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The Impact of Social Media on Group Decision-Making Processes: A Bibliometric Review

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ABSTRACT

This study maps and analyses the scholarly literature on the impact of social media on group decision-making processes, with a particular focus on the human resource management (HRM) context, using a bibliometric approach. Data were retrieved from Scopus databases, yielding 116 peer-reviewed articles spanning 2006 to 2026. VOSviewer software was employed to visualise co-authorship networks and keyword co-occurrence patterns, enabling systematic mapping of collaboration structures and thematic evolution. The field exhibits substantial scientific impact, averaging 48.59 citations per document, and is characterised by extensive global collaboration. Thematically, research has evolved from a conceptual stage centred on trust and community interaction toward an applicative and computational stage dominated by big data, artificial intelligence (AI), and consensus model optimisation. Enterprise social media platforms have emerged as strategic infrastructure reinforcing collaboration and inclusivity in hybrid work environments, although challenges related to group bias amplification, polarisation, and echo chamber dynamics remain persistent. Organisations operating in digital and hybrid environments should strategically govern social media platforms to leverage collective intelligence while proactively mitigating algorithmic bias and polarisation risks in group decision-making. This is among the first bibliometric studies to specifically focus on the intersection of social media and group decision-making within an HRM context, identifying AI-driven decision architectures and digital bias mitigation as the most critical frontier for future research.

Keywords: *Bibliometric Analysis; Group Decision Making; Social Media; Human Resource Management; VOSviewer*

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INTRODUCTION

Social media has fundamentally restructured the informational and relational architecture of collective decision-making within contemporary organisations. Digital platforms, from enterprise tools such as Slack and Yammer to public networks including LinkedIn and Twitter/X, now mediate critical organisational processes spanning recruitment, performance evaluation, talent development, succession planning, and the cultivation of workplace culture and employee engagement (Ruparel et al., 2020; Zhou and Yin, 2025). Rajiani et al. (2024) affirm that this transformation extends well beyond communication efficiency, recasting social media as a strategic instrument in human resource management (HRM) practices across diverse regional and institutional contexts (Aini et al., 2025), particularly across Asia.

The functional scope of enterprise social media in organisational decision-making has expanded considerably. These platforms enable broader participation, real-time information exchange, asynchronous collaboration, and access to heterogeneous perspectives from both internal and external stakeholders (Woolley, 2025). Mohiya (2025) demonstrates that social media use exerts a positive influence on employee engagement, mediated by job satisfaction and perceived organisational support, suggesting that its role extends beyond communication infrastructure into the deeper mechanics of collective motivation and organisational cohesion. In hybrid and remote work settings, where face-to-face interaction is constrained, this infrastructure has become even more consequential. Surya et al. (2025) document how virtual leadership and data-driven decision-making have become central pillars of post-pandemic organisational transformation, while Zhou and Yin (2025) establish enterprise social media as indispensable for sustaining collaboration and organisational agility in distributed work environments.

Yet the same affordances that enrich group decision-making also introduce structural vulnerabilities. Cinelli et al. (2021) demonstrate that homophilic clustering among users on Facebook and Twitter produces echo chamber dynamics that reinforce shared narratives and systematically suppress exposure to contrasting viewpoints. This finding is corroborated by Terren and Borge (2021) and Metzler and Garcia (2024), who show that social drivers and algorithmic curation mechanisms amplify pre-existing polarisation rather than neutralising it. In HRM contexts, these dynamics manifest in consequential ways: group bias may distort performance evaluations, diversity and inclusion decisions may be shaped by curated digital discussions that exclude minority voices, and crisis management judgements may be unduly influenced by viral content rather than deliberate analysis (Brouer et al., 2022; Lorenz-Spreen et al., 2023).

Despite the proliferation of empirical studies addressing these issues, the scholarly literature lacks a comprehensive bibliometric synthesis that systematically maps the intellectual structure, collaboration patterns, and thematic evolution of this field, particularly through the lens of HRM. Prior bibliometric reviews have examined the general integration of social media into HRM practice (Hosain, 2023; Rajiani et al., 2024; Mawadah et al., 2026) and the broader dynamics of organisational decision-making (Azmi et al., 2026), but none has specifically focused on the intersection of social media and group decision-making within HRM. This gap is particularly salient given the rapid diffusion of enterprise collaboration platforms and the growing integration of AI-driven sentiment analysis into organisational recommendation systems (Hamed and Madanchian, 2023; Jim et al., 2024). Bibliometric analysis, as a quantitative approach to mapping scientific knowledge, offers the methodological rigor necessary to detect hidden citation patterns, co-authorship structures, and thematic clusters that conventional narrative reviews fail to capture (Donthu et al., 2021; Ozturk et al., 2024).

