

Dr hab. Kamila Malewska

Poznan University of Economics and Business

Theory of Organization and Management Department

Determinants of intuition use in decision making processes - results of the empirical study

1. Introduction

Intuition is becoming more and more important in business decision making processes. This is primarily due to the characteristics of the modern market associated with its comprehensiveness, the diversity of consumer behavior, the increase in the number of information that needs to be obtained and analyzed, as well as the time pressure intensified by technology variability and shortening products' life cycle (Krawczyk-Bryłka 2015, p. 132). An additional factor that increases interest in intuition is the limited effectiveness of traditional, rational decision-making models (Agor 1998, p. 148). In the literature, situations and conditions in which intuition is used are indicated (Parikh 1994; Agor 1998; Bieniok et al. 2006, p. 92). In addition, the relationships between selected internal factors such as experience, expert knowledge or personality type and the use of intuition in decision-making processes are also analyzed (Kahneman and Klein 2009; Salas 2010; Davis et al. 2007, pp. 279-290). However, there is a lack of research and consideration that are designed to identify determinants of the use of intuition in decision-making processes in a comprehensive way and to create their typology or hierarchy of importance. Therefore, one can formulate the following question: what factors (both internal and external) encourage the decision-maker to use intuition in decision-making practice?

The purpose of the article is to identify determinants of intuition use in decision making processes. The considerations contained in the article are both theoretical and conceptual, as well as empirical and analytical. The theoretical part presents the essence of intuition and its importance in the decision making process, and attempts to identify determinants of the use of intuition based on the analysis of the literature. The second part presents the results of empirical research obtained by the author in this area,

including the valuation of determinants proposed in the theoretical part, taking into account the decision-making style represented by the respondents.

2. Intuition in decision-making process

The concept of intuition is widely interpreted in the literature. In this area, one can distinguish a pragmatic approach based on scientific research and a spiritual approach, treating intuition as a kind of "God's gift" (Myers 2004, p. 401). Intuitive thinking is similar to perception - it is rapid and comes without mental effort. It is the opposite of deliberate thinking, similar to reasoning, which is critical, analytical and requires a lot of effort. A characteristic feature of intuition is the fact that it occurs at least partially or sometimes completely in the sphere of the subconscious, and its effects are difficult to explain in a logical way. This does not mean that the intuitive decisions are made accidentally or are the result of guessing. On the contrary, they are often the result of a comprehensive process of synthesis and integration of many isolated facts and elements (Kuhl, Quirin and Koole 2015).

Despite significant interest in intuition of both practitioners and scholars, there is no universal and generally accepted definition of this term in the literature. Based on the analysis of the proposals formulated by the authors, three attributes of intuition can be identified (Williams 2012, pp. 49-52):

- it is a process of unconscious decision making,
- this process is accompanied by emotions,
- it is associated with holistic information processing.

Most definitions emphasize that intuition is the result of a quick, associative cognitive process. The result of this process is the conviction of the decision-maker that a particular solution to the decision problem is right (Volz and Zander 2014). Research has clearly shown that people with extensive specialist knowledge and significant experience in decisions making can efficiently use intuition. Experience and education enrich the resources of explicit knowledge, which makes it easier for the brain to recognize the problem and make intuitive decisions. Intuition therefore can be defined as a subconscious assessment of the situation and selection of the optimal solution. It is based on latent, experimental - automatic and non-verbal knowledge, but does not use rational - analytical and verbal knowledge (Baldacchino, Ucbasaran, Cabantous et al. 2015, p. 214).

3. Detreminants of intuition use in decision-making processes – theoretical pespective

The decision-making process is often defined as a deliberate and non-accidental act of choosing one variant from at least two solutions of the decision problem. In practice, it is a complex process, the result of which depends on many factors (both internal and external). The factors determining the decision making process include, among others (Markowski 2012, p. 27): qualifications, experience and psychophysical features of the decision-maker, the way decisions are made, the quality of information that decision-maker obtain, the nature of the decision problem and situation, the use of decision support systems. It should be noted that these factors can be related to both rational and intuitive decision-making. Therefore, the question arises whether there are specific factors prompting the decision-maker to use intuition in the decision-making process. These issues are still little explored in the literature, contributing to the emergence of research gaps. Few authors have attempted to identify determinants of the use of intuition in decision-making practice. The rest of this section presents selected research results obtained in this area in chronological order.

