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Group Decision-Making Models in Financial Management: A Bibliometric Analysis

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ABSTRACT
This study examines the intellectual structure and research trajectory of group decision-making (GDM) models in financial management using a bibliometric approach, aiming to identify collaboration patterns, dominant themes, and emerging research frontiers. Data were retrieved from the Scopus database using a structured Boolean query covering the period 1993 to 2025, yielding 86 relevant scientific articles. VOSviewer software was employed to perform co-authorship, co-occurrence, and text data analyses to map the collaborative network and thematic structure of the field. Publication output exhibits a sustained upward trajectory, with a pronounced surge following the 2008 global financial crisis. Four thematic clusters are identified: consensus models and group techniques, financial management applications, behavioral and cognitive dimensions, and technology-driven analytics. Collaborative networks reveal a core-periphery structure, with dominance by institutions in developed economies and limited engagement from emerging-market contexts. The findings suggest that financial practitioners and policymakers should prioritize the integration of artificial intelligence, big data, and ESG-oriented frameworks within group decision processes to enhance the robustness of collective financial judgments. This study provides the first systematic bibliometric mapping of GDM models specifically situated within the financial management domain, revealing thematic convergences with digital transformation and sustainability that prior narrative reviews have not systematically captured.

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ABSTRAK
Penelitian ini mengkaji struktur intelektual dan lintasan riset dari model pengambilan keputusan kelompok atau *group decision-making* (GDM) dalam manajemen keuangan menggunakan pendekatan bibliometrik. Penelitian ini bertujuan untuk mengidentifikasi pola kolaborasi, tema-tema dominan, dan tren riset terbaru yang sedang berkembang (*emerging research frontiers*). Data diambil dari basis data Scopus menggunakan kueri Boolean terstruktur yang mencakup periode tahun 1993 hingga 2025, dan menghasilkan 86 artikel ilmiah yang relevan. Perangkat lunak VOSviewer digunakan untuk melakukan analisis ko-penulisan (*co-authorship*), ko-kemunculan kata (*co-occurrence*), dan analisis data teks guna memetakan jaringan kolaboratif serta struktur tematik dalam bidang tersebut.Hasil publikasi menunjukkan tren peningkatan yang berkelanjutan, dengan lonjakan yang sangat tajam setelah krisis keuangan global tahun 2008. Empat kluster tematik berhasil diidentifikasi: model konsensus dan teknik kelompok, aplikasi manajemen keuangan, dimensi perilaku dan kognitif, serta analitik berbasis teknologi. Jaringan kolaboratif menunjukkan struktur inti-pinggiran (*core-periphery*), yang didominasi oleh lembaga-lembaga di negara maju dan keterlibatan yang masih terbatas dari konteks pasar berkembang (*emerging markets*).Temuan ini menyarankan agar para praktisi keuangan dan

pengambil kebijakan memprioritaskan integrasi kecerdasan buatan (AI), *big data*, dan kerangka kerja berbasis ESG (Lingkungan, Sosial, dan Tata Kelola) dalam proses keputusan kelompok guna meningkatkan ketahanan dari penilaian keuangan kolektif. Penelitian ini menyajikan pemetaan bibliometrik sistematis pertama mengenai model GDM yang secara khusus ditempatkan dalam ranah manajemen keuangan, serta mengungkap adanya konvergensi tematik dengan transformasi digital dan keberlanjutan (*sustainability*) yang belum ditangkap secara sistematis oleh tinjauan naratif terdahulu.

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INTRDUCTION

Financial management decisions lie at the intersection of complexity, uncertainty, and competing stakeholder interests, making the quality of the decision-making process itself a critical determinant of organizational performance. Decisions concerning capital allocation, risk management, and investment strategy do not merely shape short-term operational efficiency; they fundamentally define an organization's long-run strategic viability (Karam et al., 2021). As financial environments grow increasingly interconnected and volatile, the inadequacy of purely individual judgment becomes more apparent, since individual decision-makers are susceptible to cognitive biases, bounded rationality, and informational constraints that systematically distort outcomes. The imperative to transcend individual cognitive limitations has driven a substantial body of scholarly work toward collective, structured approaches to financial decision-making.

