

GROUP DECISION MAKING IN AN ORGANIZATION

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Abstract:

Organizations with the capacity to analyze and quickly adapt to the continuously changing market will have the best chance of staying competitive and successful in a more globalised environment. Making decisions as a group involves considering the input of many people before making a final choice. Given the significance of the group decision-making process, decision-making models can be applied to provide a structured method for growing efficient group decision-making. The group's participants should be willing to accept decisions after they have been made and support their implementation.

Keywords: Group decision, Group participants, Group behavior, Group decision making

I. INTRODUCTION

A proverb that states, "Two heads are better than one." Most people believe that group decision-making is preferable to making a decision on one's own. This is because group members' viewpoints can be combined to form a more cohesive conclusion. Numerous significant decisions in the actual world are made collectively, such as when juries decide on cases or a group of radiologists interprets X-rays. The term "wisdom of crowds" In footnote 1 refers to a situation in which group decisions are regarded as being preferable to individual decisions.

The analysis becomes significantly more complex when there are numerous decision-makers involved instead of just one. The issue is no longer choosing the most favored option from among the nondominated alternatives based on the preference structure of a single person (single decision maker). The study needs to be expanded to consider the conflicts between various interest groups with various aims, objectives, and other factors.

Such diverse and connected fields as preference analysis, utility theory, social choice theory, committee decision theory, theory of voting, general game theory, expert evaluation analysis, aggregation of qualitative factors, economic equilibrium theory, etc. are all involved in group decision-making under multiple criteria.

II. GROUP BEHAVIOR

A group can be described as two or more interacting, dependent individuals who work together to accomplish specific goals. Group behavior is a course of action the group adopts as a unit. Strike, for instance. A group is an affiliation of two or more individuals working together towards a common objective. Two or more interdependent, interacting individuals work together to accomplish specific goals. A group is made up of two or more individuals if they have a shared objective or there is a generally consistent structure (a hierarchy, a defined set of responsibilities) and most crucially, these individuals consider themselves to be a part of that group. People from two different kinds of groupings. Both formal and informal groups exist.

III. FORMAL AND INFORMAL GROUPS

The types of work groups known as formal groups were established by the organization and have set job assignments and ingrained tasks. These groups act in a way that advances the objectives of the organisation. The two sub-groups of formal groups are the command and interest groups. An organisation made up of people who answer to the manager directly is known as a command group. An interest group is a collection of people who come together to work towards a common goal.

Friendships and commonalities of interests contribute to the growth of informal groups. These may also be subdivided into two subgroups: such as the task group and the friendship group. It is known as a task group when a group comprising individuals collaborates to complete a task or job. The term "friendship group" refers to a group of people who have been grouped together due to their common interests or traits.

A group of employees working on a project and reporting to the same boss, for instance, is referred to as a command group, whereas a group of friends hanging out together is referred to as an interest group, or, to use the example of a club, members.

IV. PERKS OF GROUPS

Individuals are more resilient to threats, feel stronger, and have less self-doubts when they are in a group. The necessity for individuals to join a group is explained in further detail by the following points. Security reflects the power of numbers. Status identifies a prestige that comes from being a member of a particular group. Being accepted into a group is valued highly since it confers status and recognition. Self-esteem communicates a person's sense of value. Being a member can occasionally boost self-esteem, much like being accepted into a highly respected group. Having a group affiliation might satisfy one's social needs. Significantly helping to address the desire for friendships and social connections are work groups. The idea that groupings represent power is one of their enticing mindsets. With cooperative effort, most things that are difficult to accomplish individually become achievable. Power may be used as a defence against unreasonable requests. Additionally, informal groupings give people ways to exercise authority. Last but not

least, individuals may join a group to achieve an objective. Occasionally, more than one person is required to do a specific work.

V. GROUP DECISION MAKING

A situation in which people must jointly choose among the options available to them is known as group decision-making, also known as collaborative decision-making. In this case, no specific group member can be held responsible for the decision because social group dynamics like social influence and all individuals play a role in its final conclusion. Generally speaking, group decisions differ from individual decisions. For instance, because individuals are prone to bias, groups frequently reach choices that are more extreme than those reached by their individual members.

Using the group decision-making process has a number of advantages, such as allowing for the consideration of many viewpoints, the generation of fresh concepts, and the achievement of consensus. Additionally, there are some difficulties with group decision-making, such as the potential for disagreement and the requirement for cooperation. Despite these difficulties, group decision-making can nevertheless be a useful method for achieving agreement among a group of individuals. When properly applied, it can promote better decision-making, improved results, and improved relationships among group members.

