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A study on the development of a scale for the concept of strategic intent based on validity and reliability

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Abstract

Purpose – The concept of strategic intent is an important management tool that expresses the determination of organizations to achieve their long-term goals and reflects the willingness of the organization in this regard.
Design/methodology/approach – The study is a reflection of a scale development process in order to make the concept of strategic intent, which is accepted as the beginning of strategic management and an important tool for strategic management, measurable. In the organization where the pilot application of the scale was carried out, 234 participants were included in the application.
Findings – It was concluded that the strategic intent scale, which was finalized with the pilot application, consisted of 24 questions and five dimensions in total and that it could successfully measure the concept of strategic intent. The revised scale was reapplied to 539 people working in an airport ground handling company, and the results were in line with those of the pilot study.
Originality/value – As far as is known, this study is the first attempt to measure strategic intent scale based on validity and reliability. This study aims to fill this gap in the literature.

Keywords Strategic intent, Scale development, Validity, Reliability, Strategic management
Paper type Research paper

1. Introduction

Strategic management is an important management technique that expresses future orientation and helps to shape decision-making processes by concretising predictions and assumptions. Strategic management is a process in which organisations analyse both their internal and external environments, develop strategies with the results obtained, implement these strategies with various scientific methods and continuously evaluate the results in order to achieve their long-term goals (David, 2011). Successful execution of the process enables organisations to be one step ahead of the competition, while at the same time enabling them to act in a more flexible and planned manner. This situation enables organisations to clarify the goals they want to achieve in the future and make more effective decisions to achieve these goals (Mintzberg, 1994). In this process, strategic intent gains importance as a concept that is at the very centre of the desire, determination and vision of organisations to achieve these long-term goals (Hamel and Prahalad, 1989). Strategic intent, which determines the direction of the organisation in shaping the strategic management process, acts as a compass for the organisation by establishing a link between the resources available to the organisation and the goals it wants to achieve (Hamel and Prahalad, 1994). In this sense, strategic intent is an important concept that reveals the need for the strategic management process and the aim and ideal of achieving this process and plays a decisive role at every stage of the strategic management process.

Strategic intent is a kind of vision of where the organisation might be at any given time or place in the future. It symbolises a tension between the organisation and the resources at hand, while at the same time determining the direction and alignment of actions taken by organisations to achieve the overarching goals they have set. Thus, it is aimed to make it easier for organisations to achieve the difficult. When strategic intent is evaluated in this way, it can be considered as an extended version of strategic goals. From this point of view, strategic intent

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should be seen as a tool that will enable the organisation to reach higher positions than it can reach through SWOT analysis, one of the traditional tools of strategic management (Manikuty, 2010).

Making the strategic intent measurable, which is accepted as the beginning of this process within an important management technique such as strategic management and which is determined to make significant contributions to the organisation, can be an important determinant in determining and achieving organisational goals. Understanding the concept of strategic intent, which has a multidimensional structure, and making it a measurable concept can provide important contributions to organisations. In addition, it is thought that the measurability of this concept will contribute to the academic literature.

In this study, it is aimed to develop a scale with proven validity and reliability in order to determine the dimensions of the concept of strategic intent and to understand the effects of these dimensions on organisations. Scale development process starts with determining a purpose. What is to be measured and for what purpose the scale will be used must be determined (DeVellis, 2016). What is planned to be measured in the study is the concept of strategic intent. Measuring this concept will contribute to the healthy continuation of the strategic management process of organisations. Strategic intent, which determines a route for the organisation in the initial stage of strategic management, will help the implementation of the strategies determined for this purpose and the organisation to maintain its strategic alignment by not deviating from its long-term goals that serve its vision (Liedtka, 1998). It is considered necessary for the success of the strategies to be implemented that the organisation acts in line with its strategic intent and shows determination in this regard. These evaluations clearly reveal the context in which the scale will be used and evaluated.

