Strategic Intuition and the Organizational Performance of Federal-Owned Tertiary Hospitals in Delta State

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Abstract
This study explored the influence of healthcare professionals' strategic intuition on the organizational performance of Federal-owned tertiary hospitals in Delta State. Employing a survey research design, the investigation aimed to gather accurate and reliable data on this critical topic. This method facilitated an impartial assessment of the subject matter, allowing for the application of statistical tools to generalize findings from the sample to the broader population. The choice of this methodology was based on its systematic and unbiased nature, which supports hypothesis validation and enables the collection of quantitative data for comprehensive analysis. The study focused on a target population of 1,810 staff members at the Federal Medical Centre in Asaba, Delta State. Using purposive sampling, a sample size of 328 participants was selected for inclusion. Regression data analysis was achieved through SPSS 27. Findings indicated that the strategic intuition of healthcare professionals significantly and positively affects the financial performance of Federal-owned tertiary hospitals in Delta State. Additionally, the study found that strategic intuition plays a crucial role in improving the quality of healthcare services delivered by these hospitals and it also enhances employee job satisfaction. In light of these results, the study recommended that Federal-owned tertiary hospitals prioritize implementing training initiatives aimed at enhancing healthcare professionals' strategic intuition to optimize financial planning and resource management.

Keywords: Employee Job Satisfaction, Financial Performance, Organizational Performance, Quality of Care, Strategic Intuition.

Introduction

Recent advancements, particularly in the technology industry, have underscored the increasing significance of promoting employee satisfaction within workplace settings (McDonald, 2019). To achieve this, many organizations have introduced various initiatives, such as offering daily catered meals, recreational facilities including gaming consoles, and designated spaces equipped with ping-pong tables. Proponents of enhancing employee experience assert that fostering job satisfaction directly boosts individual performance, which subsequently drives improved organizational outcomes. Within the healthcare industry, institutions encounter unique challenges arising from their complex and dynamic environments, necessitating continuous adaptation (Obiora and Okwuise, 2016; Ugherughe et al., 2020; Okwuise et al., 2020; Okwuise, Asiagwu, and Igbigbisie, 2021). Transformations within healthcare systems are influenced by factors such as aging infrastructure, technological advancements, demographic changes, heightened competition, escalating operational costs, and dwindling funding. Consequently, federal and state health ministries are tasked with forecasting these developments and adopting strategic measures to bolster recovery and resilience within healthcare systems. Unlike production-oriented industries, healthcare institutions are distinguished by their structural complexity, distinct objectives, and operational methodologies.

Intuition, as conceptualized by Aujirapongpan et al. (2020), is a natural mental process that relies on emotions rather than logical reasoning, enabling swift decision-making informed by accumulated knowledge and previous experiences. Research by Aujirapongpan and Hareebin (2020) and Songkajorn et al. (2022) underscores the pivotal role of experience in helping leaders identify core issues in various situations. Effective leadership is often characterized by the capacity to anticipate future scenarios, a skill honed through recognizing patterns and drawing from prior experiences. Strategic intuition, a cognitive approach rooted in this concept, equips leaders to envision potential outcomes and make informed decisions based on accumulated insights and knowledge (Giampaoli, 2019). By leveraging strategic intuition, leaders are better positioned to anticipate challenges and develop effective strategies to address them. Thanos (2022) proposed a four-phase model for cultivating intuitive capabilities: building a repository of professional experiences, embracing diverse perspectives, reflecting on new ideas, and transforming these insights into actionable strategies. Research conducted by Luoma and Martela (2021) and Duggan (2007) highlights the potential for developing strategic intuition through systematic learning and experience. By bridging past and present experiences, intuition enhances decision-making, with strategic intuition serving as a refined skill that emphasizes expertise, precision, and focus to improve organizational outcomes (Abbas et al., 2019).

