

## **The Effect of Groupthink on Institutional Productivity: A study of Federal Tertiary Institutions in Taraba and Adamawa States of Nigeria.**

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**Abstract:** This study titled ‘The effects of Groupthink on Institutional Productivity in Federal Tertiary Institutions in Taraba and Adamawa States’ examines the effects of groupthink on institutional productivity. The study employs both quantitative and qualitative methods of obtaining data. Thus, primary data for analysis was obtained through the instrumentality of self-designed questionnaire while secondary sources of data was equally relied upon for literature review. The target population of the study was both academic and non-academic staff of the five (5) selected federal tertiary institutions in Adamawa and Taraba States. Stratified random sampling was used to administer questionnaire to the respondents and their responses was analyzed with the aid of excel software for statistical analysis. Results were determined using percentage and bar chart. The findings of the study reveal that most public institutions studied are plagued by the menace of groupthink. This is because all the antecedent factors of groupthink theory identified by Janis namely; homogeneity, organizational structural faults and situational factors are present in the institutions studied. The absence of the culture of interrogating decisions and lack of feedback mechanism for getting alternative creative ideas which stems from the homogeneous nature of the institutions where recruitments and employments are characterized by kin-ship ties and other parochial considerations instead of merit undermines their effectiveness. Thus the leadership of such institutions are always faced with the dilemma of impartially enforcing rules and maintaining standards. Consequently, absenteeism, late coming to work and lack of commitment to task are very common across the tertiary institutions. These probable effects of groupthink potentially undermine institutional productivity. As a remedy, effective team-based leadership that allows (tolerate) divergent views, tolerate constructive criticism, uncompromisingly build and maintains a culture and atmosphere for debating ideas and create a platform where creativity is rewarded can avert the trend of groupthink leading to enhanced institutional productivity.

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Date of Submission: 03-02-2020

Date of Acceptance: 18-02-2020

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### **I. INTRODUCTION**

Modern organizations and other cohesive groups grapples with a number of weaknesses which often undermine their ability to be effective and productive. One of such notable destructive group tendency which has receive little or no attention in literature on Nigeria’s public sector is called groupthink. Janis (1982) describe it as a situation where group ‘loyalty requires each member to avoid raising controversial issues. It is a psychological drive for consensus at any cost that suppress dissent and appraisal of alternatives in cohesive decision-making groups (Paul, 1990). Groupthink can becloud group members’ sense of judgement in a bid to preserve harmony and to avoid argument that will threaten relationships and group cohesion. One contemporary type of group that appears particularly vulnerable to groupthink is the self-managing or self-directing institutions which run the affairs of their organization with no regard for creative inputs from their employees. Example of such are some federal tertiary institutions in Nigeria which enjoy some latitude to run their affairs spear-headed by governing councils. This study examines the effects of groupthink on institutional productivity in federal tertiary institutions in Taraba and Adamawa States of Nigeria. The study is hinged on the idea that conformity to pressure in a team, group or organization to toe the same line of thinking, stigmatization of dissenters, lack of culture of robust constructive criticism in decision-making process can possibly lead to a defective outcome in vital decisions which may in turn undermine the productivity of such institution

Although it has not received much attention in literature on Nigeria’s public and private sectors, the trend of groupthink has wreck a lot of havoc on many institutions by undermining their ability to be productive. Equally, most of research on groupthink has not paid much attention on the role of culture in reinforcing or curtailing groupthink phenomenon. In a Hofstede’s (2001) dimension of culture, a collectivist society like

Nigeria where ‘superglue’ of solidarity that bonds group together abounds in many organizations. If cohesion is one of the three antecedent conditions of groupthink, most public and private institutions in Nigeria are susceptible to groupthink syndrome. This is because in some cases the members of the top management team and mostly the employees are recruited along kin-ship/family ties and other parochial considerations like religion, regional inclination. Consequently, many employees don’t speak out or interrogates top management decisions in a bid to maintain institutional harmony or feels interrogating the status-quo ideas and contributing result oriented creative ideas might be seen as challenging the leadership or management or the chief executives who many see as benefactors. On the other hand, the leadership of such institutions are faced with the dilemma of impartially enforcing rules and maintaining standards since most of the employees are connected to them. This possibly undermined organizational effectiveness and on the part of employees causing their mental process to get stuck thereby affecting the ability of their organizations to be productive. Consequently, groupthink possibly replaces independent critical thinking the bedrock of creativity (Janis, 1982, Gurdham, 2011).

Accordingly, the foregoing has resulted into the perennial problem of institutional waste, absenteeism, late coming, delay in the processing of files, lack of due diligence and selective bias in processing information, communication gap, poor supervision, mishandling of confidential information and placing of round peck in a square hole, flaws in decision making process, lack of tradition of impartial leadership; lack of norms requiring methodical procedures for scrutiny of favoured solutions have become a defining feature of some Nigeria’s public institutions. Most of these may be probable consequences of groupthink syndrome where possibly either superglue solidarity and relationships considerations makes enforcing rules challenging or the employees are not suited for the job but given based on patronage and other in-group considerations. This menace might have crept into tertiary institutions thereby undermining their productiveness and stunting their growth.

