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Institutionalization of the Outcomes of Purposive and Intuitive Decision – Making in Crisis Situations

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ABSTRACT

Objective: The aim of this paper is to determine the role of the mode of crisis situation solving in the process of institutionalization of new practice. Achieving this goal required attempting to answer two research questions: 1) How can a crisis situation in an organization lead to change? 2) Does purposive and intuitive decision making differentiate the process of new practice emergence?

Methodology: Based on the literature review, the considerations of selected authors regarding crisis situations in organizations, the concept of institutionalization and managerial decision-making (purposive and intuitive) were presented. The empirical section presents the results of qualitative research. A comparative case study, illustrating the thesis that intuitive and purposive decision-making stand as important categories that differentiate the outcomes of emergent practice, was carried out. Semi-structured interviews were conducted with managers in the area of decision-making in problematic situations in the logistics industry (with analysis and sub-summary of the results).

Findings: The research shows how managers (leaders) respond differently to crisis situations. It was registered that even though decisions can be made in apparently opposite modes, they can initiate the emergence of new practice and its institutionalization.

Value Added: Elaborating on the notion of institutionalization, the concept of new practice emergence offers a promising approach within crisis management.

Recommendations: Perceiving crisis management through the processes of decision making and new practice institutionalization offers a new opportunity to understand crisis outcomes.

Key words: crisis situation, decision making, change in organization, intuitive decisions, purposive decisions, institutionalization

JEL codes: M10, M12, L 20, L21, L91

Introduction

The issue of effective management of a crisis situation in an organization has been addressed by numerous scholars for many decades (Mitroff & Pearson, 1998; Zelek, 2003; Wooten & James, 2008). In their works, the authors attempt to unify the key factors that can determine the level of efficiency or effectiveness of a manager in dealing with a crisis situation in the organization. They list such characteristics of a leader as competence and skills, personality traits, adopted management style, sophistication of soft skills, level of emotional intelligence, intuition in command, manager's purposive actions or gender (Sayegh et al., 2004; Crichton & Flin, 2004). It is worth mentioning that all of these aspects influence the ways in which leaders make decisions.

It can be stated that decision-making is an inherent function of every manager's daily work, and an aspect of the leader's decision-making area is related to making choices under conditions of uncertainty and risk in organizations. This is due to the vagaries and unpredictability of both economies and specific organizations, which are exposed to various threats from both the closer and further environment of the organization. In the field of management sciences, both selected concepts of decision-making and their influence on the level of relevance and effectiveness of a specific decision and what results it brings to a specific organization, especially in situations of imbalance in the company's structures, have been explored and queried for some time (Stacey, 2011; Patora-Wysocka, 2019; Bieniok et al., 2006; Wolff et al., 2013). It seems that a kind of battle of two contrasting sides has been going on in the scientific arena in which one side presents numerous evidences related to the unquestionable effectiveness of purposive, deliberate (myopic) decision-making (Doyle, 1998; Eisenfuehr et al., 2010), while the other side presents numerous

advantages of using managerial intuition in decision-making, especially in crises (Hodgkinson et al., 2009; Sinclair et al., 2002). Synthesizing the considerations of both parties, it should be noted that this theme is still under-researched, hence the authors saw a research gap that called for further exploration. It can be supposed that it is the fusion of intuition with rationalism in the context of choosing one accurate option out of many possible ones that maximizes the effectiveness of decisions. Hence, it is worth conducting research in this direction and pointing out further implications for management practice, however, it is worth refraining from explicitly designating a more effective way of decision-making, if only because of the multifaceted and complex nature of the issue.

Reflecting further on topics related to effective decision-making in crisis situations in organizations, it should be emphasized that all decisions should imply prospective changes in the organization, which constitute development. Hence, it is worth referring to the concept of institutionalization, which, according to the viewpoints adopted in this article, can be equated with the social perpetuation of given values, facts, results of decisions and changes in the structures of a given organization (Patora-Wysocka, 2019; Oliver, 1992; Barley & Tolbert, 1997; Thornton et al., 2012).