Organizational performance, as defined by Ahmad and Ahmad (2019) and Charoensukmongkol (2021), encompasses financial and operational achievements such as market growth and share metrics. Regardless of organizational size, improving performance remains a central goal. Aydiner et al. (2019) emphasized that performance can be evaluated using both financial indicators and non-financial measures, such as customer satisfaction, innovation, and sales growth. An organization’s ability to achieve its objectives is closely tied to its performance. Ashrafi (2019) highlighted the alignment between organizational performance and strategic goals, emphasizing the role of managerial intuition in shaping outcomes. Job satisfaction, a critical psychological construct, pertains to employees' overall perceptions of their work and workplace environment. Positive workplace evaluations contribute to job satisfaction, while unmet expectations result in dissatisfaction (Widodo, 2014). According to Robbins and

Judge (2013), job satisfaction arises from positive emotional responses to job characteristics, influenced by personal attitudes and perceptions of the workplace. Luthan (2006) and Purnama (2017) identified four key dimensions of job satisfaction: work nature, career advancement opportunities, interpersonal relationships, and compensation.

In federally managed tertiary hospitals in Delta State, Nigeria, organizational performance is shaped by financial outcomes, healthcare quality, and employee job satisfaction (Donabedian, 2013). Financial performance reflects the effective management of resources, while healthcare quality measures the institution's capacity to deliver superior patient services (Donabedian, 2013). Employee job satisfaction reflects the extent to which healthcare workers feel fulfilled in their roles (Hackman & Oldham, 2018). The strategic intuition of healthcare professionals is integral to enhancing hospital performance. Professionals with well-developed strategic intuition are better equipped to make decisions that improve patient care and organizational efficiency (Klein, 2017).

However, a considerable number of healthcare professionals in these institutions lack the strategic intuition necessary for effective decision-making, which adversely affects both patient outcomes and hospital performance. This gap is often attributable to limited training opportunities, insufficient resources, and restricted decision-making autonomy. As a result, healthcare professionals frequently depend on routine protocols rather than innovative strategies, leading to substandard patient care, reduced job satisfaction, and diminished competitiveness within the healthcare sector. Poor patient outcomes manifest as increased morbidity and mortality rates, lower patient satisfaction, and eroded trust in healthcare systems. Similarly, dissatisfaction among healthcare workers contributes to high turnover rates, reduced productivity, and lower motivation to provide quality care. Declining competitiveness undermines the reputation of these hospitals, making it challenging to attract skilled professionals and deliver exceptional services. Addressing these challenges requires a thorough exploration of how healthcare professionals' strategic intuition influences organizational performance in federally managed tertiary hospitals in Delta State, with the aim of formulating strategies to enhance this capability and improve overall outcomes. The specific objectives of the study were to:

i. Ascertain the influence of strategic intuition of healthcare professionals on the financial performance of Federal Government owned tertiary hospitals in Delta State.
ii. Examine the effect of strategic intuition of healthcare professionals on the quality of care obtainable in Federal Government owned tertiary hospitals in Delta State.
iii. Evaluate the influence of strategic intuition healthcare professionals on the job satisfaction of employees of Federal-owned tertiary hospitals in Delta State.

From the above objectives, the following hypothesis were stated in null form:

Ho_1: Strategic intuition of healthcare professionals has no significant effect on the financial performance of Federal Government owned tertiary hospitals in Delta State.
Ho_2: Strategic intuition of healthcare professionals has no significant effect on the quality of care obtainable in Federal Government owned tertiary hospitals in Delta State.
Ho_3: Strategic intuition of healthcare professionals has no significant effect on the job satisfaction of employees of Federal-owned tertiary hospitals in Delta State.

