

THE ROLE OF INTUITION AND DECISION MAKING IN PUBLIC ADMINISTRATION

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ABSTRACT: *Intuition is the most subtle tool of knowledge that comes even from within it. Intuition does not require external information to its knowledge, it transcends the limitations of the senses and conscious mind using the operating levels of the mind and levels of reality. By developing consciousness (increase lucidity, attention and power of concentration) and keeping the balance of the mind, we may develop intuitive skills, which are so necessary for the transformational and quantum leadership style. The importance and the existence of intuition are scientifically proven by specialists in neuroscience and researches in quantum Physics, too. The paper aims to identify ways / techniques to develop intuition that is lying dormant in each of us. The article highlights the need, role and importance of using intuition, especially in the decision - making process, when empirical evidence and logical reasoning type are not sufficient or logical decision is difficult.*

KEYWORDS: *Intuition, Awareness, Intuitive leader, Decision -making,*
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1. INTRODUCTION

In the literature we find many definitions of intuition. For Husserl, intuition is a central aspect of intentionality of being, the process by which objects are displayed or offered to the conscience. Intuitive acts include: perception, imagination, and memory. Husserl says that intuition is not possible without prior or simultaneous existence of an external world. Intuition to Husserl is an act which has an object and a structure determined by which we interact with being (Braud, 2013, p.176). Intuition is the source of all knowledge (Husserl, 1983, p.24).

While sensory perceptions are dependent on the external environment of human, the intuition is the most subtle instrument of knowledge, which comes from within. Intuition does not require external information for its knowledge. Perception and reason are only possible because intuition "sees" all reality, reality which is then fractionated by reason to

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be analyzed. Since there is intuition in the perception and reason, their power can be extended, yet intuitive senses transcends the limitations of the conscious mind, for example the clairvoyance, or clairaudience.

Experimental research on the phenomenon of intuition were initiated by the Gestalt school of psychologists (W. Kohler et all, 1995 and Davidson, 1995) and they were the ones who established the term "insight". They defined the phenomenon as a sudden appearance of the solution, not related to previous attempts, as a result of reorganization of visual information (Mayer, 1995).

2. LEVELS OF CONSCIOUSNESS. AWARENESS

Before calling the ideas or definitions which various philosophers, psihologists, neurologists have attempted to provide, we shall make a brief reference to the Explanatory Dictionary of Romanian Language from 1998, where it is written in a fairly explicit way that: consciousness represent 1) the feeling, the intuition that the human being has of his own existence; 2) intuitive or reflective knowledge that each has about its own existence and about the things around him. 3) the fact to realize; understanding.

The Larousse Dictionary of Psychology find consciousness defined as "immediate knowledge that each of us has of existence, about his actions and the outside world. Consciousness that organizes data to our senses and memory, which puts us in space and time, while there isn't a particular function that is organized or have a "location" in the brain. "

There are two concepts that require clarification in the analysis of consciousness (Lipson, Michael, 2009, p. 65)

1. The difference between *consciousness*, generic concept encompassing the entire issue, and *awareness*, which imply a view of being aware about the aspects of the world, known as *awaking state*. We are aware or have varying degrees of consciousness. For example, sleep is limited consciousness; it is understood as a state of altered consciousness or a normal state, the transition from consciousness to another state.

2. The difference between the different states of consciousness, reffers of this state of altered consciousness. In this case it is hard to say that sleep is an altered state of consciousness, but it is possible that it represents a crucial moment of this state.

Psychology, philosophy and neuroscience must deal with defining and understanding the consciousness term. Zlate Mielu shows in his book, „Introduction to Psychology”, several definitions of the psychological and philosophical field:

„ In 1875 Herbet Spencer opined that "being aware means thinking". Later in 1920, Eugenio Rignano (1951) says that "there can be no consciousness of a single fact, as a mental conscious state is not only in relation to another state. Édouard Claparède (1951) says the following words about consciousness "consciousness arises only when the individual adjustment is not performed automatically when a certain difficulty requires the individual to take account of the subjective and objective circumstances, through a special process that is characterized precisely by a rash of conscience "(Zlate, 2000, pp. 244-248).

Henri Wallon (1984) makes the following statement: "there is no counsciousness without a multitude of elements to define it. Consciousness depends on the relations established between them. The greater number of these relationships, the more vivid, clearer and intense the conscience becomes "(Zlate, 2000, pp. 244-248).

2.1 Classification of consciousness

Consciousness can be seen as the result of the interaction of some subsystems. Consciousness consist of a set of psychological functions as: memory, cognitive processes, external perception, internal affectivity sense, and so on. The distinction between states is given by modifying the system configuration; deeper states of consciousness are characterized by qualitative changes in the configuration subsystem.

