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Intuition in Managers' Decision Making

الحدس في اتخاذ القرارات لدى المديرين

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Abstract:

This study aimed to explore the decision-making processes adopted by managers, concentrating on the use of intuition. The study utilized inductive data analysis with an exploratory qualitative case study design. A total of 10 managers from public schools in the Jerusalem governorate (3 men and 7 women) participated in in-depth interviews. The results show that most participants preferred to mix intuition and rationality in decision-making. This group used intuition at two stages: at the beginning of the decision-making process and during the decision-making process. Finally, the researchers recommended conducting extensive studies on employing intuition in decision-making to improve the quality of decisions and thereby enhance organizational performance in the educational sector, Adding study materials related to intuition in decision-making for students of educational-administrative majors, to increase the student's knowledge of the opportunity available to him to make decisions in the event of uncertainty and crisis.

Keywords: decision-making, intuition, managers.

المستخلص:

هدفت هذه الدراسة إلى استكشاف عمليات اتخاذ القرار التي يعتمد عليها المديرون، مع التركيز على استخدام الحدس. استخدمت الدراسة المنهج الكيفي وتحليل البيانات الاستقرائي بتصميم دراسة حالة. شارك في المقابلات المتعمقة عشرة مديرين من المدارس الحكومية في محافظة القدس (٣ ذكور و٧ إناث)، أظهرت النتائج أن غالبية المشاركين يفضلون الجمع بين الحدس والعقلانية في عملية اتخاذ القرار. اعتمد هؤلاء المديرون على الحدس في مرحلتين: في بداية عملية اتخاذ القرار وخلالها. وأخيراً، أوصى الباحثون بإجراء دراسات واسعة حول استخدام الحدس في اتخاذ القرار بهدف تحسين جودة القرارات وتعزيز الأداء التنظيمي في القطاع التعليمي، إضافة مواد دراسية تتعلق بالحدس في اتخاذ القرار لطلبة التخصصات التعليمية الإدارية، لزيادة معرفة الطالب بالفرصة المتاحة له لاتخاذ القرارات في حالة عدم اليقين والأزمات.

كلمات مفتاحية: اتخاذ القرار، الحدس، المديرون.

Introduction:

Our life decisions are based on significant beliefs used to achieve goals, and these decisions cannot be made without thinking. Thinking is an essential basis for all of us in our daily lives. The personal goals we choose and the way we plan our lives are affected by the way we think. Therefore, good and positive thinking is essential and something everyone desires for themselves and others to achieve their goals and interests. This approach gives a special meaning to the term "rational." Rational here does not mean a kind of reasoning that denies feelings and desires; it means the kind of thinking we all are willing to do if we are aware of our best interests in order to achieve our goals.

The literature clarifies that a decision is taken under conditions of risk and information scarcity, often due to prevailing uncertainty about the future. It requires finding a solution by broadly analyzing it with related factors so that dynamic decisions can be made (Rodriguez, 2006: 13).

Managers generally adopt three broad approaches to making decisions: left-brain or rational, right-brain or intuitive, and the integration of rational and intuitive decision-making (Agor, 1984).

Not all managers have a special approach to decision-making; most tend towards Predisposed decision model. Therefore, Some managers prefer to avoid statistical analysis and logical steps in decision-making, focusing instead on their feelings and intuition.

Intuition is often associated with a strong sense of predicting what will happen. Dr. Vaughan (1979) writes that intuition is part of all of us, with some people interested in developing their intuition and others not. She emphasizes a common theme in the literature and research on intuitive decision-making: "Intuition does not contradict reason but rather works with it in a complementary way. Intuitive sense is usually followed by the overarching use of logic and reason."

Intuition has been relied upon within organizations to help make a wide range of important and critical decisions. Research indicates that intuition is the basis for completing tasks with short and complex time horizons, such as corporate planning, inventory analysis, and performance evaluation. Intuition is a form of

information processing that involves different logical, rational, and analytical processes (Hayashi, 2001).

The literature has mentioned numerous definitions of intuition. Lieberman (2000: 111) describes the subjective experience of intuition as a predominantly nonconscious process that is fast, alogical, and inaccessible to conscious awareness. This process, depending on exposure to the domain or problem space, can accurately extract probabilistic contingencies. Similarly, Raidl and Lubart (2001: 219) characterize intuition as a perceptual process formed through a mainly subconscious act of linking disparate elements of information. This aligns with Hogarth (2001: 14), who suggests that intuitive thoughts are reached with minimal apparent effort and typically without conscious awareness, involving little to no conscious deliberation.

