

# The Study of The Effect of Group Thinking on Manager's Decision making

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**Abstract---** The aim of this study is "To investigate the role of group thinking on decision making of managers in governmental organizations." Hypothesis of the research focused on eight symptoms of group thinking and three variables of gender, educational degree, and years of service. The study was descriptive and data was gathered using a group thinking questionnaire developed by the researchers. The questionnaire contained 20 close-ended items and its reliability was computed to be 0.85. Population of the study included all experts of agriculture-Jihad organization. Stratified sampling was also used to balance the participants' educational degree.

**Keywords--**Group Decision Making, Decision making, Group Thinking,

## I. INTRODUCTION

MANAGEMENT is a process of decision making or choosing a way between different solutions. In this process, every body before choosing solution should think about the result of that. In this important step, if we don't think about effective aspects on decision making the decision does not have a good result other wise maybe because of the management's idea the employee's doesn't intervene in this decision, this being silence and all accepting one person's decision is called "group thinking". Most of the management's time is spending for decision making and solving problems. The responsibility of management isn't possible without decision making and we can analyze management on the base of decision making. Some authority knows management a definition with decision making and they know it an important part of management[1:15].

The complexity of organizations and the changeable environment of them are some reasons that it causes manager for decision making use of adviser's idea expect them self to decision making. Decision making by a group needs some effective conferences. Everything that an organization can manage a conference more effective group decisions will be more effective. These conferences are effective for changing information and making important decisions.

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This is possible when these conferences have a good management and these conferences should have common goals. Conference, is a group from different part of organization that for doing specific responsibility continual or temporary they gather with each other[2:101]. In this conferences is manger and many specialists, but about final decision one person make decision that this person is manager and other follow the manger. Sometimes when the group has much fluency it causes to everybody follows the most prevailing decision and this is group thinking. Because decision making by a group is important and it has some effects on organization, this paper wants to analyze the effect of group thinking from the sight of specialists of agriculture ministry of Kerman and present some useful and proper solutions.

## II. THEORETICAL BASIS OF INQUIRY

Decision making is the most important duty of all managers; as reported by Saimon; management is equal to decision making, decision making is choosing the best solution from different solutions for solving a problem[1:35]. Organizational decision making has two important processes:

1-Recognizing the process of problem: this step is for controlling the conditions in order to get our function is satisfying or not by this we can demonstrate problems.

2-The process of solving problem: in this step we analyze different solutions for solving problem after that we choose one of them for using [3:685].

In the process of decision making, time and human relations are two important agents that lead our organization to developing decision making has different steps that we have some views about them: Robins says the process of decision making has 8 steps:

- Determining the problem.
- Determining the standards of decision making for solving the problem.
- Giving some points for these standards.
- Determining variants and their reliability.
- Analyzing the standards and points.
- Choosing the best variant.
- Carry out the decision.
- Assess the effect of decision [4].

Herberet Saimon says decision making has three steps: Information, design, choosing.

Information: providing good condition for decision making.

Design: finding the solution, examines the possibility of doing.

Choosing[5:207-211].

An effective manager should not resort to any problem which is for her employees but he should solve important problem, so managers should not decision making for every small problem, they should resort them to their employees [6:142].

### III. GROUP DECISION MAKING

Group is an organized system with people with common manners, needs and common goals and they effect on each others thinking[7:82]. This group has lots of knowledge, they present various point of view and they increase the rate of accepting one decision and provide a condition for an experienced employees. A thing that is important in group is its fluency, generally using group in decision making needs the member's agreement in that field.

### IV. GROUP THINK

One of the important aspects of group that is problem in decision making is "group thinking". The groups that have more fluency are more successful but this kind of groups has real problems, one of this problems is group thinking. When group thinking can effect on the thinking of group may cause some problems for decision making. In this way, group don't analyze different solutions and just it focuses on some few solutions. Group may do not accept negative point of views and just accept some solutions that confirm the group's idea.

