THE INFLUENCE OF DOMINANT LEADERSHIP AND GROUP COHESIVENESS ON GROUPTHINK PHENOMENON IN THE DECISION-MAKING PROCESS: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

In collective decision-making, a phenomenon known as "groupthink" can happen when individuals of the group have a tendency to agree with the majority view, even when that view is not supported by reason. The primary objective of this study is to examine how group cohesiveness and leadership affect groupthink and how it affects the standard of decision-making. The outcomes of earlier studies are analyzed in this study using a methodical literature review approach. According to study findings, group cohesiveness and dominant leadership can raise the possibility of groupthink. Two factors contribute to this: (1) Dominant leaders frequently dictate how decisions are made, which limits group members' ability to participate and conduct discussions; and (2) Cohesive groups typically have a high degree of mutual trust, which makes it comfortable for members to voice differing ideas. The effectiveness of the decision-making process might be negatively impacted by groupthink.

KEYWORDS	*Groupthink, Dominant Leadership, Group Cohesiveness, Decision-Making*

INTRODUCTION

The group decision-making process often involves interaction between group members. This interaction can have a positive or negative impact on the quality of the decisions taken. One phenomenon that can have a negative impact on the quality of the group decision-making process is groupthink (Efendi & Sholeh, 2023).

Irving Janis, (1991) defined groupthink as the tendency of members of a group to hold the perspective of the majority, even when that opinion is illogical or

not in the group's best interests. Dominant leadership and strong group cohesion are two common causes of this behavior. (Callaway et al., 1985).

Groupthink may be more likely under dominating leadership since these individuals frequently control the decision-making process and disregard the views of those in the minority. As a result of their propensity to overlook evidence that contradicts the views of the majority, members in cohesive groups are also more likely to engage in groupthink.

Based on the problem above, this research aims to examine the influence of dominant leadership and group cohesiveness on the groupthink phenomenon and its impact on the quality of the decision-making process.

Literature Study

Decision-Making Process

Making choices from a variety of options or alternatives is a cognitive process known as decision making. According to (Reyna & Brainerd, 1991) this process entails assessment, evaluation, and selection based on the information that is currently available in order to get the intended outcome or solution. Evaluating the potential outcomes of each option and applying reason are further components of decision-making (Kahneman & Tversky, 2000). Making decisions is a crucial part of running a business, guaranteeing its success, and solving major issues. It is impacted by a number of variables, the most important of which are organizational and economic. Other elements that may be considered include social, organizational, personal, and psychological (Kozioł-Nadolna & Beyer, 2021).

According to (Hogg & Vaughan, 2010), decision-making is a social process that occurs in the context of interactions between individuals or groups. It emphasizes the significance of social factors like norms, values, and social influence and aids in understanding the variables that affect both individual and group decisions. Making decisions in an ethical setting requires taking into account moral precepts and guidelines, which place a strong emphasis on justice, moral rectitude, and the moral implications of morally righteous deeds (Rest et al., 2000).

Decision-making is a cognitive process that entails choosing amongst options or choices, according to a number of decision-making theories. To get the intended outcomes, it entails assessing, analyzing, and making decisions based on information. When decisions are formed in the midst of interactions between individuals or groups, they are referred to as social decisions. It also entails being aware of the variables that affect decisions made by both individuals and groups. Making decisions is crucial to running a business, attaining objectives, and solving significant issues that arise.

Groupthink

Groupthink, as defined by (Janis, 1971), is a defective decision-making process that takes place in extremely cohesive groups, when individuals suppress differences of opinion and concur with preexisting collective ideas. According to research by (Esser & Lindoerfer, 1989), groupthink can be recognized by eight symptoms: (1) limited thought; (2) coercion of members with differing viewpoints; (3) rationalization of poor decisions; (4) intensification of commitment; (5) limited

perception of threats; (6) creation of stereotypical enemies; (7) coercion of group members to concur on decisions; and (8) a decrease in originality and creativity.

According to (Turner & Pratkanis, 1994), group members' need to preserve their group identity is the reason behind groupthink. According to (Neck & Moorhead, 1995), groupthink can be avoided by putting many tactics into practice, including: (1) fostering an open environment within the group; (2) supporting differences of opinion; and (3) carrying out unbiased assessments.

Drawing from multiple hypotheses, it can be inferred that groupthink is a psychological occurrence that may impede the effectiveness of decision-making processes. Numerous internal and external variables might contribute to groupthink. Groups can reduce groupthink and enhance the caliber of their decision-making by being aware of its origins and symptoms.

