

Bibliometric analysis of groupthink in organization: Cases study in the world



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Abstract A phenomenon that often occurs in an organization is groupthink. Groupthink is a concept that describes the habit of seeking consensus in organizations or groups; most of the results of this process are a terrible final decision and fatal to the organization. Research Objective To analyze groupthink in the organization. The method used in this study is qualitative research with a literature study approach. The data source in this study was taken from the Scopus database by entering the keyword "Groupthink AND organization" with the number of articles, namely, 63 documents. This study found that the global groupthink study from 1982 to 2022 was only 63 articles; this shows that groupthink studies within the organization have not been studied much. At the same time, groupthink is often found in an organization. The group think tank began to be widely studied from 2005 to 2022, although it is understood that it is not significantly experiencing a development trend. Next, during the time bracket from 1982 to 2022, groupthink was studied in terms of behavior, political group dynamics in organizations, decision-making, communication and legal cases in an organization and was widely encountered in the United States of America.

Keywords: bibliometric, groupthink, organization, world

1. Introduction

Effective decision-making can affect an organization's success in achieving goals. Everyone in the organization greatly influences decision-making; poor decision-making can occur when individuals have a mindset contrary to organizational goals (Cleary et al., 2019). A phenomenon that often occurs in an organization is groupthink. According to Matusitz & Breen (2012), groupthink is a concept that describes the habit of seeking consensus in organizations or groups; most of the results of this process are a terrible final decision and fatal to the organization. According to Kelman et al. (2017), groupthink is when a subordinate adjusts to leaders by withholding some opinions and producing inadequate and biased information. Organization think often appears in organizations because of the power of a superior who can encourage respect from subordinates, and there is pressure on conformity within the group.

Groupthink is a cohesive way of thinking of an individual or group in which the desire for consensus by group members overrides critical thinking and correct judgment. Groupthink refers to the distortion of a group's collective beliefs, resulting in a premature search for concurrent consideration, in which team or group members consciously or unconsciously suppress conflicting views and negative feelings about the proposal. Groupthink is one of the most prominent problems directors face. Groupthink occurs when everyone starts thinking the same, such as when people put unlimited trust in a leader.

The phenomenon of groupthink is often encountered in various groups. Previous research conducted by (Asniar & Sarwoprasodjo, 2019) found that groupthink occurs in community groups. The results of the study stated that groupthink is not always in groups that have high cohesiveness and in which there are provocative situations, but it can also occur in groups that do not always have the same thoughts or different opinions; the phenomenon of groupthink is also found in the student group of Universitas Airlangga, where this study states that groupthink influences students in determining career selection (Sudaryati & Kusuma, 2018). Research by (Hällgren, 2010) found that groupthink occurs in temporary organization groups.

Some previous studies that have examined groupthink include; Hällgren (2010) who in his research looks groupthink from the side of temporary organizations, Warfield (1995) looks groupthink from the side of Explaining ineffective Groups, (Schiano & Weiss, 2006) discusses groupthink from the side of information system security, examines groupthink from the side of Exploring identity and identification in organizations Friedman (2004) read groupthink from the side of learning to make more effective decisions, Kelman et al. (2017) look groupthink from the side of decision making, groupthink and decisiveness among U.S federal subcabinet executives, Charles et al., (1982) read groupthink from the side of Autonomous work groups, Matusitz and Breen (2012) examine groupthink from the side of practice in large group of reporters cluster around a news site, Moorhead et al. (1998) looks groupthink from the side of flawed decision-making tendencies in self-



managing teams, Polley et al. (2005) examines groupthink from the boundaries and obligations of work spirituality, Rosander et al. (1998) looks groupthink from the side of tendencies in authentic work groups, Ko (2005) studying groupthink from the side of organizational communication and cultural approaches in Hong Kong, Sims (1992) examining groupthink from the side of the relationship of unethical behavior in organizations, (Sims, 1992) examining groupthink from the compliance side of organizational information security policies, (Tetlock et al., 1992) examining groupthink from the side of dynamics in political groups.