The authors synthesized the above aspects and posed two fundamental research questions that address the issue of institutionalizing the results of purposive and intuitive decisions made by leaders in the context of crisis situations:

1. How can a crisis situation in an organization lead to change?
2. Does purposive and intuitive decision making differentiate the process of new practice emergence?

The article refrains from posing *a priori* hypotheses due to insufficient literature on the subject, while the final part of the article poses *post factum* hypotheses, which can serve as a kind of reflection for further research. In addition to the presentation of literature considerations, the authors conducted an empirical (qualitative) study, which focused on the analysis of fragments of semi-structured interviews with leaders in the context of decision-making in difficult situations (with a taxonomy into purposive and intuitive decisions).

Theoretical Background

Crisis Situations and Emergency Situations

Crisis situations are not only inherent in the life of every human being, but are also permanently inscribed in the functioning of any organization. In the literature on management and quality sciences one can find various concepts of crisis situation or crisis management, in which numerous authors make considerations on topics related to the determinants of the leader's effective management of the threat. The perception of a crisis situation is multifaceted, in which social, cultural, environmental, economic or psychological factors, among others, should be weighed (Coccia, 2020, pp. 81–82).

Mitroff and Pearson (1998) equate a crisis situation in an organization with a moment of imbalance in the company's structures that may pose a direct or indirect threat to continued smooth functioning (1998). Barton (1993), on the other hand, defines a crisis situation as an unforeseeable event in an organization that can carry both negative and positive consequences for the company, including its employees and the services and products offered (1993). Gryz and Kitler (2007) interpret a crisis situation as a difficult moment for an organization, in which a breakdown occurs and the enterprise itself may cease to function in a stable and developmental manner, hence a leader is required to make immediate and effective decisions (2007). It is worth mentioning that Gilliland and James (1993) state that a crisis situation is characterized by complexity of a peculiar kind, resulting in the occurrence of disorganization, disorientation and lack of previous balance in the company (1993, p. 43). Kuipers and Wolbers (2021) emphasize that a crisis situation is only (or as much as) a difficult situation in an organization, however, it is not yet a crisis (2021). The authors add that long-term downplaying of crisis situations and avoidance of specific managerial decisions can influence the formation of further risks (Kuipers & Wolbers, 2021).

Making a typology of crisis situations in the context of organizational functioning is a relatively complicated task due to the complexity of the issue, however selected authors have attempted to present crisis situations or crises from different perspectives. Kayes (2015) recognizes that at each stage of

the development of a crisis situation the concept of learning in organizations is particularly important, since learning lessons at each stage allows the introduction of new solutions into the company's structures (2015). Kayes perceives a crisis situation in an organization from three main perspectives: organizational, group and individual (2015, p. 59) (Table 1).

Table 1. Four-stage learning model of crisis in an organization

Level	Stage			
	Initiation	Precursor events	Breakdown	Recovery (learning restored)
Organizational	Strategic planning, constancy in planning	Error detection, gathering information	Knowledge sharing, creating a culture based on safety	Lessons learned, creating databases
Group (collective)	Simulations	Psychological care	Group learning	After-action review
Individual	Knowledge, skills, abilities training	Creating learning orientation	Crisis response training	Interviews, lessons learned

Source: own elaboration based on: (Kayes, 2015, p. 59).

Table 1 presents a four-stage model for the deepening of a crisis situation or crisis in an organization. The initiation stage is associated with the emergence and development of a problem situation in the organization's structure, where it can be stopped through strategic planning and relentlessness in the pursuit of making corrections, creating simulations of crisis development or deepening knowledge and developing capabilities (Table 1). Elements in stage two indicate the need to weigh such factors as premature detection of threats, gathering of information, psychological care of staff and creation of a learning-based culture (Table 1). The breakdown stage of the organization requires knowledge sharing, cooperation, and adequate crisis response training (Table 1). The recovery

stage follows the crisis stage, in which it seems particularly important for managers to learn from situations, create databases, and disseminate the causes and effects of the crisis situation within an organization (Table 1). This aspect is important in the context of managerial decision-making in a crisis, where given solutions can remain in the organization for shorter or longer periods of time, while creating a learning-oriented organizational culture.