The authors who attempted to identify determinants of the use of intuition in decision-making processes were E. Dane and M.G. Pratt. According to them, two groups of factors determining the effective use of intuition can be distinguished: factors related to the field of knowledge to which the decision concerns and factors related to the features of the decision problem (Dane and Pratt 2007, p. 41).

Factors related to the field of knowledge concern certain patterns that the decision-maker uses in relation to a particular field. These schemes mean cognitive structures used to obtain information and solve a decision problem. They can be relatively simple and contain little professional knowledge (as in the case of heuristic diagrams). They can also be more complex, like expert schemes. Heuristic schemes encourage the use of intuition by reducing the complexity of the decision problem, focusing on the most important information and projection of the optimal solution. However these schemes are used when it is necessary to make decisions under time pressure and in conditions of uncertainty, therefore they can lead to decision errors. More and more researchers pay attention to the fact that accurate intuitive decisions can be made based on expert schemes. Expert intuition means matching patterns of action encoded by an expert to a situation and a decision problem. It is suggested that only those schemes that are

complex and directly related to decision problem can positively affect the effectiveness of using intuition in the decision-making process.

The second group of determinants of using intuition in decision-making processes distinguished by E. Dane and M.G. Pratta is associated with the features of the decision problem. Research results show that intuition should be used in case of problems where there are no clear rules of action. Such problems require an ethical, political or behavioral assessment (Laughlin and Ellis 1986, pp. 177-189). In addition, it should be emphasized that intuition is used more often in relation to complex and unstructured problems. The uncertainty of the environment in which modern enterprises operate translates into an increase in complexity and a reduction in the structure of decision problems. These changes cause the use of intuition in the decision making process. The relationship between the effectiveness of the organizations in conditions of uncertainty and the use of intuition in decision-making processes has been empirically confirmed (Khatri and Ng 2000, pp. 57-86).

The proposal of determinants of using intuition in decision making processes formulated by E. Dane and M.G. Pratta takes into account both internal and external factors. The first group consists of factors related to the decision-maker (heuristic or expert knowledge patterns). External factors include features of the decision problem that are a consequence of the complexity and uncertainty of the environment in which modern enterprises operate. Unstructured and unique problems force the use of intuition in management practice, especially in decision making-process.

The issue of factors determining the use of intuition in decision-making practice was also considered by two well-known specialists representing different research areas - D. Kahneman (area of psychology) and G. Klein (area of management). The authors were looking for the answer to the question about the factors determining the accuracy of intuitive choices. In their considerations, researchers pointed out three determinants (Kahneman and Klein 2009, pp. 524-525):

- expert knowledge - decision-maker confidence supported by reliable knowledge in a given area,
- the nature of the environment - the environment which, according to the authors, stimulates the effective use of intuition is one in which there are relatively constant relationships between the identified signals and events. This does not mean that this environment is not uncertainty,

- ability to recognize patterns occurring in the environment - this ability comes from the decision-maker experience and the ability to obtain feedback as a basis for learning (this information should be immediate and unambiguous). Education and the use of expert intuition is only possible in cases where the environment provides the decision-maker appropriate guidance and feedback at the same time.

E. Salas, M.A. Rosen and D. DiazGrandos also considered the determinants of the effective use of intuition in making-decisions. They divided them into three groups (Salas et al. 2010, pp. 941-973):

- related to the person who make the decision - in this area special attention is paid to expert knowledge and the method of obtaining and processing information,
- related to the decision problem - within this group, the structure of the problem and the availability of feedback are primarily analyzed,
- related to the conditions and the decision-making situation - the main factor taken into account in this group of determinants is time pressure.