Based on background presentation and literature review, it was found that groupthink studies are widely studied from the side of organizations that have poor communication between fellow workers and superiors, causing severe stress that leads to decisions that follow the least accepted choices; groupthink is also caused by organizational structure problems that always close Any action that might prevent a particular situation without discussion and involve all Work members and only focus on the organization. Some employees feel uncomfortable and dissatisfied at work, but like-minded employees themselves create a group within the organization. The existence of groups with the same thoughts and motivated by negative things is terrible for the organization; they directly oppose every order and decision of the leader, so they will likely betray the organization.

This research position examines and photographs the development of studies of groupthink globally. For the novelty of this study, the author will map the theme of groupthink studies based on previous research. Therefore, the results of this study can contribute to complementing existing research and can be further researched. Examples: Smith (2022), Smith & Silva (2019), Smith et al. (2016), (Smith, 2022; Smith & Silva, 2019; Smith et al., 2016).

2. Materials and Methods

2.1. Groupthink

Groupthink is a phenomenon where members of an interrelated group reinforce each other to reach agreements or decisions that can harm the group. Groupthink-related studies have been conducted for decades and have provided essential insights into group behavior and decision-making. Despite decades of research on groupthink, the phenomenon still appears in various situations, from corporate scope to government. This literature review will explain key concepts related to groupthink, including the causes of the emergence of groupthink in organizations.

Hällgren (2010) defines groupthink as a phenomenon in which members of interrelated groups ignore critical and alternative thinking to reach rapid agreement or consensus, even to the group's detriment. Markus also explained that the cause of this was social pressures and group norms that needed the group to think and act uniformly and avoid conflict and controversy. Groupthink causes the group to possibly overlook better options or alternatives to come up with decisions that are considered the easiest to achieve and by group norms (Kelman et al., 2017).

Bachman (1987) defines groupthink as a way of thinking of individuals carried out in a group with a very harmonious relationship and a high level of solidarity. Members' struggle for unanimity trumps their motivation to assess alternative actions realistically. In autonomous working groups, groupthink can be even more dangerous because groups can feel free to make decisions without supervision. Groupthink can hinder a group's ability to make quality decisions and pay attention to different perspectives.

Authors (2015) In the article "Organizational Communications in Hong Kong: A Cultural Approach to Groupthink" by Andrew Sai On Ko, Groupthink as cohesiveness in excess organizations causes a tendency to seek agreement to make up a vote and blind oneself to more realistic actions. However, in this study, Ko also emphasized the importance of considering cultural factors in understanding groupthink because norms and values related to culture can influence the way groups interact and make decisions. In the Hong Kong context, Ko shows how cultural factors, such as the tendency to avoid conflict and the emphasis on hierarchy, can influence the likelihood of groupthink occurring in organizations. Groupthink In the context of pack journalism, groupthink can occur when journalists influence each other to pursue the same news or the same point of view, even if it is inaccurate or does not represent the facts (Matusitz & Breen, 2012)

Groupthink can occur when security team members ignore or rule out more minor or unusual security threats simply because they do not want to acknowledge the existence of problems or disrupt the harmonious atmosphere within the team (Schiano & Weiss 2006). The article "Linking Groupthink to Unethical Behavior in Organizations" explains that in the context of unethical behavior in organizations, groupthink can affect the ability of individuals or groups to recognize and handle situations that give rise to conflicts of interest or corrupt activities (Sims 1992). This can happen because members of groups or organizations affected by groupthink tend to ignore or override ethical values and integrity to reach a consensus and maintain harmony within the group or organization.

Research conducted by Asniar & Sarwoprasodjo (2019) explained some of the symptoms of groupthink, including the following:

1. Immunity (invulnerability) is a belief that groups believe they are experts in overcoming problems, and it causes the emergence of optimistic thinking in risk-taking that is too bad for the organization.