## **II. MATERIALS AND METHODS**

The study which is a mixed of both quantitative and qualitative methods examines the effect of groupthink on institutional productivity. It focused on five Federal tertiary institutions in Adamawa and Taraba States of Nigeria. Thus, data was obtained from both primary and secondary sources. Survey research design was used data was obtained through questionnaire. The questionnaire adopted a five step Likert Scale which consist of ‘Strongly Agree’, ‘Agree’, ‘Neutral’, ‘Strongly Disagree’, ‘Disagree’ options. Likert Scale which according to Likert (1932) is used to gauge attitudes, values and opinions is consistent with the survey research design which this study adopted. The target population for the study was both the academic and non-academic staff of federal tertiary institutions of learning in Taraba and Adamawa states. As at the time of this study, their total number was approximately put at 11,039 according to institutional data from federal ministry of education. The sample size for the study was 980 respondents. Krejcie & Morgan (1970) believes that the efficient method of determining the sample size needed to be representative of a given population. The study was conducted between January, 2019 to December, 2019. It adopted stratified random sampling. Results was determined using bar chart and percentage with the aid of excel software for statistical analysis.

## **III. Literature Review**

According to Janis (1982) groupthink is a mode of thinking people engage in when they are deeply involved in a cohesive in-group, when the members striving for unanimity override their motivation to realistically appraise alternative courses of action. Siegel and Marconi (1989) argue that groupthink describes pressure on group conformity situations, in which group members are reluctant to convey ideas that are considered unpopular. To Sushmita (2010) groupthink happens when groups strive for extreme consensus at the cost of effective decision making. They are more concerned with maintaining the unity of the group than with making the best decision. In such cases, independent thinking of group members is frowned upon and alternate suggestions are overridden in a bid to attain concurrence. The group members in such a situation holds an unquestioned belief and have over confidence in the group’s competence and morality, so much so that they may not question even ethically dubious decisions and actions of the group. Maintaining groups loyalty becomes more important than putting forth one’s own. Janis (1982) gave three types of antecedent conditions that feeds groupthink phenomenon: (i) cohesion of the group, (ii) organizational structural faults, and (iii) situational factors. For organizational structural faults, Janis provided four examples: insulation of the group, lack of impartial leadership, lack of methodical procedure group norms, and homogeneity of group members. Example of situational factors include high stress from external threats and temporary low self-esteem, induced by recent failures, excessive difficulties, or moral dilemmas.

For noticeable consequences Janis Identified two symptoms which (i) symptoms of groupthink and (ii) symptoms of defective decision making. For symptoms of groupthink; Overestimation of the group, this includes; illusion of invulnerability and belief in group ‘s inherent morality; Closed mindedness, this includes; collective rationalization and stereotypes of out-group ;Pressure toward uniformity, this includes; self-

ensorship, illusion unanimity, direct pressure on dissenters and self-appointed mind guards. While for symptoms of defective decision making, Janis (1982) provided seven *symptoms of defective decision-making*, including: incomplete survey of alternatives, incomplete survey of objectives, failure to examine risks, failure to reappraise rejected alternatives, poor information search, selective bias in processing information, and failure to work out a contingency plan.

The groupthink model has continue to elicit scholarship in literature in spite of the fact that its validity has generated a lot of controversies among scholars while some see it as a myth with ambiguity and lack of clarity thus need modifications, others see it as a brilliant construct that is typical in a wider range of groups than originally envisioned, hence, its acceptability has also grown over the years (James, 2011; Mitchell & Eckstein, 2009; Baron 2005; Koeber& Neck, 2003; Fuller & Aldag, 1998; Mohamed & Wiebe, 1996). Perhaps the growing number of case studies, experimental studies, literature reviews, example applications and proposed modifications corroborates the foregoing (James, 2011). For instance, recent studies by Alhstrom& Wang (2009), Amidon (2005), Green et al (2005), Dimitroff et al (2005) and Eaton (2001) all found evidences of most if not all the symptoms of groupthink in the various case studies. This is albeit the concern that groupthink has failed to stimulate substantial research where critics blamed the theory’s complexity and confusion (Welch, 2009).

But in a collectivist and heterogeneous society like Nigeria for instance, there is a dearth of research on groupthink especially on tertiary institutions which are normally sited across the states to reflect federal character. This position is corroborated by Adeniji (2010) whose work is on groupthink among Nigerian health workers. Also, another area that has not received much attention in literature on groupthink is a research on whether the predominant culture (collectivist or individualist) of a place where an organization is sited plays any role in the prevalence or otherwise of groupthink. Since the manifestation of groupthink is gauged through the quality of decisions taken by an organization whether good or bad. It can be posited that groupthink has a substantial influence on every aspect of the institution; employees’ work life, preferences on work standards, attitudes regarding punctuality and datelines, commitment to work or the organization, justice perception, group work, including conformity, policy formulation process among others (Gurdham, 2011, Li & Karakowsky, 2002, Paul, 1990). Even though, sometimes these might not necessary be the effect of groupthink but culturally related influences (Sims, 2009). However, Nigeria’s public sector have been buffeted by the phenomenon of groupthink for decades.