Depending on the changes produced in the field of consciousness, consciousness can be classified into two general category, as in the table below:

Table 1 – Classification of the counsciuousness

Source:Waldo Vieira in Projectiology, 2002

a - Forms of ordinary states of consciousness:	b - Forms of altered states of consciousness:
Sleep	Hypnosis
Easy Relaxation	Sleep with or without dreams; lucid dreaming
	Oneiric images
	Meditation
	Xenophrenia
	Nightmare
	Hallucination
	Somnambulism
	Lucid projection

Raising awareness is the process by which reality can be seen with an increasing accuracy. In ascending order, the levels of consciousness are: shame, guilt, apathy, grief, fear, desire, anger, pride, courage, neutrality, willingness, acceptance, reason, love, joy, peace, enlightenment. These levels can be classified into three categories: fear-based emotions, positive emotions and the state of neutrality. Each of these can induce corresponding attitudes and behaviors. Although we can achieve, for a short periods of time, different levels, there is a level that defines our usual state. An increase from one level to another results in a significant change in our lives.

3. THE HUMAN BRAIN AND THE BRAIN'S WAVES

The fact that the human mind is divided into two hemispheres was highlighted in the study and experiment of RW Sperry in 1968, where he showed convincingly that these two hemispheres in question have different functions. It also establishes that the left hemisphere is more active for men, and the right hemisphere is representative for women (Mukhopadhyay, 2009, pp. 8-9).

The α state is a specific brain activity in the world of soul, emotional and mental, which still endures space and time. Here are active the inner conscious levels, in which intuition and thinking work. It is the first level of superficial sleep and suggestion space (Teodor, 2007, p.253).

The right hemisphere is not limited to work based on logic, but also with mental images. In this hemisphere are kept the imagination and visualization experiences. It provides us visualization, the ability to view, creative imagination, intuition, illogical instincts, synthesis, telepathy, artistic senses, affection, emotions and five physical senses. This hemisphere begins to work in α state, but the segment from 7 to 10,5 cycles / second, is dropping it to near zero frequency. It operates in the frequency θ , between 4-7cicli / second. Here we find deep sleep. The θ state can perform surgery, dentistry, giving birth painlessly, as the one who possesses this state, possesses the etheric body, which among other things is also responsible for transmission of the pain to the brain. Alfa state and θ state, host the whole states phenomenon of thought. Here is the headquartered at the second level of suggestion (Teodor, 2007, p.253).

4. DEVELOPING INTUITION

Intuition is known as the sixth sense, it is what we call a lightning thought, or glimpses of the heart. It is a phenomenon that can not be explained scientifically, it is the voice for the soul. It must just be accepted, felt and experienced. The word intuition is rooted in Latin, where *itueri* means to look, to contemplate. Currently existing term is taken from medieval Latin, which *intuitio* means inspiration, influence, feeling or assumption (Nita, Simirad, 2008, p. 236).

In terms of Vaughan, intuition can be described as a brief, as a sense of knowing a thing exactly. The intuitive experience of awareness has four levels. The first is the physical level, which may be associated with bodily sensations, a second level is the emotional which manifest through feelings. A third level is the mental images that appear nowhere in the inner vision. The last level, the spiritual one, mystical experiences is associated with a holistic understanding that goes beyond the rational (Vaughan, 1979, pp. 27-28).

The intuition is not based on previous knowledge or other past experiences, and it can not be explained in rational terms, or understood by the mind. It is instant, and yet once developed at a high level it is never wrong, unlike rationality.

This ability is reflected in each of us, without exception, but that appears out of nowhere or in the most unlikely moments, and it makes us skeptical simply because it is in opposition to reason. Most often, on the first moments of its blinking it can produce errors, but that does not mean we can not rely on it. It all starts with trusting our intuition and acceptance as a tool for decision-making (Nita, Simirad, pp. 236-237).

5. THE IMPORTANCE OF INTUITION IN DECISION MAKING

Deciding means choosing from a set of solutions or alternatives for action, based on standards and criteria, with specialized tools that meets the highest chance of success in achieving the objectives of a particular group. Every decision brings challenges and each of us have different ways of looking at problems.

It is believed that decision-making is rational if we are using a logical analysis of relevant knowledge, so we could reach the best selection of decisions.

Intuitive decision-making methods, are using intuition, imagination and fantasy in fostering creativity of specialties.

Decisions can be categorized by:

a) The law of excluded third party: in this case decisions are rational and emotionally affective;

b) The law of the included third party, in this case decisions can be: rational - logic, based on intuition and emotional - affective.

According to the law of included third, intuition includes both logic and emotional decisions. It is a 3rd party which harmoniously complements these types of decisions mentioned above, as in the figure 1.