2. Rationalization is a condition in which all group members collectively rationalize the decision to reduce a warning to echo assumptions.
3. Morality increases each member's confidence in what they feel; it makes each member believe not to vary morality in the group and see that existing ideas can motivate them.
4. Stereotyping is a condition in which all group members have specific thoughts about competitors who consider their competitors weaker and cannot compete with the group's abilities, causing group members to ignore opinions from outside the group.
5. Pressure is a condition in which group members pose a threat or pressure to group members who disagree with the decision of the majority, and it makes the view that the member is disloyal to the group.
6. Self-censorship is a condition in which group members automatically try to reduce doubts about decisions that have been determined by the group and always support every decision that has been chosen to avoid damaging group consensus.
7. Unanimity is a condition of equating all group members' opinions according to the idea of the majority. If there are members who do not voice their opinions, it is concluded that they support the majority vote.

Groupthink remains a rampant problem in various situations, and its effects can be devastating. However, by understanding the causes of groupthink and implementing strategies to prevent them, groups can make better decisions and avoid potential disasters.

The method used in this study is qualitative research with a literature study approach. The data source used in this study was taken from the Scopus database from 1982 to 2022. The keywords used in this study are: " TITLE-ABS-KEY (Groupthink) AND PUBYEAR > 1982 AND PUBYEAR < 2022 AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (SUBJAREA, "SOCI")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SRCTYPE, "j")) with a publication period of 1982–2022). The data found in a total of 63 publications were obtained and analyzed. Finally, this data set is converted to BibTeX format and imported into the bibliophily for Bibliometrix in analysis using R 3.6.3. It includes the distribution of countries/regions, year of publication, authors and keywords. Biblioshiny for bibliometrics is a Java software developed by Massimo Aria from the University of Naples Federico (Aria, M., & Cuccurullo, 2017). Biblioshiny combines the functionality of package bibliometrics with the ease of use of a web application using the Shiny package environment (Suardi et al., 2023; Huang et al., 2021) (Figure 1).

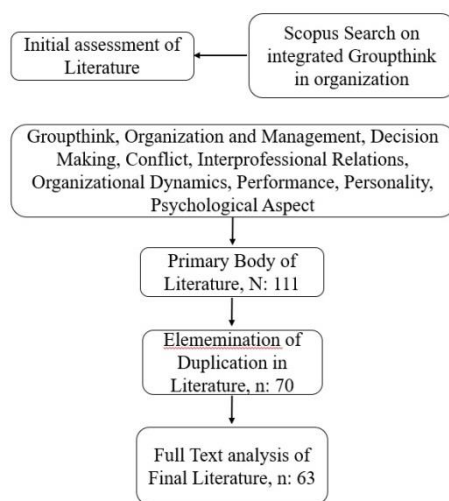


Figure 1 Data Sources and Data Collection Techniques.

Bibliometric analysis can provide various tools, including graph data, a data matrix for shared citation, merging, scientific collaboration analysis, and shared word analysis. In addition, network analysis, factorial analysis, and thematic mapping were performed. Note that these results can be visualized using a bibliometric application.

3. Results and Discussion

3.1. Annual Scientific Production

In this discussion, the author visualizes some graphic data to facilitate and understand the trend of groupthink studies globally. Figure 2 explains how the development trend of groupthink in organization studies globally. Studies on this topic have been conducted from 1982 until 2022.