**IV. RESULTS**

**Key=** SA= Strongly Agree A=Agree NAD=Neither Agree nor Disagree SD= Strongly Agree D= Disagree

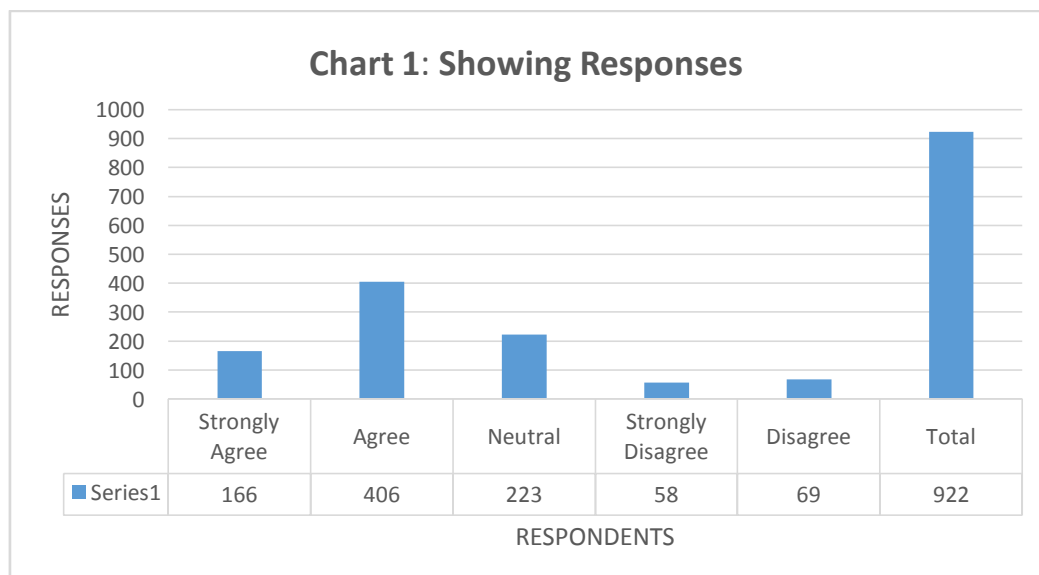
**Question 1**

Some employees don’t criticize the way your institution is been administered in deference of their relationship or ties with the top management or to maintain harmony.

QUEST. No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 1	922	166	18%	406	44%	223	24%	58	6%	69	8%

Table 1: Distribution of responses and their percentages

Source: Brandford& McDonald, 2019 (Excel analysis)



Source: Branford & McDonald, 2019 (Excel analysis)

From the above chart, majority of the respondents who constitute about 44% of the sampled population agree that many employees in their institution don't criticize or interrogate the way the institutions are administered by the top management team in deference of their ties and to maintain harmony. When the 18% of respondents who strongly agree is added to the foregoing, it will mean that 62% of the respondents responded in the affirmative. While 24% remained undecided or neutral, 14% put together either strongly disagree, disagree or responded in the negative. Therefore, it can be said many employees don't criticize or interrogate the way their institution is been administered in an effort to maintain institutional harmony or in deference to their ties to the members of the top management team. This shows an overwhelming prevalent of groupthink phenomenon in these tertiary institutions.

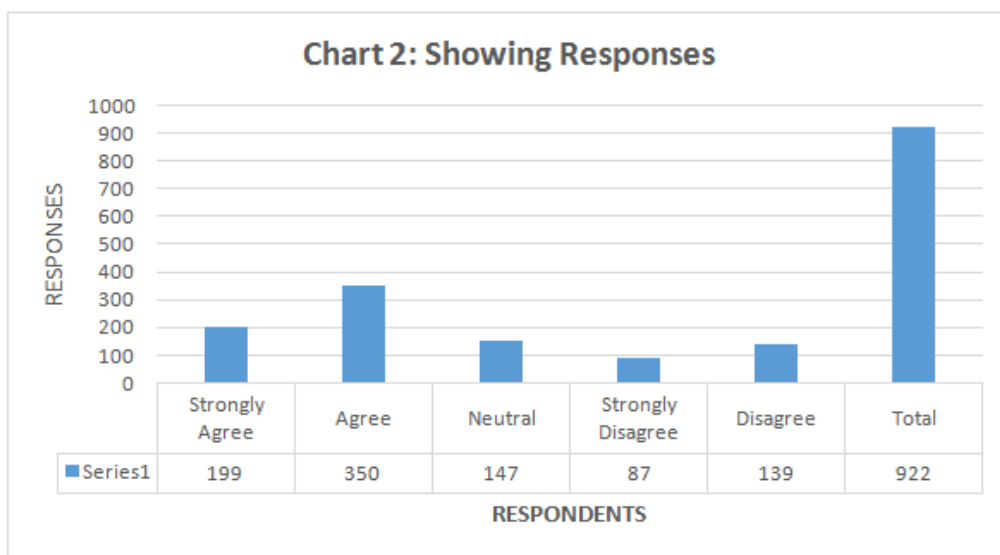
**Question 2**

Most employees with creative ideas on better ways of running the institution don't always speak out because of fear of being seen as opposing the chief executive or the top management.

