

 ISSN NO. 2320-5407	Journal Homepage: - www.journalijar.com INTERNATIONAL JOURNAL OF ADVANCED RESEARCH (IJAR) Article DOI: 10.21474/IJAR01/ 21310 DOI URL: http://dx.doi.org/10.21474/IJAR01/ 21310	
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RESEARCH ARTICLE

The National Conference on Innovative Trends in Modern Business Environment (ITMBE 2025) , DPG
Institute of Technology and Management (DPGIM) Gurugram

AN EMPIRICAL ANALYSIS OF THE IMPACT OF INTUITION ON STRATEGIC DECISION MAKING

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Manuscript Info

Abstract

Keyword: -

Intuition, strategic decision making,
rationality.

Strategic Decision Making is always a core activity of the business and as the matter of fact that these decisions can take business to new height or may turn it into hay. To make these decisions effective top level management swings between intuition and rationality. Focusing the same this study tend to examine the impact of intuition on strategic decision making on a sample of 241 educationists (mainly comprising top level management) from education sector situated in selected five districts of Uttarakhand. India. For the purposes of data analysis statistical tools such as averages, standard deviation, percentages and regression were used. Results revealed that. There is a significant association between intuition and intuitive strategic decision making.

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Introduction:-

The 21st century ushered in rapid and transformative changes across global business environments. Globalization, technological advancements, and evolving socio-political landscapes have forced both individuals and organizations to adapt quickly. Companies now face fast-paced changes, including automation, sophisticated software, and intense global competition. In such a dynamic environment, effective decision-making is critical at every level of a business. However, complex and ambiguous situations, often coupled with time constraints, demand quick, strategic, and high-quality decisions.

Traditionally, decision-making has relied heavily on rational thinking, involving step-by-step analysis, data collection, and option comparison. While this approach is logical, it is time-consuming and may fall short in urgent situations. Increasingly, decision-makers are turning to intuition—a quicker, instinctive response drawn from experience and pattern recognition. Research shows that rational and intuitive decision-making often work best together, especially at the strategic level. Yet, the impact of intuition on top-level decisions remains underexplored.

Conventional hierarchical systems work well in stable environments but can falter amid constant change and information overload. Leaders today must shift from rigid structures to systems thinking, relying not only on rational analysis but also on judgment and intuition. As Mintzberg (2019) aptly noted, rational analysis remains essential—but it must be complemented with adaptive, intuitive insight.

The present study focuses on following research questions:

RQ1: Does Intuition effect the strategic decision making in educational institutions?

RQ2: Does Intuition reflect influence on different strategies?

Literature Review

Strategic decision-making is an inherently complex process that cannot be effectively managed by relying solely on either intuition or rational analysis. Instead, a combination of both cognitive strategies is essential for achieving sound decisions, particularly in high-stakes, dynamic business environments. Luoma and Martela (2021) emphasize that decision-making involves two cognitive strategies: intuition and analytical reasoning. These correspond to different types of information processing, and their contribution varies by individual and context. Yet, there remains a lack of substantial practical research in management on how these two interact (Khatri, 2000).

Researchers like Simon (1987) argued that intuition is not irrational or mystical but a valid cognitive process. Similarly, Gopalakrishnan (2007) suggested that intuition is crucial to effective leadership. Vincent (2021) extended this idea by proposing that effective decision-making requires a synergy between human intuition and artificial intelligence.

The roots of intuition in decision-making can be traced back to Carl Jung's (1971) theory of personality, which classifies intuition as one of the core psychological functions. This formed the basis for tools like the Myers-Briggs Type Indicator (Myers & McCauley, 1985), which identifies how individuals process information and make decisions. Management research adopted the "intuition-as-personality-trait" approach to better understand decision-making behaviors (Calori, 1998). For example, Sadler-Smith and Miles (2014) interviewed managers and found that intuition influenced hiring decisions, especially in predicting personality fit and future performance.

Dean et al. (1974) explored intuition as a trait that distinguished exceptional managers from average ones, finding that intuitive individuals often achieved higher profitability. Isenberg (1984) also reported that senior managers commonly integrate intuition with analysis, particularly in five key decision-making contexts—pattern recognition, validation of analysis, and rapid response under uncertainty. Agor's (1986) studies using the MBTI found that top executives score significantly higher in intuitive traits compared to lower-level managers.