This study examines the intellectual landscape of research on social media and group decision-making, with particular emphasis on HRM contexts, drawing on publications from 2006 to 2026 retrieved

from Scopus database. Three explicit contributions differentiate this work from the existing literature. First, it provides the first bibliometric synthesis that explicitly situates the social media-group decision-making nexus within HRM scholarship, complementing prior reviews that treat this relationship only incidentally. Second, it maps the thematic evolution of the field, revealing a trajectory from trust-based conceptual frameworks toward AI-integrated computational models, a transition that carries significant implications for how organisations design and govern digital decision environments. Third, it identifies AI-driven group decision architectures and digital bias mitigation as the most underexplored frontiers, offering concrete direction for future empirical and methodological inquiry. The remainder of this paper is organised as follows. Section 2 reviews the relevant literature. Section 3 describes the bibliometric methodology. Section 4 presents and discusses findings across publication trends, co-authorship networks, and keyword clusters. Section 5 concludes with theoretical contributions, practical implications, and directions for future research.

LITERATURE REVIEW

The scholarly examination of social media's influence on collective cognition and group decision-making draws from a rich theoretical base, most prominently collective intelligence theory and social information processing theory. Woolley (2025) establishes that generative AI and digital collaboration platforms can serve as catalysts for collective intelligence, provided that group communication norms and participation architectures are carefully designed. This foundational claim positions social media not merely as a neutral conduit of information, but as an active structural variable that shapes the quality, inclusivity, and efficiency of group decisions. In HRM contexts, where decisions carry significant consequences for workforce equity and organisational performance, this theoretical framing is particularly consequential.

Early empirical literature in this domain predominantly highlighted the risks that digital platforms pose to group decision quality. Cinelli et al. (2021) provide rigorous evidence that social media algorithms generate homophilic clustering, wherein users gravitate toward informationally similar communities, producing echo chamber effects that distort collective sense-making. This finding is reinforced by Terren and Borge (2021), whose systematic review confirms that echo chambers on social media are real, persistent, and structurally reinforced by platform design rather than user choice alone. The consequent polarisation of opinion within digital networks, documented extensively by Lorenz-Spreen et al. (2023) across diverse political and organisational contexts, represents a direct challenge to the rational deliberation assumptions that underpin much of the normative group decision-making literature. Metzler and Garcia (2024) further demonstrate that social drivers and algorithmic mechanisms interact synergistically to amplify these effects, suggesting that individual-level interventions alone are insufficient to address the structural biases embedded in platform design.

Over time, the literature shifted to encompass the constructive potential of social media for group decision quality. Digital platforms demonstrably expand participation, introduce perspectival diversity, and accelerate collective sense-making through rapid, multi-directional information flows (Woolley, 2025). In HRM specifically, enterprise social media has enabled more participatory approaches to policy deliberation, 360-degree performance feedback, and diversity and inclusion decisions that incorporate broader stakeholder input (Brouer et al., 2022). Mohiya (2025) provides empirical evidence that social media use in professional contexts enhances employee engagement through both job satisfaction and perceived organisational support, confirming that the benefits of platform integration extend into motivational and relational dimensions of workforce management. Zhou and Yin (2025), in a computational literature review

spanning contemporary enterprise platforms, show that these tools have become the primary infrastructure for internal communication, knowledge sharing, and organisational agility in hybrid work environments. The implications for group decision-making are direct: organisations that leverage enterprise social media strategically can build more inclusive, informed, and adaptive decision processes.

The integration of advanced computational methods into the social media-group decision nexus represents the most recent and rapidly developing strand of this literature. Natural language processing and AI-driven sentiment analysis are increasingly deployed to extract group opinion from social media interactions, enabling real-time aggregation of distributed preferences and identification of emerging consensus or dissent (Hamed and Madanchian, 2023; Jim et al., 2024). Aguilar-Moreno et al. (2024) demonstrate through bibliometric analysis that sentiment analysis has become a core methodological tool supporting organisational decision-making, while Vaccaro et al. (2024), in a systematic review and meta-analysis, establish that hybrid human-AI configurations outperform either humans or AI working in isolation on complex decision tasks. These findings are directly relevant to HRM, where decisions regarding recruitment (Ruparel et al., 2020; Rajiani et al., 2024) and disability-inclusive hiring (Yang, 2026) are increasingly mediated by AI-augmented platforms. The trajectory is clear: future group decision architectures will not merely use social media as a communication channel but will embed AI-driven recommendation systems capable of synthesising collective preferences at scale.

Despite this rapid development, the field retains significant gaps. Comparative studies across organisational cultures and national contexts remain scarce, as does longitudinal evaluation of social media's actual impact on decision quality outcomes, as opposed to platform usage metrics or attitudinal surveys (Bezrukova et al., 2023; Woolley, 2025). The dominance of simulation-based validation in computational studies, as opposed to embedding models in live organisational settings, further limits the external validity of emerging methods. Bibliometric analysis provides the appropriate methodological lens to chart these gaps systematically, revealing not only what has been studied, but the structural absences and emergent frontiers that should guide the next generation of inquiry (Donthu et al., 2021; Ozturk et al., 2024; Mawadah et al., 2026).

RESEARCH METHODOLOGY

This study adopts a quantitative bibliometric approach to systematically map and analyse the scholarly literature concerning the impact of social media on group decision-making processes, with emphasis on the HRM context. Bibliometric analysis was selected because it enables objective, reproducible, and comprehensive examination of scientific output, revealing patterns of intellectual influence, collaboration, and thematic evolution that conventional narrative reviews cannot capture at scale (Donthu et al., 2021; Ozturk et al., 2024). This methodological choice aligns with an established tradition of bibliometric inquiry in management and organisational studies, including related reviews of digital transformation (Althaf et al., 2025), decision-making in crisis management (Mawadah et al., 2026), and bounded rationality in organisational contexts (Azmi et al., 2026).