QUEST. No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 2	922	199	22%	350	38%	147	16%	87	9%	139	15%

Table 2: Distribution of responses and their percentages

Source: Brandford& McDonald, 2019 (Excel analysis)



Source: Branford & McDonald, 2019 (Excel analysis)

As the chart shows, majority of the respondent which constitute 38% agree that most employees with creative ideas on better ways of running the institution don't speak out because they don't want to be seen as opposing the chief executive or the top management. When the 22% comprising of those strongly agree is added, it will mean that 60% of the respondents responded in the affirmative. While 16% remained neutral or undecided, 24% put together (either strongly disagree or disagree) responded in the negative. Therefore, it can be said some employees with creative ideas on better ways of running the institution don't always speak out in order not to be seen as opposing the chief executive or members of the top management. This shows an overwhelming symptom or manifestation of groupthink phenomenon in the tertiary institutions.

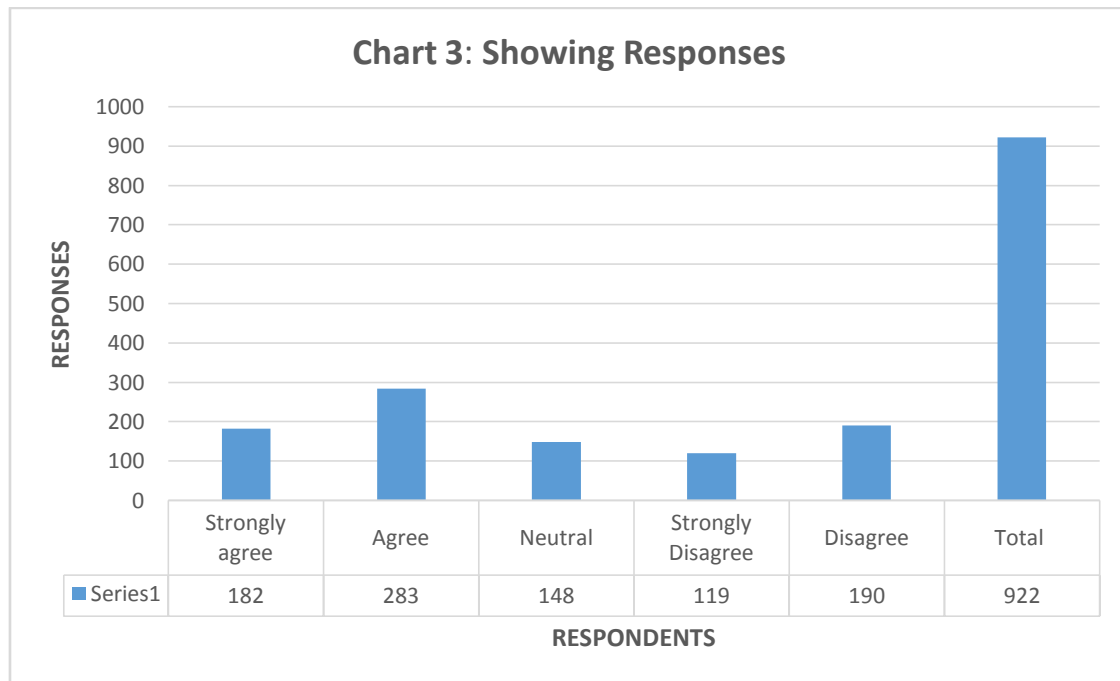
**Question 3:**

Recruitment process of many employees in your institution is mostly characterized by kin-ship and other in-group considerations instead of merit.

QUEST. No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 3	922	182	20%	283	31%	148	16%	119	13%	190	20%

Table 3: Distribution of responses and their percentages

Source: Brandford& McDonald, 2019 (Excel analysis)



Source: Brandford& McDonald, 2019 (Excel analysis)

The chart shows that, majority of the respondents constituting 31% agree that recruitment process in tertiary institutions is mostly characterized by kinship and other in-group considerations instead of merit. If the 20% comprising those who strongly agree is added, then it will mean that 51% of the respondents responded in the affirmative. While 16% remained undecided or neutral, 34% put together (either strongly disagree-13% or disagree-20%). Based on this therefore it can be said the recruitment process of many employees in these institutions is mostly characterized by kin-ship and other in-group considerations instead of merit.