Furthermore, Myers (2002: 128-129) emphasizes that intuition encompasses the capacity for direct, immediate knowledge prior to rational analysis. This perspective is echoed by Kahneman (2003: 697), who defines intuitive thoughts and preferences as those that arise quickly and with minimal reflection. Adding to these insights, Epstein (personal communication, 2004) refers to the functioning of the experiential system to describe intuition.

After this conceptual presentation of intuition and in light of the previous literature, intuition refers to the capacity of perception, the ability to link different ideas, and the rapid analysis of information from multiple sources simultaneously. It emphasizes intuitive speed and imagination, which are personal characteristics that contribute to building knowledge accumulation in the minds of managers. In the field of work, the mind operates on another level not previously exploited.

Intuition is generally based on experience. The extensive experience of managers helps them make decisions that require low effort quickly and accurately as their extensive knowledge of a subject, such as a classroom situation, reflects their skills derived from previous teaching and learning experience. Moreover, enhancing managers' awareness of intuition has a positive multiplier effect reflected in the intuitive sense of their employees (Dreyfus, 1986).

The characteristics of intuition are based on common factors across philosophy, psychology, and management definitions. One of the distinguishing characteristics of intuition is that it is a process that occurs outside of conscious thought, caused by the unconscious. Although unconscious processing of information is complex, it can involve processing more information (Epstein, 2002).

The second feature of intuition is that it involves a process in which environmental stimuli are embedded into deep (unconscious) categories, patterns, or traits. Raidl and Lubart (2001) describe intuition as being based on a process of "connecting similar elements of information."

The speed of intuition has always been the third characteristic that seems to arouse the greatest interest among managers and academics (Myers, 2002). Rationality is often associated with "reason," and intuitive judgments may come from the "heart" or feelings, as positive moods have been linked to increased use of intuition and a decrease in more rational approaches to decision-making. Managers often view affect as an important input to intuition, describing intuition as "decisions that begin with affect." Hogarth (2001: 61) argues that "emotion and affect are important foundations of intuitive thought in the sense that they can motivate responses without awareness."

We have focused largely on the process of intuiting and how this process differs from the processes guiding other forms of decision-making, such as rational analysis. We now turn our attention to the products of intuiting—intuitive judgments—and the conditions that explain when these judgments are most effective. Two broad sets of factors influence intuition effectiveness: (1) domain knowledge factors and (2) type of task.

Dane and Pratt (2007) argue that people confronted with complex, domain-related schemas of a problem make intuitive decisions more effectively compared to those who use heuristics and simple, domain-independent schemas. The specificity of the schema domain is as important as its complexity, both professionally and personally.

Khatri and Ng (2000) mentioned that years of experience in solving problems in a specific field is an essential factor for effective

management based on intuitive decision-making. Implicit and explicit learning also helps to make complex plans within a specific domain and focus attention on environmental stimuli.

Dane and Pratt (2007) also point out that task type is an important factor in intuitive decision-making, which is most effective on reasoned tasks such as moral and behavioral tasks or on tasks without an objective criterion for success. These types of tasks appear in uncertain situations where there is a large amount of information, limited time, incomplete information, etc. In addition, the type of task may influence the relationship between the use of complex schemas and effective decision-making.

Individual studies in the past decade have resulted in more discourse on intuition, affirming much of what we already knew, but there are still unanswered questions. Very little research (Familoni, 2002) has been done to explore any relationship that might exist between leadership style and the potential to make intuitive decisions.

Intuition is important because it is a fact of life; it happens, and it can be powerful if used correctly and dangerous if not. The question is, can intuition be learned? The answer is: Yes, intuition can be taught to managers so they have a complete perception of its power and use it intelligently. By learning to trust the inner voice, this voice releases information related to facts, impressions, and feelings simultaneously (Smith, 2006: 1-6).

Research Problem:

Intuition is critical in strategic decision-making, allowing executives to navigate complex environments and address information processing challenges effectively. Despite its importance, persistent questions remain about the factors influencing intuitive decision-making and its effectiveness (Gigalová, 2017). School principals, like many managers, utilize their authority to make crucial decisions, traditionally viewed as a rational process involving deliberate calculation of inputs, outputs, and outcomes to achieve set goals. However, in today's fast-paced environment, principals are required to make quick decisions, increasing the risk of errors. As a result, intuition—stemming from knowledge, experience, and emotions—has become more prominent than rationality. How can

we study this phenomenon? This is the primary concern of this study.