Data were retrieved from Scopus databases. Scopus was selected for its comprehensive coverage of management, organisational psychology, and information technology literature, underpinned by a rigorous Content Selection and Advisory Board curation process, incorporated for its selective, high-consistency indexing, which is particularly valuable for assessing citation impact and cross-disciplinary reach (Baas et al., 2020; Maharani et al., 2026; Pranckute, 2021). The combined use of both databases

ensures both breadth and quality in the corpus. The search query combined terms pertaining to social media platforms (including "social media," "enterprise social media," "social network site," and "collaborative platform") with terms related to group decision-making ("group decision making," "collective decision," and "team decision") and HRM ("human resource management," "HRM," and "employee involvement"), connected by Boolean operators. The search returned 116 peer-reviewed English-language journal articles published between 2006 and 2026, following the exclusion of conference papers, book chapters, non-English items, and articles without clear relevance to the social media-group decision-making nexus. This screening procedure ensures the validity, transparency, and replicability of the analysis (Donthu et al., 2021).

Analysis was conducted using VOSviewer (version 1.6.20), a bibliometric mapping software that excels in visualising co-authorship networks, bibliographic coupling, and keyword co-occurrence with high precision and visual clarity (van Eck and Waltman, 2010). VOSviewer was used to generate three distinct visualisations: co-authorship networks at author and country levels, and keyword co-occurrence networks analysed through both network and overlay visualisation modes. The latter, which maps keywords according to the average year of publication of the articles in which they appear, enables temporal tracking of thematic evolution. Core metrics examined include annual publication trends, citation structure, co-authorship patterns, and thematic keyword clusters, collectively providing a multi-dimensional portrait of the field's intellectual development.

RESULTS AND DISCUSSION

Main Bibliometric Information

Table 1. Main Bibliometric Information

Description	Result
Time span	2006-2026
Document type: articles	116
Average citations per document	48.59
Number of authors	323
Single-author documents	9
Average authors per document	3.37

Source: Author's own work (2026)

The bibliometric corpus encompasses 116 peer-reviewed articles published between 2006 and 2026, produced by 323 authors with an average of 3.37 authors per document (Table 1). The small proportion of single-author studies (9 articles, approximately 7.8%) confirms that research in this domain is predominantly collaborative, reflecting both the interdisciplinary nature of the subject matter and the methodological demands of bibliometric and computational approaches. The average citation rate of 48.59 per document is notably high relative to comparable management bibliometric studies, indicating that the published corpus has achieved meaningful scholarly influence and is widely referenced across adjacent fields including organisational behaviour, information systems, and applied AI. These figures suggest a field that is both scientifically productive and intellectually influential, yet one in which collaborative output

remains concentrated among a limited number of highly connected author networks, a pattern with implications for the diversity and generalisability of findings (Donthu et al., 2021; Ozturk et al., 2024).

4.2 Annual Publication Trends

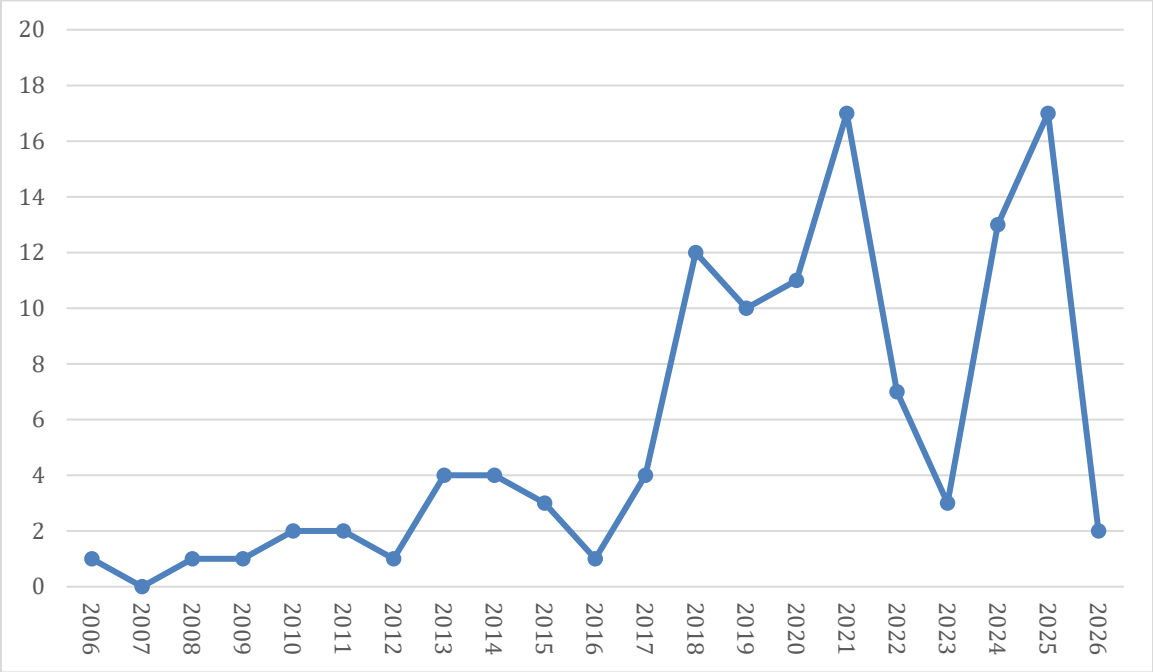

Figure 1. Annual Growth in Publications (2006-2026)