Leadership

Stogdill, (1974) described leadership as an influence process with the intention of accomplishing objectives. According to research by (Kouzes & Posner, 2016) and (Maxwell, 2018), leadership entails inspiring and motivating others to realize common goals. According to this hypothesis, dominant leaders are better at persuading followers to accomplish objectives. One of the five dominant leadership styles is the dominating leadership approach, according to (Switzer, 2024). This method places a strong emphasis on control and authority, with the leader assuming a prominent position and giving the group clear direction. When prompt judgment and immediate action are needed, this leadership style is appropriate.

Theoretically, charisma, self-assurance, intelligence, and social skills are all internal qualities that great leaders possess from birth, according to the theory that dominant leadership is an innate feature. According to research by (Judge et al., 2002) extraversion, assertiveness, and self-confidence are examples of leadership attributes that positively correlate with effectiveness. (Anderson et al., 2015), claim that the evolutionary theory of leadership emergence explains why people choose dominating leaders. According to their argument, in unclear and dangerous situations, dominating leaders are better suited to safeguard and defend the group. In uncertain situations, people are more likely to choose leaders that exhibit dominant traits like narcissism, violence, and un-cooperation, according to (Grijalva et al., 2015). They contend that in an uncertain environment, dominating leaders offer a sense of certainty and firmness, which increases their dependability and effectiveness in leading the group.

We may conclude that dominating leadership is a type of leadership that prioritizes control and power based on the theories that have been discussed. Extraversion, self-assurance, assertiveness, ability to influence people, and ability to make decisions are characteristics of dominant leaders. When the group must make quick decisions or confront uncertainty or challenges, dominant leadership might be useful. Still, there are a number of drawbacks to dominant leadership, including the potential to: (1) stifle originality and creativity; (2) incite conflict; and (3) be ineffectual in circumstances that call for cooperation and participation. Dominant leadership has the potential to foster groupthink by leveraging these

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flaws. The group leader's power to coerce others into sharing their viewpoint is the root cause of this.

Group Cohesiveness

Although many studies acknowledge its significance, group cohesiveness is crucial for precise and consistent definitions, according to (Mudrack, 1989). Group cohesiveness is defined by (Carron & Brawley, 2012) as a growing skill that affects members' capacity to cooperate and accomplish objectives. Group cohesion is a thoroughly examined phenomenon linked to team performance and effectiveness, according to (Severt & Estrada, 2015). The function and structure of group cohesion in team contexts are important to understand, as meta-analyses show a substantial correlation between cohesiveness and team performance.

Group cohesion is defined by (Mullen et al., 1994), as the degree of attachment and cohesiveness among group members. The degree of group cohesion increases with the degree of attachment and cohesiveness among group members. The degree to which a group can objectively evaluate pertinent facts and potential solutions will determine how cohesive the group is and how well-suited it is for making decisions.

Group cohesiveness can be defined as the strength of the bonds that bind members of a group, based on the theories that have been presented. Another way to describe group cohesion is as a condition that is demonstrated by the group's propensity to stick together and work as a unit to accomplish practical objectives and/or satisfy members' affective needs. Members of groups with high group cohesion typically exhibit a high degree of solidarity. The likelihood of groupthink can also be raised by group cohesion. This results from a strong sense of camaraderie among group members, which makes them inclined to steer clear of disagreements or confrontations with one another.

RESEARCH METHOD

Research methode used in this study is Systematic Literature Review (SLR). SLR is the research methodology employed in this study. SLR is a technique for synthesizing scientific information to provide precise and reproducible answers to specific research questions, according to (Liberati et al., 2009). This approach aims to evaluate the quality of the evidence and incorporate all published data regarding the study topic. The SLR methodology seeks to lower the possibility of bias and improve transparency at each level of the review process by employing systematic and explicit approaches. It lessens prejudice in the choosing and incorporation of research, evaluates the caliber of the studies that are included, and provides an unbiased summary of them. Answering particular research questions is another goal of the systematic literature review (Kitchenham et al., 2009).

The literature from journal publications, as well as the proceedings of several indexed conferences, will be reviewed using the SLR approach in this study. A number of classic studies conducted prior to 2000 as well as further studies conducted between 2010 and 2023 in the areas of dominant leadership, group

cohesion, groupthink phenomenon, and the decision-making process will be included in the literature review.