What managerial decisions are made at the management level not only weighs on the handling of a given situation at a particular point in the life cycle of a company, but can also enshrine itself in the organizational culture and determinate future methods of dealing with threats by managers. The phase of the emergence of the crisis situation, which is identified in the literature with the need for the manager to quickly identify the threat, seems to be crucial. Identification of a crisis situation should consist of four fundamental steps, that is, finding the sources of the problem situation, identifying the symptoms, getting to the triggers of the threat situation, and clearly defining that there is a crisis situation or crisis in the organization (Mehr & Jahanian, 2016).

From the perspective adopted in this article, the complexity of situational circumstances and divergent motives in difficult situations is worth emphasizing. How a leader makes decisions can be influenced by many factors, such as: the leader's personality traits, level of emotional intelligence, leadership style, resources, knowledge, experience, skills and aptitude. On the one hand, the important role of decision-making, based on specific data, information, knowledge and experience of the manager, which seeks to deal with the problem situation as efficiently as possible and to minimize the incurrence of losses in financial and non-financial resources, is emphasized (Bonelli & Liu, 2023; Green & Armstrong, 1995). On the other hand, however, according to the literature on the subject, the role of emotions in the context of decision-making is stressed (Brundin et al., 2022). Although decisions may not be based on actual data analysis, however, a manager weighing the human factor, is crucial in managing a problem situation (Khatri & Alvin, 2000; Sayegh et al., 2004).

Kayes (2015) breaks down the mechanisms responsible for the occurrence of emergency situations in a company (2015). Kayes proposes key reasons for the emergence of emergency situations by locating them in eight spheres, which

are as follows: group processes, use of information, organizational culture, complexity of processes, coordination of activities, improperly adopted goals and missions, lack of expertise, and lack of adaptation to the environment (Table 2).

Table 2. Various types of organizational failures

Aspect responsible for failure	Definition of an emergency
Group process	Conformism increases and critical thinking is reduced
Information usage	Inability to correctly interpret and use information
Organizational culture	Certain cultural norms no longer prove adequate and require readjustment
Complexity of processes	The more complex the task, the greater the chance of failure
Coordination of activities	People in organizations cannot make cognitive sense of various interactions
Incorrectly chosen goals and missions	Intended plans or experiments failed
Lack of expertise	Lack of expertise contributes to inability to develop and make changes in the structure of the organization
Lack of adaptation to environment	Knowledge and information in the company get misused

Source: own elaboration based on: (Kayes, 2015, p. 45).

Table 2 presents a number of possible spheres of causes for the occurrence of an emergency situation in an organization, together with the explanatory part (Table 2). After analyzing the mentioned aspects, it can be concluded that they are intra-organizational (endogenous) in nature, hence it should be considered that both employees and managers have a significant influence on making changes towards a more efficient functioning of the organization (Table 2).

In conclusion, the issue of factors influencing decision-making in crisis management is presented in the literature in an ambiguous and multifaceted manner. The flow and use of important information, which has been systematized in such a way that it can be read in a clear and practical manner, promotes increased efficiency in crisis management (Komorowska, 2021). With the help of

specific information, it is possible to exclude certain events from the complete set of probable events, which are as much as possible in the practical sphere of emergency management. The use of data, numbers and information influences purposive decision-making, which implies that the decision made is pragmatic, adequate, up-to-date, complete and precise (Komorowska, 2021; Liedel & Serafin, 2011, p. 45). Referring to the concept of effective management of a crisis situation, the literature states that the key factors that affect the level of effectiveness in dealing with an emergency situation by a leader are interpersonal skills, communication skills, and skills related to an empathetic and sensitive approach to people and situations (Walecka & Zakrzewska-Bielawska, 2009, p. 388). Empathy, synthetic (contextual) thinking, intuition, visionary thinking, perspectivist strategy of action, and any behavior aimed at helping the other person in a crisis situation are just some of the qualities that a leader in a crisis needs to show (Walecka & Zakrzewska-Bielawska, 2009, p. 388).