Figure 1 plots the annual distribution of publications across the two-decade span covered by the corpus. The period from 2006 to 2012 was characterised by sparse and irregular output, reflecting the nascent status of the research field and the limited penetration of social media into formal organisational processes at that time. A moderate upswing in 2013 and 2014 was followed by renewed deceleration, likely attributable to the lag between real-world platform diffusion and systematic empirical investigation. The most pronounced growth phase occurred between 2018 and 2021, during which annual output rose from 12 to a corpus peak of 17 articles. This acceleration corresponds temporally with the global adoption of enterprise collaboration platforms, the rise of AI-mediated organisational analytics, and the COVID-19 pandemic-driven transition to remote and hybrid work, which dramatically intensified organisational dependence on digital communication infrastructure (Surya et al., 2025; Zhou and Yin, 2025). A modest contraction in 2022 and 2023 was followed by renewed growth in 2024 (13 articles) and 2025 (17 articles), while 2026 figures remain partial. The overall pattern is consistent with a maturing research domain whose development is punctuated by broader technological and societal disruptions.

Co-Authorship: Author Networks

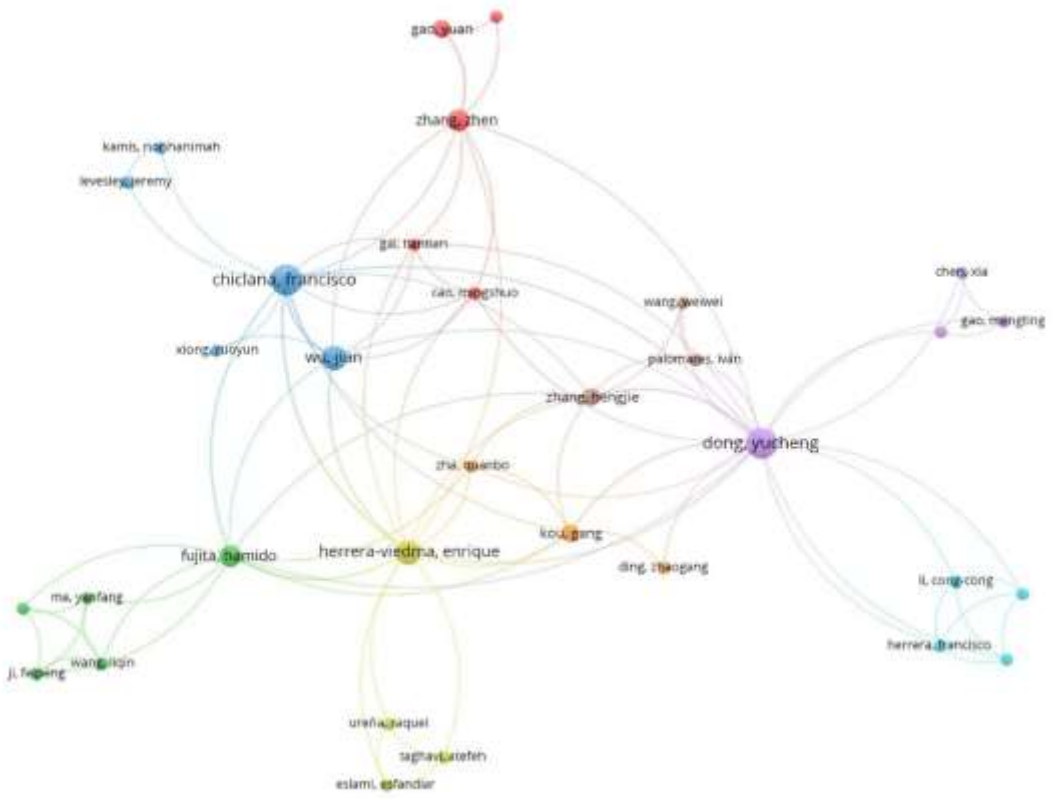

Figure 2. Author Co-Authorship Network (VOSviewer)

The author co-authorship map (Figure 2) reveals a network organised into five distinct collaboration clusters. The red cluster, anchored by Zhang Zhen and co-collaborators Gao Yuan and Cao Mingshuo, reflects sustained, intensive collaboration characteristic of an established computational decision-making research group. The blue cluster, centred on Chiclana Francisco with connections to Wu Jian and Xiong Ruoyun, occupies a structurally bridging position, linking adjacent clusters and enabling cross-cluster knowledge transfer. Fujita Hamido leads the smaller green cluster, while Herrera-Viedma Enrique anchors the yellow cluster, both of whom are internationally recognised scholars in fuzzy logic and consensus modelling. The purple cluster, directed by Dong Yucheng, extends connections across cluster boundaries, performing a disproportionately important integrative function in the overall network topology. The dominance of concentrated collaboration hubs over diffuse open collaboration is associated with rapid methodological advancement, though it also introduces risks of limited generalisability and restricted intellectual diversity (Donthu et al., 2021).