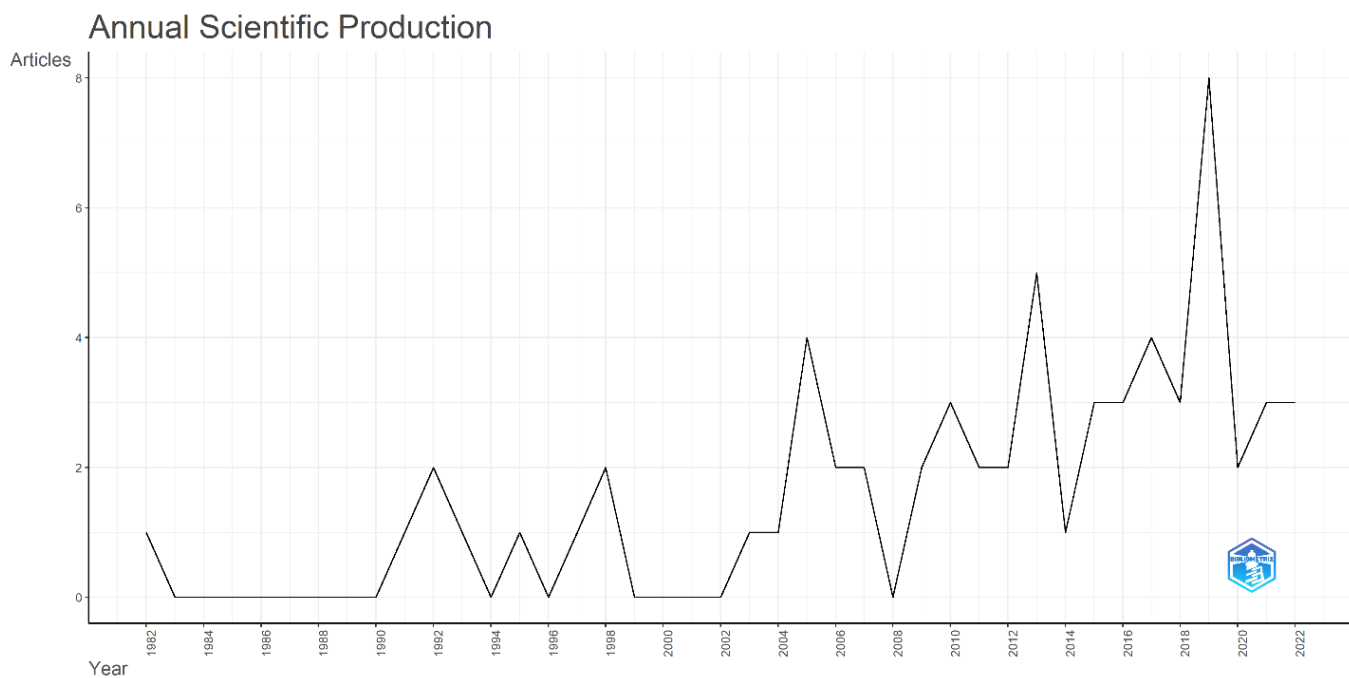


Figure 2 Annual Scientific Production.

From the data above, it can be understood that in the time brackets from 1982 to 1994, the highest production of scientific papers occurred in 1992 with two articles. Those who study in organizations. Tetlock et al (1992) examine groupthink from the side of political group dynamics in organizations. Furthermore, in the time bracket from 1996 to 2008, the highest annual production of scientific papers occurred in 2005, with the number of articles written by four articles (Baron, 2005; Scharff, 2005; Sai On Ko, 2005; Ernst & Chapin, 2005), which examines the role of groupthink in decision making, communication, and case law in an organization. In the period from 2010 to 2022, the highest annual production of scientific papers occurred in 2020, with a total of 8 articles written (Janis, 2008; Kamau & Harorimana, 2008; Riordan, Riordan, & Kent St. Pierre, 2008).

Figure 3 can be seen in the article production data by the author from year to year. The above data show that Mintz. A has the highest number of articles written about the study of groupthink in the organization from year to year, with a total of 4 articles, one of which is Mintz examines from the side of Public Policy Perspective (Barr & Mintz 2018). followed by Kelman’s 2 pieces, one of which Kelman looks from the side of Decisiveness (Kelman et al., 2023) and Sanders and other authors who study groupthink in the organization.

