

Abstract

Little is known about intuition and its role in decision-making. The aim of the research is to discover what intuition is, and what role it plays in organizational decision-making. Experts took part in the studies, because members of organizations with that skill-level are believed to have the greatest predispositions to use intuition reliably.

Since Simon's negation of rational choice paradigm, new attempts to explain human's decision-making started to occur. It was the time when researchers began to perceive intuition as a decision support that could be researched scientifically. The dissertation outlines recent discoveries and new theories about human reasoning and decision-making. Based on presented results of exploratory studies, the work proposes new findings about the role of intuition in decision-making that would be worth further investigation. The research consists of three studies conducted on experts: police criminal intelligence analysts, medical doctors and executive search consultants. The studies are based on observing experts while making decisions at their work and on conducting interviews. Qualitative data analysis approach called the Emergent Themes Analysis was used to analyze transcripts of interviews with experts. Results of the first and the second study indicated that experts use intuition to identify relevant problems and an area for solution search. Afterwards, they interpret intuition, what allows them to set a direction for data collection and analysis. While the process of data collection and analysis, experts gain insight with a solution to the problem. Results of the third study implied that intuition occurrence is assisted with an emotional impulse, which prompts to what extent the decision-maker could trust his/her intuition. It means that with a very high intensity of the impulse, the decision-maker automatically accepts intuition to be correct. When the impulse is lower, the decision-maker starts to search for information that could support intuition. When the intensity is even lower, the decision-maker doubts in correctness of intuition. Based on results of the research, the process of experts' decision-making in situations in the absence of clear facts was captured. Results of the research allowed to present how an interaction of intuition with analysis enables decision-makers to solve difficult problems and to make correct decisions. Based on results of the studies and recent findings about human reasoning, a decision-making model was created that depicts experts' reasoning process in situations in the absence of clear facts. Research results could be used to provide trainings in intuitive decision-making for members of organizations and to design a Decision Support System for situations in the absence of clear facts.