After determining the purpose in the scale development process, an item pool related to the concept to be measured should be created by examining the literature on the concept to be measured. The items to be determined should consist of expressions that will reflect the intended concept in the most accurate way. While transferring the items to the pool, care should be taken to ensure that the expressions are simple and understandable. In order to determine the reliability of the created item pool, it would be useful to benefit from other scales in the literature and the opinions of experts in this field (Hinkin, 1998). A large number of studies in the literature on strategic intent, which is the basic concept of the scale we aim to create, were analysed and an item pool was created from the statements that were thought to serve to measure the concept in these studies. A total of 74 statements were accumulated in the item pool and grammar checks were made in order to make these statements simple and understandable. In addition, in order to determine whether these expressions cause semantic differences when translated into different languages, the items were translated and these translations were checked and necessary corrections were made. In order to determine the reliability of the items in the pool, the opinions of scientists in different countries who have conducted studies on strategic intent were obtained through various communication channels. In addition, the item pool was opened to discussion in a scientific congress in order to obtain expert opinions. Thanks to the expert opinions collected, the item pool was passed through an important filter and made ready for pilot application. Since there is no other scale in the literature related to the concept of strategic intent, the item pool could not be compared with any other scale.

The final stage of the scale development process is to conduct a pilot study to evaluate and refine the scale using the remaining statements in the item pool. The piloting phase is described as a dress rehearsal of the scale (Lewis *et al*., 2005). In the evaluations made with the data obtained from the pilot application, analyses such as item analyses, explanatory and confirmatory factor analyses, reliability analyses are included. If the results obtained are appropriate, it is decided that the scale is standardised (Cohen and Swerdlik, 2017). In the relevant sections of the study, the pilot application carried out for our draft scale, which was made ready for pilot application by completing the other necessary stages, and the analyses of the results obtained from this application are included.

2. Strategic intent

The word intent is an indicator of the belief in achieving a determined goal (Bratman, 1999). When we look at the concept of intent in a strategic sense, it is seen that the concept is located between organisational goals and vision. Organisational goals express what things are desired to be achieved and when they will be achieved. Objectives should be attainable, even if it is not known how they will be achieved (Quinn, 1995). When strategic intents and goals are compared, it is understood that strategic intents constitute a subset of goals and thus differ from goals (Hart, 1992). Strategic intent is a concept that covers long or very long periods (Hamel and Prahalad, 1989), therefore there is no certainty about its achievability (Burgelman, 1996), develops in parallel with the basic skills that represent the competitiveness of the organisation and its achievability depends on these skills (Hamel and Prahalad, 1990), and at the same time it should be considered more important than goals in organisational terms. This importance of strategic intent stems from the fact that the concept is a subset of goals and that goals can be achieved if the intent is realised. It is possible to say that strategic intent has similarities besides these differences with organisational goals. The first of these is that goals and strategic intents are future-oriented. Both concepts are concepts that will be embodied and realised in the future. In addition, both concepts inspire the organisation for success. People's desire to achieve the goals they set, the success and pleasure they will achieve in the event of the realisation of these goals motivate them. Organisational goals and strategic intents are seen as an important source of motivation as they symbolise the future achievements of the organisation. The concept of strategic intent is different from goals and has more dimensions. The concept includes dimensions such as vision, management leadership, organizational acceptance/adoption, governance, organizational flexibility, and organizational identity. These dimensions show that strategic intent is more abstract than goals, is closely related to organizational identity and acceptance, and represents a long-term ideal. Strategic intent creates a framework for goals and provides guidance for goal setting. Strategic intent differs from short-term, concrete, and measurable goals in that strategic intent is a long-term direction that is set by top management but comes to life when it is accepted at all levels of the organization. The purpose of this direction is to create tension and leverage in the organization to achieve a vision that is difficult to achieve. Strategic intent is the mindset and orientation for achieving goals. For an organization, increasing customer satisfaction through digital transformation and digital services is a goal, but for the same organization, prioritizing digitalization and digital services to open a new breach in customer experience and redefine the standards in the industry is an indicator of strategic intent.