Purposive and Intuitive Decisions in Organizations

Metaphorically, it can be said that decision-making in practice is the heart of the management function (Bieniok et al., 2006). Some key findings from the literature review show that decisions can be made in the following manner: the purposive-rational acts; based on bounded rationality; spontaneous; intuitive; individual; collective; automatic; routine or reflexive (see Patora-Wysocka, 2019). Addressing the issue of managerial decision-making, it should be emphasized that usually decisions in the workplace are made under conditions of uncertainty or risk, because rarely can a leader in an organization predict the consequences of their decision infallibly.

In that sense, the concept of decision-making perceived as the intertwined cognitive and calculating operation that searches for *one best way* solutions, is more often replaced by processual and indeterministic view on organization and management.

Therefore, decision-making may be viewed as *contextualized socially* and habitually predominated processes (Dalton, 2004, pp. 614–616). Using the works of Joas (1996), Bourdieu (1980/1990) and Bourdieu and Wacquant it may be assumed that setting goals is not a purely intellectual act prior to action but it is rather a reflexive outcome of the way people act routinely (Joas, 1996, p. 158). There is a quasi-dialogue between the situation and the act of decision-making: the decisions are not determined by planning and goals and the orientation on results. Instead, situations are constituents of decisions and their aims. Joas (1996) described the process as: “the conscious setting of goals as issuing from a reflection on aspirations and tendencies that have already operated on a prereflective level. Intentionality thus consists in an agent’s self-reflective control over his or her current behavior; motives and plans must be considered not the factual causes of actions but the situational products of such reflection” (Burger, 1998, p. 109).

It is coherent with the works of Dewey (1939) who introduced the term of *ends-in-view* i.e. the replacement of the notion of goals with the concept of expected consequences of actions. People make practical judgements of their activities, they assess the very myopic consequences of their nearest decisions, thus, they can evaluate them quickly and change the course of action. It may stand as a kind of contemporary lense on purposive decision-making as it puts the emphasis on strategic myopia (Czakon, 2020). A myopic strategist does not perceive broader social, cultural, political and many other problems, but instead makes purposive decisions in response to the situation in which the organization finds itself at any given time. Thus, that kind of strategy expresses the dynamics of a given company’s relationship with the business environment, which is revealed through purposive managerial activities aimed at using resources, capabilities, and knowledge. It seems that the very strategy contributes to the creation of the course of affairs in a given organization in a specific situational context, hence one can speak of the effectiveness of myopic thinking (Czakon, 2020).

Dittrich and Seidl (2017) put emphasis on the changeability of goals in the course of reproduced practice, and therefore, they put forward the concept of *emergent intentionality*. Using that notion one may differentiate the term of predetermined decisions – ones that are embedded with prior defined aim i.e.

purposeful decisions from the purposive decisions – that are innate in intentional actions that may change according to emerging aims (see Patora-Wysocka, 2019, pp. 95–96). If one adds the aspect of time-scale to that category, it may appear that purposive decisions are myopic and effective acts of strategic thinking.

We can see how the notion of *emergent intentionality* is derived from the works of Bourdieu (1990). His concept of *habitus* puts forward the rich, sometimes apparently divergent range of acting schemas: bodily and emotionally innate reactions and routines; interpretations and understandings; motives and presuppositions. They emerge in the individual as well as collective entourage of organizational and everyday life. *Habitus* then, stands as the source of the system of structured and structuring dispositions of practice (Bourdieu & Wacquant, 1992, p. 121), and may be perceived as the root of intuitive decisions.