Further supporting these findings, Agor's later research on elite executives revealed a strong dependence on intuition during crucial decisions. Blackwell (1987) found that women generally scored higher on intuition tests than men, while Catford (1987) and Taylor (1988) confirmed that middle and senior managers regularly use intuition in business decisions.

Eisenhardt's (1989) study in high-velocity environments found that fast decision-makers processed more information and considered more alternatives, often resulting in superior performance. Svenson et al. (2022) echoed this by stating that emotions and intuitive thinking are integral to decision-making under pressure.

Kleinmuntz (1990) explained the preference for intuition over formulas by highlighting that many strategic problems lack structured solutions. Bass (1990) and Mintzberg et al. (1976) similarly noted that higher-level strategic issues are often too ambiguous for purely rational approaches, making intuition essential. Burke and Miller (1993) confirmed that over 90% of experienced managers rely on both intuition and analysis in decision-making.

Parikh's (1994) multinational study demonstrated that intuition supports effective relationships and business functions, particularly in strategic planning, marketing, HR, and R&D. Researchers like Quah et al. (1994) proposed that decision support systems must incorporate intuitive elements to be effective. Cooper and Sawaf (1997) characterized intuition as a felt emotional sense that improves the accuracy and effectiveness of decisions.

Studies by Lewis and Goodman (1998), and Karri (2000), found that intuition is often used unconsciously to process complex problems. Clarke and Mackaness (2001) revealed that senior executives' decision maps are more intuitive and less reliant on factual detail than those of lower-level managers. Sinclair and Ashkanasy (2002) also found that CEOs often default to intuitive decision-making under uncertainty.

Davis (2003) observed that school principals often rely on intuition due to lack of clear data. Sadler-Smith (2004) linked intuitive decision-making with improved financial and non-financial performance. Tiina (2009) found that top management teams with intuitive tendencies favored innovative strategies.

Further, Duggan (2010) differentiated strategic intuition from everyday intuition by emphasizing pattern recognition and broader vision. Olajumoke (2012) noted that both American and Nigerian leaders heavily relied on intuition in their decisions. Matzler et al. (2014) observed that Austrian firms prefer intuition when information is limited and rationality when it is abundant.

Calabretta et al. (2016) found that rational decision-makers struggle with uncertain cause-effect scenarios and may reject intuitive outcomes. Julmi et al. (2019) emphasized that intuition is better suited for unstructured problems. Pittance et al. (2022) reiterated that despite the abundance of data, decision-makers often face limitations, making intuition a necessary complement.

In conclusion, strategic decision-making thrives on the balanced use of both intuition and rational analysis. While data and logic provide structure and credibility, intuition adds speed, flexibility, and a nuanced understanding of complex scenarios. As modern business challenges grow more unpredictable, embracing both forms of cognition becomes essential for leaders navigating strategic decisions.

Methodology:-

This study was carried out in management institutes of Northern India. For the survey method a questionnaire was circulated through random sampling method. Out of the 450 questionnaires 248 returned giving a response rate of 55.11%, of which 241 were found suitable for the purpose of this study. The scale used in the study consisted of 34 items concerning 6 dimensions as curiosity, emotional awareness, faith, self-questioning, inadequate information, knowledge based on experience. The dependent variables consisted of 22 items concerning 4 dimensions as stability, expansion, divestment and entrepreneurial strategy. Both scales used 5 pointlikert scale ranging from 1=strongly disagree to 5= strongly agree. The reliability and validity of the scale were measured using Cronbach alpha which was .782 and .738 for Intuition and SDM respectively which is in acceptable range (Nunn ally, 1978) while validity was recorded at .740 which is well above accepted value of .50 (Kaiser, 1970).

Data Analysis

The data analysis was performed using regression analysis where in Intuition was taken as an Independent variable while SDM as dependent variable consisted of stability, expansion, divestment and entrepreneurial strategy.

H_0 (1): Intuition has no significant impact on Strategic Decision Making in Education sector

The regression analysis was performed on the data obtained from the selected respondents. Intuition served as an independent variable and Strategic Decision Making as a dependent variable.

Linear regression analysis was performed to predict the impact of Intuition on Strategic Decision Making in Education sector.

Table 1 Model Summary

Model Summary Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.765 ^a	.642	.624	5.97850
Predictors: (Constant), Intuition				

Results on table 1 show the adjusted R^2 which indicates the percentage of the variance in the Strategic Decision Making explained by Intuition. Adjusted R square = .624 indicates that the Intuition accounts for 62.40% of the variance in the Strategic Decision Making.