Aims of Research:

The aim of this study was to explore the decision-making processes adopted by managers, concentrating on the use of intuition in decision-making. The study utilized inductive data analysis with an exploratory qualitative case study design. The main questions were How do managers make their decisions? What factors influence the decision-making process? How do these factors influence the effectiveness of decision-making, focusing on intuition?

Important of Research:

The significance of this research stems from several factors:

1. **Contribution to the Field:** This study offers a modest contribution to a relatively undefined and intangible yet crucial area that supports innovative thinking in strategic decision-making.
2. **Importance of the Target Group:** The focus on school principals is significant, as decision-makers need to expand their decision-making capabilities to include intuition in an era characterized by uncertainty, rapid change, time pressure, and instability. This necessitates the mobilization of all available resources to make appropriate decisions.
3. **Relevance of the Variables:** The study's variables are essential as they differentiate between experts and novices. In critical situations, experts rely on intuition to find solutions where rational decisions may not suffice.

Research Terms:

The following terms are defined for use in this study:

Intuition: Quick and ready insight (Merriam-Webster, 1995); a way of knowing, recognizing the possibilities in any situation (Vaughan, 1979); knowledge gained without rational thought (Rowan, 1986); a feel for patterns, the ability to generalize based on what has happened previously (Greenleaf, 1977).

Intuitive Decision Making: reliance placed primarily on feelings before facts when making a decision (Agor, 1984).

Population of Research:

The study participants consisted of all male and female principals of public schools in the Jerusalem governorate and its suburbs for the year 2022/2023, totaling 58 principals, including 19 principals in Jerusalem schools and 39 principals in schools in the suburbs of Jerusalem.

Sample of research:

After formulating the tool, the researchers conducted personal interviews with 10 male and female principals of public schools in Jerusalem and its suburbs, using the intentional sampling method.

Research Tools:

Interview:

The Procedures to Conduct the Interview

1. Meetings were held with the principals of public schools in Jerusalem and its suburbs face-to-face on different days.
2. The research idea was presented to the managers and discussed for ten minutes, after which questions were asked and answered.
3. Their answers were recorded, classified, and the percentages of the answers were extracted.

Research Limitations:

- Location: Public schools in Jerusalem and its suburbs.
- Time: The second semester of the year 2022/2023.
- Community: Managers of Public Schools.

Methodology:

Participants: A purposive sample of 3 male managers and 7 female managers participated in this phenomenological study. Eighty percent of them had 11 years or more of experience in school management, 10% had between 6-10 years of experience, and 10% had 5 years or less of experience. Their average age was 49.

The researchers prepared structured interview questions that were asked of the participants:

1. What is your definition of intuition?
2. Which do you prefer: rational decisions or intuitive decisions?
Why?
3. How does intuition help you make decisions?

4. What is the relationship between feelings and emotions and intuition? Do emotions influence your intuition? Explain.
5. What is the relationship between experience and practice in making decisions based on intuition?
6. What is the effect of the surrounding environment on decision-making and intuition? Explain the environmental influences and their impact.
7. What is the effect of the time factor on decision-making and the use of intuition?
8. How do you make decisions in contrasting tasks: decisions with short-term/long-term consequences, routine/creative tasks, stressful/stress-free situations, and individual/group decisions?

Literature Review:

The study by Shepherd et al. (2024) delves into the critical role of intuition in strategic decision-making within top management teams (TMTs). Through in-depth interviews with executives from 27 UK firms, the research explores the antecedents and effectiveness of intuitive decision-making in dynamic business environments. The findings suggest that intuition enables TMTs to swiftly process complex information and make judgments amidst uncertainty. Key insights reveal that specific contextual triggers, such as environmental dynamism and organizational factors, foster the use of intuition. Furthermore, the study identifies conditions under which intuition is more effective, enhancing decision quality. This research advances the understanding of intuitive decision-making by integrating multiple contextual factors, thereby providing a nuanced perspective on when and how intuition can be a valuable strategic tool.

Gigalová (2017) aims to explore how managerial decision-making can be understood through the use of metaphors, highlighting the inclusion of knowledge, experience, and emotions. This approach focuses on intuitive decision-making, which often complements rational analytical processes. The sample for this study consisted of top managers from various organizations, selected for their extensive decision-making responsibilities. In-depth interviews were conducted to gain insights into their decision-making approaches and the factors influencing their reliance on intuition.