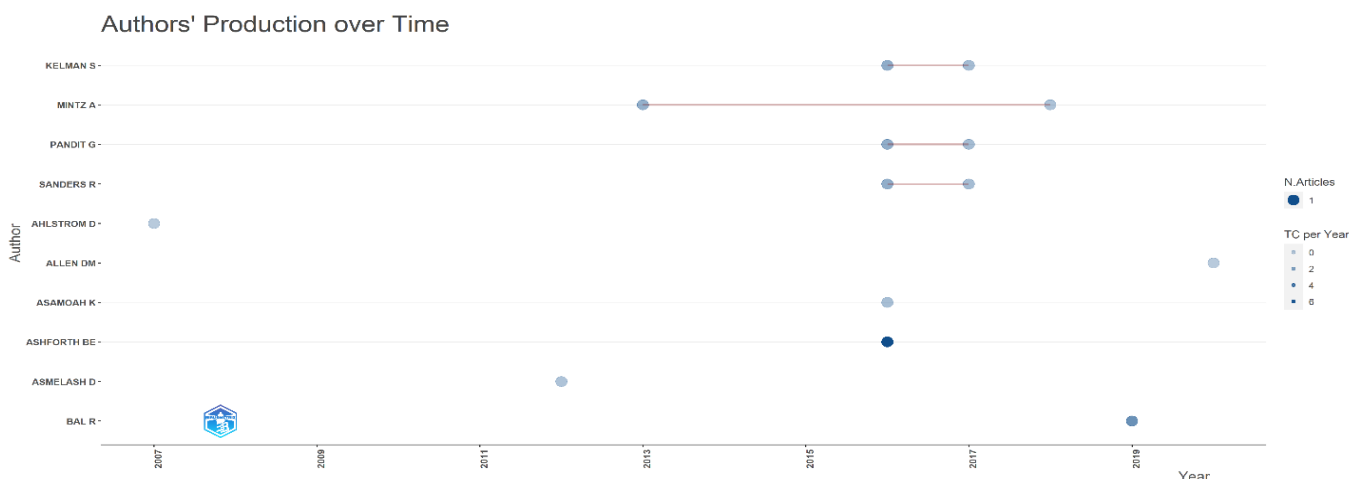


Figure 3 Author's production over time.

The picture above shows that many countries have conducted studies on groupthink in organizations, and it can be seen that the most cited document articles by the authors are document articles from the United States of America (U.S.A.A.). Since 1982, publications on groupthink in organizations in America have always experienced a significant increase (Turner & Pratkanis 1998). At the beginning of 1982, it only published two articles until 2022 (Figure 4). There were more than 40 articles published in America related to groupthink in organizations, followed by Document Articles from the United



Kingdom with ten pieces in 2022 as well as Australia, Sweden and Canada. Furthermore, we can see several journals that publish about groupthink.