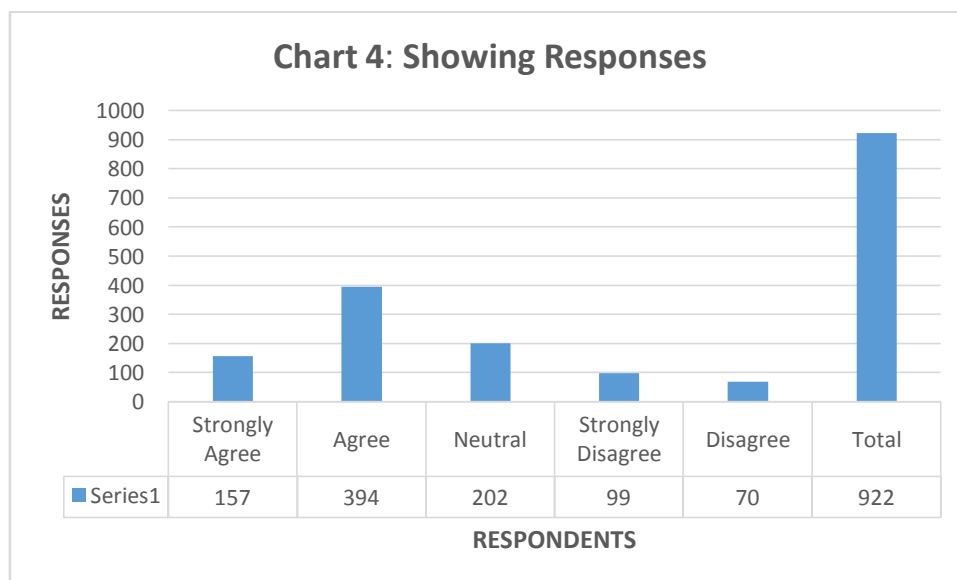
**Question 4:**

Your institution has instances where some employees are wrongly placed in terms of job description just for them to be accommodated.

QUEST. No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 4	922	157	17%	394	43%	202	22%	99	11%	70	7%

Table 4: Distribution of responses and their percentages

Source: Brandford& McDonald, 2019 (Excel analysis)



Source: Brandford& McDonald, 2019 (Excel analysis)

The table and the chart above shows that majority of the respondents which constitute 43% agree that some employees are wrongly placed in terms of job description just to be accommodated. If 17% comprising of those who strongly agree is added, it will mean that 60% of the respondents responded in the affirmative. While 22% remained undecided, 19% put together (either strongly disagree-11% or disagree-7%) responded in the negative. Therefore, it can be said that some employee across these tertiary institutions are wrongly placed in terms of job description just for them to be accommodated.

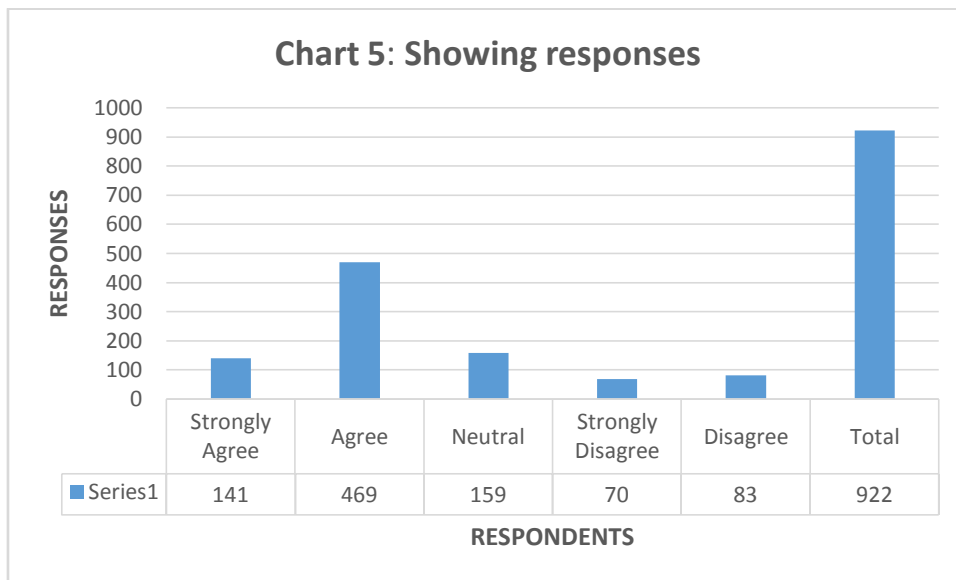
**Question 5:**

Absenteeism, late coming to work and lack of commitment to task which might be probable effects of groupthink are very common in your institution.

QUEST. No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 5	922	141	15%	469	51%	159	17%	70	8%	83	9%

Table 5: Distribution of responses and their percentages

Source: Brandford& McDonald, 2019 (Excel analysis)



Source: Brandford& McDonald, 2019 (Excel analysis)

From the table and the chart above, it can be seen that majority of the respondents constituting 51% agree that absenteeism, late coming to work and lack of commitment to task which may be probable effects of groupthink are very common in their institutions. When the number of those who strongly agree (15%) is added to those who agree (51%) it will be 66% who responded in the affirmative. While 17% remained undecided, 17% put together either strongly disagree or disagree. It can be said therefore that absenteeism, late coming to work and lack of commitment to task are very common across the tertiary institutions. These may be probable effects of groupthink phenomenon.