Literature Review

Strategic Intuition

Intuition, as noted by Aujirapongpan et al. (2020b), is a mental process rooted in instinctive feelings rather than logical analysis, enabling swift decisions that draw from prior

experiences. Research by Aujirapongpan and Hareebin (2020) and Songkajorn et al. (2022) emphasized the critical role of past experiences in helping leaders discern factors that shape specific situations. They argued that the capacity to recognize opportunities is a learned ability, cultivated through patterns identified in previous encounters. Giampaoli (2019) described strategic intuition as the ability to perceive and anticipate future possibilities by leveraging accumulated knowledge and expertise. This form of cognitive insight equips leaders with the tools to foresee potential challenges and devise strategies to address various outcomes effectively. Thanos (2022) proposed a four-phase framework for developing intuition: acquiring diverse professional experiences, nurturing an openness to new perspectives, reflecting on emerging insights, and translating these reflections into actionable strategies. Luoma and Martela (2021), along with Duggan (2007), highlighted that structured approaches to knowledge acquisition significantly enhance the development of strategic intuition. Combining prior and current experiences forms the bedrock of intuitive thinking. Strategic intuition, characterized as a unique cognitive skill, integrates focused observation, specialized expertise, and systematic analysis to improve organizational outcomes (Abbas et al., 2019).

Organizational Performance

Ahmad and Ahmad (2019) and Charoensukmongkol (2021) conceptualized organizational performance as a combination of financial and operational achievements, encompassing metrics such as market growth and market share. Attaining optimal performance remains a universal aspiration for organizations, regardless of their size or sector. According to Aydiner et al. (2019), organizational performance can be evaluated using financial metrics or alternative indicators like customer satisfaction, sales trends, and innovation in product development. Performance reflects an organization's capacity to meet objectives effectively and consistently. Ashrafi (2019) noted that organizational outcomes are closely tied to strategic goals and are often shaped by the intuitive decision-making capabilities of leaders. Ogbonna and Harris (2018) further posited that organizational performance is a multidimensional construct, requiring evaluation through various lenses. In the context of Federal-owned tertiary hospitals in Delta State, performance is assessed through financial measures such as profitability and revenue generation, as well as non-financial indicators like patient satisfaction and employee engagement (Oleribe et al., 2019). Factors such as government regulations, leadership dynamics, and workforce motivation significantly influence these institutions' performance (Eze et al., 2020). Nwachukwu (2017) stressed the critical need for sustained high performance to ensure the long-term growth and operational efficiency of these hospitals.

Financial Performance

Financial performance refers to an organization's ability to effectively manage its financial resources, ensuring sustainability and profitability (Ogbonna & Harris, 2018). Within Federal-owned tertiary hospitals in Delta State, financial performance encompasses aspects such as revenue generation, cost control, and fiscal efficiency (Eze et al., 2020). Nwachukwu (2017) highlighted the centrality of financial performance in achieving organizational success and fulfilling institutional objectives. For these hospitals, financial outcomes are influenced by factors including government funding levels, internal revenue streams, and expenditure management (Oleribe et al., 2019). Ogbonna and Harris (2018) underscored that financial performance is a multidimensional concept assessed using indicators such as return on assets, revenue growth, and cost efficiency metrics. Okeji (2017) argued that strong financial

performance is vital for these hospitals to invest in cutting-edge technologies, recruit highly skilled personnel, and deliver exceptional healthcare services. According to Nwachukwu (2017), the financial performance of these institutions is profoundly affected by leadership quality, resource management strategies, and the motivation of the workforce.

Quality of Care

Quality of care pertains to the extent to which healthcare services align with patient needs and expectations, ultimately improving health outcomes (Oleribe et al., 2019). In Federal-owned tertiary hospitals in Delta State, quality care is determined by factors such as patient satisfaction, clinical results, and adherence to established healthcare standards (Eze et al., 2020). Nwachukwu (2017) identified quality of care as a critical metric for evaluating the effectiveness of healthcare services. Key elements influencing quality include the expertise of healthcare providers, the availability of resources, and organizational leadership styles (Ogbonna & Harris, 2018). Quality care is a multifaceted concept that requires comprehensive evaluation, incorporating elements such as patient feedback, clinical outcome data, and compliance with accreditation standards (Oleribe et al., 2019). Okeji (2017) asserted that delivering high-quality care fosters trust between patients and healthcare professionals, enhancing health outcomes and reducing preventable errors. Nwachukwu (2017) emphasized that healthcare quality is shaped by factors including staff motivation, organizational leadership, and resource availability, all of which are essential for meeting patient expectations and improving overall performance.