VI. PERKS OF GROUP DECISION-MAKING

The Group Decision-making has two types of major advantages over the Individual Decision-making such as, the Synergy and the Sharing of Information.

These can be further be explained as follows.

Synergy: It is the notion that a whole is greater than the sum of its parts. When a group decides something together, its judgement may be more influential than any one of its individual members. Members of the group can come up with more comprehensive and solid solutions and recommendations through discussion, inquiry, and a collaborative approach.

Sharing of Information: Since each group member may bring a different set of knowledge and skills to the table, group decisions consider a larger range of facts. Increased comprehension, issue clarification, and progress towards a consensus decision are all made possible by information sharing.

VII. LIMITATIONS OF GROUP DECISION-MAKING

The limitations or the disadvantage of group decision-making can be referred as the following such as; The Diffusion of Responsibility where the Group decisions take a wider variety of information into account because each group member may contribute a unique set of knowledge and abilities. Information exchange

enables improved understanding, issue clarity, and advancement toward a consensual resolution. The Lower Efficiency where sometimes, group decisions are not as effective as individual ones.

It takes more time since group members must actively participate, converse, and coordinate. Meetings can be derailed by unimportant minutiae that may be important to one person but not to others without proper facilitation and structure. Groupthink where the need for peace or conformity within a group of individuals can lead to illogical or dysfunctional decision-making, which is a psychological issue. Group members come to an agreement without critically evaluating other ideas by forgoing outside influences and purposefully concealing opposing viewpoints in order to reduce conflict. Groupthink can lead to actions that dehumanise members of the minority group.

VIII. STAGES OF GROUP DEVELOPMENT

It is unrealistic to expect a team to succeed as soon as it is constituted. Building a team is similar to keeping up a relationship. Members frequently go through recognizable stages as they transform from being a collection of strangers to a united group with common aims. It takes time, and patience demands support and requires effort. In order for a group to develop, Bruce Tuckman proposed a model with five stages: Forming, Storming, Norming, and Performing.

Orientation:

The forming stage is the first phase of group development. In this stage, the group is just coming together and is characterized as being anxious and uncertain. Members are careful with how they act because they want to be accepted by the group as a whole. Even though members are beginning to build opinions of one another and comprehend what the group will accomplish as a whole, disagreement, misunderstanding, and personal opinions are avoided.

Power Struggle:

Storming is the second phase of group development. Because group members now have an awareness of the job and a general sense of belongingness towards the group as well as the group members, the storming stage is where conflict and competitiveness are at their highest. At this point, the dominant group members start to take the lead while the more passive members remain in their comfort zones.

Cooperation and Integration:

The group starts to have fun and enjoy itself at this point. With balanced give and take, open communication, a sense of community, and mutual respect, group interactions are much simpler, more cooperative, and more fruitful.

Synergy:

A group can advance to the third stage of group growth, the norming stage, after it is obvious what its needs are. At this point, the group truly gels as a unit. As a result of the active recognition of each member's talents, skills, and experience within the group, morale is high at this point. As a result of the establishment of a sense of community, the organization keeps its attention on its mission and objectives.

Closure:

This stage of a group, which is typically reached after the task is accomplished, can be perplexing. At this point, the project is nearing its conclusion, and the team members are dispersing to pursue their individual interests. Instead of managing a team through the initial four stages of team growth, this stage looks at the team from the standpoint of the team's health.

Group Structure:

The arrangement of a group is known as its structure. It combines the roles, norms, conformity, status, reference groups, cohorts, demographics, and cohesiveness of the group. It also includes workplace behavior, status, and social loafing.

The various roles that an individual plays within a group are;

- ***Norms:*** The common standards that each member of the group is required to abide by.
- ***Conformity:*** The positions or decisions adopted by the group's majority.
- ***Workplace conduct:*** The moral standards one must uphold when employed by a company.
- ***Status:*** The classification of group members.
- ***Social loafing:*** The phenomenon when group members labor less diligently than they would have if they were working alone to accomplish a task.
- ***Cohorts:*** The groups that exhibit similar behaviors.
- ***Reference Groups:*** Additional groups against which a group is measured.

Roles:

Roles are a collection of expected behaviour patterns connected to a person holding a particular position within a social group. People in small groups typically play one of three major categories of roles such as the job function roles, the roles in group building and maintaining and the ecocentric role

Cohesiveness:

Producing unique material that will only be made available on the Spotify platform is the suggested strategic shift for the company. The cost structure of Spotify will be reduced, and differentiation will rise.