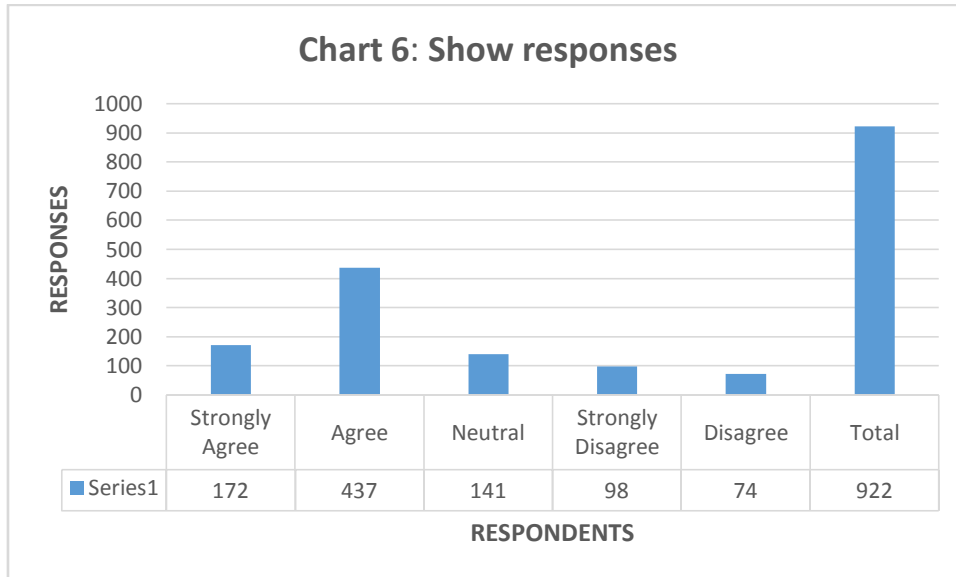
**Question 6:**

Some erring employees always go scot free because of their connections with some members of the top management.

QUEST.No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 6	922	172	19%	437	47%	141	15%	98	11%	74	8%

Table 6: Distribution of responses and their percentages

Source: Brandford& McDonald, 2019 (Excel analysis)



Source: Brandford& McDonald, 2019 (Excel analysis)

The table and the chat shows majority of respondents comprising 47% agree that some erring employees always go scot free because of their connections with some members of the top management. As can be seen, affirmative reponse is 65% when those of strongly agree (19%) is added to those who agree. While 15% are undecided, 19% put together either strongly disagree or disagree. Therefore, it can be said that some erring employees across these tertiary institutions always go scot free because of their connection to members of the top management. This is a probable effects of groupthink phenomenon.

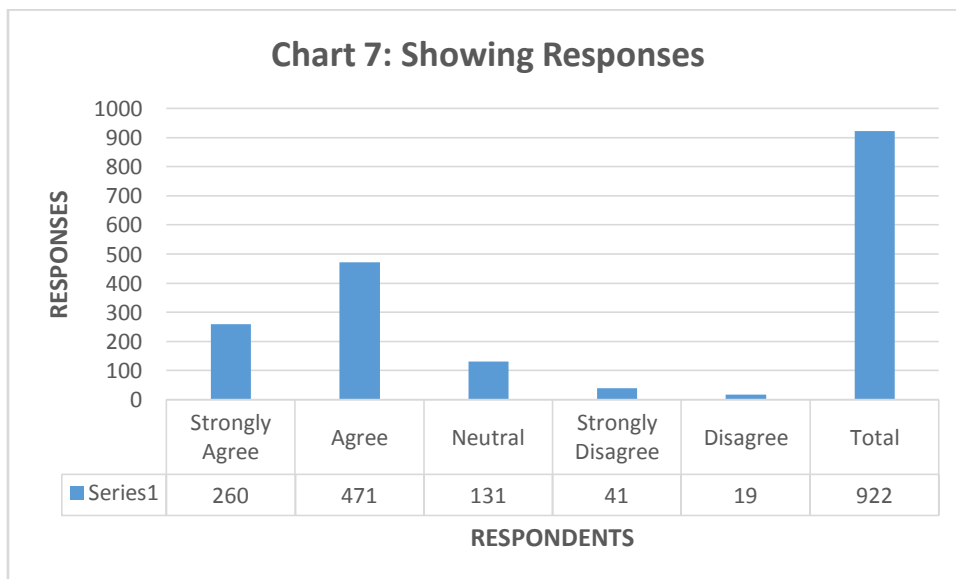
**Question 7.**

Your institution would've been more productive if the tenets of impersonality and merit are upheld in terms of appointment, posting and daily administration.

QUEST. No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 7	922	260	28%	471	51%	131	14%	41	4%	19	3%

Table 7: Distribution of responses and their percentages

Source: Brandford& McDonald, 2019 (Excel analysis)



Source: Brandford& McDonald, 2019 (Excel analysis)

From the table and the chart above, it can be seen that majority of the respondents constituting 51% agree that their institution would've been more productive if the tenets of impersonality and merit are upheld in terms of appointment, posting and daily administration. Equally, when the number of those who strongly agree

(28%) is added to those who agree, it will mean that 79% of the respondents responded in the affirmative. While 14% remain undecided, 7% put together either strongly disagree or disagree. Therefore, it can be said that the most of the institutions would've been more productive if the tenets of impersonality and merit are not upheld in terms of appointments, posting and daily administration.