Employee Job Satisfaction

Job satisfaction is broadly defined as an individual's sense of fulfillment and positive engagement with their work environment. Widodo (2014) described it as a favorable emotional state stemming from the evaluation of work experiences, while dissatisfaction arises when expectations are not met. Robbins and Judge (2013) characterized job satisfaction as a positive attitude towards one's job, developed through an appraisal of its various aspects. This notion implies that job satisfaction reflects individual perceptions and attitudes, which significantly impact motivation and productivity levels. Luthans (2006) and Purnama (2017) identified four key components of job satisfaction: the nature of the work, career advancement opportunities, interpersonal relationships within the organization, and compensation. These elements collectively shape an employee's overall sense of satisfaction, influencing their commitment, productivity, and retention within the organization. By fostering these dimensions effectively, organizations can enhance workplace harmony and drive better organizational outcomes.

Theoretical Review

Resource-Based Theory or View (RBV)

The Resource-Based View (RBV), first introduced by Wernerfelt in 1984 and later refined by Barney in 1991, posits that organizations achieve sustainable competitive advantages by utilizing their distinctive and valuable resources. Barney (1991) emphasized that for these resources to provide enduring benefits, they must exhibit specific attributes: rarity, value, inimitability, and non-substitutability. However, the RBV has not been without criticism. Priem and Butler (2001) pointed out a potential tautological issue, where the definition of a resource's value depends on the firm's performance, thus making it challenging to establish independent criteria. Additionally, Kraaijenbrink, Spender, and Groen (2010) argued that the RBV is overly static, focusing heavily on current resources without adequately addressing the firm's capacity

for adaptation and growth. In this research, the RBV framework is employed to examine the influence of healthcare professionals' strategic intuition on the performance of federally owned tertiary hospitals in Delta State. The theory suggests that healthcare professionals' unique abilities, such as strategic intuition, can serve as critical resources for achieving a competitive edge. By analyzing the relationship between strategic intuition and organizational performance, this study aims to enhance existing RBV literature and provide actionable insights for optimizing healthcare outcomes through the empowerment of professionals.

Empirical Reviews

Renders and Sheykhi (2024) conducted a comprehensive analysis of how employee satisfaction influences both financial and non-financial outcomes across various workforce categories in publicly traded U.S. companies. Drawing on a dataset exceeding two million Glassdoor reviews spanning 2010 to 2022, their study revealed divergent trends between white- and blue-collar workers. Enhanced satisfaction among white-collar employees was strongly associated with an increase in Tobin's Q, reflecting improved market valuation. Conversely, while blue-collar worker satisfaction did not significantly affect market valuation, it had a notable positive impact on profitability metrics such as Return on Assets (ROA). These findings underscore the differential effects of employee satisfaction based on industry characteristics, highlighting that labor-intensive sectors gain more from contented blue-collar employees.

Edewhor and Okoh (2024) explored the connection between strategic thinking and corporate performance within manufacturing firms in Delta State, Nigeria. Using structured questionnaires targeting employees at Asaba Textile Mill Ltd, Coca-Cola Nigeria Plc, and Delta Glass Nigeria Plc, the study uncovered a robust positive relationship between strategic thinking and performance, as evidenced by an R^2 value of 0.662. Additionally, the research found that strategic thinking contributed significantly to increased employee productivity and efficiency, supported by an R^2 value of 0.681. The study concluded that prioritizing strategic thinking is a key driver for enhancing organizational performance within the manufacturing sector in the region.

Syaiful et al. (2023) examined the influence of strategic innovation on employee performance, with a focus on job satisfaction as an intermediary variable. The study sampled 120 employees from small and medium-sized shoe manufacturers in East Java and applied Partial Least Squares (PLS) regression analysis. Findings indicated that while strategic innovation alone did not directly enhance employee performance, its impact was significantly mediated by increased job satisfaction. This highlights the pivotal role of employee well-being in maximizing the advantages of strategic innovation within organizations.