There are three steps involved in a successful literature review: planning, carrying out, and reporting. Researchers identify the need for a review, formulate research questions, and draft a review methodology during the planning phase. Researchers choose primary research, extract, evaluate, and combine data during the conducting stage (Brereton et al., 2007; Kitchenham, 2007). A systematic literature review is typically conducted in eight steps, as stated by (Xiao & Watson, 2019). These steps include selecting the research topic, developing and approving a review protocol, looking for literature, screening literature for entry, assessing the quality of the literature, gathering data, compiling and analyzing data, and submitting findings. Xiao & Watson have shown these phases as seen in Figure 1.
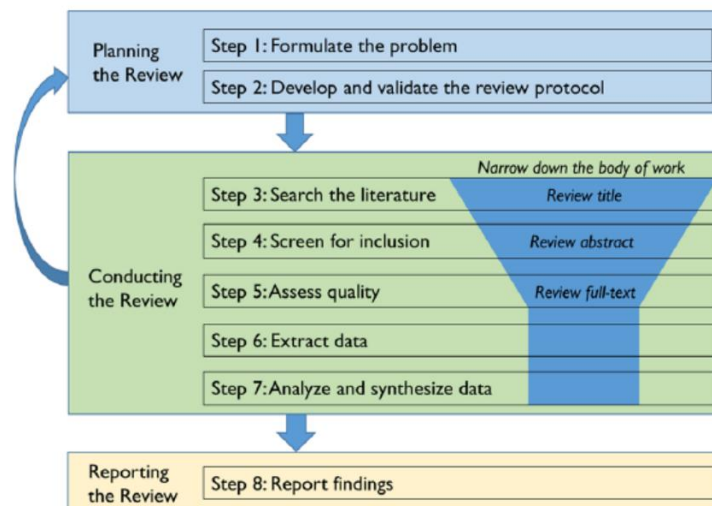

Figure 1. Systematic Literature Review Process

The following explanation can be given for the processes followed in this study in Figure 1, which adopted from the steps outlined by Xiao & Watson, 2019:

1. Formulate the problem: as stated in the problem formulation, the research question that needs to be answered in this research is "What are the results of the literature review on the influence of Dominant Leadership and Group Cohesiveness on the Groupthink phenomenon and its impact on the quality of the decision-making process?"
2. Develop the review protocol: determination of inclusion and exclusion criteria includes the title of the article, the relevance of the research topic to the focus of the planned literature review, research methods, the language used in the articles resulting from the search process in stage 3.
3. Search the literature: the sources of information used in this research are scientific journals indexed in search databases (Scopus, Researchgate, and Google Scholar), with search keywords including "groupthink", "dominant leadership", "group cohesiveness", "decision making". The selection of information sources is carried out by considering relevance to the research topic.

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4. Screening for inclusion: relevant literature is selected based on inclusion and exclusion criteria by considering research methodology, relevance to the research topic, and the quality of the findings presented.
5. Assessing the quality of the literature: the literature that has been selected in stage 4 is then assessed for the quality of the articles collected.
6. Data Extraction: relevant data from each information source is extracted using a predetermined format. The extracted data includes information about the research, research methods, findings, and conclusions.
7. Data Analysis and Synthesis: data extracted from each information source is analyzed and synthesized to identify relevant findings. These findings are then arranged in a systematic and easy to understand form.

Results presentation: findings from the synthesized literature are then compiled and presented in a descriptive conclusion to answer the research questions.

RESULT AND DISCUSSION

The results of this systematic literature review process can generally be depicted in the process chart in Figure 2.
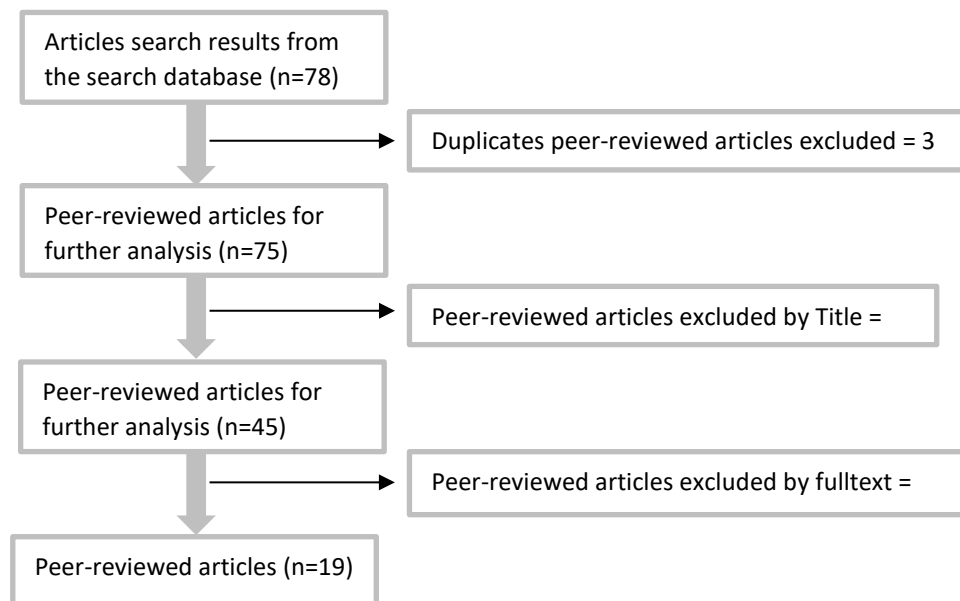

Figure 2. Systematic Literature Review Process Chart

After selecting 19 articles that were pertinent to the research topic through the search and selection process, the articles underwent an extraction procedure. Table 1 displays the list of article extraction findings.