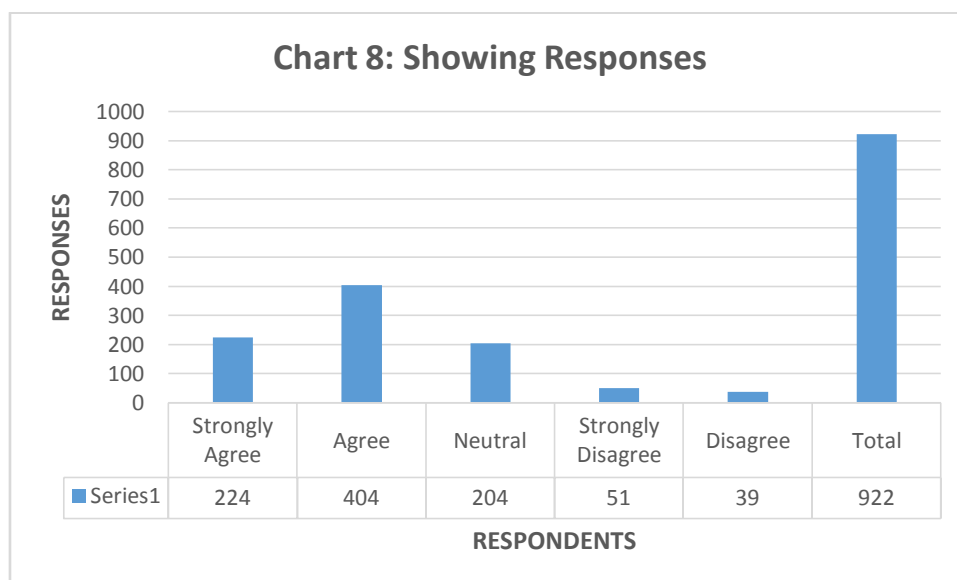
**Question 8:**

The implication of nos 1- 7 above may possibly undermine institutional productivity.

QUEST. No	TOTAL	SA	%	A	%	NAD	%	SD	%	D	%
Question 8	922	224	24%	404	44%	204	22%	51	6%	39	4%

**Table 8:** Distribution of responses and their percentages

**Source:** Brandford& McDonald, 2019 (Excel analysis)



**Source:** Brandford& McDonald, 2019 (Excel analysis)

From the above table and chart, it can be seen that majority of the respondents constituting 44% agree that the effect of the foregoing questions nos.1- 7 may possibly undermine institutional productivity. When the 24% of strongly agree is added to the number of those who agree, it will mean that 68% have responded in the affirmative. While 22% remained undecided, 10% put together either strongly disagree or disagree. Therefore, it can be said that the effect of the foregoing questions nos.1-7 may possibly undermine institutional productivity.

**V. DISCUSSION OF RESEARCH FINDINGS**

The result of the study can be summarized thus;

- Many employees don't criticize or interrogate the way their institution is been administered in an effort to maintain institutional harmony or in deference to their ties to the members of the top management team. This shows an overwhelming prevalent of groupthink phenomenon in these tertiary institutions.
- Employees with creative ideas on better ways of running the institution don't always speak out in order not to be seen as opposing the chief executive or members of the top management. This shows an overwhelming symptom or manifestation of groupthink phenomenon in the tertiary institutions.
- The recruitment process or employment of many employees in these institutions is mostly characterized by kin-ship and other in-group considerations instead of merit.
- Substantial number of employees across these tertiary institutions are wrongly placed in terms of job description just for them to be accommodated.
- Absenteeism, late coming to work and lack of commitment to task are very common across the tertiary institutions. These may be probable effects of groupthink phenomenon.
- Some erring employees across these tertiary institutions always go scot free because of their connection to members of the top management. This is a probable effects of groupthink phenomenon.
- Most employees agree that their institutions would've been more productive if the tenets of impersonality and merit are not upheld in terms of appointments, posting and daily administration.
- The effect of the foregoing questions nos.1-7 may possibly undermine institutional productivity.



It can be seen from the foregoing summary that some of the key element or feature identified as symptoms of groupthink by Janis are prevalent in the tertiary institutions studied. One of which is the fact that majority of the respondents agree that they don't criticize or interrogate ideas, actions, programme, direction or the way their institutions are been administered in order not to be seen as opposing the members of the top management or the chief executive, this is a manifestation of groupthink phenomenon. Research has shown that institutions where ideas are interrogated, other points of view allowed and encouraged, options are considered and weighed accordingly are likely to be more effective, efficient and productive than those which discourage dissent and criticism (Kingly, 2015; Brandford, 2019). Several instances in these institution presents a situation where some members of the top management team and in most cases the employees are recruited along kin-ship and other parochial consideration. Thus, many of these employees don't speak out in a bid to maintain institutional harmony or feels interrogating the status-quo ideas and contributing result- oriented creative ideas might be seen as challenging the leadership or the chief executives who many see as benefactors (Janis, 1982, Gurdham, 2011). This relates to Kozan's (1997) harmony model which is typical of associative or in Hofstede's term 'collectivist cultures' where emphasis is placed on interdependence and harmony as against confrontational model.

Perhaps in some cases, many of these employees don't want to be seen as ingrates because they were recruited or employed based on their kin-ship ties or any other in-group considerations by the chief executive/ some members of the top management and not necessarily based on merit. In Nigeria, religion, tribe and regional sentiments are a very sensitive triangular fault lines that in many cases underscore official actions including recruitment, employment and posting. This nepotistic tendency spills into the work places, and some cases, not been recruited based on merit and in a bid to accommodate them, these employees are always posted to departments and units which may be unrelated to their areas of specialization or in some cases they may not even have the requisite competence to effectively discharge their duties as required of them. Hence having 'square peck in a round hole'. This affects institutional productivity. In the line of reasoning, unlike individualistic societies where emphasis is strictly placed on individual's capacity to deliver, where recruitments and employments are based on merits, in collectivist or group-oriented society like Nigeria, recruitments, employments and work life are laced by kinship ties and other in-group consideration. Thus, merit in most cases seemingly comes last. For instance, in some of the institutions studied, substantial number of staff are allegedly kinsmen of the chief executive or some members of the top management. As a result, the employees see these officials not only as their kinsmen but also as their benefactors whose actions and inactions should not be scrutinized or interrogated.