Group thinking is a word that for the first time used by social psychologist "Eroing Genis" in 1972. When a group makes a false decision we call it "group thinking" and because of the pressure that there is on the members of group using of brain, testing the realities and justice will decrease. The groups that have group thinking they do not use of solution and they use of the ways that has a bad effect on other groups. When a group is ready for group thinking that the members of it have had common needs and ideas and don't attentions to the others people idea and there are not any roles in decision making[8:40]. Group thinking is one of the attractive models in the field of behavioral science. When a group is like this a decision without any helpful effect was made and have some weak results [9:873]. Group thinking is a problem that destroys the group capacity for making proper decisions [10:40]. Group thinking is a barrier for relations because the group members try to decrease the aggression and without analyzing the ideas accept them[11:139]. The groups like this because of their tendency for achieving to agreement they make some weak decisions[12:351]. One the base of Jani's theory, the conditions that causes group thinking in some group are: high fluency because of having a feeling of power when you are a member of group, structural specialty including keeping group from criticizers or some challenging information, being a leader and thinking unilateral. There isn't any manner for processing the information and making the ideology of member's convince, situations including a bad feeling because of out pressure and member's self-respects because of their failure. Further more, there are three backgrounds that causes group thinking: the leader's ability for

prescribing that at first he speak about his priority to lead the group astray because of connected experts and time limitation as a factor for making a bad sense and an obstacle for developing the compiled prescription for decision making [13:73-83]. Janis, compiled most common specialties of group with high fluency in decision making that are responsible for some political scandal. The main factor of this phenomenon is the group developing to be isotropy. Going to a side by group it guides group for isotropy. Generally two hypotheses from group thinking were examined that both were include making weak decision and a decision without a good quality. Ahl Finger and Asral (2001) with a new way of thinking they analyze more hypotheses about group thinking and of course they analyze the effect of leader's specialty and member's morale in group thinking. On the basis of these finding the groups that have a leader with a feeling of success makes more problems in group thinking that deduce less argument about reality and making a decision faster. Also they said the group with more compatible members is more possible to have group thinking [14:31,38-39]. Decisions with the best quality are for group that doesn't have a high fluency. The groups with high fluency that doesn't have a proper application for decision making they tend to make the weakest decisions. We can say that in group thinking there is the deficit of agreement and high self confidence between the members of group for decision making [15:157]. Witnesses shows that contrast have an important role in group thinking. Different factors and techniques that causes less contrast in government shows that generally, contrast in government is that main factor for fluency. The members of group tend to follow data, view points and superseding that presented by leader of group. Group thinking is an important danger but limited for the quality of policy making of the government (16:102-104). In a research called "the effects of your idea on the choosing or designation of managers" it show that a person who chooses manager choose a person who has similar qualities like himself such as (age, sexuality, nationality) and similar thinking. The findings of research shows that are a positive relation, this relation is logical. The possibility of this relation can be explaining on this way: between two dimensions of group thinking, researchers having much fluency in groups bring group thinking. Generally, groups with a little fluency can make a better decision. The groups without any fluency have some contradiction between members of group that this doesn't let to the group to make a decision. Research shows that the groups with high fluency have group thinking and can't choose the best solution for the group. New where is the rote of this group thinking? It is so rational that if we say that similar people means people with the same university and same major or people with the same nationality or people with the same religious thinking are so agree with each other and are unanimity and this agreement cause when they want to make a decision there is not different solutions and all think like each other. This kind of thinking that is because of their same of experiences. In this group with high fluency if a person hare different ideas he can't express it. In this condition to things happen: first maybe the person accepts other's opinion and do

as others do maybe others reject him [17:24]. So group thinking because of choosing persons like each other is proving and rational.

#### V. METHOD OF RESEARCH

With attention to the essence of subject and the research goals, this research is a descriptive research and information directly get from the people. In descriptive studies the goal is identical describing of a situation or a subject [18:62]. In this research from mater society with size 296 person, elect 196 people being selected using Krisji-Morgan sampling table. 296 people that elect 196 men and 48 women are with B.A degree and 51 men and 1 woman are with M.A degree. After determining these people with using of proper method we start to choose the samples. In this research from the main society with 296 populations about 196 people chooses on the base of the Krisji- Morgan sampling table. After that for doing the ratio between people for their degrees we used of choosing people by level on the base of this method 112 man and 27 woman with B.A degree and 29 man and 1 woman with M.A degree were chosen.