Table 1. Article Extraction Results

No	Article	Variables & Research Method	Research Result
1	**Callaway, M. R., & Esser , J. K. (1984).** Groupthink: Effects of Cohesiveness and	**Variables:** . Group Cohesiveness . Decision-Making	The author comes to the conclusion that a highly cohesive group can result in groupthink, a condition in

No	Article	Variables & Research Method	Research Result
	Problem-Solving Procedures on Group Decision Making. Social Behavior and Personality: An International Journal, 12(2), 157–164	**Method** : Experimental The authors control group dynamics and decision-making procedures within a lab setting. To take part in this study, 128 students were chosen by the writers. Four groups, each consisting of thirty-two pupils, were formed. Subsequently, the author poses a decision-making task to the groups, asking them to decide whether or not to join a research project.	which the group avoids disagreement and concentrates too much on consensus, leading to poor decision-making. Using formal decision-making processes helps lessen groupthink's negative consequences.
2	**Callaway, M.R., Marriott, R.G., & Esser , J.K. (1985).** Effects of Dominance on Group Decision Making: Toward a Stress-Reduction Explanation of Groupthink. Journal of Personality and Social Psychology, 49(4), 949–952.	**Variables :** Domination Decision Making Groupthink **Method** : Experimental The author recruited 112 students and divided them into 28 groups of four for a laboratory research on the symptoms of groupthink and dominance. After being split up into high and low dominance circumstances, the groups were asked to consent to a study.	This study show that groups with strong dominance make better decisions and show less indications of groupthink than groups with low dominance.
3	**Mullen, B., Anthony, T., Salas, E., & Driskell, J. E. (1994).** Group Cohesiveness and Quality of Decision Making- An Integration of Tests of the Groupthink Hypothesis. Small Group Research, 25(2), 189–204.	**Variables :** Group Cohesiveness Quality of Decision Making **Method** : Meta-analysis The authors gathered information from seventeen earlier investigations. These studies assess how well group choices are made and how cohesive the group is.	The meta-analysis indicates that while group cohesion alone does not significantly affect decision quality, it does become relevant when strong cohesion is combined with factors such as consensus pressure and authoritarian leadership. This shows that groupthink may be more likely in environments with high cohesiveness.
4	**Lunenburg, F.C. (2010)** . Group Decision Making: The	**Variables :** Structure Group Culture Group Leadership	Lunenburg's data analysis revealed that these elements might be involved in the development of groupthink in

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No	Article	Variables & Research Method	Research Result
	Potential for Groupthink. International Journal of Management, Business, And Administration, 13(1), 1–6.	Characteristics Individual **Method** : Qualitative Applying qualitative research techniques, which include document analysis, observation, and interview data collection.	decision-making teams. Group-think can lead to poor decision-making because it prevents the group from weighing all of their options or potentially dangerous options.
5	**Sargo, S., Hardhienata, S., & Rubini, B. (2015)**. The Effect of Transformational Leadership, Personality and Group Decision Making to Organizational Citizenship Behavior. International Journal of Managerial Studies and Research, 3(9), 177–184.	**Variables :** . Transformational Leadership . Personality . Group Decision Making . Organizational Citizenship Behavior (OCB) **Method** : *Mixed-Method* This study combines quantitative and qualitative approaches in a sequential explanatory design. Using a questionnaire from 20 high schools, a correlational survey was conducted in the first phase. Tests for demographic homogeneity and data normalcy were performed. In the second stage, documentation studies, interviews, and observation were used to collect qualitative data from three high schools in Central Lampung Regency.	According to the study, group decision-making, personality, and transformational leadership all have a big impact on teachers' organizational citizenship behavior (OCB) in Lampung, Indonesia. 52.7% of the variance in teacher OCB may be attributed to these factors. Organizational justice, culture, dedication, emotional intelligence, motivation, and work satisfaction are a few more elements that affect OCB. To improve teacher effectiveness and the quality of education, educational leaders should take these elements into account when planning strategically and managing change.
6	**Severt , J.B., & Estrada, A.X. (2015)** . On the function and structure of group cohesion. Research on Managing Groups and Teams, 17, 3–24.	**Variables :** Interpersonal belongingness Group belongingness Social cohesion Task cohesion **Method** : Quantitative The authors used confirmatory factor analysis to test whether the four dimensions of group cohesion they measured could be grouped into two main functions of group cohesion, namely affective function and instrumental function.	The study reveals that group cohesion serves two primary purposes: the affective function, which is concerned with social acceptance and interpersonal belongingness, and the instrumental function, which is concerned with task cohesion and social cohesion. These two functions work in tandem to promote a sense of unity and the accomplishment of group objectives.