The determinants of using intuition suggested by the authors are the most comprehensive of the current proposals. This proposal is a compilation of determinants previously proposed in the literature, but the contribution made by researchers concern systematization of identified factors. The limitation of this typology is a small number of factors distinguished within individual categories of determinants. It seems reasonable to enrich each group with additional factors.

B.D. Blume and J.G. Covina was also among researchers dealing with the issue of determinants of using intuition in decision-making processes. According to the authors, the use of intuition depends primarily on the perception of intuition and the degree of its acceptance. This acceptance depends on a number of factors such as the effectiveness of previous decisions and implemented projects, self-confidence regarding the achievement of objectives, degree of ambiguity tolerance related to the openness and flexibility of the decision-maker, omnipotence of the decision-maker meaning trust in one's own judgments and opinions or an intuitive cognitive style (Blume and Covin 2011, pp. 140-143). The above factors make the decision-maker accept intuition as the basis of the decision and refer to it by making their choices. In addition to factors affecting the acceptance and perception of intuition, the authors drew attention to the

importance of specific managerial characteristics, such as (Blume and Covin 2011, pp. 143-146): manager's experience (it means that the decision-maker is able to recognize the pattern and automatically refer to previously tested solutions), expert knowledge (it enables shaping knowledge patterns stored in subconscious minds that enable quick response to problems in the area in which the decision-maker is a specialist), metacognitive skills (means the knowledge of the individual about his own cognitive process, thus enabling conscious assessment of progress in solving a decision problem (Cannon-Bowers et al. 1998)), emotional intelligence (meaning the ability to recognize and understand one's own and other emotions (Cyfert and Krazakiewicz 2013, pp. 4-8)). The determinants proposed by the authors have only internal character, because they relate to the decision-maker (his features, skills, abilities and predispositions). The considerations overlooked external factors that may also determine the use of the intuitive approach in decision-making processes.

In the literature one can find considerations on the impact of selected, individual factors on the use of intuition in making decisions. One of such factors is the decision-maker personality type (Davis et al. 2007, pp. 279-290). Using the typology proposed by J.L. Holland (1997) it can be noted that among the six personality types distinguished by the author, some of them predispose decision-maker to use intuition in decision-making process more than the others. These include the entrepreneurial and artistic type, while the practical and research types will prompt the decision-maker to make decisions rationally. Other personality types (conventional and social ones) do not clearly influence the style of decision-making. Individuals with these personality types tend to integrate intuitive and rational approaches.

The internal factors that influence the use of intuition in decision-making processes indirectly include the style of thinking represented by the manager (one may prefer creativity and intuition, rather than an analytical approach). In addition, attention is also paid to the importance of the mental and physical condition of the decision-maker. Positive attitude and mood combined with good physical form, according to researchers, positively affect the use of an intuitive approach (Ruder and Bless 2003, pp. 20-32).

When considering external factors in the context of using intuition in decision-making practice, attention is drawn to the importance of organizational culture. Features of the organizational culture that enhance the use of intuition include a low level of pressure to avoid uncertainty and risk, significant tolerance of chaos and ambiguity. However, referring to the division into "male" and "female" culture, it can be concluded that the

features of a "female" culture characterized by a predominance of emotions and feelings over rational analysis will be more consistent with the assumptions of an intuitive approach than making a rational (analytical) decision.

Based on the above considerations (taking into account the achievements of researchers in this area), the author has proposed the original typology of determinants of using intuition in decision-making processes, which is presented in Table 1.

Table 1. Typology of determinants of intuition use in decision-making processes

Internal factors	External factors	
Decision-maker	Decision problem	Environment
<ul style="list-style-type: none"> - expert knowledge - experience - metacognitive skills - possessed abilities (analytical vs creative thinking) - emotional intelligence - personality type (self-confidence, openness, tolerance of the risk, level of self-preservation instinct) - preferred style of obtaining and processing information (intuitive vs analytical) - attitude toward life (orientation to success vs orientation to avoid failure) - mental and physical conditions 	<ul style="list-style-type: none"> - type and structure of the problem (complex, unique, unstructured) - the availability of feedback (feedback is necessary both in learning process and the implementation of particular stages of decision-making process) 	<ul style="list-style-type: none"> - decision making conditions: variability of environment, high level of uncertainty, time pressure, excess or lack of information - organizational culture (e.g. accepting or discouraging experimentation and learning)

Source: (Malewska 2018, s. 148).