Co-Authorship: Country Networks

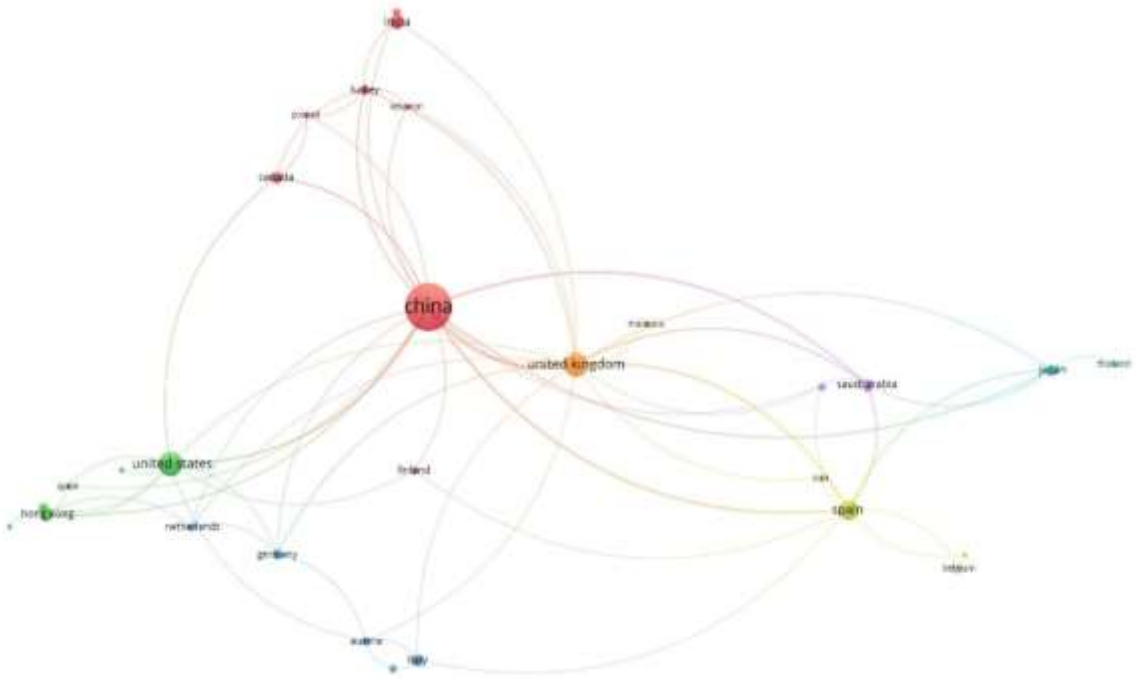

Figure 3. Country Co-Authorship Network (VOSviewer)

The country-level co-authorship map (Figure 3) reveals a global network structured around several dominant national contributors. China constitutes the largest and most connected node, maintaining collaborative ties to India, Turkey, Canada, and Poland, reflecting the volume and global reach of Chinese academic output in AI and decision systems research. The United States anchors a second major cluster, connected to Hong Kong and Qatar through cross-regional research partnerships. European nations including Germany, the Netherlands, Austria, and Italy form a regionally coherent cluster consistent with coordinated research funding through the European Research Area framework. Spain bridges connections to Iran and Belgium, while the United Kingdom occupies a structurally strategic position linking multiple clusters, functioning as a global connector node. These patterns confirm that research in this domain is broadly international, though the concentration of central nodes in East Asia and the North Atlantic academic systems raises questions about the representation of non-Western and emerging-market organisational contexts, a gap that has broader implications for the generalisability of consensus and group decision-making models (Bezrukova et al., 2023; Azmi et al., 2026).