No	Article	Variables & Research Method	Research Result
7	**Zahara , A., Sarwoprasodjo , S., & Hamzah, H. (2017)** . The Influence of Group Leadership, Groupthink, and Tacit Knowledge in Group Decision Making: Case Groups Supervised by KSPPS Baytul Endeavor . Journal of Communication Science and Community Development [JSKPM], 1(4), 495–508.	**Variables :** Leadership Groupthink Tacit Knowledge **Method** : Quantitative In this study, thirty groups supported by KSPPS Baytul Ikhtiar received questionnaires that were used to gather data. Group leadership, groupthink, and tacit knowledge are all measured by the questionnaire. Regression analysis is utilized for data analysis following collection.	The study discovered a positive correlation between group leadership, tacit knowledge, and group decision-making, indicating that while groupthink has a detrimental effect on decision-making, greater leadership and tacit knowledge improve group decision-making.
8	**Cleary, M., Lees, D., & Sayers, J. (2019)** . Leadership, Thought Diversity, and the Influence of Groupthink. Mental Health Nursing, 40(8), 731–733.	**Variables :** . Leadership . Thought Diversity . Groupthink **Method** : Quantitative In this research, data was collected through questionnaires sent to executives and their team members. The questionnaire measures an executive's individual leadership style, the level of diverse thinking within the team, and the level of groupthink within the team. After the data is collected, the data is analyzed using regression analysis.	The study discovered that the degree of groupthink within a team is significantly influenced by the individual CEO leadership styles and the degree of diversity in thought within the team. Teams led by executives who model collaboration and participation have a tendency to exhibit lower levels of groupthink. But teams led by executives that adopt an authoritarian style of leadership typically exhibit higher levels of groupthink.
9	**Aziz, AI, Sharif, AA, & Mohammed, OM (2019)** Groupthink and Quality of Decision-Making Process Among the Top Managers of the Public Universities of Kurdistan Region.	**Variables :** . Groupthink . Decision-Making Quality **Method** : Quantitative The study utilized a quantitative survey design to gather data from 67 respondents at Kurdistan state universities, Iraq, and analyzed	Although members of the higher education committee in the Kurdistan area exhibit characteristics of groupthink, their decision-making process is good. Having strong educational credentials and pertinent experience can improve decision-making, regardless of demographic considerations.

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No	Article	Variables & Research Method	Research Result
	International Conference on Accounting, Business, Economics and Politics, 53–62.	using descriptive statistical techniques.	
10	**Lee, T.Y. (2020).** Group Cohesiveness and Organizational Commitment: Moderated by Transformational Leadership. Proceedings on Japan International Business and Management Research Conference (JIBM) Vol. 1(1), 9–14.	**Variables :** . Group Cohesiveness . Organizational Commitment . Transformational Leadership **Method** : Quantitative Regression analysis was used to examine the data collected from Taiwanese real estate workers via surveys regarding transformational leadership, organizational commitment, and group cohesiveness.	According to the research, there is a positive association between organizational commitment and group cohesiveness. This relationship may be moderated by transformational leadership, which could either strengthen or decrease it.
11	**Brandford , S. A., & MacDonald, D. S. (2020).** The Effect of Groupthink on Institutional Productivity: A study of Federal Tertiary Institutions in Taraba and Adamawa States of Nigeria. IOSR Journal Of Humanities And Social Science (IOSR-JHSS, 25(2), 13–23.	**Variables :** . Groupthink . Productivity **Method** : Quantitative In this study, 100 employees of five state universities in Taraba and Adamawa, Nigeria, received questionnaires that were used to gather data. The survey gauges institutional productivity and groupthink. Regression analysis is utilized for data analysis following collection.	Higher levels of groupthink lead to poor decisions and potential dangers because they ignore alternatives and potential risks, which has a detrimental influence on institutional efficiency.
12	**Henriques, G. (2020).** Groupthink and the Evolution of Reason Giving. In Groupthink in Science: Greed, Pathological Altruism, Ideology, Competition, and Culture (pp. 15–25). Springer International Publishing.	**Variables :** Groupthink Giving Reason **Method** : Qualitative In this study, data is collected through studies case to two group scientist, that is groups that experience groupthink and groups that do not experiencing	This study demonstrates how groupthink can impair reasoning. This is due to the fact that groupthink may incite participants to provide false, inaccurate, or no justification at all.