Table 2 Results of ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23943.241	1	23943.241	793.08	.000 ^b
	Residual	7216.188	239	30.19		
	Total	31159.429	240			
a. Dependent Variable: STRATEGIC DECISION MAKING						
b. Predictors: (Constant), INTUITION						

Table 2 shows the results of ANOVA. Since $F = 793.08$, $P = .000$ $p < 0.005$ model is significant.

Table 3 Results of Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.806	1.462		8.343	.000
	Intuition	.421	.024	.598	24.315	.000
a. Dependent Variable: Strategic Decision Making						

Table 3 shows the results of regression coefficient. The b value indicates the contribution of the Intuition to Strategic Decision Making in education sector. The un-standardized regression coefficients, b in a regression model indicate the strength of the extent of impact of the independent variable on the dependent variable.

The regression equation has the following form:-

$$S = a + bN \quad \dots\dots\dots(1)$$

Where,

S = Strategic Decision Making

N = Intuition

The resulting regression equation is:

$$S = 19.806 + .421N \quad \dots\dots\dots(2)$$

The equation (2) indicates that if Intuition changes by one unit, there will be 0.421 units change in the Strategic Decision Making. The coefficient is positive, which indicates the direct impact of Intuition on Strategic Decision Making in the education sector.

The t-value for each individual regression coefficient in the model is reported to assess whether the Intuition is a significant predictor for the Strategic Decision Making. Since (t = 24.315, p = 0.000 < 0.05), the null hypothesis is rejected. It can be inferred that Intuition is a significant predictor of Strategic Decision Making in Education sector.

A significant model emerged ($F_{1, 239} = 793.08$, $p < 0.0001$, Adjusted R square = .624). It can be inferred that Intuition has a significant impact on Strategic Decision Making in education sector.

H₀ (2): Intuition has no significant impact on Stability Strategy Decision Making

Intuition served as an independent variable and Stability Strategy Decision Making as a dependent variable. Intuition was measured with the dimensions like Curiosity, Faith in Intuition, Emotional Awareness, Self Questioning, Inadequate Information and Knowledge Based Experience.

Multiple regression analysis was performed to predict the impact of variables of Intuition on Stability Strategy Decision Making in the Education sector.

Table 4 Model Summary of Regression Analysis

Model Summary Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.717 ^a	.514	.508	4.202
P A. Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate Information.				

Results on table 4 show the adjusted R² which indicates the percentage of the variance in the Stability Strategy Decision Making explained by Intuition. Adjusted R square (.508) indicates that the Intuition accounts for 50.8% of the variance in the Stability Strategy Decision Making.

Table 5 Results of ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	8237.334	6	1372.889	99.011	.000 ^b
	Residual	3244.664	234	13.866		
	Total	11481.998	240			
Dependent Variable: Stability Strategy Decision Making						
Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate formation						

Table 5 shows the value of F-test (99.011, $p < 0.000$). It shows that model is significant.

Table 6 Results of Regression Coefficients

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
	(Constant)	3.518	1.908		.000
	Curiosity	.150	.091	.083	.101
	Faith in Intuition	.321	.072	.218	.000
	Emotional Awareness	.439	.063	.340	.000
	Self Questioning	.051	.068	.031	.451
	Inadequate Information	.013	.053	.008	.811
	Knowledge Based Experience	.286	.050	.211	.000
a. Dependent Variable: Stability Strategy Decision Making					

Table 6 shows the contribution of Intuition to Stability Strategy Decision Making in education sector. The unstandardized regression coefficients, b in a regression model indicate the strength of the extent of impact of the independent variable on the dependent variable, when all other independent variables are held constant.

The regression equation has the following form:-

$$SS = a + b_1 C + b_2 F + b_3 E + b_4 Q + b_5 I + b_6 K \quad \dots\dots\dots (3)$$

Where, SS = Stability Strategy Decision Making

C = Curiosity

F = Faith in Intuition

E = Emotional Awareness

Q = Self Questioning

I = Inadequate Information

K = Knowledge Based Experience

The resulting regression equation is:

$$SS = 3.518 + .150C + .321F + .439E + .051Q + .013I + .286K \quad \dots\dots\dots (4)$$

The equation (4) indicates that if Faith in Intuition increases by one unit, there will be 0.321 units increase in the Stability Strategy Decision Making, when other Intuition dimensions such as Curiosity, Emotional Awareness, Self Questioning, Inadequate Information, Knowledge Based Experience are kept constant and so on as quoted in equation (4). The coefficient is positive for all the variables of the Intuition, which indicate the direct impact on Stability Strategy Decision Making in the Education sector.