The concept was first used by Hamel and Prahalad (1989) to describe the success and dramatic rise of Japanese companies after the Second World War. In the post-war period, Japanese companies were constantly working to realise the goal of "global leadership", which they had set as a long-term strategic goal with global validity for themselves, whereas many western companies defined this goal of Japanese companies as a utopian dream and saw it as unrealistic and impossible to achieve. The reason for these perceptions of Western companies was that Japan's resources were scarce and its opportunities were inadequate at that time.

Today's automotive giants such as Toyota and Honda can be cited as examples of Japanese firms that have successfully implemented the concept of strategic intent and realised the goal of global leadership, which western firms consider as a dream. Since the early 1990s, Toyota has expressed the strategic intent of "becoming a global leader in the automotive industry and achieving sustainable growth" as a long-term goal for itself, and in order to realise this intent, it has implemented lean manufacturing and continuous improvement (Kaizen) practices, especially by continuously improving production processes and implementing quality management strategies (Cusumano, 2010). This strategic intent of Toyota has given the company a competitive position in the global market with sustainable growth.

One of the first and important examples of the concept of strategic intent is Sony. Similar to Toyota, Sony has constructed its strategic intent with the goal of "producing innovative products in the electronics market and becoming the global leader in the electronics market".

With this strategic intent, Sony achieved a global leadership position in technological and electronic products starting from the 1980s until the 1990s, and achieved this by producing innovative products and technologies, which is another part of its strategic intent. This success of Sony was made possible by producing innovative products in the digital transformation process experienced in the mentioned years and adhering to the strategic intent and determining its activities and strategies according to this intent (Nonaka and Takeuchi, 1995).

When the twenty-year period after the Second World War is analysed, it is seen that the global leaders in their sectors set targets that were incompatible with their resources and existing capacities and exceeded these resources and capacities. The disproportionate targets set by these companies have turned into an obsession with success in all units of the organisation. This obsession with success has been maintained until the objectives are achieved in the organisation. The name of this obsession with achieving this goal, which is disproportionate to resources and capacity, is "Strategic Intent". Strategic intent focuses the focus of the organisation on the motive of winning, provides motivation by constantly conveying the importance of the determined goals to the employees, gives importance to both individual and team contribution, constantly updates the organisation according to the changing conditions, keeps the enthusiasm alive in the organisation with the new job descriptions revealed by these updates, and makes it possible to exhibit an active management approach by managing the link between goals and resources (Hamel and Prahalad, 1989). In their definition of strategic intent, Hamel and Prahalad define the concept as "an active and rational management process that focuses the whole organisation on the importance of winning" (Rui and Yip, 2008). This approach of strategic intent on resource use is in parallel with the resource-based approach (Barney, 1991), which emphasises the resources available to organisations and their management and argues that organisations will gain competitive advantage as a result. This approach, which is a strategic management theory, makes it possible for organisations to make long-term plans based on their internal resources. This is where the resource-based approach and strategic intent cross paths. The aim of both approaches is to achieve long-term goals by managing the organisation's resources. Organisations have to develop their existing resources in order to take advantage of possible future opportunities. This development contributes to the success of the strategic intent process. Thus, the resource-based approach contributes to the development of strategic intent and the development of strategic intent contributes to the success of the strategic management process.

The purpose of using strategic intent as a tool is to facilitate the realisation of the strategic goals set for the organisation and to maximise the efficiency of the organisation. In order to achieve these, strategic intent is used to determine and examine (1) whether the organisation has an ambitious strategic goal, (2) whether it acts rationally in its choices and decisions, (3) whether it considers the strategic goal as the priority of the organisation, and (4) whether managers, both top managers and the management team, are given the authority and initiative to make decisions (Deng, 2004).