Keyword Co-Occurrence: Network Visualisation

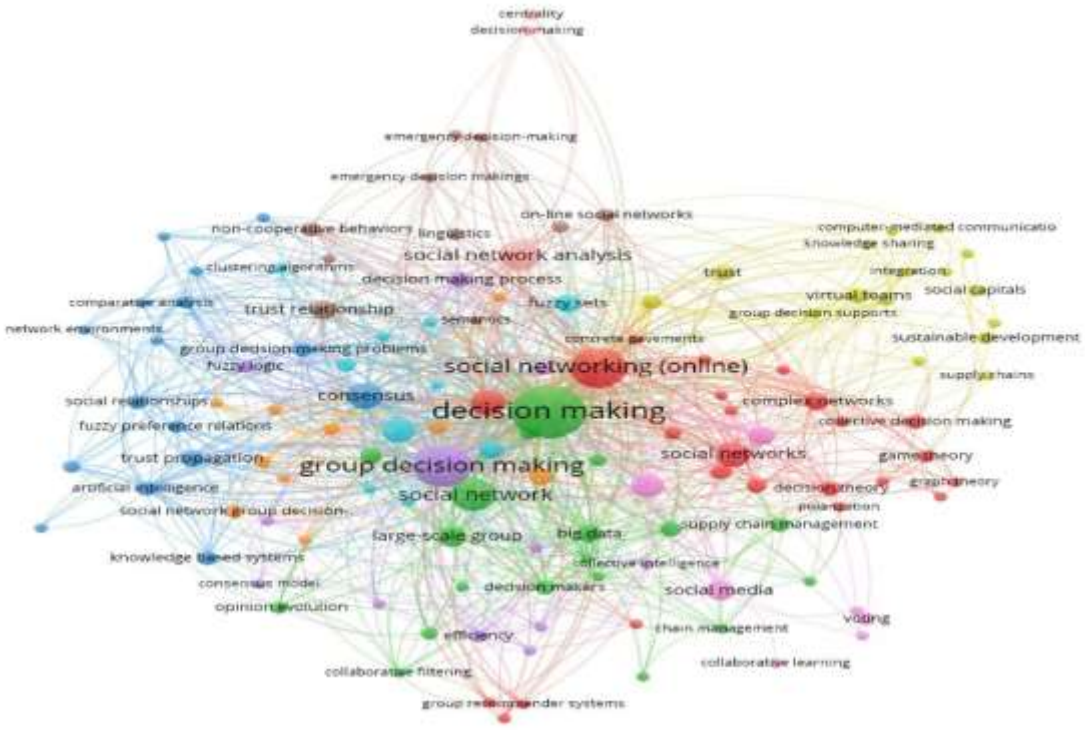

Figure 4. Keyword Co-Occurrence Network Visualisation (VOSviewer)

The keyword co-occurrence network (Figure 4; Table 2) partitions the literature into thematically coherent clusters that collectively delineate the intellectual architecture of the field. The green cluster constitutes the thematic core, consolidating foundational concepts including decision making, social network, large-scale group, collective intelligence, and big data, confirming that the field's primary analytical concern is collective decision-making within digitally mediated network contexts enhanced by data-intensive approaches. The red cluster integrates complex networks, decision theory, game theory, and graph theory with the social dynamics of polarisation and collective decision-making, reflecting the field's engagement with both formal mathematical frameworks and the sociological dimensions of online interaction. The blue cluster is oriented toward consensus-building processes, incorporating consensus, trust propagation, artificial intelligence, and clustering algorithms, signalling that the development of formal consensus models for large-scale group decision-making under uncertainty has constituted a major and increasingly dominant sub-field. The yellow cluster, centred on trust, virtual teams, knowledge sharing, and computer-mediated communication, represents an earlier behaviourally grounded research tradition that remains active but is increasingly supplemented by computational approaches.

Table 2. Keyword Co-Occurrence Clusters (Network Visualisation)

Cluster Colour	Size & Density	Key Terms
Green	Very large; central hub	decision making, social network, large-scale group, collective intelligence, big data, supply chain management, collaborative filtering
Red	Large; many diffuse nodes	social networking (online), complex networks, decision theory, game theory, polarization, group recommender systems
Blue	Large; dense connections	consensus, trust propagation, artificial intelligence, fuzzy preference relations, clustering algorithms, knowledge-based systems
Yellow	Medium	trust, virtual teams, group decision support, knowledge sharing, computer-mediated communication, sustainable development
Purple	Small-medium	group decision making, decision making process, efficiency, collective intelligence
Pink	Small	social media, voting, collaborative learning
Brown	Small; niche	trust relation, linguistics, on-line social networks, emergency decision-making

Source: Author's own work (2026)