The Dictionary of Foreign Words and Phrases defines intuition as a kind of glare, premonition, the process of directly acquiring knowledge, certainty in some matter without conscious reasoning (Kopaliński, 2001). Intuitive actions are related to explicit and implicit knowledge, experience, cognitive skills, level of emotional intelligence, subjectivity of the decision-maker and spontaneity. It emphasizes the role of an emotional approach, a personally committed leader, and the adoption of a perspective strategy that views the organization as a holistic entity that has far-reaching and multifaceted goals, which is why intuitive actions can be effective (Malewska, 2018).

The important fact is that this kind of concept of intuitive decisions does not stand in complete opposition to purposive decisions. It rather stands as a complementary element in the context of organizational practice.

In this sense, an additional interesting aspect of further empirical exploration is the comparative view of purposive and intuitive decision-making process in terms of feminine and masculine dimensions of organizational leadership, where intuitive vs. purposive decision-making may be adequately represented by female vs. male style of leadership. In the management science literature, it is reported that pragmatism in action is the domain of the male style of management (goal-oriented, profit-oriented, uncompromising, pursuing the organization's mission at all costs, myopia, not paying particular attention to the human factor) (Brol & Kosior, 2004; Orych, 2022). On the other hand, aspects related

to: friendship-based leadership, managerial intuition, acting for the benefit of the other, higher levels of emotional intelligence, interpersonal and cognitive abilities are attributed more to the female dimension of management (Holska, 2017; Moczyłowska, 2017). Thus, synthesizing, one can risk the thesis that purposive decisions will be closer to masculine schemas, while intuitive ones to feminine ones.

The Concept of Institutionalization in the Context of the Decision-making Process

Consideration of the concept of institutionalization has been undertaken for decades by many authors associated with management and related sciences, however, there are many indications that it is still an insufficiently empirically researched thread. Patora-Wysocka (2015) defines institutionalization as the process of emerging new activity schemas and reproducing these actions. Institutionalization of new practice may be triggered spontaneously as well as in a planned way. Everyday activities and spontaneous decisions that consist of routine practice may influence the change of organizational system as well as institutional logic. Change can also affect the sphere related to communication and interaction between participants in the organization's structure, and can even shape changes in the shared-value system and shared-understanding in an organization (Patora-Wysocka, 2015, pp. 83–84).

The roots of the concept of institutionalizing the results of managerial decisions belong to evolutionary theory in management science. The work of Nelson and Winter (1982) presents the routinized behavior in organizations as the metaphors of organizational genes (1982). Stańczyk (2019) adds that the evolutionary perspective in management science is involved in understanding certain mechanisms of change and, in particular, the conditions in the organization that cause these changes (2019, p. 129). The evolutionary metaphor implies viewing an organization through the lens of key aspects: the ability to survive and the ability to make fragmentary modifications to the pattern (Stańczyk, 2019, pp. 129–130).

The concept of institutionalized practice also draws from the notion of spontaneous activities (Patora-Wysocka, 2019) as well as from the learning process in which routine (reproduced) managerial decisions and behaviors can imply changes and affect the effectiveness of the organization's functioning as a holistic system (Gawande, 2002). It seems that even if managerial actions and decisions were unplanned, they have a degree of purposefulness in them that was defined by the previously implemented strategy, adopted norms and values that are entangled in the organizational praxis (Patora-Wysocka, 2015, 2019). Hence, it can be assumed that purposive or intuitive decisions can initiate change in the organization.

One may ask whether it is possible to differentiate between these modes of decision-making in organizational praxis observations or is it only an analytical tool applicable to better understanding the managerial problems.