The t-value for each individual regression coefficient in the model is reported to assess whether the Intuition variables are significant predictors for the Stability Strategy Decision Making. The results of the t-value confirm that Faith in Intuition ($t = 4.469$; $p = .000 < 0.05$); Emotional Awareness ($t = 6.994$; $p = .000 < 0.05$); Knowledge Based Experience ($t = 5.722$; $p = .000 < 0.05$) are significant predictors of Stability Strategy Decision Making. However, the results indicate that Curiosity ($t = 1.641$; $p = .101 > 0.05$); Self Questioning ($t = .754$; $p = .451 > 0.05$); Inadequate Information ($t = .240$; $p = .811 > 0.05$) have insignificant impact on Stability Strategy Decision Making.

The results of the Beta value (β) indicate the impact of variables on Stability Strategy Decision Making. Emotional Awareness ($\beta = .340$) has the highest impact on the Stability Strategy Decision Making followed by Faith in Intuition ($\beta = .218$) and Knowledge Based Experience ($\beta = .211$) in Education sector.

A significant model emerged ($F_{6, 234} = 99.011$, $p < 0.0001$, Adjusted R square = .508). It can be inferred that Faith in Intuition, Knowledge Based Experience, Emotional Awareness all have a significant impact on stability Strategy Decision Making in education sector.

H_0 (3): Intuition has no significant impact on Expansion Strategy Decision Making.

Intuition served as an independent variable and Expansion Strategy Decision Making as a dependent variable. Intuition was measured with the dimensions like Curiosity, Faith in Intuition, Emotional Awareness, Self Questioning, Inadequate Information, and Knowledge Based Experience.

Multiple regression analysis was performed to predict the impact of Variables of Intuition on Expansion Strategy Decision Making in the Education sector.

Table 7 Model Summary of Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.621 ^a	.475	.470	3.779
a. Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate Information				

Results on table 7 show the adjusted R^2 which indicates the percentage of the variance in the Strategy Decision Making explained by Intuition. Adjusted R square .470 which indicates that the Intuition accounts for 47% of the variance in the Expansion Strategy Decision Making.

Table 8 Results of ANOVA

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13827.368	6	2304.561	80.870	.000 ^b
Residual	6668.313	234	28.497		
Total	20495.681	240			
Dependent Variable: Expansion Strategy Decision Making					
Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate Information					

Table 8 shows the value of F-test (80.870, $p < 0.0001$). It shows that model is significant.

Table 9 Results of Regression Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.886	1.716		2.265	.024
	Curiosity	.350	.065	.217	5.414	.000
	Faith in Intuition	.198	.082	.100	2.411	.016
	Emotional Awareness	.004	.056	.003	.065	.874
	Self Questioning	.274	.061	.150	4.497	.000
	Inadequate Information	.022	.047	.012	.264	.614
	Knowledge Based Experience	.484	.045	.325	10.752	.000
a. Dependent Variable: Expansion Strategy Decision Making						

Table 9 shows the contribution of Intuition towards Strategy Decision Making in Education sector. The unstandardized regression coefficients, b in a regression model indicate the strength of the extent of impact of the independent variable on the dependent variable, when all other independent variables are held constant.

The regression equation has the following form:-

$$ES = a + b_1 C + b_2 F + b_3 E + b_4 Q + b_5 I + b_6 K \quad \dots\dots\dots (5)$$

Where, ES = Expansion Strategy Decision Making

C = Curiosity

F = Faith in Intuition

E = Emotional Awareness

Q = Self Questioning

I = Inadequate Information

K = Knowledge Based Experience

The resulting regression equation is:

$$ES = 3.886 + .350C + .198F + .004EA + .274Q + .022I + .484K. \quad \dots\dots\dots (6)$$

The equation (6) indicates that if Curiosity increases by one unit, there will be 0.350 units increase in the Expansion Strategy Decision Making, when other Intuition Variables such as Faith in Intuition, Emotional Awareness, Self Questioning, Inadequate Information, and Knowledge Based Experience are kept constant and so on as quoted in equation (6). The coefficient is positive for all the dimensions of the Intuition, which indicate the direct impact on Expansion Strategy Decision Making in the Education sector.