Keyword Co-Occurrence: Overlay Visualisation

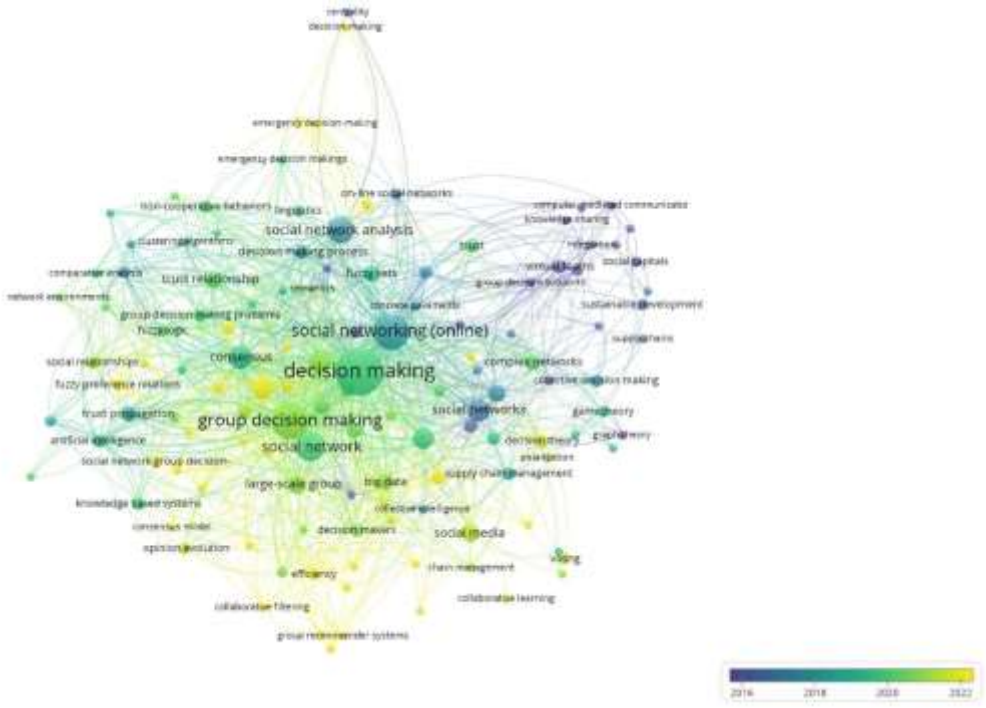

Figure 5. Keyword Co-Occurrence Overlay Visualisation (VOSviewer)

Table 3. Keyword Co-Occurrence Clusters (Overlay Visualisation by Period)

Period (Colour)	Dominant Keywords
2016-2017 (Purple)	virtual teams, social capital, sustainable development, knowledge sharing, computer-mediated communication, graph theory
2018-2019 (Aqua)	social network analysis, social networking (online), artificial intelligence, clustering algorithms, trust propagation, supply chain management
2020-2021 (Green)	consensus, fuzzy logic, big data, game theory, emergency decision making, non-cooperative behaviours, trust, large-scale group
2022-2026 (Yellow)	social media, decision theory, voting, fuzzy preference relations, consensus model, group recommender systems, collaborative filtering

Source: Author's own work (2026)

The overlay visualisation (Figure 5; Table 3) introduces a temporal dimension to the keyword analysis, mapping terms according to the average publication year of the articles in which they appear. The earliest identifiable period (2016-2017) was anchored in foundational constructs including virtual teams, social capital, knowledge sharing, and computer-mediated communication, reflecting a research agenda

primarily concerned with how digital communication channels affect established group dynamics. The 2018-2019 period marks a methodological intensification, characterised by the emergence of social network analysis, artificial intelligence, and clustering algorithms as dominant terms, coinciding with the diffusion of machine learning tools into organisational research and the growing availability of large-scale social media datasets. The 2020-2021 phase represents the field's most complex period, integrating computational approaches including fuzzy logic and big data with behavioural dimensions such as trust dynamics and emergency decision-making, the latter directly reflecting the organisational pressures introduced by the COVID-19 pandemic (Surya et al., 2025). The most recent period (2022-2026) consolidates around specific applied technologies including social media analytics, voting mechanisms, collaborative filtering, and group recommender systems, indicating that the field has transitioned from foundational concerns toward the implementation of digital tools in live organisational decision contexts (Aguilar-Moreno et al., 2024; Vaccaro et al., 2024).

Text-Based Co-Occurrence: Conceptual Mapping

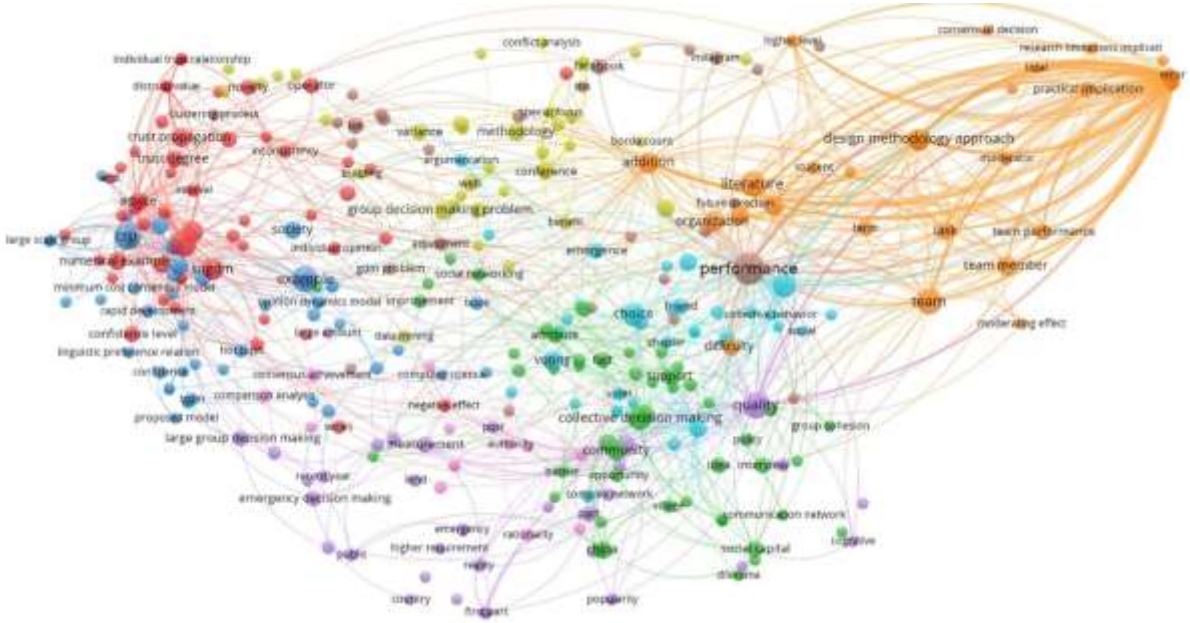

Figure 6. Text-Based Co-Occurrence Network Visualisation (VOSviewer)