Case Study – Qualitative Research

This part presents the results of a case study which was conducted using an in-depth interview method and a non-participatory observational method. The study was conducted at a company in the logistics sector, which deals with a wide range of both domestic and international transportation. The logistics sector has been exposed to numerous risks in recent years due to market turbulence and situations of constant macroeconomic change. Companies have struggled with high inflation, high costs of doing business, rising prices of raw materials (e.g., fuel), numerous difficulties in the proper execution of supply chains, staff shortages and numerous unmentioned problems. The authors, observing business practice in the logistics sector, also state that numerous causes of crisis situations can be found, which have an intra-organizational basis (problems with strategy, technology, etc.).

The authors, knowing the specifics of the enterprise, decided to choose a purposive selection of cases, which was done in accordance with Silverman's (2007) theoretical selection. Two interviews were conducted with both the female and

male owner of the enterprise (for the purpose of analyzing the data obtained, the female owner was called Beta, while the male owner was called Zeta). Both interviews were semi-structured. To provide a broader range of explanations, informants (i.e. male and female owners) representing different management styles (contrasting) were selected within the enterprise.

The research was carried out in the fourth quarter of 2023. The interviews were recorded using a voice-recorder (the respondents consented to the recording, the interviews lasted about 20 minutes each), and the resulting data was then transcribed. The interviewers made notes during both the first interview and the second one, which increased the efficiency of further analysis of the findings. The interview transcription includes 47 pages of text. Data also were collected using non-interfering observation that lasted three days (5 hours a day each). The non-interfering visits to the organization were aimed at gaining a deeper understanding of the daily specifics of the company's operations. The interview questions were structured in such a way that informants had the opportunity to expand on the themes of their decision-making in problem situations in the organization, which was crucial from the researcher's perspective.

The surveyed transport company has been in continuous operation for more than 10 years. It is thriving in both the local and international transport market. The owners own about 150 trucks (refrigerator trucks, tarpaulins, chassis trailers and curtainsiders), and most of them are in constant operation. The company mainly transports shipping containers and full truckloads of cargo requiring controlled temperatures (frozen food, hazardous materials). In addition to a building adapted for daily office work, the company has its own storage facilities, a sphere for drivers' rest (social containers), a trans-shipment yard and a workshop. The owners of the enterprise have been married since the organization's inception. Both of them are in their mid-40s and participate jointly in decision-making in organizational life.

The purpose of the study was to try to answer two research questions:

1. Can a crisis situation in an organization lead to change?
2. Does intuitive and purposive decision-making in crisis situations differentiate the process of emerging a new practice in an organization?

The process of initiating change in an organization can occur, among other things, through the results of purposive and intuitive decisions, which are made by owners/managers in a planned, spontaneous or natural way (Patora-Wysocka, 2015, pp. 83–84). Considering the viewpoints adopted in this article, the concept of institutionalization should be interpreted as a process of emergence of new schemas and activities that are repetitive in nature and lead to changes in the organization through professed values (Patora-Wysocka, 2019). Based on the above considerations, a hypothetical model of institutionalization of the outcomes of managerial decisions with a distinction between purposive and intentional (in business practice) was created (Figure 1).

Figure 1. Process of institutionalization decision outcomes in crisis situation



Source: own elaboration.

Tables 3 and 4 contain excerpts from the transcribed statements of the respondents, along with the sub-categories that were the foundation for further research analyses. Table 3 refers to intuitive decisions, while Table 4 refers to purposive decisions.

Table 3. Partial categories of the model of institutionalization of intuitive decision outcomes of the owners (transportation company)