Deducing from foregoing, cultural factor may also explain the unwillingness of many of these employees to constructively engage the leadership of their institutions by interrogating or criticizing their ideas and actions in administering the institutions. This also makes it difficult for employees to bring creative ideas on the table. Groupthink suffocates and suppress creativity which is germane to any effort to enhance institutional productivity. Connected to this for instance, is Hofstede's (1981, 1993) work on *Dimension of culture*, on this scale, Nigeria is a collectivist and a high-power distance (HPD) society where there is a 'superglue' of solidarity that bonds group together abounds and much emphasize is place on the 'US' and 'THEM' in many organizations and leadership structures in these institutions are mostly centralized such that dissenting views are mostly seen as opposition. Silence is seen as a way of protecting the interest of the larger in-group (Tribe, region, religion etc.).

As a fallout of the above, the leadership of such institutions are equally faced with the dilemma of impartially enforcing rules and maintaining standards especially when it relates to their kinsmen and other employees connected to them. This is typified by the fact that most respondents agree that Some erring employees across these tertiary institutions always go scot free because of their connection to members of the top management. Consequently, absenteeism, late coming to work and lack of commitment to task are very common across the tertiary institutions. Therefore, the overwhelming majority of the respondents agree that these probable effects of groupthink phenomenon undermines the ability of the institutions to be effective and productive.

## VI. CONCLUSION

The study has looked at the trend of groupthink phenomenon in Nigeria's public sector. It explored how groupthink syndrome has undermined institutional productivity and effective performance in the tertiary institutions studied. The core idea of the study is hinged on how conformity pressure in a team, group or organization can possibly lead to a defective outcome in vital decisions which may in turn undermine the productivity of such institution. The findings revealed that tertiary institutions Nigeria which are supposed to be models in creating robust environment for creative ideas and a hub for objectivity are plagued by a silent menace of groupthink phenomenon. This is because all the antecedent factors of groupthink theory identified by Janis namely; homogeneity, organizational structural faults and situational factors are present in the institutions

studied. The absence of the culture of interrogating decisions and lack of feedback mechanism for getting alternative creative ideas which stems from the homogeneous nature of the institutions studied where recruitments and employment are characterized by kin-ship ties and other parochial considerations undermines the effectiveness of such institutions. Thus the leadership of such institutions are faced with the dilemma of impartially enforcing rules and maintaining standards especially when it relates to their kinsmen and other employees connected to them. Consequently, absenteeism, late coming to work and lack of commitment to task are very common across the tertiary institutions. These probable effects of groupthink have the potential to undermine institutional productivity by blighting the capacity of these institutions to live up to their mission statements as centers of excellence and bastions of cutting edge discoveries in science and technology. Therefore, the study concludes that groupthink has the capacity to undermine institutional productivity. As a remedy, effective team-based leadership that allows (tolerate) divergent views, tolerate constructive criticism, uncompromisingly build and maintains a culture and atmosphere for debating ideas and create a platform where creativity is rewarded can avert the trend of groupthink leading to enhanced institutional productivity. This implies that leaders should encourage authentic dissent. By encouraging authentic minority dissent in teams, leaders can stimulate a search for more information on all sides of the issue leading to the detection of issues that could have otherwise gone unnoticed. Though in many organizations especially the ones studied, dissenters are disliked and treated unfairly in several aspects. They are seen as ingrates, enemies of progress, stumbling blocks and trouble makers. But as the study shows, constructive disagreement and criticisms are healthy ingredients for sound decision making in organization. Chief executives and leaders should initiate or establish procedures to protect these alternative viewpoints and protect minority dissenters from backlash and being relegated to out-group status. Equally, there should be an elaborate mechanism for getting feedback from the employees. This also applies to not only the macro level of the institutions at the top but also at the micro levels which consist of departments, units, teams or committee system which are common in tertiary institutions.

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### **Appendix 1**

Table 1: Distribution of responses and their percentages

Table 2: Distribution of responses and their percentages

Table 3: Distribution of responses and their percentages

Table 4: Distribution of responses and their percentages

Table 5: Distribution of responses and their percentages

Table 6: Distribution of responses and their percentages

Table 7: Distribution of responses and their percentages

Table 8: Distribution of responses and their percentages

**Source:** Brandford & McDonald, 2019 (Excel analysis)

### **Appendix 2**

Bar chart 1: Showing responses

Bar chart 2: Showing responses

Bar chart 3: Showing responses

Bar chart 4: Showing responses

Bar chart 5: Showing responses

Bar chart 6: Showing responses

Bar chart 7: Showing responses

Bar chart 8: Showing responses

**Source:** Brandford & McDonald, 2019 (Excel analysis)