IX. TECHNIQUES OF GROUP DECISION-MAKING

Group decision-making methods can be employed in a wide range of situations. When employing any strategy, it is crucial to make sure that all group members are at ease with it and that it is suitable for the decision that needs to be made. Nominal group, Delphi, and brainstorming procedures are a few of the methods that are frequently employed.

Nominal Group Technique:

A methodical approach to gathering thoughts from a group of individuals is the nominal group technique. It is frequently employed when a group wants to come up with fresh ideas or when it needs to establish an agreement on a topic, just like other group decision-making processes. In the nominal group technique, participants generate and submit their ideas in writing, which are then discussed and clarified before being put to a vote. This method can be helpful since it enables everyone in the group to talk without feeling pressure to do so in front of others. When a small number of people control the conversation, it can also be useful in minimising conflict.

Delphi Technique:

The Delphi method uses questionnaires to gather data from a group of experts. Usually, professionals are requested to anonymously share their thoughts on a range of issues or a broad subject. The group is then presented with a compilation of these responses. The procedure may then be repeated with the experts being prompted to review the responses and their own conclusions. Up till the experts reach agreement, this process is repeated.

The Delphi technique enables for extensive information to be gathered from experts without the need for face-to-face debate, making it an incredibly powerful tool for collective decision-making. When professionals are spread around the globe or sensitive data needs to be gathered, this can be advantageous.

Experts may be more willing to express their honest opinions when they aren't concerned about the potential consequences thanks to the anonymity issue. This method is frequently employed in business, particularly when creating new items. It can be particularly useful for coming up with a lot of different options, coming up with fresh concepts, obtaining a lot of expert input, and looking for further details.

Brainstorming Technique:

To swiftly develop a large number of fresh ideas, brainstorming is a common practise. It can be applied when an entire list of suggestions has to be generated by a group or when a unique solution to a problem needs to be found. As it enables everyone in the group to share their thoughts in an unrestricted and uncritical environment, brainstorming can be a useful tool.

X. USE OF GROUP DECISION MAKING IN AN ORGANIZATION**1. Produces outcomes that are better:**

The group decision making helps in the gration of more better results by utilizing synergy and achieving common goals, produces more favorable results.

2. Broadens the perspective it offers:

The Group decision making is useful in providing a broader perspective. It traps wide range of expertise by representing multiple viewpoints and areas of specialisation. Thus it broadens the perspective it offers to the decision makers.

3. Takes use of creativity:

The group decision-making also helps in trapping the creative potential of team members who may come up with alternatives not envisioned by a single individual. In this way it takes use of the creativity within the team or group.

4. Increases discussion potential:

The Group decision-making allows for discussions to help answer questions and reduce uncertainty for the decision-makers.

5. Greater use of resources is made:

Makes use of the wider range of resources in applying the process and implementing the solution.

6. Promotes buy-in and ownership:

Group decision-making also helps build ownership and buy-in by the stakeholders of the company.

XI. CONCLUSION

Because of the importance of the group decision-making process, decision-making models can be used to give an organised technique for increasing group decision-making efficiency. Participants in the group should be prepared to support the implementation of decisions and be willing to accept them after they have been made.

When multiple decision-makers are engaged rather than just one, the analysis becomes substantially more complicated. The problem is no longer determining which of the nondominated options is most favoured based on the preference structure of a single person (single decision maker). The study must be enlarged to take into account the conflicts between different interest groups with different goals, objectives, and other elements.

Two or more interdependent, interacting persons can be referred to as a group when they cooperate to achieve predetermined objectives. A group's behaviour is the course of action they take collectively. For instance, strike. An association of two or more people working together to achieve a common goal is referred to as a group. To achieve specified objectives, two or more interacting, interdependent individuals collaborate. Group decision-making, also known as collaborative decision-making, refers to a circumstance in which people must collectively select one of the options accessible to them. Because social group dynamics, such as social influence, and all people have a part in how the decision is made in this situation, no single group member can be held accountable for the choice. Individual and collective decisions are generally different from one another. Groups frequently make decisions that are more severe than those made by its individual members, for example, because people are biased.

Expecting a team to be successful right away after formation is unrealistic. It's akin to maintaining a relationship to build a team. As they progress from being a collection of strangers to a cohesive group with shared goals, members usually pass through recognisable stages. Patience takes time, and it requires work and support. Bruce Tuckman put up a concept with five stages for how a group should grow: Forming, Storming, Norming, and Performing.

There are many circumstances in which group decision-making techniques can be used. It is imperative to confirm that any technique being used is appropriate for the decision that has to be made and that all group members are comfortable with it. Some of the techniques that are widely used are the Delphi, nominal group, and brainstorming procedures.

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