Group decision-making (GDM) models offer a structured analytical response to the inadequacies of individual choice under complexity. By integrating the expertise, perspectives, and informational endowments of multiple participants, GDM approaches generate decisions that are empirically more robust and less prone to systematic bias than those produced by any single agent (Gouda and Tiwari, 2023; Mawadah et al., 2026). Within financial management, this relevance is acute: strategic decisions in areas such as investment evaluation, portfolio optimization, risk governance, and mergers and acquisitions routinely involve multiple decision-makers whose preferences must be reconciled through structured deliberation and consensus-building (Qamar et al., 2021). The growing complexity of financial instruments and regulatory environments further amplifies the need for collaborative frameworks that can handle multi-dimensional trade-offs systematically.

Historically, the development of GDM models has drawn on diverse intellectual traditions, including social psychology, organizational theory, and game theory. Early contributions concentrated on group dynamics, interpersonal influence, and the conditions under which consensus could be achieved (Salehzadeh and Ziaeian, 2024). Subsequent generations of research introduced formal quantitative methodologies, notably the Delphi method, nominal group technique, and analytical hierarchy process, that provided structured mechanisms for aggregating heterogeneous preferences (Rodriguez-Carrillo et al., 2025; Sousa

et al., 2021). This methodological progression reflects a broader intellectual shift from descriptive accounts of group behavior toward prescriptive, algorithmically tractable models capable of supporting practical financial decisions.

The digital revolution has further transformed the landscape of GDM research. Decision support systems, artificial intelligence, big data analytics, and machine learning now enable real-time processing of large-scale, high-dimensional financial datasets, substantially extending the computational and predictive capabilities available to group decision processes (Qamar et al., 2021; Abbod and Alrashedi, 2022). The emergence of FinTech ecosystems and the increasing salience of environmental, social, and governance (ESG) criteria in investment decision-making represent additional contextual forces reshaping the conceptual frontier of the field. These developments collectively underscore the need for a comprehensive, systematic assessment of how GDM research has evolved and where its productive frontiers now lie.

However, the existing literature exhibits notable structural gaps. Most extant studies examine specific GDM methods or narrow application contexts, thereby precluding a holistic view of the field's intellectual architecture. Bibliometric analyses focusing specifically on the intersection of GDM models and financial management remain scarce (Sousa et al., 2021; Mawadah et al., 2026), despite the demonstrated utility of such approaches in mapping the cognitive and collaborative infrastructure of emerging research domains (Korip et al., 2025; Wibowo et al., 2026). This gap is consequential because it limits the ability of researchers and practitioners to identify foundational contributions, trace conceptual evolution, and locate underexplored territories.

This study addresses this gap by conducting a systematic bibliometric analysis of GDM model research in financial management, drawing on 86 articles indexed in Scopus over the period 1993 to 2025. Employing VOSviewer for network visualization and co-occurrence analysis, the study pursues four specific objectives: (1) to trace publication growth and identify pivotal junctures in the field's development; (2) to map the collaborative networks of authors and countries; (3) to delineate the thematic clusters structuring the research landscape; and (4) to document the emergence of new conceptual directions. This paper is organized as follows. Section 2 describes the methodological design and data collection procedure. Section 3 presents and discusses the empirical findings. Section 4 concludes with theoretical contributions, practical implications, and directions for future research.

METHODOLOGY

This study employs a quantitative bibliometric approach, which is particularly well-suited for providing an objective, systematic, and reproducible assessment of a research field's intellectual structure. Bibliometrics applies statistical and mathematical techniques to scientific publications to examine patterns of output, citation influence, and collaborative structure (Sarah et al., 2022). The approach is grounded in the cumulative tradition of science and technology studies, which holds that the distribution and citation of scientific outputs reflects underlying patterns of knowledge accumulation and diffusion. By adopting this framework, the present study transcends the subjectivity inherent in narrative literature reviews and instead generates a data-driven cartography of the GDM-financial management research space. This methodological stance is consistent with recent bibliometric studies in adjacent domains,

including public financial management (Maulana et al., 2026), decision-making in crisis contexts (Mawadah et al., 2026), and financial literacy (Korip et al., 2025; Ariswati et al., 2025).

Data were retrieved from the Scopus database, selected for its comprehensive, peer-reviewed coverage of high-quality international scientific literature. Scopus is recognized as the broadest abstract and citation database of peer-reviewed research and represents a standard reference in bibliometric studies (Novani et al., 2025). The search was executed using the following structured Boolean query applied to titles, abstracts, and keywords:

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TITLE-ABS-KEY(("group decision making" OR "group decision-making" OR "group decision model*" OR "collective decision making" OR "group consensus") AND ("financial management" OR "corporate finance" OR "financial decision*" OR "investment decision*" OR "risk management"))
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The search was restricted to no specific document type or language filter, allowing inclusion of journal articles, conference papers, and reviews to maximize coverage. The query yielded 86 documents spanning the period 1993 to 2025. The lower boundary reflects the point at which systematic scholarly engagement with GDM models in financial contexts became traceable in major databases, while the upper boundary encompasses the most recent available publications at the time of data extraction. Duplicate entries and documents with missing bibliographic information were screened and excluded through standard data-cleaning procedures.