Partial category	Transcribed statement of the informants	Interpretation of data
Intuitive decision (based on knowledge, experience, synthetic, creative, spontaneous thinking, using emotional and cognitive intelligence, subjective)	1) "(...) Recently we even had such a situation at the warehouse. One of the employees was bullying a colleague, colleagues even (...) He spoke so badly, called them, these employees, co-workers, which of course we didn't find out, we found out from outsiders, so no one among the employees told us about it. I took the step to immediately to clarify this conflict and talk to the employees, I wanted not only to clarify this conflict, but for all of us to have a good relationship with each other, I still wanted to give this employee a chance and not fire him, but I was also guided by the welfare of the employees at the warehouse" (Informant: Beta)	The owner of the company, upon learning of the employee's unethical behavior, decided to talk to him immediately and explain the situation. The employee was not fired, but steps were taken to preserve good relations and prevent such further situations. The welfare of the employees was considered, the manager subconsciously knew that such a situation could not be downplayed, as the employees might suffer
	2) "(...) There was also a situation where the family could not afford to bring the corpse (...) It was a Ukrainian employee, so I think not everyone can afford to pay such costs, by the way, he was our employee, so we felt obliged to help and deliver his body to the burial site. It is our duty to deliver the corpse from abroad to the place of employment, while I knew subconsciously that I had to transport him to his place of residence, at my expense" (Informant: Beta)	An intuitive decision was made to bring the corpse to the family. The owner believes that this is what should be done - it is ethical. Sensitivity to human feelings was shown. The owner felt obliged, although legally she did not have to take such steps
	3) "(...) There are also situations of hate speech on the Internet (...) When it comes to whether it is written by employees, it is difficult to verify, usually these are anonymous comments, we can guess that they are our employees (...) Or maybe it is a competitor or someone malicious from the outside (...) If it is very untrue then I ask various portals to delete such comment. I am afraid of some bad image of the company in the future, it seems to me that this is the way to react, with an eye to the future" (Informant: Beta)	The leader subconsciously takes care of a company's image. That is indicative of a leader's synthesized thinking and fear of an image crisis. This kind of long-term preventive behavior accounts for the greater possibility of avoiding a crisis in the future

A longer-term change in the company (a change for a longer time)	1) Not observed	1) Not observed
	2) Not observed	2) Not observed
	3) Not observed	3) Not observed
Institutionalization of decision outcome (repetitive patterns of behavior, routinized activities, institutionalized new practice)	1) „(...) What has changed is that I will now talk to warehouse workers on a regular basis and control the situation there, over a longer period of time, and I do that, this control function has been strengthened”	Regular inspection functions have begun and have entered the daily life of the organization
	2) „(...) That situation gave me even more to think about how important it is for this family and I would do the same in the future, I am even more confident about it now”	The belief has been solidified within the company’s structure that following empathy and intuition within the company when dealing with unplanned and tragic situations is the correct approach that will be repeated
	3) (...) „It seems to me that since we started to fight it a little bit I am reporting more drivers to work, but this is also influenced by many factors for sure”	Intuitive fight against hurtful online reviews has boosted interest in the company

Source: own elaboration.

Table 4. Partial categories of the model of institutionalization of purposive decision outcomes of the owners (transportation company)

Partial category	Transcribed statement of the informants	Interpretation of data
Purposive decision (based on knowledge and experience, rational, objective, practical and logical, using data and information)	1) "(...) There was a case of an extremely unpleasant customer who insulted me, but I don't pay attention to what they say, whether he insults me or not (...) I make decisions taking into account a specific goal, a job has to be done (...) And he has to arrange transport, and we have to transport the loads, there is a profit out of it." (Informant: Zeta)	A decision was made with a focus on material profit, not on proper interpersonal relations with the customer. An attempt was made to make a purposive decision that would bring profit to the company
	2) "(...) In Covid-19 I had a case that the drivers didn't want to go on the trip due to the fact that they were afraid of the pandemic, I told them that they can protect themselves in many ways (...) In any situation you have to get along somehow (...) I tried to explain to them that they don't come into contact with the population in transport and they should nevertheless work and drive so that I could fulfill orders (...) As if no one went on the trip the company would not be profitable" (Informant: Zeta)	Despite the Covid-19 pandemic, the owner convinced drivers with arguments that they were not in danger, and this was due to the need to maintain their position in the market. They were guided by rational arguments, which at the time seemed logical and practical
	3) "(...) I almost lost a regular customer once, and the losses are big for the company, because a regular customer is the best customer (...) Mostly someone changes carriers if they are not satisfied with the services (...) I try to convince with good service, availability of employees and availability of trucks (...) I convinced him with practical advantages of working with us, because we have a lot of truck sets, and this is important for the customer" (Informant: Zeta)	A key customer for the company was almost lost, however, the owner made a purposive decision to convince the customer with his concrete capabilities. The availability and reliability of the trucks was proposed, as well as the continued attention to the realization of transports

