. T. (2002). Analyzing the Past to Prepare for the Future: Writing a Literature Review. In *Source: MIS Quarterly (Vol. 26, Issue 2)*.
- 14 Yim, M. C., & Park, H. S. (2021). The Effects of Corporate Elitism and Groupthink on Organizational Empathy in Crisis Situations. *Public Relations Review*, 47(1). <https://doi.org/10.1016/j.pubrev.2020.101985>.
- Yusuf, R., Hj Wahid, A., Moneyam, S., & Mohd Rosdi, S. A. (2021). A REVIEW OF CULTURE AND COMMUNICATION ORIENTATION AMONG MALAY WORKERS TOWARDS SILENCE BEHAVIOUR TENDENCY. *International Journal of Modern Trends in Social Sciences*, 4(15), 13–20. <https://doi.org/10.35631/ijmtss.415002>.



7. Groupthink, Leadership and Cohesiveness as Contexts for Quality of Decision-Making A Systematic Literature Review

ORIGINALITY REPORT

14%

SIMILARITY INDEX

11%

INTERNET SOURCES

4%

PUBLICATIONS

9%

STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of East Anglia Student Paper	1%
2	repository.stiemahardhika.ac.id Internet Source	1%
3	Submitted to Technological University Dublin Student Paper	1%
4	e-ijd.org Internet Source	1%
5	Submitted to London School of Commerce Student Paper	1%
6	Submitted to California Southern University Student Paper	1%
7	lutpub.lut.fi Internet Source	1%
8	www.coursehero.com Internet Source	1%
9	gtg.webhost.uoradea.ro Internet Source	<1%

10	myscholar.umk.edu.my Internet Source	<1 %
11	hrmars.com Internet Source	<1 %
12	www.ijariit.com Internet Source	<1 %
13	Submitted to University of Central Lancashire Student Paper	<1 %
14	Submitted to University of Wisconsin-Whitewater Student Paper	<1 %
15	Submitted to Digital Marketing Institute Student Paper	<1 %
16	Ermiyas Tsehay Birhanu, Mulugeta Awayehu Gugssa. "Employee cohesion and its influence on workplace learning: The lived experiences of public university lecturers in Ethiopia", Journal of Workplace Learning, 2024 Publication	<1 %
17	Submitted to University of Kent at Canterbury Student Paper	<1 %
18	scholarworks.bwise.kr Internet Source	<1 %
19	Submitted to Nanyang Technological University Student Paper	<1 %

20	econpapers.repec.org Internet Source	<1 %
21	staff-profiles.cqu.edu.au Internet Source	<1 %
22	www.coe.uga.edu Internet Source	<1 %
23	Submitted to University of Maine Student Paper	<1 %
24	Submitted to University of Reading Student Paper	<1 %
25	Submitted to Acknowledge Education Pty Ltd Student Paper	<1 %
26	esnam.eu Internet Source	<1 %
27	jaltcue.org Internet Source	<1 %
28	pdfs.semanticscholar.org Internet Source	<1 %
29	sites.google.com Internet Source	<1 %
30	econeurasia.com Internet Source	<1 %
31	nlist.inflibnet.ac.in Internet Source	<1 %

32	ore.exeter.ac.uk Internet Source	<1 %
33	uir.unisa.ac.za Internet Source	<1 %
34	Submitted to Hungarian University of Agriculture and Life Sciences Student Paper	<1 %
35	repositorio.ucv.edu.pe Internet Source	<1 %
36	journal.uniku.ac.id Internet Source	<1 %
37	jurnal.stie-aas.ac.id Internet Source	<1 %
38	scholar.dominican.edu Internet Source	<1 %
39	www.jisem-journal.com Internet Source	<1 %

Exclude quotes Off

Exclude matches Off

Exclude bibliography Off