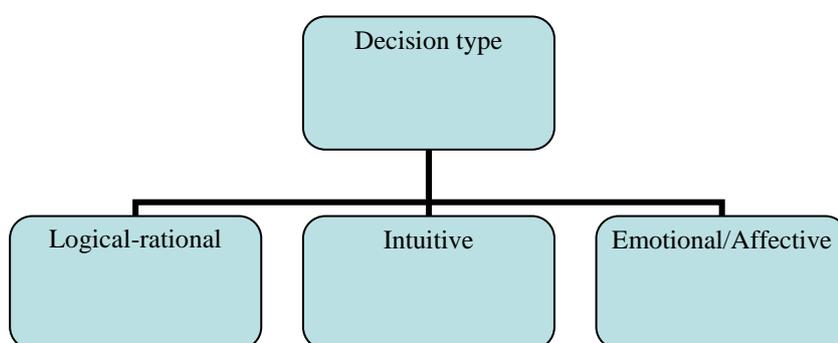


Figure 1. Types of decision

The role of intuition is to help in difficult situations where the mind is indecisive and fails to take a decision, or we do not have time to carefully weigh and consider all possibilities. It also can be used when the mind is faced with a new situation, without similar past experiences. It is the case of the known – unknown ratio, which say that the mind of a person adapt to reality through the help of previous knowledge. If the situation is a new one - for example the person change culture, or experience extreme situation, his mind can't find the logical answer and he get stuck; that is the moment when the intuition appear and help the person to adapt for that particular situation.

Over time, logic and reasoning process have been seen as the safest ways to make a correct and effective decision. Intellect was a shield against emotions that could influence rather than making decisions. However, at present, the collective mentality has changed and people are advised and encouraged more and more to trust intuition and to follow their heart (Inbar, 2010).

Hadamard (1954) had great influence with the book "The Psychology of Invention in mathematics". In this paper, the author presented the role that intuition played in the lives of various researchers, noting the various situations in which it has made its presence felt. The first type of intuition that Hadamard identified in the interviews, is the guiding intuition. Where solutions fail to appear, scientists experience a sense for them to seek resolution in a direction which proved to be correct.

The kinesthetic feelings containing guiding and images that help research in question are considered flashes of intuition. An example of this is Kekule's dream in which he saw a snake tail grab their images that helped him understand the circular molecular structure

of benzene. Some images appear clear and sharp, others are only fragments of images or sensations to be put together to understand their meaning.

Using intuition in this area has a particular importance in terms of processing information and making appropriate decisions at work. Also involvement in the workplace and interacting with colleagues can streamline the work. Although until recently corporations rejected intuition and not encouraged it because they functioned traditionally as the old model, now big business support and recognize its value.

Intuitive ability can become a personal guide in terms of finding a suitable job or job advancement present it stimulates and encourages creative and innovative ideas. Even if sometimes the result of intuition involves passing through certain stages which apparently have no logical sense, or have a high degree of difficulty, intuition leads us finally to what we cherish and really reaches (Gawain, pp. 103-106).

According to Gary Klein (1999), intuition is an essential skill that can be learned. Gary Klein does not understand through intuition a sixth sense, but he sees intuition as an ability that can be gained. His book is based on a series of interviews with people working in various fields, such as top managers, doctors and firefighters, whose decisions are analyzed in terms of rightness. Gary Klein's book is seen by critics as a very useful tool to understand, to discover and to use intuition. Klein's idea is that intuition is acting on a previous knowledge that people have acquired through experience. Author of the book supports the idea that intuition is a powerful tool in decision making, both at individual and organizational levels.

5. THE INTUITIVE LEADER

Studies regarding cognitive aspects of decision making in organizations, have concluded that there are two basic styles to approach the decision problems (systematic and intuitive), and the managers only constant preference is for one of these two styles.

In the 1960s and 1970s intuition represented a very important insight into society. It began to be heard and taken into account as much as the mind, serving as an alternative to scientific reason. Intuition conveyed what is good and what is evil in each individual, which is good to go in life, what to eat, who to trust and who to avoid. Intuition has had an impact in other areas such as medicine and management. Regarding the arts intuition has always been considered an inspiration to creation.

We can distinguish several forms that intuition can take (Welling, 2005):

- feeling that a certain direction is promising
- feeling that a solution is in the process of being found without knowing the solution in question
- feeling that something is missing or wrong
- significant images, words, kinesthetic sensations
- sudden appearance of a solution
- personal knowledge of what is good and what is bad
- inspiration and artistic creativity

In this century, intuition should become the main instrument in decision-making and guidance in life. Intuition plays an important role in the complexity of the tasks of a person, but also in changing the world. It can be used in urgent matters that depend on the

time they are resolved, and in situations that require certain steps to be fulfilled (Inbar et al, p. 232).