The results indicate that managers frequently use intuition derived from their accumulated knowledge, experience, and emotions, particularly under conditions requiring quick decisions and in complex environments where purely rational analysis is insufficient. This study underscores the importance of integrating intuitive and rational decision-making processes to enhance managerial effectiveness.

Mikušková (2017) aimed to explore the decision-making processes of managers, with a particular focus on intuition from a psychological perspective. Through individual in-depth interviews with 20 managers (8 women), the study revealed that managers did not exhibit a clear preference for a specific decision-making style. They defined intuition as knowledge derived from feelings, judgment not based on facts, and knowledge of unknown origin. Moreover, intuition was closely associated with experience and practice. The decision-making process was also influenced by contextual factors such as environmental constraints, management and information requirements, financial limits, time, and the type of task.

Similarly, Burke and Smith (2006) reflected on the importance of instructors' tacit knowledge and intuition in enhancing classroom performance. Their objective was to help educators understand their intuition to improve instructional effectiveness through better classroom decisions based on intuitive judgments. The paper critiqued the limitations of technical-rationalist approaches and introduced relevant constructs from the intuitive domain, including tacit knowledge and implicit learning. They proposed a working definition of "instructor intuition" and identified instructional situations where intuition is beneficial, discussing both the advantages and limitations. Practical suggestions were provided to help instructors leverage their intuition while minimizing its drawbacks, and to educate students about intuitive awareness. This approach can enhance the performance of students, instructors, and educational institutions.

Whiting (2005) conducted a two-phased, sequential, exploratory, mixed-methods study to investigate the role of intuition in decision-making among Fellows in the American College of Healthcare Executives in the United States. The first phase employed

quantitative methods to examine the relationship between leadership style and the potential for intuitive decision-making, along with the interaction between intuition, age, gender, and company size. The second phase involved qualitative interviews with highly intuitive executives to understand how they utilized intuition in their decision-making processes.

In conclusion, these studies collectively underscore the multifaceted nature of intuition in decision-making across various professional domains. And reveals the significant role of intuition in managerial and strategic decision-making across various contexts. Shepherd et al. (2024) emphasize intuition's importance in enabling top management teams to navigate complex and uncertain environments effectively. Gigalová (2017) highlights how metaphors can elucidate the integration of knowledge, experience, and emotions in intuitive decision-making. Mikušková (2017) shows that managers rely on intuition influenced by experience and practice, especially under contextual constraints. Burke and Smith (2006) demonstrate the value of instructors' tacit knowledge and intuition in educational settings, while Whiting (2005) explores the interaction between leadership style and intuitive decision-making in healthcare executives. Collectively, these studies underscore the necessity of combining intuitive and rational processes to enhance decision quality and effectiveness in various fields.

Design and Materials:

The researchers obtained consent to interview the participants, who were chosen from among a number of managers. One researcher was selected to manage and conduct the interviews, conduct focus interviews, and ensure the quality of data collection. The researchers supervised the interviews and discussed their content and development during data collection. All interviews were transcribed by the researchers.

Interviews were conducted at the participants' workplaces and included in-depth, one-on-one interviews lasting 8 to 10 minutes. To analyze the interviews, a modified qualitative phenomenology methodology was used. This methodology records direct experiences of a phenomenon and works extrapolatively from participants' experiences to provide a comprehensive description of the

phenomenon. The modified approach also records opinions and ideas related to observed phenomena (decision-making strategies, intuitions).

Data Analysis:

After converting the audio interviews to written form, the data was qualitatively analyzed using the thematic analysis approach to identify the concept of intuition among managers, its role in decision-making, and the factors affecting decision-making with a focus on intuition. The data was coded by the researchers, resulting in 36 codes and 11 themes. The relevant themes were merged, and the results were presented after grouping them into 6 themes: preference, feelings and intuition, experience, influence of the environment, time, and type of task.

Findings:

A small group of participants preferred rational decision-making over intuitive decision-making, emphasizing the importance of collecting, processing, and evaluating information. However, most participants preferred to mix intuition and rationality in decision-making. This group used intuition at the beginning of the decision-making process and during critical stages. External factors such as the type of task and environmental influences significantly impacted decision-making. The results were organized into individual factors (preference, feelings and intuition, experience) and contextual factors (environmental influence, time, type of task).

Individual factors

Theme 1: Preference.

Interview analysis shows that managers rarely had a clear preference for one style of decision-making or another. Participants tended to use a combination of rational and intuitive judgment and decision-making based on the circumstances and factors involved in decision-making.

Logical/rational judgment and decision making were particularly evident during informed searches for information, information verification and analysis, and in choosing among alternatives and justifying. Particularly by the fact that managers in

the managerial environment need justification and logic behind decisions.