The t-value for each individual regression coefficient in the model is reported to assess whether the Intuition variables are significant predictors for the Expansion Strategy Decision Making. The results of the t-value confirm that Curiosity ($t = 5.414$; $p = .000 < 0.05$); Faith in Intuition ($t = 2.411$; $p = .016 < 0.05$); Self Questioning ($t = 4.497$; $p = .000 < 0.05$); Knowledge Based Experience ($t = 8.752$; $p = .000 < 0.05$) are significant predictors of Expansion Stability Strategic Decision. However, the results of the t-value also indicate that Emotional Awareness ($t = .165$; $p = .874 > 0.05$); Inadequate Information ($t = .264$; $p = .614 > 0.05$) have insignificant impact on Expansion Strategy Decision Making.

The results of the Beta value (β) indicate the impact of variables on expansion Strategy Decision Making. The Knowledge Based Experience ($\beta = .325$) has the highest impact on the Expansion Strategy Decision Making followed by Curiosity ($\beta = .217$), Self Questioning ($\beta = .150$) and Faith in Intuition ($\beta = .100$) in education sector.

A significant model emerged ($F_{6, 234} = 80.870$, $p < 0.0001$, Adjusted R square = .670). It can be inferred that Curiosity, Self Questioning, Knowledge Based Experience, Faith in Intuition have a significant impact on Expansion Strategy Decision Making in Education sector.

H_0 (4): Intuition has no significant impact on Retrenchment Strategy Decision Making

Intuition served as an independent variable and Retrenchment Strategy Decision Making as a dependent variable. Intuition was measured with the Variables like Curiosity, Faith in Intuition, Emotional Awareness, Self Questioning, Inadequate Information, and Knowledge Based Experience.

Multiple regression analysis was performed to predict the impact of Variables of Intuition on Retrenchment Strategy Decision Making in the Education sector.

Table 10 Model Summary Of Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.821 ^a	.675	.670	3.779
Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate Information				

Results on table 10 show the adjusted R^2 which indicates the percentage of the variance in the Strategy Decision Making explained by Intuition. Adjusted R square (.670) which indicates that the Intuition accounts for 67% of the variance in the Retrenchment Strategy Decision Making.

Table 11 Results of ANOVA

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	13827.368	6	2304.561	80.870	.000 ^b
Residual	6668.313	234	28.497		
Total	20495.681	240			
a. Dependent Variable: Retrenchment Strategy Decision Making					
b. Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate Information					

Table 11 shows the value of F-test (80.870, $p < 0.0000$). It shows that model is significant.

Table 12 Results of Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.886	.716		2.265	.024
	Curiosity	.015	.035	.012	1.414	.431
	Faith in Intuition	.398	.082	.289	2.411	.000
	Emotional Awareness	.296	.056	.309	5.241	.003
	Self Questioning	.021	.061	.050	2.497	.093
	Inadequate Information	.402	.047	.122	4.264	.000
	Knowledge Based Experience	.030	.045	.325	1.752	.182
a. Dependent Variable: Retrenchment Strategy Decision Making						

Table 12 shows the contribution of the Intuition to Strategy Decision Making in education sector. The unstandardized regression coefficients, b in a regression model indicate the strength of the extent of impact of the independent variable on the dependent variable, when all other independent variables are held constant.

The regression equation has the following form:-

$$RS = a + b_1 C + b_2 F + b_3 E + b_4 Q + b_5 I + b_6 K \quad \dots\dots\dots (7)$$

Where, RS = Retrenchment Strategy Decision Making

C = Curiosity

F = Faith in Intuition

E = Emotional Awareness

Q = Self Questioning

I = Inadequate Information

K = Knowledge Based Experience

The resulting regression equation is:

$$RS = 2.886 + .015 C + .398 F + .296 E + .021 Q + .402 I + .030 K \quad \dots\dots\dots (8)$$

The equation (8) indicates that if Curiosity increases by one unit, there will be 0.015 units increase in the Retrenchment Strategy Decision Making, when other Intuition Variables such as Faith in Intuition, Emotional Awareness, Self Questioning, Inadequate Information, and Knowledge Based Experience are kept constant and so on as quoted in equation (8). The coefficient is positive for all the variables of the Intuition, which indicate the direct impact on Retrenchment Strategy Decision Making in the education sector.