No	Article	Variables & Research Method	Research Result
		groupthink. Data is collected through interviews, observations, and analysis document.	
13	**Miller, G. W., Benesh, J., Leahy, M. J., & Blount, B. (2020).** The Individual Executive Leader in Groupthink.	**Variables** : . Leadership style . Groupthink **Method** : Quantitative Executives and the members of their teams who answered the questionnaires were the source of data for this study. The executive's individual leadership style and the degree of groupthink in his team are measured by the questionnaire. Regression analysis is used to examine the data after it has been gathered.	The study show that an executive's leadership style has a major effect on the amount of groupthink that occurs in their organization; lower levels of groupthink are associated with participative and collaborative styles.
14	**Brandford , S. A., & MacDonald, D. S. (2020).** The role of Team-based leadership in averting groupthink and enhancing institutional productivity: A Study of Federal Tertiary Institutions in Adamawa and Taraba States of Nigeria. IOSR Journal Of Humanities And Social Science (IOSR-JHSS, 25(2), 41–49.	**Variables** : . Groupthink . Polythink **Method** : Mixed Method Using a survey and stratified random sampling, the study looks at how groupthink affects institutional productivity in five Federal tertiary institutions in Nigeria between January and December 2019.	The study's findings suggest that groupthink tendencies can affect how judgments are made in groups and result in less wise choices. Effective team-based leadership, however, can boost institutional efficiency and counteract the negative impacts of groupthink. The study's respondents said that if their institutional leaders embraced team-based leadership, they would be more inclined to make innovative contributions and optimize institutional efficiency.
15	**Grube, D.C., & Killick, A. (2021)** . Groupthink, Polythink and the Challenges of Decision-Making in Cabinet Government **.** Parliamentary Affairs, 76(1), 211–231.	**Variables** : Groupthink Polythink Decision-Making **Method** : Qualitative In this research, data was collected through case studies of two government cabinets in	According to Grube and Killick's data analysis, David Cameron's cabinet experienced polythink in 2016 when they disagreed on leaving the European Union, which resulted in a referendum, while Tony Blair's cabinet experienced groupthink in 2003, which led to the futile Iraq attack.

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No	Article	Variables & Research Method	Research Result
		England, namely the Tony Blair government cabinet (1997-2007) and the David Cameron government cabinet (2010-2016). Data was collected through interviews, observation and document analysis.	
16	**Man, M., & Rajbhandari , S. (2022).** Dominant Leadership Styles: A Multi-Flex leadership styles blend towards the Educational Effectiveness. Journal of Educational Thought, 55(1), 69–88.	**Variables :** Dominant Leadership Multi-Flex Leadership Educational Effectiveness **Method** : Quantitative Data for this study was gathered by sending questionnaires to 267 respondents who worked as principals and instructors in Nepalese high schools. The questionnaire assesses educational efficacy, multiflex leadership style, and dominating leadership style. Regression analysis is utilized for data analysis following collection.	The study reveals a negative link between dominant and multi-flex leadership styles, but a favorable correlation between multi-flex leadership style and educational effectiveness. Thus, it is imperative that leaders in education embrace a multi-flex style of leadership.
17	**Tarmo , CG, & 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.	**Variables :** Groupthink Factors groupthink determinant Culture collectivism Decision-Making **Method** : Study Case Researchers conducted a study on groupthink in Tanzanian public organization decision-making, interviewing 97 participants to understand their experiences and factors influencing the process.	The study reveals that in Tanzanian public organizations, groupthink is common and is affected by consensus-seeking, strong leaders, and shared viewpoints. Collectivism culture, which values unity over divergent viewpoints, is another factor influencing this phenomena.
18	**Ahmed, I., Khan, HH, Zaman, NU, Ahmed, W., & Nabeel ul Haq , S. (2023).** Effect of Deep-Level Workforce Diversity on Group Cohesion: The	**Variables :** Deep-level Workforce Diversity Group Cohesiveness Leadership **Method** : Quantitative	According to the study, group cohesion is severely impacted by profound workplace diversity, and group cohesion decreases with larger levels of variety. This relationship can be moderated by team