The bibliometric analysis was conducted using VOSviewer (version 1.6.x), a widely validated software tool for constructing and visualizing bibliometric networks (Ananda et al., 2024; Hasanah and Andriani, 2025). Three principal analyses were performed. Co-authorship analysis mapped collaborative relationships among individual authors and among countries, revealing the network topology and identifying central versus peripheral actors. Co-occurrence analysis of author-assigned keywords was used to identify thematic clusters and prominent research topics. Co-occurrence analysis of full-text data identified conceptual associations that extend beyond formal keyword labeling, capturing emergent themes not always made explicit in author-defined index terms. Supplementary indicators included annual publication counts, citation metrics (total citations, h-index), and institutional affiliation distributions, enabling a multi-dimensional characterization of the field's scientific output and influence structure (Novani et al., 2024; Hasanah et al., 2024).

RESULTS AND DISCUSSION

Publication Growth and Temporal Dynamics

Publication output in the GDM-financial management domain exhibits a clear long-run growth trajectory, reflecting the progressive institutionalization of collaborative decision frameworks within financial scholarship. Annual publication counts remained modest through the 1990s and early 2000s, consistent with the period's predominantly experimental and methodological orientation in which foundational consensus models and theoretical frameworks were being established. A pronounced inflection point is observable around 2008 to 2010, during which publication volume expanded substantially. This temporal pattern corroborates the hypothesis that the 2008 global financial crisis served as a catalytic event, exposing the systemic inadequacy of conventional decision architectures and triggering heightened scholarly interest in more robust, multi-agent approaches to financial risk and

investment governance (Dev et al., 2019; Wibowo et al., 2026). Growth has continued in the subsequent decade, with a notable acceleration in the most recent years coinciding with the rise of digital analytical technologies and sustainability-oriented financial governance.

The observed growth pattern is not uniform across sub-periods. The 1993-2007 phase is characterized by exploratory and foundational work, frequently drawing on mathematical programming, utility theory, and early consensus models. The post-crisis phase from 2009 onward reflects a reorientation toward applied and interdisciplinary research, incorporating behavioral economics, computational methods, and eventually machine learning-enhanced frameworks. This phased evolution is consistent with broader trends documented in bibliometric analyses of adjacent financial management subfields, where external shocks and technological discontinuities regularly punctuate and accelerate the production of new knowledge (Maulana et al., 2026; Mawadah et al., 2026).

Co-Authorship Network: Authors

The co-authorship network at the individual author level reveals a core-periphery structure that is characteristic of mature interdisciplinary research fields. A small number of highly productive authors occupy central network positions, exhibiting elevated betweenness centrality and functioning as knowledge brokers connecting otherwise distinct research communities. These core authors tend to specialize at the intersection of GDM methodology and applied financial contexts, particularly in behavioral finance, risk management, and multi-criteria decision analysis. Peripheral nodes represent researchers whose collaborative engagement is more episodic, frequently entering the network through contributions to specific application areas or methodological refinements before reducing their publication activity.

The density of the co-authorship network indicates a moderate to high level of collaborative activity, which reflects the inherently interdisciplinary character of GDM research requiring expertise across computational methods, financial theory, and organizational behavior. The presence of bridge authors who connect topically disparate clusters is particularly notable, as these individuals facilitate the transfer of methodological innovations across sub-communities and prevent the field from fragmenting into isolated silos. This finding aligns with observations reported in bibliometric analyses of related management research domains (Jia and Xue, 2025; Ilmahdy et al., 2025), where interdisciplinary bridge-builders consistently emerge as structurally important actors in the dissemination of knowledge.