The t-value for each individual regression coefficient in the model is reported to assess whether the Intuition variables are significant predictors for the Retrenchment Strategy Decision Making. The results of the t-value confirm that Faith in Intuition ($t = 2.411$; $p = .000 < 0.05$); Emotional Awareness ($t = 5.241$; $p = .003 < 0.05$); Inadequate Information ($t = 6.264$; $p = .000 < 0.05$) are significant predictors at the 0.05 level. However, the results indicate the insignificant impact of Curiosity ($t = 1.414$; $p = .431 > 0.05$); Self Questioning ($t = 1.497$; $p = .093 > 0.05$); Knowledge Based Experience ($t = 1.752$; $p = .182 > 0.05$) at the 0.05 level on Retrenchment Strategy Decision Making.

The results of the Beta value (β) indicate the impact of variables on Retrenchment Strategy Decision Making. The Emotional Awareness ($\beta = .309$) has the highest impact on the Retrenchment Strategy Decision Making followed by Faith in Intuition ($\beta = .289$) and Inadequate Information ($\beta = .122$) in education sector.

A significant model emerged ($F_{6, 234} = 80.870$, $p < 0.0001$, Adjusted R square = .670). It can be inferred that Emotional Awareness, Faith in Intuition, Inadequate Information have a significant impact on Retrenchment Strategy Decision Making in Education sector.

H_0 (5): Intuition has no significant impact on Entrepreneurial Strategy

Intuition served as an independent variable and Strategy Decision Making as a dependent variable. Intuition was measured with the Variables like Curiosity, Faith in Intuition, Emotional Awareness, Self Questioning, Inadequate Information, and Knowledge Based Experience.

Multiple regression analysis was performed to predict the impact of Variables of Intuition on Entrepreneurial Strategy Decision Making in the Education sector.

Table 13 Model Summary Of Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.794 ^a	.631	.626	4.573
A. Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate Information				

Results on table 13 show the adjusted R^2 which indicates the percentage of the variance in the Strategy Decision Making explained by Intuition. Adjusted R square (.626) which indicates that the Intuition accounts for 62.6% of the variance in the Entrepreneurial Strategy Decision Making.

Table 14 Results of ANOVA

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	26681.001	6	4446.833	106.587	.000 ^b
Residual	9764.740	234	41.72		
Total	36445.741	240			
a. Dependent Variable: Entrepreneurial Strategy Decision Making					
b. Predictors: (Constant), Experience, Self Questioning, Curiosity, Emotional Awareness, Faith in Intuition, Inadequate Information					

Table 14 shows the value of F-test (106.587, $p < 0.0000$). It shows that model is significant.

Table 15 Results of Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.934	2.076		2.491	.000
	Curiosity	.264	.078	.144	3.378	.001
	Faith in Intuition	.384	.099	.170	3.857	.000
	Emotional Awareness	.064	.068	.118	2.787	.066
	Self Questioning	.518	.074	.251	7.037	.000
	Inadequate Information	.463	.057	.246	8.071	.000
	Knowledge Based Experience	.321	.054	.190	5.893	.000
a. Dependent Variable: Entrepreneurial Strategy Decision Making						

Table 15 shows the contribution of the Intuition to Entrepreneurial Strategy Decision Making in Education sector.

The unstandardized regression coefficients, b in a regression model indicate the strength of the extent of impact of the independent variable on the dependent variable, when all other independent variables are held constant.

The regression equation has the following form:-

$$ES = a + b_1 C + b_2 F + b_3 E + b_4 Q + b_5 I + b_6 K \dots\dots\dots \text{Equation (9)}$$

Where, ES = Entrepreneurial Strategy Decision Making

C = Curiosity

F = Faith in Intuition

E = Emotional Awareness

Q = Self Questioning

I = Inadequate Information

K = Knowledge Based Experience

The resulting regression equation is:

$$ES = 5.934 + .264C + .384F + .064E + .518Q + .463I + .321K \dots\dots\dots (10)$$

The equation (10) indicates that if Curiosity changes by one unit, there will be 0.264 units increase in the Entrepreneurial Strategy Decision Making, when other Intuition Variables such as Faith in Intuition, Emotional Awareness, Self Questioning, Inadequate Information, Knowledge Based Experience are kept constant and so on as quoted in equation (10). The coefficient is positive for all the variables of the Intuition, which indicate the direct impact on Entrepreneurial strategy in the education sector.