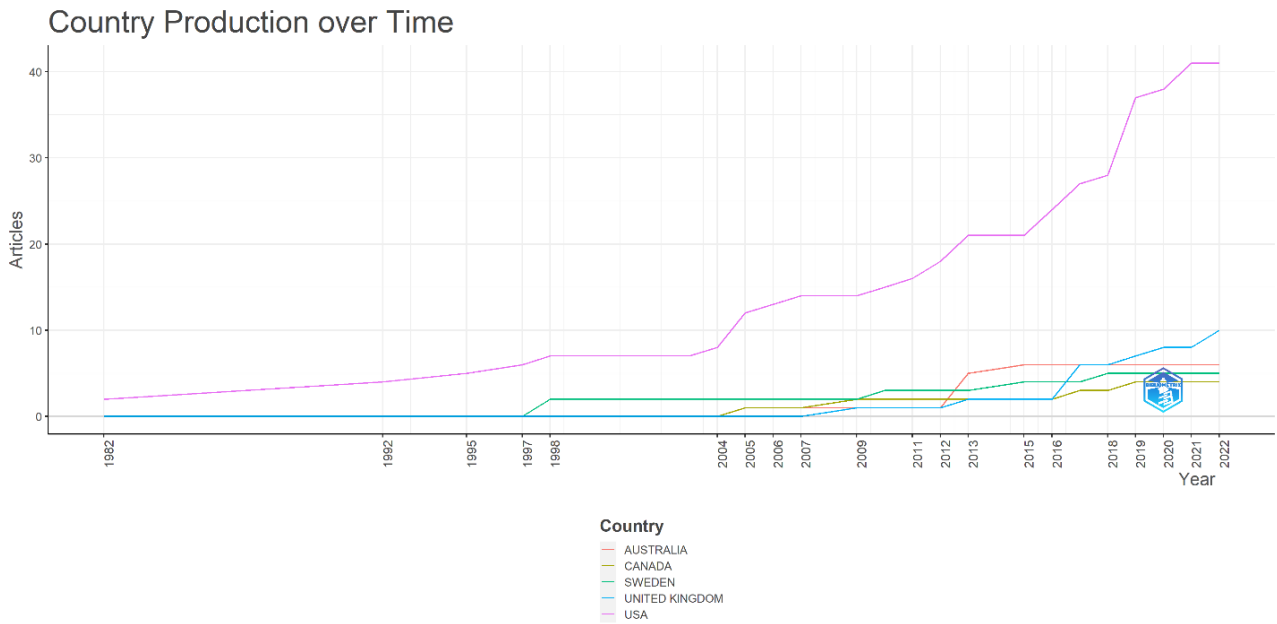


Figure 4 Most Global Cited Documents.

Table 1 shows a list of journals that publish articles on the topic of Groupthink in Organization. It can be seen that the Harvard Business Review journal published articles with a total of 2 articles, followed by the Human Relations journal with a total of 2 articles then the Policy Studies Journal with a total of 2 articles and followed by several other journals that also published articles on the topic of Groupthink in Organization studies.

Table 1 Publication by Source.

Document by Source (Journal)	Publication	Paper by Source (Journal)	Publication
Harvard Business Review	2	Journal Of Enterprise Information Management	1
Human Relations	2	Journal Of Health Organization and Management	1
Policy Studies Journal	2	Journal Of Human Behavior In The Social Environment	1
Business Horizons	1	Journal Of Leadership and Organizational Studies	1
Computers And Security	1	Journal Of Management History	1
Contemporary Politics	1	Journal Of Medical Ethics	1
Corporate Communications	1	Journal Of Personality and Social Psychology	1
Corporate Communications an International Journal	1	Journal Of Politics	1
Digital Journalism	1	Journal Of Public Affairs	1
E A M Economies a Management	1	Learning Organization	1
European Business Review	1	M.I.T..T. Sloan Management Review	1
European Journal of Contemporary Education	1	Management Communication Quarterly	1
European Psychologist	1	Media And Communication	1
Governance	1	Organizational Behavior and Human Decision Processes	1
Information And Computer Security	1	Organizational Cultures	1
International Journal of Disclosure and Governance	1	Public Administration Review	1
International Journal of Management Reviews	1	Public Relations Review	1
International Journal of Managing Projects in Business	1	Revista De Estudios Sociales	1
International Journal of Organization Theory and Behavior	1	Safety Science	1
International Journal of Organizational Analysis	1	Scandinavian Journal of Psychology	1
International Journal of Public Leadership	1	Simulation And Gaming	1
Journal Of Business Ethics	1	Systems Research	1
Journal Of Contingencies and Crisis Management	1	Technological Forecasting and Social Change	1



Figure 5 shows local journal data cited in studies on groupthink in organizations. For example, the Academy of Management Review journal cited 55 Article Documents, the Journal of Personality and Social Psychology cited 49 articles documents, and the Human Relations journal cited 45 articles documents that reviewed Groupthink in Organizations. Several other journal sources are also cited by the article as a reference in writing articles on groupthink in organizations.