| No	Article	Variables & Research Method	Research Result
	Moderating Role of Team Leadership. Research Journal for Societal Issues, 5(1), 255–273.	Data for this study was gathered by sending questionnaires to 200 teams at a Pakistani company. The survey gauges team leadership, group cohesion, and deep-level diversity in the workforce. Following data collection, path analysis was used to examine the link between various factors.	leadership, and it can be strengthened by participative and collaborative leadership. It is weakened by autocratic leadership, which can make it difficult for group members to voice different viewpoints. Group cohesion is thus diminished by inner-level labor variety, but it can be enhanced by team leadership.
19	**Wen, S., & Ma, J. (2023).** The Effects of Dominance-based and Prestige-based Leadership on Employee Well-being: A Moderated Mediation Model **.** SHS Web of Conferences, 169, 01055.	**Variables :** Dominant Leadership Prestige-based Leadership Well-being Employee **Method** : Quantitative Data for this study was gathered by sending questionnaires to 267 workers at a Chinese company. The survey assesses staff well-being, prestigious leadership, and domineering leadership. Path analysis was used to assess the data once it was gathered. A statistical technique called path analysis is employed to examine the correlation between multiple variables.	According to the study, employee well-being is positively impacted by distinguished leadership and negatively by domineering leadership. An employee's position inside the company may have an impact on the link between these two variables. Workers at lower levels are more vulnerable to the authoritarian and coercive leadership styles that are prevalent in the workplace.
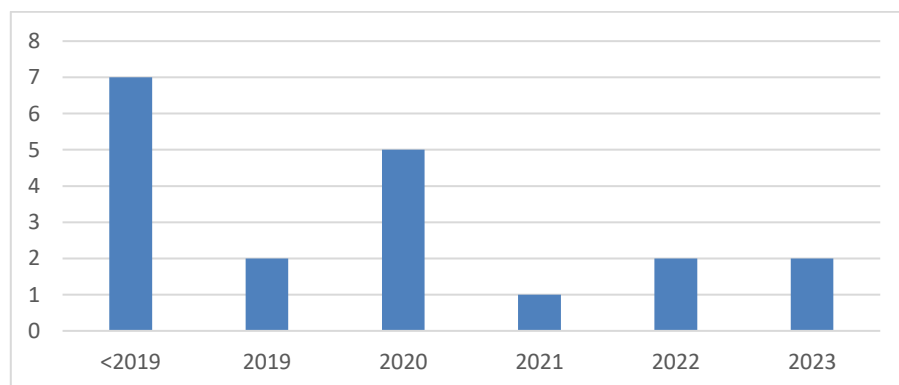
Figure 3. Distribution of Articles Based on Publishing Year

The variables examined by articles can be categorized into four groups: decision-making, group cohesiveness, leadership, and groupthink. Table 2 displays specifics regarding the quantity of articles according to research variables.

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Table 2. Number of Articles Based on Research Variables

Variable	Number of Articles	Percentage
Leadership	13	23%
Group Cohesiveness	13	23%
Groupthink	14	25%
Decision Making	17	30%

The decision-making variable has been studied the most, with 17 articles (30%) followed by groupthink with 14 articles (31%), leadership with 13 articles (23%), and group cohesiveness with 613 articles (23%).

Discussion

The following represents the impact of group cohesion and dominating leadership on groupthink and how it affects the standard of the decision-making process, as indicated by the study article extraction table:

The influence of dominant leadership on the groupthink phenomenon

According to research findings (Mullen et al., 1994) groupthink may rise under dominating leadership. This is due to a number of factors, including the following: (1) Dominant leaders often control the decision-making process, which limits the opportunity for discussion and group participation; (2) Dominant leaders frequently impose their opinions on others, which reduces the diversity of perspectives within the group; and (3) Dominant leaders frequently foster an environment that encourages the emergence of consensus, even when that consensus is not supported by reason. This study also discovered that organizations led by dominant individuals typically exhibit greater signs of groupthink, including: (1) inflated views of outside dangers; (2) limited focus on problem-solving techniques; and (3) pressure to reach a consensus; (4) Takedown of anomalies. This demonstrates how a culture of dominating leadership can foster groupthink. Dominant leadership can reduce employee welfare because this leadership can make employees feel stressed and uncomfortable. Dominant leadership can also make employees feel they have no control over their work (Wen & Ma, 2023)

Dominant leadership can raise the likelihood of groupthink for a number of reasons, such as not having control over the decision-making process, not delegating to group members, and not creating an atmosphere that fosters consensus (Callaway et al., 1985) A person's perception of outside influences, their clear orientation toward problem solutions, their dedication to reaching a consensus, and their openness to sharing ideas are all variables that might contribute to groupthink. This demonstrates how strong leadership can induce groupthink (Callaway et al., 1985), lessen the impact of education (Man & Rajbhandari, 2022), and give workers a sense of powerlessness over their work (Wen & Ma, 2023).