The proposed typology of determinants of the use of intuition in decision-making processes has been empirically verified to formulate their hierarchy (in the empirical part of the article). It also seems interesting to analyze the valuations of the determinants from the perspective of the decision-making styles represented by the respondents (rational, quasi-rational, balanced, quasi-intuitive, intuitive). The question arises whether rational decision-makers agree with the intuitive ones regarding the importance of individual factors for applying intuition in decision-making practice.

4. The research method of the empirical study

In order to determine the degree of intuition use in decision-making process the author created original measurement tool (questionnaire). The part of the questionnaire which aimed at determining the level of intuition use in decision-making processes was formulated based on the description of two extreme approaches used in decision-

making: rational and intuitive. The analysis and critical evaluation of Polish and foreign studies allowed the author to identify aspects of the decision-making process that were taken into account in order to diagnose the extent to which intuition was used in decision-making (the relation between rational analysis and intuition). These aspects were at the same time the criteria for operationalisation and differentiation of intuition and rational analysis. They included location of the decision problem, the way of solving the problem, evaluation of other decision variants, approach to risk and uncertainty, use of information source, application of information processing procedures, documenting the decision process, involvement of the decision-maker in the decision process, logic of thinking, awareness in action, the ability to present the decision process. In this way, 12 closed questions were created, which the respondent could answer by choosing one of the two possible answers. This choice, in the case of each of the questions, clearly indicated the use of one of the two approaches to making decisions: rational (analytical) or intuitive in a given aspect of the decision-making process.

The research procedure was based on the cognitive theory of the continuum, according to which analytical and intuitive approaches to decision making coexist in management practice. These are two opposing approaches to making choices. In practice, there are rarely "pure" variations of these decision-making styles. Most often decision-makers represent combinations of these two ways of cognition and thinking, namely quasi-intuitive (the advantage of intuitive approach over analytical approach), balanced (balancing both approaches), or quasi-rational (again meaning the advantage of analytical approach over intuitive approach).

The classification of individual decision-making methods was based on the following assumptions:

- 11-12 answers given by the respondent for intuition meant using the intuitive approach,
- 8-10 answers given by the respondent for intuition meant using a quasi-intuitive approach,
- 6-7 responses given for analysis or intuition meant using a balanced approach,
- 8-10 responses given for analysis meant using a quasi-rational approach,
- 11-12 answers given by the respondent for analysis meant using a rational approach.

In order to evaluate the significance of the identified determinants of intuition use in decision-making processes, respondents were asked to determine to what extent the proposed factors force the use of intuition in decision-making practice by valuing them on a scale of 1 to 5 (1 - lack of the influence, 2 – little significance of the factor, 3 - average factor importance, 4 - significant factor, 5 - very important factor).

The author is aware that the use of the questionnaire in an empirical study, especially in relation to such a complex phenomenon as intuition, has its limitations. The basic ones result from the fact that the answers obtained in this way are burdened with a certain degree of subjectivity of the respondents' assessments, which may represent their opinions to a greater extent than the reality which they are supposed to describe. In order to reduce this risk, pilot studies were carried out and the reliability of the tool was analysed by verifying its internal consistency (the questions that significantly reduced its consistency were removed).

Quantitative surveys were carried out using the CATI method, which resulted in 300 correctly completed questionnaires.

5. Results of the empirical study – elaluation of determinants of intuition use in decision-making proceses

Based on the respondents' opinions on the impact of individual determinants of the use of intuition in decision-making processes, it can be seen that the most significant determinants had internal character - were directly related to the decision-maker. Expert knowledge and experience in a given area came first. The next most important determinants include factors such as awareness of one's own cognitive process (i.e. metacognitive skills) and the preferred way of obtaining and processing information. Personality type and attitude to life represented by respondents were also recognized as key factors affecting the intuition use in decision-making processes (Malewska 2018, pp. 217-219).