The systematic thinkers approached the problem in different components, analyze each component, then recompose the problem and use different techniques to analyse them in a more complex way. Systematics tend to look for a way to make a plan to solve the problem, to be very thorough in addressing the problem in terms of solution quality, to justify the method adopted to define restrictions since the beginning of the problem solving process, to engage into a more advanced refining process analysis, to conduct an orderly search of additional information and lead to the end of any separate analysis that start (Gawain, 2009, p.121).

Intuitive thinkers, on the other hand, excels in handling a multitude of variables simultaneously, solutions or comments you may come to mind suddenly without an obvious rational approach. They tend to keep constantly in mind the whole problem, frequently redefine the problem as they progress in solving it, rely on assumptions and insights even to find a solution to consider several options to interrupt analytical research and review them to explore different alternatives and quickly abandon them. Intuitive thinkers are very good in solving highly complex problems, because they seem to be able to see the whole situation much better than purely rational thinkers (Gawain, 2009, p.121).

Intuition can help us in crisis situations when there is an accumulation or an experience unknown if, and only if, the lucidity is not lost, and the attention is directed to the corresponding phenomena and throughout the whole things and the concentration is enough developed. Therefore intuition can work very well in Public Administration and not only in crisis situations like, for example a fire in an office, in a public institution, in case of an earthquake, in case of strikes or aggressive demonstrations. Hence for Public Administration and not only, there are crisis and conflicts management handbooks through which intuition can be a solution.

To give maximum efficiency, intuition is based on certain conditions without which it can not be discovered. Frances Vaughan, provides a guide that lists these principles from the table below:

Table 2 – Principles of intuition according to Frances Vaughan (1979)

1. Intention	A first condition is to have the specific intent to develop conscious intuition.
2. Time	Willingness to devote necessary and sufficient time to develop intuition is an important, necessary and mandatory for rediscovery.
3. Relaxation	The physical tension, emotions and stress must be removed to make room for intuition in our life.
4. Silance	It appears in the peace of the mind. A step in awakening the mind keeps intuitive ability submerged in peace, without thought. Meditation is helpful in maintaining the tranquility and inner peace of mind. In Romania countless holly priests as Arsenie Boca, Arsenie Papacioc, recomanded to Orthodox Christians, to stay in the silance of their mind while they are praying, because silance is the only thing that harmonize the human brain. This is a very

	good technique to reach inner peace, harmony and balance (Albu, 2009)
5. Honesty	Honesty with oneself and with others is essential in developing intuition.
6. Receptivity	Learning to remain silent and be responsive and empathetic while allowing intuition to proceed. An intense activity of the mind lies in the development of intuition.
7. Sensitivity	Sensitivity to self and exterior provides important additional information and extend intuitive knowledge.
8. Nonverbal expression	Whether we refer to music, drawing, movement, gesticulation or other forms of nonverbal expression provides excellent opportunities for activation of the right hemisphere functions, intuitive headquarters.
8. Self confidence	Self confidence, the experiences are essential in developing intuition.
9. Opening	Opening soul to new experiences, both inside and outside offers the chance to fully develop intuition.
10. Courage	Courage and desire to experience new situations may involve dealing with their fears. Eliminating fear is leading the expansion of intuition.
11. Acceptance	Attitude to accept things as they are, not to judge people or situations allow intuition to work. This also implies acceptance of oneself.
12. Joy	Intuition isn't a very difficult thing to unexpected rewarding but requires total commitment. The feeling of joy is one that accelerates the process of awakening intuitive. "

6. CONCLUSIONS

Intuitive capacity once developed will help to make the right decisions and to drive an efficient workplace. Unlike reason, intuition is very practical in solving problems encountered during the professional career.

In public administration, intuitive ability plays an important role when public officials are facing new situations, with a better comprehension of the needs of citizens, in order to meet its requirements at the highest level possible, according to quality criteria.

It can also become very useful in improving workplace activities by quickly solving tasks and problems.

Decisions based on intuition are those that save time and available resources and can easily become a way of achieving professional success.

Originality stemming from intuitive tool can easily propel anyone to his desired career.

Intuition and intellect are of equal importance in personal development and human relations, but people have focused attention and energy in developing the intellect, while that intuition was significantly neglected. Once intuitive ability will be developed and become part of everyone's life, it will change humanity deeply at all levels and develop an Universal Consciousness based on peace, harmony and balance.

Therefore, it is time for intuition to take its well worth place, along with intellect, as once harmonized they bring balance, inner security and time to achieve the proposed projects.

Intuitive individuals will generate new contexts based on balance and harmony peace.

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