Participants' defined intuition as a vague feeling that they know the solution or the sensation that it is the correct solution, but they were unable to explain its origin, as Manager Participant1 defined it: "It is the sixth sense, which is also prediction and the ability to know some things based on expectations." As Principal Participant2 defined it: "Thoughts and guesses come in the form of feelings." Intuition was also seen as an ability that could be improved by experience; Participants referred to experience and practice as a source of intuition. Manager Participant3 explained this in his definition of intuition: "intelligence of another kind through thinking, imagination, and experience that comes from repeating experiences."

Participants attributed different functions to intuition depending on the decision-making stage at which the intuition occurred. When intuition occurred at the beginning of the decision-making process or at critical decision-making stages, it led to thinking and/or providing information, and manifested in two forms: an unsettling feeling (a bad feeling) that prompts you to stop or a good feeling that prompts action, thinking, or a search for information. At the end of the decision-making process, the participants are pushed to choose between alternatives, where intuition serves as complementary information that helped them choose the stronger alternative. The manager, Participant4, who is 43 years old, said in this context: "Sometimes you have to decide, and then intuition comes to confirm the validity of your decision or not."

Theme 2: Feelings (emotions) and intuition.

Participants frequently reported that emotions accompanied their decision-making. Some attributed the acquisition of information to emotions, and others that some feelings may alter intuition. A minority of the participants believed that emotions had a negative impact on decision-making as these participants made wrong decisions when affected by emotions. Manager Participant6 reported: "Often I have a bad feeling about something, and a feeling of anxiety makes me make incorrect decisions because I do not

gather enough information before I take it.” There were not enough responses from the participants indicating the relationship of emotions to the event to formulate a conclusion about the influence of emotions/feelings on decision-making.

Theme 3: Experiences.

Experience, in the context of intuition, was addressed a lot in the interviews. Participants declared that the more experience they gained, the more satisfied they were with the quality of their decisions and the speed of their implementation, especially in complex situations. Manager Participant5 reported, “I can make a decision based on my experiences and experience,” and manager Participant8 stated: “My experience helps me make a decision quickly.” big “.

With increasing experience, the number of decision schemes and models increases, as does the frequency and accuracy of use. In complex or simple routine situations, the participants used these schemas very effectively: they quickly recognized known key factors and applied an appropriate mental model for decision-making. This is what they referred to by intuition. In new, unfamiliar situations, they modified schemas and models according to the circumstances or created a new mental model, reinforcing their experience. As Manager Participant9 stated: “I have many models and plans that I built through experience and repetition of the situation, and I refer to them to take a decision or modify them to suit new situations.”

Contextual factors

The individual factors discussed above are influenced by contextual factors. Which were identified are the effect of the environment, time and type of task.

Theme 4: Environment effect.

Through the data collected from the interviews, two main environmental influences were identified: the requirements of the people in the educational institution, and the amount of information available.

Participants worked in environments where decisions were subject to the requirements of those around them, including students, teachers, parents, and official bodies, and these required

logical justification. So, they had to think rationally, gather arguments, and search for information, even if they preferred logical reasoning and decision-making. In the managerial environment, intuition cannot be used as a justification. Manager Participant7 stated: "I must be able to justify my decisions...but justification based on intuition is difficult."

The manager's decision-making was influenced by the amount of information available. Participants tried to turn intuition into information, seeking it out when necessary (for justification). The main sources of information were their experience, discussions with colleagues, the Internet, specialized literature, and other specialists. By combining these sources, the participants were able to create a database of information and experiences, and to enhance their experiences.

Theme 5: The time.

Managerial decision-making affected by time: Managers often make decisions under time pressure, which causes them to be stressed. Participants emphasized that the lack of time required for decision-making leads to dissatisfaction with their decisions, and considered them to be bad decisions, as manager Participant5 reported: "...when you are nervous, the decisions are not well thought out, and this means that you made mistakes." On the other hand, the relationship between intuition and creativity was discussed, as the participants reported that having enough time to make a decision increases self-satisfaction with decisions, as they can save time from searching for and analyzing a lot of information, and the manager, Participant3, explained: "...when you leave the decision In a subject for a longer period, you examine it repeatedly and get used to it until you find inspiration, and it directs you to a solution.

Theme 6: Task type.