The presented results regarding the evaluation of the significance of individual determinants for the application of intuition in decision-making processes take into account the valuations made by all respondents, regardless of their decision-making style. It seems interesting to analyze the determinants' valuations taking into account respondents' decision-making style at the same time. (Table 2). Due to the small number of individual groups taking into account both the way of making decisions and the assessment of individual determinants, the decision-makers representing the

intuitive and quasi-intuitive style were integrated (assuming that in this case intuitive approach dominate over rational approach) and respondents with rational and quasi-rational style were also integrated (assuming that in this case rational analysis dominates over intuition). Although this procedure did not allow to identify the statistically significant relationships in the analyzed area, it gave possibility to determine some general trends.

Tabele 2. Average assessment of determinants of intuition use in decision-making processes (taking into account respondents' decision-making style)

Determinants of intuition use in decision-making processes	Average assessment of respondents representing intuitive and quasi-intuitive style of decision-making	Average assessment of respondents representing balanced style of decision-making	Average assessment of respondents representing rational and quasi-rational style of decision-making
decision-making conditions	4,3	3,37	2,89
organizational culture	3,38	3,02	2,70
type and strukture of the problem	4,31	3,24	3,02
expert knowledge	3,77	3,70	3,66
experience	4,32	3,93	3,63
emotional intelligence	3,31	3,31	3,26
possessed abilities	3,81	3,51	3,51
metacognitive skills	3,86	3,51	3,51
obtaining and processing information style	3,72	3,50	3,41
personality type	3,86	3,53	3,42
attitude to life	3,71	3,65	3,48
mental and physical conditions	2,31	3,45	3,20

Source: Own study based on the research procedure.

Analyzing average assessments of the determinants of intuition use in decision-making processes, taking into account respondents' decision-making style, it can be seen that intuitive decision-makers gave higher marks in relation to the vast majority of the proposed determinants. This means that they appreciated the factors suggested by the author, admitting that they cause the use of intuition in decision-making practice. The

lowest ratings were given by respondents representing a rational style. This confirms the importance of determinants identified on the basis of literature analysis.

Referring to the data contained in Table 2, it can also be noted that in case of some of the proposed determinants, the level of valuation is similar regardless of the decision-making style represented by decision-makers. These determinants include: expert knowledge, emotional intelligence, possessed abilities (analytical vs creative thinking), metacognitive skills, preferred method of obtaining and processing information, personality type or attitude towards life. The differences in the valuations of these determinants are insignificant and range from 0,05 to 0,44. There were discrepancies between the assessments made by intuitive, balanced and rational respondents in cases of the following determinants:

- decision-making conditions (variability of the environment, high level of uncertainty, time pressure, excess or lack of information) - this determinant was appreciated by intuitive respondents, who gave it an average note - 4,3, while rational decision-makers only - 2,89,
- organizational culture - the difference between the average rating of this determinant in the opinion of intuitive and rational respondents was 0,68,
- type and structure of the problem - intuitive decision-makers recognized that this is one of the most important determinants of intuition use in decision-making practice, which means that it enforces the most intuitive approach (the average assessment of this determinant in their opinion was 4,31, while rational decision-makers gave it an average rating of 3,02),
- experience – it was evaluated (by intuitive respondents) as the most important determinant of intuition use in practice - an average rating was 4,32 (in respondents' opinion experience means that decision-makers in specific decision-making situations automatically use previously acquired patterns of behavior, which involves the use of so-called expert intuition). This determinant was much lower valued by respondents representing a rational way of making decisions, obtaining an average rating - 3,63,
- mental and physical conditions of the decision-maker - it can be noted that this is the determinant that got the lowest rating in case of both intuitive and rational respondents. Therefore, it can be concluded that, in the opinion of the respondents, physical and mental conditions do not significantly affect the use of

intuition in decision-making practice. It should be emphasized that in this case rational decision-makers gave this factor higher notes (average rating of 3,2) compared to intuitive decision-makers (average rating was 2,31).