The influence of Group Cohesiveness on the phenomenon of groupthink

Research results from (Callaway & Esser, 1984), show that group cohesiveness can increase the risk of groupthink. This is caused by several factors, namely: (1) Cohesive groups tend to have a high level of mutual trust, so that group members

feel comfortable not expressing different opinions; (2) Cohesive groups tend to have the same goals, so group members feel motivated to support decisions taken by the group; (3) Cohesive groups tend to have a culture that prioritizes consensus, so group members feel uncomfortable taking risks by expressing different opinions.

In research conducted by (Callaway & Esser, 1984), it was found that cohesive groups tend to have more symptoms of groupthink, such as: (1) Exaggerated perceptions of external threats; (2) Narrow orientation towards problem solutions; (3) Pressure for consensus; (4) Crackdown on irregularities. This shows that group cohesiveness can also create an environment conducive to groupthink.

In research conducted by (Tarmo & Issa, 2022), it was found that a strong collectivist culture encourages group members to prioritize group harmony rather than expressing different opinions. A different opinion from research (Lee, 2020), explains that group cohesiveness can create a positive and supportive work environment. According to (Severt & Estrada, 2015), group cohesiveness has two main functions, namely affective function and instrumental function. These two functions are interconnected and complement each other. The affective function is important for building a sense of togetherness and bonds between group members, while the instrumental function is important for achieving group goals.

It can be concluded that high group cohesiveness can increase the risk of groupthink due to factors such as group members who are willing to take different risks, share the same goals, and practice a culture of consensus building (Callaway & Esser, 1984), group members who have related traits with groupthink (Callaway et al., 1985) such as deep beliefs, orientation towards problem solving, support for consensus. A collective mindset encourages group cohesiveness from different approaches (Tarmo & Issa, 2022). Different opinions from (Lee, 2020) group cohesiveness can create a positive and supportive work environment.

The Impact of Groupthink on the Quality of the Decision-Making Process

Research conducted by (Grube & Killick, 2021) shows that groupthink can cause groups to make bad decisions. Meanwhile, research (Brandford & MacDonald, 2020) explains that groupthink can reduce institutional productivity because it can cause: (1) Bad decisions, because the group does not consider all relevant information and does not consider available alternatives; (2) Employee dissatisfaction, because employees feel they are not heard and their opinions are not valued; (3) Internal conflict, because group members feel uncomfortable with the consensus that has been made.

Research conducted by (Tarmo & Issa, 2022), found that the determining factors for groupthink include: (1) Leaders who have a large influence on group members; (2) Similarity of opinion among group members; (3) The desire to reach consensus. In research (Sims, 1992), it was found that groupthink had contributed to unethical behavior in organizations, where the results of case studies in the research showed that groupthink had caused the organization to make unethical decisions.

It can be concluded that groupthink can have a negative impact on the quality of the decision-making process, namely: (1) Groupthink can cause irrational and ineffective decision making; (2) Groupthink can lead to unethical and immoral

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decision making; (3) Groupthink can cause damage to relationships between group members.

CONCLUSION

Based on the results of the systematic literature review that has been discussed, the research questions in this study can be answered in the following study results:

The influence of dominant leadership on the groupthink phenomenon

Dominant leadership can have an influence in increasing the risk of groupthink, because dominant leadership tends to control the decision-making process, thereby limiting the space for discussion and participation of group members, delegation to group members and a lack of environment that allows effective discussion.

The influence of Group Cohesiveness on the groupthink phenomenon

The likelihood that groupthink phenomenon will arise can be influenced by strong group cohesiveness. Members of the group who are prepared to take different risks, who have similar objectives, and who cultivate a consensus-building culture are some of the reasons for this. A communal mentality promotes group cointegration in a number of ways. While some research findings indicate that group cointegration can foster a constructive and encouraging work atmosphere, a comprehensive analysis of multiple studies indicates that cointegration is more common in organizations whose members are very cohesive. members in the group feel uneasy voicing differing views because of the high levels of mutual trust and consensus-building practices.

The Impact of Groupthink on the Quality of the Decision-Making Process

Three factors can contribute to the groupthink phenomenon's detrimental effects on the quality of the decision-making process: (1) irrational and ineffective decision-making; (2) unethical and immoral decision-making; and (3) groupthink phenomenon-induced harm to relationships amongst group members. Unproductive, unethical, and harmful relationships amongst group members can also result from the groupthink phenomenon's deleterious effect on the caliber of the decision-making process. Consequently, it's critical to address the variables that contribute to the phenomena of groupthink in order to enhance the caliber of the decision-making process.

The aforementioned research findings, analyzed and synthesized, indicate that group cohesion and dominating leadership have an impact on the phenomena of groupthink and the quality of decisions are made. Group cohesion and dominant leadership might raise the possibility of groupthink, which can reduce the quality of the decision-making process. As a result, in order to avoid groupthink and raise the quality of the decision-making process, it is critical to consider these aspects.

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