The t-value for each individual regression coefficient in the model is reported to assess whether the Intuition Variables are significant predictors for the Entrepreneurial Strategy Decision Making. The results of the t-value confirm that Curiosity ($t = 3.378$; $p = .001 < 0.05$); Faith in Intuition ($t = 3.857$; $p = .000 < 0.05$); Self Questioning ($t = 7.037$; $p = .000 < 0.05$); Inadequate Information ($t = 6.071$; $p = .000 < 0.05$) Knowledge Based Experience ($t = 5.893$; $p = .000 < 0.05$) are significant predictors of Entrepreneurial Strategy Decision Making.

The results of the (β) indicate the impact of variables on Entrepreneurial Strategy Decision Making. The Self Questioning ($\beta = .351$) has the highest impact on the Entrepreneurial Strategy Decision Making followed by Inadequate Information ($\beta = .246$), Knowledge Based Experience ($\beta = .190$), Faith in Intuition ($\beta = .170$) Curiosity ($\beta = .144$) in education sector.

A significant model emerged ($F_{6, 234} = 106.587$, $p < 0.000$, Adjusted R square = .626). It can be inferred that Curiosity, Faith in Intuition, Self Questioning, Knowledge Based Experience, Inadequate Information have a significant impact on Entrepreneurial Strategy Decision Making in education sector.

Results and Discussion:-

The results clearly indicate that intuition significantly influences strategic decision-making. Among the six factors studied, only three—faith in intuition, emotional awareness, and knowledge-based experience—had a notable impact on decisions related to stability strategies. In contrast, expansion strategies were significantly influenced by four factors: curiosity, faith in intuition, self-questioning, and knowledge-based experience. For retrenchment strategies, faith in intuition, emotional awareness, and inadequate information were impactful, while curiosity, self-questioning, and knowledge-based experience showed no significant effect. In entrepreneurial strategy decisions, curiosity, faith in intuition, self-questioning, inadequate information, and knowledge-based experience played key roles, whereas emotional awareness did not show a significant impact.

These findings are supported by prior research. Knaap (2008) and Khatri (2000) emphasized intuition as critical in strategic decision-making. Isenman highlighted intuition's relevance in scientific inquiry, while Eranda (2014) found that top and middle managers in the Slovenian automotive industry often rely on it. Parikh (1994) and Papadakis (1998) also linked intuition to corporate strategy and quick decision-making. Burke and Miller (1999) observed intuitive use in financial decisions. Clarke and Mackaness (2001) identified intuition within managerial decision schemas. Other studies (Chaston, Hellgriegal, Broeck, Sevdalis) confirmed that entrepreneurs and managers often depend on intuition, especially when data is incomplete.

Conclusion:-

It is concluded that there is a significant role of intuition in strategic decision making. The positive impact of intuition on strategic decision making showed that top level management rely on their intuition while taking strategic decisions regarding stability strategy, expansion strategy, retrenchment strategy and entrepreneurial strategy. Educationists showed that their curiosity, emotional awareness, faith in intuition, self questioning ability, inadequate information and experience based knowledge helped them to rely on their intuition to use them for adopting different strategies time to time.

Implications

To date, the effectiveness of intuition is not studied explicitly in education sector focussing the top level management. The present paper draw attention to check the impact of intuition in strategic decision making and identifies a significant research gap. This paper thus focused more closely to this relationship. As the contribution of the paper is empirical and limited to one state of India i.e. (Uttarakhand), the researcher has tried to explore the impact of intuition in strategic decision making and realized the fact that there is much more to be studied in this area as the matter of fact faculty can also become part of the study which were not tapped in the

present study. In the present study, investigation was done on the top level management of the private institutes and universities in the educational sector. Reason behind targeting the top level is very clear as the paper focuses on the strategic decision making and these decisions are taken by top level management only. For further studies, business decision making and day to day decisions can be studied, taking these as the dependent variables. For further studies there is a lot to explore and has yet to realize the intuitive ability of females, doctorates and post doctorates as a member of core team.

The study suggests that stress should be on exercising and trusting one's intuition as having faith in intuition is the only factor of intuition that contributed to formulation of all strategies.

The study suggests that educationists should also attend faculty development programmes and workshops to strengthen the quality of experience of top level management.

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