

Intuitivno odločanje menedžmenta

Management intuitive decision-making

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Povzetek

Ali se vršni in srednji menedžerji v slovenski avtomobilski industriji odločajo na podlagi intuicije in v kolikšni meri, kaj so komponente in kaj pomembni vplivni faktorji intuitivnega odločanja vršnih in srednjih menedžerjev v slovenski avtomobilski industriji? Osnovni namen je ugotoviti prisotnost intuitivnega odločanja pri vršnih in srednjih menedžerjih v slovenski avtomobilski industriji, ugotoviti vpliv njihovih vedenjskih kompetenc in čustvene inteligence na intuitivno odločanje, ugotoviti njihovo stopnjo intuitivnosti ter na osnovi izvedenega teoretičnega in empiričnega raziskovanja izoblikovati komponente in vplivne faktorje modela voditeljskih kompetenc intuitivnega odločanja. Rezultati izvedene kvantitativne raziskave so pokazali, da respondente v raziskavi k pomembnim odločitvam pogosto usmerja intuicija (79,3 % se jih odloča intuitivno), statistično značilne razlike pa se pojavljajo (1) glede na spol, in sicer se ženske v povprečju odločajo nekoliko bolj intuitivno kot moški, in (2) glede na vodstvene izkušnje, pri čemer so anketiranci z najmanj vodstvenimi izkušnjami mnenja, da jih ne usmerja intuicija, medtem ko vsi ostali menijo, da jih usmerja intuicija (takih je več kot tri četrtine). Ugotovitev raziskave glede vedenjskih kompetenc je, da le-te nimajo statistično pomembnega vpliva na intuitivno odločanje; enako velja za čustveno inteligenco. Pomembnejša ugotovitev raziskave glede stopnje intuitivnosti je, da imajo anketiranci relativno visoko intuitivnost, saj je dosežen povprečni rezultat 7,1 od 12 možnih točk. Pri tem je pomembna tudi ugotovitev, da se stopnja intuitivnosti viša z leti vodstvenih izkušenj ter s stopnjo izobrazbe. Izvedena raziskava predstavlja pomemben doprinos k novim spoznanjem na področju menedžmenta in upravljanja organizacij, saj z vzpostavljenim modelom intuitivnega odločanja vršnih in srednjih menedžerjev v slovenski avtomobilski industriji nosita potencialno praktično (aplikativno) dodano vrednost na področju upravljanja menedžerskih kadrov tako na področju avtomobilske industrije kot tudi sicer.

Ključne besede: menedžment, vedenjske kompetence, čustvena inteligenca, intuicija, intuitivno odločanje, avtomobilska industrija.

Abstract

Does the top and middle management in Slovenian automotive industry make decisions based on intuition and if yes, to what extent, what are the components and what are the important influential factors of intuitive decision-making by top and middle managers in Slovenian automotive industry? Basic Purpose is to identify the presence of intuitive decision-making by top and middle managers in Slovenian automotive industry, identify the influence of their behavioural competencies and emotional intelligence on intuitive decision-making, identify their level of intuitiveness and on the basis of theoretical and empirical research establish competencies and factors of the model of leadership competencies based on intuitive decision-making. Results of the performed quantitative research show that respondents are often directed by intuition when making important decisions (79,3% make decisions based on intuition) while statistically significant differences occur (1.) regarding sex as women on average rely slightly more on intuitive decision-making than men and (2.) regarding leadership experiences respondents with the least leadership experiences think

they are not led by intuition while all other respondents think they are led by intuition (more than a fourth). The research findings indicate that behavioural competencies do not have any significant impact on intuitive decision-making and the same is true for emotional intelligence. Another more significant research finding shows a relatively high level of intuitiveness as the average result is 7,1 out of 12 points. Moreover, the research indicates that level of intuitiveness increases with years of leadership experiences and with higher level of education. The performed research represent a significant contribution to new knowledge in the field of management and administration of companies as through implemented model of intuitive decision-making of top and middle managers in Slovenian automotive industry they involve a potential practical (applied) value added in respect of management personnel administration in the automotive industry and in other sectors.

Keywords: management, behavioural competencies, emotional intelligence, intuition, intuitive decision-making, automotive industry.