Aujirapongpan et al. (2022) investigated the interrelations among organizational strategic intuition (OSI), knowledge-based dynamic capabilities (KBDCs), digital transformation (DT), and high-performance organizations (HPOs) in Thailand's auto parts industry. Based on survey data from CEOs and engineers, the study revealed strong positive linkages among these factors. KBDCs were identified as key enablers of digital transformation, which, in turn, enhanced OSI. These interconnected elements collectively fostered the development of high-performance organizations, demonstrating the intricate synergy required for achieving superior organizational outcomes.

Zulganef et al. (2022) assessed the impact of strategic intuition on firm performance, with entrepreneurial agility serving as a mediating factor and environmental dynamism as a moderating variable. Surveying 280 SMEs in Bandung, Indonesia, the study utilized Structural

Equation Modeling (SEM) with Partial Least Squares to demonstrate that strategic intuition positively influenced both firm performance and entrepreneurial agility. However, environmental dynamism emerged as a negative moderator, diminishing the relationship between strategic intuition and agility, as well as between agility and firm performance. These results emphasize the nuanced and multifaceted effects of external environmental factors.

In another study, Aujirapongpan and Hareebin (2020) analyzed the predictive influence of strategic intuition, business analytics, and networking capabilities on innovation performance within the context of Thai processed food exporters. Surveying 292 respondents, the research found that these capabilities significantly enhanced dynamic strategies and overall organizational performance. The study highlighted the importance of integrating intuitive decision-making with analytical and networking competencies to drive innovation and organizational effectiveness.

Aujirapongpan et al. (2020) explored the relationship between strategic intuition capability and firm performance among Thai SMEs using structural equation modeling. Their findings underscored the significant role of strategic intuition in enhancing firm performance. The study emphasized the importance of systematic knowledge management in developing this capability, which enables organizations to achieve marked improvements in performance metrics.

Kessler et al. (2020) studied the influence of employee job satisfaction on organizational performance, utilizing data from 404 employees across 31 firms. Through latent growth modeling, the research established that job satisfaction predicted sustained linear growth in financial metrics such as Return on Assets (ROA) and Return on Equity (ROE) over four years. This demonstrates the enduring relevance of employee satisfaction as a critical strategic factor for driving financial success and long-term organizational growth.

METHODOLOGY

This research employed a survey design to collect accurate and comprehensive data on a current issue. The study's population consists of 1,810 employees from the Federal Medical Centre, Asaba, Delta State (Human Resource, 2024). To determine the sample size, the Taro Yamane formula was applied.

$$\boldsymbol{n} = \frac{\mathrm{N}}{1+\mathrm{N(e)}^2}$$

Where: n = sample size required

N = Population

e = significant level = 5%

From the formula above, the sample size of this study is computed as:

$$\mathbf{n} = \frac{\mathbf{1810}}{1+1810\ (0.05)^2}$$

$$\mathbf{n} = \frac{1810}{1+1810(0.0025)}$$

$$\mathbf{n} = \frac{1810}{1+4.525}$$

$$\mathbf{n} = \frac{1810}{5.525}$$

$$\boldsymbol{n} = 327.60$$

The 328 employees were selected from the population of 1810 using convenient sampling technique which is a non-probability sampling technique and the researcher conveniently administered one (1) copy of questionnaire to employees in Federal medical Centre, Asaba Delta State which served as our data base for analysis.

The model specification used in this inquiry was based on an explanation of the effect of the predictor on the criterion. The simple linear regression models are employed, to put it another way. It is stated as:

FP = $\beta_0 + \beta_1 SI + \mu$ 1.

QOC = $\beta_0 + \beta_2 SI + \mu$ 2.

EJS = $\beta_0 + \beta_3 SI + \mu$ 3.

Where;

FP = Financial Performance

QOC = Quality of Care

EJS = Employee Job Satisfaction

SI = Strategic Intuition

β_0 = Intercept or regression constant

β_1-β_3 = Regression coefficients to be estimated

μ = Stochastic error term.