6. Conclusion

Based on both theoretical and empirical considerations, it can be concluded that the use of intuition in decision-making practice is determined by many internal and external factors. The most important according to decision-makers (representing all decision-making styles) include those of an internal nature, among which the respondents appreciated above all: expert knowledge, experience, metacognitive skills (understood as knowledge of their own cognitive process related to the awareness of the implementation of individual stages of problem solving), the preferred way of obtaining and processing information, personality type and attitude towards life. External determinants were rated at definitely lower level (determinant related to the type and structure of decision problem was considered the least significant).

Analyzing the significance of the identified determinants of intuition use in decision-making practice, taking into account the respondents' decision-making style (intuitive, balanced, rational), one can note that intuitive decision-makers gave higher scores in case of the vast majority of determinants than other respondents. The lowest ratings were assigned by respondents representing a rational approach. It should be noted that in relation to most of the internal determinants, the valuations of decision-makers representing different decision-making styles were similar. The exception is the experience, which was especially appreciated by intuitive decision-makers. On the other hand, differences in valuations are visible in relation to external determinants, which were appreciated by respondents with intuitive way of decision-making. They gave the highest average rating (at the level of 4.3) to two external determinants, i.e. environmental conditions and the type and structure of the decision problem. In their opinion, conditions such as time pressure, volatility and uncertainty or information overload require more intuitive approach than rational. Also, the type and structure of the problem may result in use of intuition in decision-making. In the case of individual, unique, unstructured problems, for which there are no previous precedents, decision-makers will use intuition, especially of a creative nature.

Summing up the considerations regarding the determinants of using intuition in decision-making processes, it can be noticed that the hierarchy of determinants is

shaped differently depending on the style of decision-making represented by the respondents. In the case of respondents that were representatives of all decision-making styles, only those determinants related to the decision-maker (internal) were considered to be crucial. While, in the opinion of intuitive decision-makers, the factors determining the use of intuition in decision-making practice are primarily, except the experience, external: environmental conditions and the type and structure of the decision problem (which received the highest notes).

References

- Agor W.H. (1998), *Intuicja w organizacji. Jak twórczo przewodzić i zarządzać*, Wydawnictwo Personalnej Szkoły Biznesu, Kraków.
- Baldacchino L., Ucbasaran D. and Cabantous L., Lockett A. (2015), *Entrepreneurship Research on Intuition: A Critical Analysis and Research Agenda*, „International Journal of Management Reviews”, nr 17.
- Bieniok H., Halama H. and Ingram M. (2006). *Podjmowanie decyzji menedżerskich*, Wydawnictwo Akademii Ekonomicznej w Katowicach, Katowice.
- Blume B.D. and Covin J.G. (2011), *Attributions to intuition in the venture Founding process: Do entrepreneurs actually use intuition Or Just say that they do?*, „Journal of Business Venturing”, 26.
- Cannon-Bowers J.A., RHodenizer L., Salas E. and Bowers C.A. (1998), *A framework to understanding pre-practice conditions and their impact on learning*, „Personnel Psychology”, 51 (2).
- Dane E. i Pratt M.G. (2007), *Exploring intuition and its role in managerial decision making*, „Academy of Management Review”, 32.
- Davis C., Patte K., Tweed S. and Curtis C. (2007), *Personality traits associated with decision-making deficits*, „Personality and Individual Differences”, 42.
- Holland J. L. (1997), *Making Vocational Choices*, Psychological Assessment Resources, Inc, Florida, Odessa.
- Kahneman D. and Klein G. (2009), *Conditions for intuitive expertise: a failure to disagree*, „The American Psychologist”, 64.
- Khatri N. and Ng H.A. (2000), *Role of intuition in strategic decision making*, „Human Relation”, Vol. 53, No.1.
- Krawczyk-Bryłka B. (2015), *Działania intuicyjne w praktyce przedsiębiorczej*, „Przedsiębiorczość i zarządzanie”, Tom XVI, Zeszyt 11 (1).
- Krzakiewicz K. i Cyfert S. (2015), *Podstawy zarządzania organizacjami*, Wydawnictwo Uniwersytetu Ekonomicznego w Poznaniu, Poznań.
- Kuhl J., Quirin M. and Koole S. (2015), *Being someone: The integrated self as a neuropsychological self*, „Social and Personality Psychology Compass”, 9, 115–132.
- Laughlin P.R. and Ellis A.L. (1986), *Demonstrability and social combination processes on mathematical intellectual tasks*, „Journal of Experimental Social Psychology”, 22.
- Myers D.G. (2004), *Intuicja. Jej siła i słabość*, MODERATOR, Wrocław.