Table 4. Text-Based Co-Occurrence Clusters (Network Visualisation)

Cluster	Size & Density	Representative Terms
Green	Large; broad	collective decision making, community, social capital, social networking, group cohesion, policy, opportunity, dilemma
Red	Large; fundamental	trust propagation, trust degree, confidence level, individual trust relationship, distrust value, inconsistency

Dark Blue	Large; theoretical-computational	opinion dynamics model, minimum cost consensus model, large-scale group, linguistic preference relation, computer science
Orange	Very large; dominant	team, organisation, team performance, design methodology approach, practical implication, moderating effect, consensual decision
Yellow	Medium; methodological	group decision making problem, data mining, conflict analysis, borda count, variance, web
Purple	Medium; contextual	large group decision making, emergency decision making, quality, measurement, cognitive, country
Brown	Small; niche	performance, facebook, instagram, clustering process, future direction

The text-based co-occurrence analysis extends the keyword analysis through abstract and full-text data, generating a richer conceptual map. The orange cluster is the most extensive by term volume, encompassing the applied and organisational dimensions of the literature: team, organisation, team performance, design methodology approach, practical implication, and moderating effect. The centrality of this cluster confirms that the field's ultimate concern is with improving organisational and team performance through better-designed decision processes, not merely with advancing abstract computational models. The red cluster's concentration on trust-related constructs (trust propagation, trust degree, individual trust relationship) underscores that trust remains the foundational relational variable in group decision-making research, consistent with broader organisational behaviour findings on the role of institutional trust in collective action (Mohiya, 2025; Woolley, 2025). The dark blue cluster's focus on opinion dynamics models and minimum cost consensus models reflects the influence of operations research traditions that have contributed formal optimisation frameworks for managing disagreement at scale.

The temporal overlay reinforces the four-stage evolutionary narrative identified in the keyword analysis. The earliest phase was anchored in conceptual constructs of trust, community, and social capital. Intermediate phases expanded into methodological development and empirical application, with the pandemic period accelerating engagement with emergency and large-scale decision contexts. The most recent phase (2024-2026) is characterised by critical evaluation and model refinement, with terms such as minimum cost consensus model, opinion dynamics model, and future direction indicating that the field is now engaged in systematic self-assessment. Interestingly, the appearance of Facebook and Instagram as relatively recent terms suggests that direct analysis of consumer social media platforms is an emergent development, one that may foreshadow a new empirical wave grounded in platform-specific behavioural data rather than abstract network simulations (Aguilar-Moreno et al., 2024; Mawadah et al., 2026).

CONCLUSION

This study examines the intellectual landscape of research on social media and group decision-making, drawing on 116 peer-reviewed articles published between 2006 and 2026 and analysed through co-authorship mapping and keyword co-occurrence using VOSviewer. The findings reveal a field of substantial and growing scientific influence, evidenced by an average citation rate of 48.59 per document and a global collaboration network concentrated in Chinese, North Atlantic, and European academic centres. Thematically, the literature has undergone a clear four-stage evolution: from conceptual foundations centred on trust and community interaction, through methodological development integrating social network analysis and early AI tools, into a computationally intensive phase driven by fuzzy logic, big data, and consensus modelling, and most recently toward the application of group recommender systems, collaborative filtering, and platform-specific analytics. In HRM contexts, social media has emerged as infrastructure that both enriches collective decision-making through broader participation and inclusivity, and introduces structural risks including echo chamber dynamics, algorithmic polarisation, and group bias amplification. The findings confirm that the future trajectory of this field will be defined by AI-integrated group decision architectures and digital bias mitigation, with the critical challenge lying in embedding these computational models within authentic organisational conditions rather than validating them through simulation alone.

For organisational leaders and HRM practitioners, this study highlights the strategic imperative of governing enterprise social media as a decision-support infrastructure rather than merely a communication tool, with deliberate attention to platform design choices that mitigate polarisation and amplify diverse perspectives. For policymakers and platform developers, the evidence on echo chamber mechanisms and algorithmic bias amplification underscores the need for governance frameworks that prioritise epistemic diversity in digital decision environments. This study contributes to the literature by providing the first bibliometric synthesis specifically focused on the social media and group decision-making nexus within HRM scholarship, establishing a structured knowledge map that identifies both the intellectual foundations and the most underexplored research frontiers. Its primary limitation lies in the restriction to English-language journal articles, which may underrepresent significant contributions from non-Anglophone research traditions and non-Western organisational contexts. Future research should pursue longitudinal empirical studies that track the actual impact of social media-mediated decision processes on organisational outcomes, cross-cultural comparative analyses, and the evaluation of platform design interventions aimed at reducing group bias in real-world settings.

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