The data analysis was carried out using simple regression analysis with the aid of SPSS version 27.0. Statistical hypothesis testing was conducted at a 5% significance level ($\alpha = 0.05$), a common threshold in research to assess the statistical significance of the findings. The decision to accept or reject the hypotheses was based on the comparison of the p-value with this significance level. The t-statistic was used to evaluate the difference between the sample and population means, factoring in the variability of the sample.

FINDINGS AND DISCUSSION.

Findings

Ho_1: Strategic intuition of healthcare professionals has no significant effect on the financial performance of Federal-owned tertiary hospitals in Delta State.

Table 1 Regression Results

Variables	Beta	R	R2	Adj. R2	F-statistic	T-statistic	P-value
Constant	-.083	.815[a]	.664	.662	570.189	-.702	.483
SI	1.009					23.879	.000

Source: Researcher's Computation using SPSS 27.0 (2024)

The regression result is given as:

FP = -0.083 + 1.009 SI + μ

The regression analysis summarized in Table 4.1 reveals that strategic intuition explains 81.5% of the variance in financial performance, leaving 18.5% unexplained by the model. An adjusted R-squared value of 0.662 indicates that 66.2% of the systematic variation in financial performance is attributable to strategic intuition, with 33.8% remaining unexplained. The validity of the model is confirmed by an F-statistic of 570.189 and a p-value of 0.000 at a 5% significance threshold, affirming its suitability for analysis. Additionally, the coefficient for strategic intuition is determined to be 1.009, with a p-value of 0.000 ($p < 0.05$), highlighting a statistically significant and positive relationship between strategic intuition and financial performance. Consequently, the null hypothesis is rejected in favor of the alternative hypothesis, emphasizing the critical influence of strategic intuition on the financial performance of federally owned tertiary hospitals.

Ho_2: Strategic intuition of healthcare professionals has no significant effect on the quality of care of Federal-owned tertiary hospitals in Delta State.

Table 2 Regression Results

Variables	Beta	R	R2	Adj. R2	F-statistic	T-statistic	P-value
Constant	.718	.871[a]	.759	.758	908.439	10.139	.000
SI	.758					30.140	.000

Source: Researcher's Computation using SPSS 27.0 (2024)

The regression result is given as:

$QOC = 0.718 + 0.758\ SI + \mu$

The findings presented in Table 4.2 indicate that strategic intuition accounts for 87.1% of the variation in the quality of care, with 12.9% of the variability remaining unexplained by the model. The adjusted R-squared value of 0.758 suggests that approximately 75.8% of the systematic variation in quality of care can be attributed to strategic intuition, while 24.2% is unexplained. The model's statistical significance is confirmed by an F-statistic of 908.439 and a p-value of 0.000 at the 5% significance level, affirming its robustness for analysis. Additionally, the coefficient for strategic intuition is 0.758, with a p-value of 0.000 ($p < 0.05$), demonstrating a significant and positive effect of strategic intuition on the quality of care. As a result, the null hypothesis is rejected in favor of the alternative hypothesis, reinforcing the crucial role of strategic intuition in improving the quality of care in federally owned tertiary hospitals.

Ho_3: Strategic intuition of healthcare professionals has no significant effect on the employee job satisfaction of Federal-owned tertiary hospitals in Delta State.

Table 3 Regression Results

Variables	Beta	R	R2	Adj. R2	F-statistic	T-statistic	P-value
Constant	.273	.934[a]	.873	.872	1984.491	4.711	.000
SI	.916					44.548	.000

Source: Researcher's Computation using SPSS 27.0 (2024)

The regression result is given as:

$EJS = 0.273 + 0.916\ SI + \mu$

The results displayed in Table 4.3 reveal that strategic intuition explains 93.4% of the variation in employee job satisfaction, with 6.6% of the variability left unexplained by the model. The adjusted R-squared value of 0.872 indicates that about 87.2% of the variation in job satisfaction is attributed to strategic intuition, while the remaining 12.8% is not accounted for. The model's statistical validity is demonstrated by an F-statistic of 1984.491 and a p-value of 0.000 at the 5% significance level, confirming its reliability for analysis. Furthermore, the coefficient for strategic intuition is 0.916, with a p-value of 0.000 ($p < 0.05$), indicating a substantial and statistically significant positive influence of strategic intuition on employee job satisfaction. As a result, the null hypothesis is rejected in favor of the alternative, providing strong evidence that strategic intuition plays a key role in enhancing job satisfaction among employees in federally owned tertiary hospitals.