A myopic change in the company (irregular) (occasional, one-time change)	1) “(...) There was no joint fulfillment of orders thereafter, but there were some individual moments when he had no longer anyone from other carriers, so he chose us, by the fact that we got along somehow there, he still ordered something with us”	No further ongoing cooperation has been observed, but by singularly disregarding the customer’s insulting comments, this customer is occasionally profitable
	2) „(...) I had to offer them higher rates for the trip, and they went, the goal was fulfilled (...) But it can’t be done always”	Drivers were offered a one-off-increase in their wages to carry out this specific job
	3) Not observed	3) Not observed
Institutionalization of decision outcome (repetitive patterns of behavior, routinized activities, institutionalized new practice)	1) Not observed	1) Not observed
	2) Not observed	2) Not observed
	3) „(...) At that moment I cared about a long-term relationship, because a long relationship means constancy in the execution of orders, profit for the company is very important (...) Exactly, with that client we are working until today, because I somehow convinced him that time”	The organization began to convince customers of the company’s capabilities in terms of pragmatic solutions. The increased reliability and availability of the trucks convinced the customer to continue working together

Source: own elaboration.

Findings

From the analysis of the interviews conducted (with both the female leader and the male leader), it can be concluded that the two research questions posed at the beginning of the article were answered. Leaders’ decisions (intuitive and purposive) in crisis situations lead to myopic (one-time) changes and to the institutionalization of new practices in the organization. It was observed that purposive decision-making, in addition to being used more often by the male leader, leads to myopic changes in the organization that produce a specific profit at a given time. Two problem situations in the organization led to myopic changes in the life cycle of the organization, one to the institutionalization of the outcome

of the decision. This certainly ties in with Czakon's (2020) concept on strategic myopia, the validity of which certainly needs to be considered. On the other hand, after the analysis of the interviews, the study found that intuitive managerial decisions (made by the female leader) can account for the institutionalization of new practices in an organization. These kind of decisions are of prospective and long – term character that is rooted in the company's structure and organizational routines. All three decisions made by the female owner led to the institutionalization of a new practice in the organization. One cannot help but notice the difference in what guided the owners in making their decisions. It seems that the intuitive decisions (made by the woman) indicated the need to take care of the human factor, which involves sensitivity, empathy, ethics, and not always perceived logic in decision-making. In contrast, purposive decisions (made by the man) were aimed at pragmatic business solutions and specific material profit for the organization. So, in addition to answering the research questions, while analyzing the data obtained, it was possible to make two *post factum* hypotheses:

1. Purposive decisions do not favour new practice emergence
2. Intuitive decisions may support new practice institutionalization

The *post factum* hypotheses indicates a new area which is certainly interesting for further research exploration. To conclude this part, it should be noted that during myopic prevention of a crisis situation, purposive decision-making is applied, while the orientation in the mindset of long-term outcomes of a crisis situation is constituted by intuitive decision-making.

Conclusions

The article addresses the issue of managerial decision-making in difficult, crisis situations. Both purposive and intuitive decisions lead to changes in the life of the organization, however, a particularly interesting aspect in terms of

conducting further research is the differential impact of a given decision on further strategic processes. Intuitive decision-making leads to the institutionalization of a new practice in the company, while purposive decision-making leads to myopic (sporadic) changes. Therefore, this paper brings added value to the discussion on strategic myopia vs. long-term strategy. In addition to the continued need for research on the impact of purposive and intuitive managerial decisions on the formation of changes in the organization (whether short-term or long-term), aspects of female vs. male leadership open up.

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