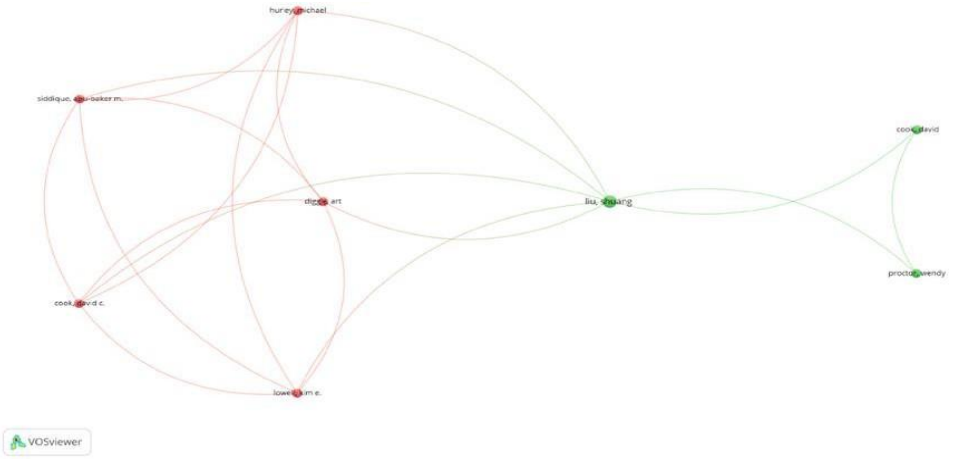

Figure 1. *Co-Authorship Network: Authors (VOSviewer visualization)*

Co-Authorship Network: Countries

The country-level co-authorship analysis reveals a geographically concentrated research landscape, with the dominant nodes situated in North America, Western Europe, and East Asia. These regions command the highest publication volumes, citation counts, and collaborative linkages, reflecting their comparative advantages in research infrastructure, access to large financial datasets, and the density of institutional networks that sustain sustained research programs. Cross-regional ties between Europe and Asia are especially prominent, suggesting that the globalization of financial markets has generated corresponding incentives for international scholarly collaboration in GDM research.

A notable structural deficiency, however, is the limited participation of researchers from emerging and developing economies, despite the acute relevance of GDM frameworks to the financial governance challenges these contexts face. Issues such as financial inclusion, microenterprise credit allocation, and public investment prioritization in resource-constrained environments are precisely the domains in which structured group decision processes could add substantial value (Ariswati et al., 2025; Kesuma et al., 2025). The underrepresentation of emerging-market perspectives in the collaborative network therefore constitutes both an intellectual gap and a practical missed opportunity. South-South research collaboration and triangular partnerships between developed and developing country institutions represent an underexplored pathway for enriching the contextual diversity of the field.

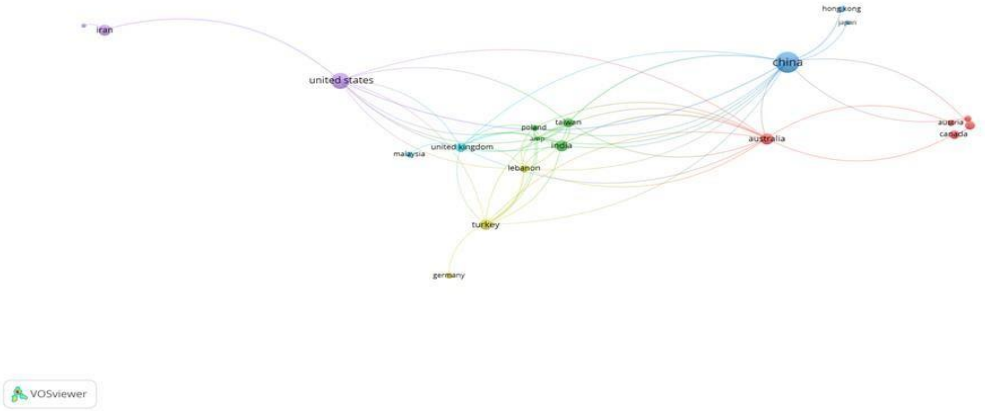

Figure 2. *Co-Authorship Network: Countries (VOSviewer visualization)*

Co-Occurrence Analysis: Keywords

Keyword co-occurrence analysis identifies four structurally coherent thematic clusters within the GDM-financial management research corpus. The first cluster centers on consensus models and structured group techniques, encompassing terms such as "consensus model," "Delphi method," "nominal group technique," and "group decision support systems." This cluster represents the methodological foundation of the field, reflecting the sustained scholarly investment in developing and refining formal procedures for preference aggregation and consensus achievement in complex, multi-stakeholder financial settings. The persistence of this cluster across the entire temporal span of the dataset confirms that methodological innovation remains a central preoccupation of the research community (Rodriguez-Carrillo et al., 2025; Salehzadeh and Ziaeian, 2024).