Markowski E. (2012), *Intuicja jako czynnik wspomagający proces podejmowania decyzji w warunkach ekstremalnych* (In:) *Zarządzanie kapitałem intelektualnym w organizacji inteligentnej*, red. W. Harasim, Wyższa Szkoła Promocji, Warszawa.

Parikh J., Neubauer F. and Lank A.G. (1994), *Intuition: The New Frontier of Management*, Blackwell, London.

Ruder M. i Bless H. (2003), *Mood and the reliance on the ease of retrieval heuristic*, „Journal of Personality and Social Psychology”, 85.

Salas E., Rosen M.A. and DiazGranados D. (2010), *Expertise-based intuition and decision making in organizations*, „Journal of Management”, 36.

Volz K. G. and Zander, T. (2014), *Primed for intuition?*, „Neuroscience of Decision Making”, 1, 26–34.

Williams K.C. (2012), *Business Intuition: The Mortar among the Bricks of Analysis*, „Journal of Management Policy and Practice”, no 13(5).

Determinanty wykorzystania intuicji w procesach podejmowania decyzji – wyniki badań empirycznych

Streszczenie

- Cel: Celem artykułu jest identyfikacja determinant wykorzystania intuicji w procesach podejmowania decyzji.
- Metodyka badań: Metoda ankietowa (dobór próby: losowy, warstwowy nieproporcjonalny; metoda zbierania danych: CATI; liczebność próby: 300 wypełnionych ankiet).
- Wyniki badań: Rezultatem przeprowadzonych badań jest typologia determinant wykorzystania intuicji w procesach podejmowania decyzji oraz propozycje ich hierarchii.
- Wnioski: Hierarchia determinant kształtuje się odmiennie w zależności od sposobu podejmowania decyzji reprezentowanego przez ankietowanych. W przypadku, wyceny dokonywanej przez respondentów będących przedstawicielami wszystkich stylów decyzyjnych za kluczowe determinanty uznano wyłącznie te o charakterze wewnętrznym. Natomiast w opinii decydentów intuicyjnych czynnikami decydującymi o wykorzystaniu intuicji w praktyce podejmowania decyzji były przede wszystkim, oprócz doświadczenia, czynniki zewnętrzne: warunki otoczenia oraz rodzaj i struktura problemu decyzyjnego.
- Wkład w rozwój dyscypliny: zidentyfikowanie i empiryczna weryfikacja autorskiej typologii determinant wykorzystania intuicji w procesach podejmowania decyzji.

Determinants of intuition use in decision making processes - results of the empirical study

Summary

- The aim: The aim of the article is to identify the determinants of using intuition in decision making processes.
- Research methodology: Survey method (sample selection: random, stratified disproportionate, data collection method: CATI, sample size: 300 completed questionnaires).
- Research results: Typology of determinants of intuition use in decision-making processes and proposals for their hierarchy.
- Conclusions: The hierarchy of determinants is different depending on decision-making style represented by the respondents. In the case when valuations were made by respondents representing all decision-making styles, only internal determinants were recognized as crucial. While, in the opinion of intuitive decision-makers, the factors determining the use of intuition in decision-making practice are, except the experience, external: environmental conditions and the type and structure of the decision problem.
- Contribution to discipline development: identification and empirical verification of original typology of determinants of intuition use in decision making processes.

Słowa kluczowe: intuicja, podejmowanie decyzji, determinanty procesu decyzyjnego

Keywords: intuition, decision-making, determinants of decision-making process

JEL: M12