Participants were asked how they would make decisions in contrasting situations: decisions with short-term/long-term consequences, routine/creative tasks, in stressful/stress-free situations, and in individual/group decisions. Intuition was generally associated with mundane, routine tasks and those with short-term consequences. For example, in most cases there were routine tasks that had to be completed and decided upon within the confines of

accepted laws, and good plans were applied; When the participants had to solve tasks with short-term consequences and made quick decisions and used good plans (as in routine tasks), manager Participant1 explained: "Use intuition in routine tasks, where the decision is made quickly because it is known and accustomed to, or may be limited by specific laws.

In the case of unusual problems and problems with long-term consequences, participants preferred logical thinking, e.g. decisions made regarding problems with long-term consequences (irreversible consequences) took longer (days or weeks) than the participants had to Searching for information, thinking frequently about the problem, consulting with colleagues and other professionals, Manager Participant2 reported: "There are difficult decisions that need to be studied, consulted and taken a long time. When the tasks are unfamiliar (new) and the decisions have irreversible consequences, they must be decisions that are rational.

Discussion:

The main objective of the current study was to explore the decision-making processes of managers, with a focus on the use of intuition in decision-making. The results reflect some aspects of intuitive decision-making, that is, how managers master intuition and how they use it.

Managers did not have a specific preference for one style, as they used rational and intuitive judgment for decision-making in most cases, and this is consistent with previous studies, which showed that effective and expert managers use both types in judgment and decision-making.

The results also revealed that intuition does not contradict the mind, but rather works with it in a complementary way. Intuition usually follows the comprehensive use of logic and reason, and this is consistent with the study of Vaughan (1979).

Managers' defined intuition as knowledge based on feelings, and on thinking that is not based on facts, and considered that intuition is based on incomplete information. The present findings are consistent with findings by Jeffrey and Fish (2011) that intuition can be one of the other sources, or as a decision-making strategy.

One group of managers viewed intuition as a skill, while another, smaller group of managers viewed it as an innate trait. In both groups, managers took the view that intuition can be trained and developed, and that finding was consistent with the study (Dreyfus, 1986). The link between intuition and domain experience and practice was clear: as competence increased, managers increasingly trusted their intuition and made more use of it. The current findings are consistent with findings by Dane and Pratt (2007) that years of experience solving problems in a given domain is a factor. Important and essential for effective management based on intuitive decision-making, Khatri and Ng (2000) study that experts create domain-specific schemes that they use to make effective decisions.

In addition to individual factors, knowledge of the environment in which managers make decisions (and the conditions of that environment) is critical because the environment and its conditions greatly influence the importance of intuition in the decision-making process. This is consistent with the study of Kahneman, Klein (2009).

In the current study, the principals worked in situations in which they enjoyed a high level of accountability, as the participants worked in environments in which decisions were subject to the requirements of those around them, including students, teachers, parents, and official bodies, and these required logical justification and they had to explain and justify their decisions, and provide solutions and decisions supported by strong arguments and resources Source, forcing them not to use intuitive decisions alone but together with rational decisions.

Recommendations:

1. Adding study materials related to intuition in decision-making for students of educational-administrative majors, to increase the student's knowledge of the opportunity available to him to make decisions in the event of uncertainty and crisis, and the nature of intuitive feeling and bridging it with rational decisions.
2. Emphasis on the participation of college council members in training and development programs and seminars to develop

intuitive skills and abilities to upgrade their capabilities in strategic decision-making.

3. Conducting extensive studies on employing intuition in decision-making to improve the quality of decisions and thus improve organizational performance in the educational sector.

Conclusion:

Many factors are involved in the decision-making process and if educational institutions want to avoid mistakes and failures caused by wrong decision-making by principals, they need to know what these factors are. Several critical individual and contextual factors were identified from the interviews, such as individual preferences for decision-making style, experience, work environment, type of task and problem, and amount of time required. Effective decision making is the key to effective operation of organizations in general and educational institutions.

The current study has indicated how managers make decisions, focusing on intuition, but more study is needed to formulate more specific and detailed recommendations for managerial practice. A general recommendation can be made regarding the use of intuition by managers (beginners as well as experts): managers should adapt their use of intuition considering their own skills, preferences, and situation.

In conclusion, the researchers concluded that intuition is a personal characteristic of the accumulation of experience and wisdom at work. Decision-making can be considered an art that the creative administrator adopted it through his use of intuition in making and taking daily decisions, while the traditional administrator is the one who relies on traditional methods of decision-making and decision-taking. And they concluded that the Intuition can be trained and improved with practice and repetition, And so they concluded that The time factor affects the use of intuition and the quality of the decision made.

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