Discussions

From hypothesis one, the results indicate that the strategic intuition of healthcare professionals significantly impacts the financial performance of Federal-owned tertiary hospitals in Delta State (Coeff. = 1.009, p-value = 0.000). This finding suggests that healthcare professionals' ability to integrate past experiences, innovative insights, and contextual awareness fosters better financial decision-making. The positive coefficient implies that strategic intuition

helps identify opportunities for revenue generation, reduce inefficiencies, and optimize resource use. Hospitals that support strategic thinking are more likely to achieve financial stability, aligning with studies by Renders and Sheykhi (2024) and Aujirpongpan and Hareebin (2020).

From hypothesis two, the findings show that strategic intuition has a significant effect on the quality of care in Federal-owned tertiary hospitals (Coeff. = 0.758, p-value = 0.000). This highlights the importance of intuitive decision-making in adapting to patient needs, implementing evidence-based practices, and addressing operational challenges. Healthcare professionals with strong strategic intuition can design patient-centered care models, improve service delivery timelines, and enhance treatment outcomes. This result supports the research by Aujirapongpan, Ru-Zhe, and Jutidharabongse (2020).

From hypothesis three, the findings demonstrate that strategic intuition positively influences employee job satisfaction in Federal-owned tertiary hospitals (Coeff. = 0.916, p-value = 0.000). This suggests that strategic intuition helps create a work environment where employees feel valued and motivated. Intuitive leaders are adept at understanding their teams' needs, providing growth opportunities, and solving workplace challenges. This fosters a positive organizational culture, improved communication, and higher morale, consistent with the work of Syaiful et al. (2023) and Kessler et al. (2020).

Policy Implications

The findings of this study have broader implications for the Federal-owned tertiary hospitals. Key implications include:

i. Pharmaceutical firms can align their product development and distribution strategies with hospitals that emphasize strategic intuition, ensuring tailored solutions for dynamic healthcare needs.
ii. Collaborative initiatives between pharmaceutical firms and hospitals should include programs to foster strategic intuition, improving overall healthcare delivery outcomes.
iii. Policies should encourage partnerships with intuitive healthcare leaders to develop innovative care models and introduce adaptive pharmaceutical interventions.

Conclusion and Recommendations

This study concludes that strategic intuition significantly enhances financial performance, quality of care, and employee job satisfaction in Federal-owned tertiary hospitals in Delta State. The results affirm that healthcare institutions prioritizing strategic intuition in leadership and operations are better positioned to deliver value-driven care, achieve financial efficiency, and maintain a satisfied workforce. The following recommendations were made:

i. Federal-owned tertiary hospitals should implement training programs aimed at developing strategic intuition among healthcare professionals to strengthen financial planning and resource optimization.
ii. Management should integrate strategic intuition practices into their care delivery frameworks, emphasizing innovative approaches to patient management.
iii. Hospitals should foster a supportive organizational culture by recruiting leaders with strong strategic intuition skills and providing opportunities for employee engagement.

Contribution to Knowledge and Future Research Direction

This study contributes to knowledge by empirically establishing the significant role of strategic intuition in enhancing critical performance metrics within Federal-owned tertiary hospitals. It expands understanding by linking intuitive decision-making to improved financial performance, care quality, and job satisfaction, particularly in the Nigerian healthcare context.

Future researches should explore the influence of strategic intuition across different healthcare sectors, examining its interplay with technological advancements and cultural variables. Comparative studies across public and private healthcare institutions could also shed light on varying impacts, providing broader insights into the role of strategic intuition in diverse healthcare settings.

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