The second cluster encompasses financial management applications, with keywords including "investment decisions," "risk management," "capital budgeting," "portfolio

selection," and "financial risk." This cluster attests to the productive translation of GDM frameworks into applied financial contexts, confirming that the field has moved substantially beyond purely theoretical contributions toward the development of decision tools that address real-world financial governance challenges (Dev et al., 2019; Sousa et al., 2021). The third cluster integrates behavioral and cognitive dimensions, including "behavioral finance," "groupthink," "cognitive bias," and "decision-making behavior," signaling the increasing recognition that the effectiveness of group financial decisions is conditioned by psychological and sociological forces that purely rational models cannot adequately capture. The fourth and most recent cluster encompasses technology and analytics, featuring "artificial intelligence," "machine learning," "big data," and "fuzzy logic," reflecting the transformative influence of digital technologies on GDM capabilities (Qamar et al., 2021; Abbod and Alrashedi, 2022).

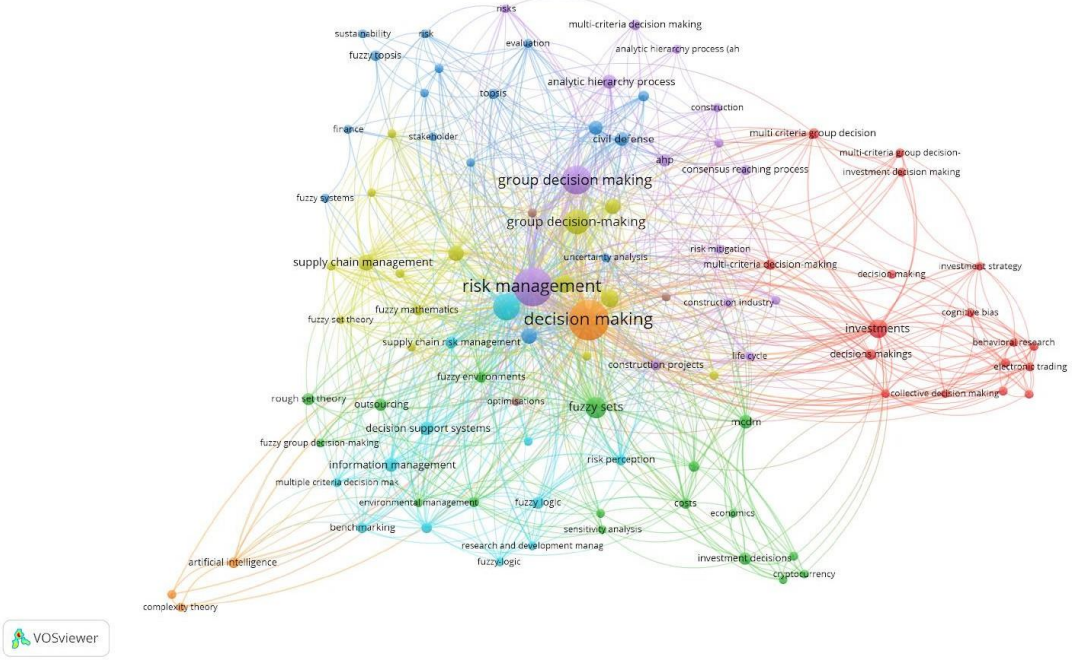

Figure 3. *Co-Occurrence Network: Author Keywords (VOSviewer visualization)*

Co-Occurrence Analysis: Text Data and Emerging Themes

The text-based co-occurrence analysis complements the keyword map by surfacing conceptual associations embedded in the full body of published texts, including themes that authors do not always foreground in their explicit keyword selections. Several emergent themes are particularly noteworthy. Corporate governance and stakeholder engagement appear with notable frequency in association with GDM terms, suggesting that collective decision frameworks are increasingly being positioned within the broader governance architecture of financial organizations, rather than treated as purely technical tools. Uncertainty and ambiguity emerge as persistent contextual descriptors, underscoring that the operating environment for financial GDM research is fundamentally defined by epistemic and aleatory uncertainty, creating continuing demand for models that are robust to distributional assumptions and parameter instability.