For examining group thinking we have 8 hypotheses:

- 1- In manager's decisions there is an invulnerable imagination.
- 2- In manager's decisions there is escaping from a rational critique.
- 3- In manager's decisions there is a group prejudice.
- 4- In manager's decisions there is a centering.
- 5- In manager's decisions there is the pressure for members.
- 6- In manager's decisions there is converting from the group's mistake.
- 7- In manager's decisions there is unanimously and illogical agreement.
- 8- In manager's decisions there is congregating the opposed information.
- 9- There is a difference between expert's ideas.

Uses from the questionnaire that has 20 question that are organized on the base of Likert spectrum.

In this research for determining the permanent of questionnaire uses of the Alpha Kronbakh Test.

$R_a$  = the permanent index of the all test.

$s^2_j$  = the test questions variance.

$s^2$  = the all test variance

$$r_a = \frac{8}{8-1} \left(1 - \frac{5}{20}\right) = 0.85 \quad [19:463].$$

The permanent index of questionnaire for group thinking, in this study with using of the permanent questionnaire formula that being safety for organization is 0.85. This shows the high permanent of tools that are used in this research.

For testing the Validity of questionnaire used of containing and superficial. Validity containing is a kind of Validity that usually uses for the analyzing of the components of tools [20:16].

The Validity containing tools are introducer of the special skills that researcher tries to measure them. Validity containing

usually determines by experts, so Validity containing need to the arbitrator's judge. Validity superficial is one of the specialties of Validity containing and pays attention to the question of test that how they are similar for this subject that used for measuring. The questionnaire used in this research uses of superficial and containing analyzing the data in this research done by the SPSS software and in two level descriptive statics and inference statics. In the descriptive statics level we uses of marked like abundance and percent and in the inference statics we uses of Khi-Do test.

#### VI. FINDING OF RESEARCH

First theory: in manager's decision there is invulnerable imagination.

the results relevant to the first theory shows that the most percent of abundance is about the average choice with the amount of 50.55 that shows the agreement of people about first theory was average and the results of Khi-Do test about this theory shows that between abundances there is a difference means the observed Khi-Do with the amount of 42.11 is bigger than the Khi-Do in the chart with amount of 5.99. There is a difference between the expert's idea and they believe that the decision doesn't have any problem and are invulnerable.

Second theory: in manager's decision there is escaping from rational critique.

The results relevant to the second theory shows that the most abundance was for the average with the amount of 45.76 that shows the percent of peoples agreement about the second theory is average. The results of Khi-Do test about this theory shows that between the abundance there is a difference means the Khi-Do observed with the amount of 128.32 is bigger than the Khi-Do with the amount of 5.99 in the chart. It means there is differences between the ideas of employee's in answering to this question and there is escaping from rational critique in decisions.

Third theory: In manager's decision there is prejudice about group. The results about third theory shows that the most amount of abundance was for average choice with the amount of 39.1 that shows the percent of people's agreement about third theory was average and the results of Khi-Do test about this theory shows that between the abundance the is differences means the observed Khi-Do with the amount of 122.35 is bigger than the Khi-Do in the chart with the amount of 5.9 it means there is difference between the ideas of employees in answering to this theory and they believe there is prejudice about group in decisions.

Forth theory: in manager's decision there is centering.

the result's relevant to the forth theory shows that the most percent of abundance is for average choice with the amount of 46.45 that shows the percent of other people's agreement about forth theory was average and the results of Khi-Do test about this theory shows that between the abundance there is differences it means Khi-Do with the amount of 80.17 is bigger than the Khi-Do in the chart it means there is difference between the employee's ideas for answering this theory and they believe that there is centering in decisions.

Fifth theory: In manager’s decision there is pressure for members.

the result’s relevant to the fifth theory shows that the most abundance is for the average choice and with the amount of 35.1 that it shows the percent of the people’s agreement about fifth theory was average and the result’s if the Khi-Do test about this theory shows that there is difference between the abundance’s it means the observed Khi-Do with the amount of 72.47 is bigger than the Khi-Do in the chart with the amount of 5.99 means there is difference between the idea’s of employees about this theory and they believe that there is pressure in the members in a group with decisions.