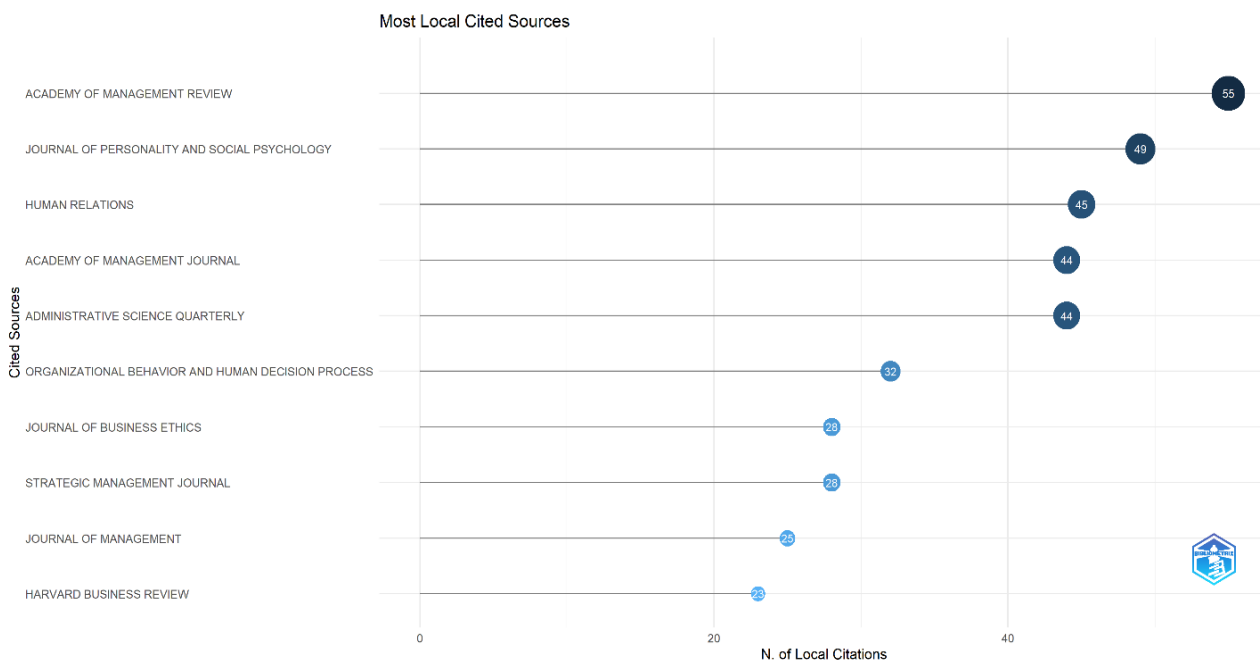


Figure 5 Most Local Cite Source.

Figure 6 shows the most relevant journal source data cited by each article on Groupthink in Organization studies. Of the many journals used as references by the authors, only Harvard business review journals, human relations journals, policy studies journals and journals toward social YSIS of money, finance and Capi are considered journal sources relevant to Groupthink in Organization. It can be seen that there are two articles, each citing relevant journal sources.