Of particular significance is the appearance of digital transformation and FinTech as contextual qualifiers in the most recent literature, consistent with findings reported in bibliometric studies of digitalization in business (Althaf et al., 2025; Ilmahdy et al., 2025) and

digital business models (Usada et al., 2025). Most notably, the text analysis reveals an emerging association between GDM research and sustainability concepts, including ESG criteria and stakeholder value balancing. This convergence reflects a broader reorientation of financial management scholarship toward long-horizon, multi-stakeholder value creation frameworks, within which collective deliberation processes are not merely procedural mechanisms but substantive determinants of sustainable financial outcomes (Widaryo et al., 2025; Chairani et al., 2026).

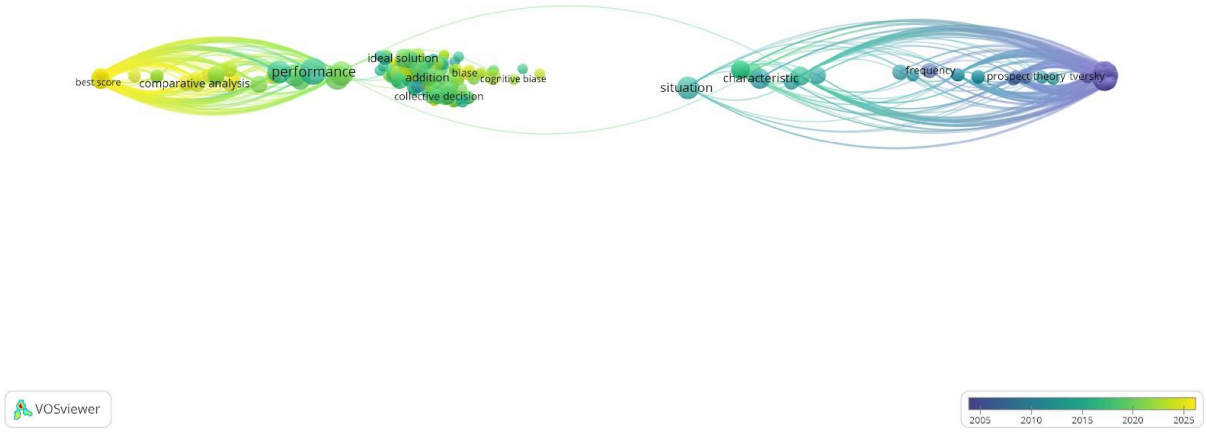

Figure 4. *Co-Occurrence Network Based on Full-Text Data (VOSviewer visualization)*

Collectively, the four analyses confirm that GDM research in financial management is a mature but dynamically evolving field. The classical methodological foundation of consensus models and structured decision techniques retains its central relevance, while the frontier of the field is being progressively redefined by the integration of behavioral insights, digital technologies, and sustainability imperatives. This finding is consistent with the trajectory observed in broader financial management bibliometric research (Wibowo et al., 2026; Yahya et al., 2026), where technological and normative transitions are systematically reshaping the agenda of the field.

CONCLUSION

This study examines the intellectual structure and developmental trajectory of group decision-making model research within financial management using bibliometric analysis applied to 86 Scopus-indexed publications spanning 1993 to 2025. The findings reveal a field characterized by sustained and accelerating publication growth, with the 2008 global financial crisis emerging as a significant structural inflection point that catalyzed renewed scholarly interest in robust, multi-agent decision frameworks. Co-authorship analysis identifies a core-periphery collaborative network in which a small number of highly connected researchers serve as knowledge brokers across disciplinary boundaries, while country-level analysis reveals a concentration of research activity in developed economies with underrepresentation from emerging-market contexts. Keyword and text-based co-occurrence analyses delineate four thematic clusters, spanning methodological consensus techniques, applied financial management, behavioral and cognitive dimensions, and technology-driven analytics, with digital transformation, FinTech, and ESG-oriented sustainability concerns emerging as the field's most dynamic frontiers.

For financial practitioners and policymakers, this study highlights the growing availability of computationally sophisticated and behaviorally grounded GDM tools that can

improve the quality of collective investment, risk management, and governance decisions, particularly in complex, data-rich environments. This study contributes to the literature by providing the first systematic bibliometric mapping of GDM models specifically situated within the financial management domain, revealing structural features and conceptual convergences that narrative reviews have not captured. The underrepresentation of emerging-market scholarship in this domain constitutes a meaningful gap: future research should prioritize the application of GDM frameworks in developing-country financial governance contexts, including public budget allocation, SME financing, and sustainable investment planning. The integration of machine learning-enabled consensus optimization and ESG-informed multi-criteria decision models represents an additional priority for methodological development in the coming decade.

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