Sixth theory: in managers decision there is converting from group’s mistakes.

The results of sixth theory shows that the most abundance is for the average choice with the amount of 39.26 that shows peoples’ agreement about the sixth theory was average and the results of Khi-Do test shows between the abundances there is difference means that the observed Khi- Do with the amount of 150.72 is bigger than the Khi-Do with the amount of 5.99 it means there is differences between employee’s ideas and they believe that in groups making decision there is converting from each other’s mistake.

Seven theory: in managers decision unanimously and illogical agreement.

The result’s relevant to the seventh theory shows that the most abundance is for the average choice with the amount of 40.83 that shows the percent of people’s agreement about seventh theory was high and the results of Khi-Do test about this theory shows that there is differences between the abundance it means the observed Khi-Do with the amount of 74.42 is bigger than the Khi-Do with the amount of 5.99 in the chart means that there is differences between employee’s ideas in answering to this theory and they believe that there is unanimously and illogical agreement in making decisions.

Eighth theory: in manager’s decision there is converting the opposed information.

The result’s relevant to the eighth theory shows that the most abundance is for the average choice with the amount of 37.3 that shows the percent of people’s agreement about this theory was average and the results of Khi-Do test about this theory shows that there is difference between the observed Khi-Do with the amount of 81.98 that is bigger than of the Khi- Do in the chart with the amount of 5.99 means between the employee’s idea in answering to this theory there is differences and they believe that there is converting opposed information in the decisions.

Ninth theory: between expert’s ideas there are differences the result’s relevant to the ninth theory shows that between experts with attention to their degree, sexuality there is not differences and between experts with attention to their background of work there is differences and persons whose their background was five years and less than it believes that in the decisions that made by group there is group thinking and effects on the decision’s.

TABLE I  
CHART OF KHI\_DO TEST RELATED TO THE SEX AND GROUP THINKING

Meaningful	The free degree	The observed amount	Factor
0.39	2	1.87	Khi-Do

With attention to the following chart the observed Khi-Do is smaller than the Khi-Do in the chart. So between the men’s and women’s idea about the effect of group thinking in the manager’s decision there is differences.

TABLE II  
CHART OF KHI\_DO TEST RELATED TO THE EDUCATION AND GROUP THINKING

Meaningful	The free degree	The observed amount	Factor
0.60	6	4.50	Khi-Do

Khi-Do in the chart is 12.59 with attention to the education and group thinking chart the observed Khi- Do with the amount of 4.50 is smaller than the Khi-Do in the chart with the amount of 12.59. So between people’s idea in the base of their major about group thinking there is a not difference and their opinion is the same.

TABLE III  
CHART OF KHI\_DO TEST RELATED TO BACK GROUND AND GROUP THINKING

Meaningful	The free degree	The observed amount	Factor
0.04	8	15.89	Khi-Do

The chart’s Khi-Do is 15.50 with attention to the background and group thinking chart the observed Khi- Do with the amount of 15.59 is bigger than the Khi-Do in the chart. So between people opinion in the base of their background about group thinking there is differences and as shown in the chart more than of persons 49 their degree is higher of B.A and they agree with the effect of group thinking in manager’s decision.

VII. SUGGESTIONS

With analyzing eight factors for group thinking and its results we suggest these solutions:

- 1-Every member of group be a critique about the group decision.
- 2-Decision making on the base of group decisions that add members are agree with it should be appreciated.
- 3-The managers of group in group’s decision shouldn’t attention just on one subject.
- 4-The members of group for analyzing the subjects of the conferences should use of outer sources and finally they present a report about it.
- 5-Some experts from people except the members of group should invite for controlling the opinions.
- 6-It is better that in every conference one person of group be a critique for the group’s decision.
- 7- Don’t making decision with one conference-for making better decisions try to have more conferences.
- 8-The subject of conference should divide to some parts and every part should have one member to work on one subject.

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