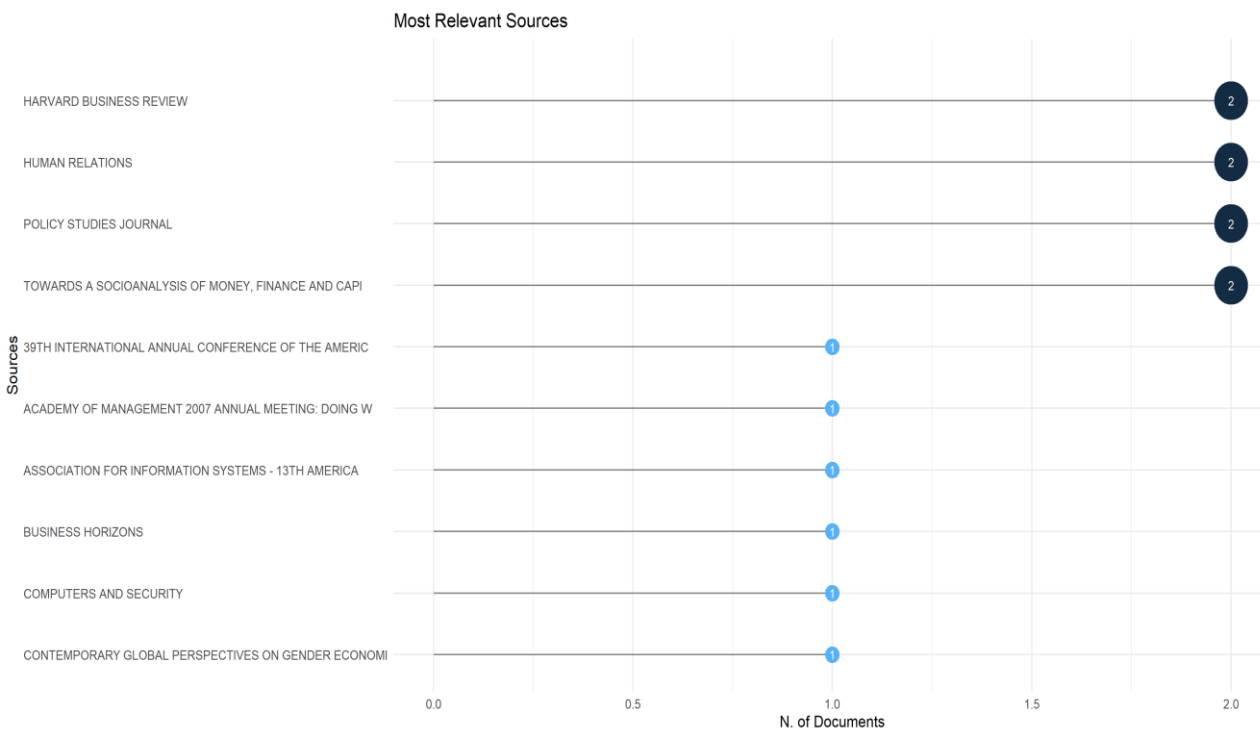


Figure 6 Most Relevant Source.



In Figure 7, you can see the keywords that appear most in the visualization of word frequency on the topic of study about groupthink in the organization. The word conflict that appears large in the data above shows that groupthink in organizations is often studied from the side of the competition, both in conflict resolution and management, as written by (Turner & Pratkanis 1994; Mok & Morris 2010). Then, there is the word decision, making which is also quite large appearing in the data above, showing that the study of a topic of groupthink in the organization is widely studied in terms of decision-making, both the decision-making process and others, as researched by (Neck & Moorhead 1995), (Baron, 2005) and (Lunenburg, 2010). The topic of groupthink in organization studies is also studied from the human side (Ónday, 2016), motivation (Turner & Pratkanis, 1994) and information (Sims & Sauser, 2013).



Figure 7 Word Cloud in Groupthink.

5. Final Considerations

Based on the presentation of the data and findings above, it can be concluded as follows. First, the global groupthink study from 1982 to 2022 has only 63 articles, which shows that the analysis of groupthink within the organization has not been studied much. At the same time, groupthink is often found in an organization. The group think tank began to be widely studied from 2005 to 2022, although it is understood that it is not significantly experiencing a development trend. From 1982 to 2022, groupthink was widely studied regarding behavior, political group dynamics in organizations, decision-making, communication and legal cases. This study is commonly found in the United States of America.

The limitation of the research is the data source, which relies on the Scopus database. For the consideration of using a Scopus database, first, as discussed earlier, the research topgroupthink is a relatively new field of research concerned with organizations and studies on a global scale, so other local databases are still less published. Second, the sample size limitation of research on groupthink may be limited to a relatively small sample, for example, only to one particular organization or group. This can limit the generalizability of research findings to a broader population. Third, cultural variations where research on groupthink has been done tend to focus on Western culture. Therefore, the generalizability of the findings to non-Western cultures may be limited. Although little has been discussed on groupthink, it has many implications for future research relating to the methodology used in collecting and analyzing data and substantive research findings.

The first future direction might logically be that conducting similar research on internal branding with a larger sample could improve the generalizability and statistical strength of the findings. Conducting comparative research between Western and non-Western cultures can help understand the influence of cultural factors on groupthink. Furthermore, research related to technological advances, such as digital communication platforms or social media, affects the event of groupthink in groups or communities.

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Ethical considerations

Not applicable.

Conflict of Interest

The authors declare no conflicts of interest.

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