Strategic intent is a two-stage process. The first stage of this process involves planning the development of the organisation for a leadership position and identifying the criteria needed. In the second stage of the process, the desired leadership position is achieved. Managers have important duties in both stages of the process. One of these tasks is correct communication. Managers should accurately convey to the employees what the rewards will be when the objectives of the organisation are achieved. Another important task is delegation of authority. Managers should delegate the necessary authority to employees or formed groups in the organisation to carry out activities and reduce bureaucracy. Another important task is related to awareness raising. Managers have to create awareness about strategic intents, especially in decisions about resource allocation. When these tasks for managers are designed and fulfilled as desired, a synergy-based reaction will occur between organisational employees and organisational capabilities. With this synergy, the strategic intent within the organisation will become stable and much stronger. Another element that should be transferred to employees for the spread of strategic intent throughout the organisation and its success is the concept of

responsibility. It is very important that employees at all levels of the organisation feel a common sense of responsibility towards organisational problems. For the success of the strategic intent, a bilateral and mutual responsibility will be created with the concept of responsibility, which is complementary to the delegation of authority that we listed in the tasks of managers. Bilateral responsibility includes both the burdens of organisational problems and the sharing of the gains to be obtained by solving these problems and achieving the goals. When it is considered that the success of managers depends on the success of the organisation and the success of the organisation depends on the success of the employees, the importance of the authority to be given to the employees and the reward to be gained from the successes to be achieved is better understood (Hamel and Prahalad, 1993).

From a managerial point of view, strategic intent is similar to strategic planning, but it is much more variable than strategic planning. Unlike planning, strategic intent reveals the objectives that cannot be included in the plans by taking into account the changing environmental conditions. Therefore, strategic intent determines the negativities that may arise by revealing new conditions that will change the existing conditions. Thus, more successful strategies are formed in accordance with the new conditions. This shows that strategic intent is the concrete form of the expectations of the organisation about the future, it becomes an important symbol for the organisation and thus it can direct the whole organisation towards a common goal. When we continue to analyse strategic intent from a managerial perspective, it is possible to see that the concept covers an active management process. In this process, some practices emerge. These practices are; (1) directing the focus of the organisation on the idea of winning, (2) constantly emphasising how important and valuable the goal to be achieved is in order to motivate employees, (3) preparing and allowing infrastructure suitable for both individual contribution and group contribution, (4) restructuring operational definitions taking into account changing conditions, (5) regulating resource allocation by constantly using strategic intent (Hamel and Prahalad, 1993). With these steps, the strategic intent process is completed and organisational goals are achieved.

While making evaluations in organisations in general, future-oriented planning, various inferences and judgements are made based on these plans and analyses. Strategic intent is a concept related to the orientations determined and desired for the future. What differentiates strategic intent from these judgements is that it consists of orientations that are seen as undesirable and cannot be planned clearly (Prahalad and Doz, 1987). In essence, many actions that are seen and performed as strategic activities can be used to solve immediate problems, but very few of these activities are considered as intental activities (Mintzberg, 1994).

Drucker (1954) stated many years ago that customers are at the core of organisations' activities and that their purpose is customer orientation. The mission of organisations is generally to determine the existing needs of consumers and to meet these needs and to make preparations for them, especially by anticipating the needs that are predicted to arise in the future. When these needs arise, it is to be able to offer products or services to customers. Customers determine the value of an organisation by purchasing and using the products and services produced by an organisation. With this point of view, Drucker argued that the most important requirement of an organisation is knowledge and understanding. Organisations should determine their environment and current capacity in order to understand the market conditions they are in. After understanding this, they should focus on the harmony between these two elements and determine the possible causes that will negatively affect this harmony. In order to do this, it will need information about the causes. Another area where information is needed is innovation. Innovation is a necessity for success. The essence of innovation consists of knowledge and insight and helps the organisation to maintain its competitive position. Innovation, a concept often confused with change, has a different content from change. Innovation, which refers to the development of a new organisational invention or method in a commercial sense, is considered commercialised when it is accepted by the market and differs from change in this respect. From this perspective, Drucker defines strategic intent as an organisational theory. With this theory it is possible to integrate organisational capacity and customer expectations.

Strategic intent refers to the uncertain organisational conditions envisaged for the future. It is a dream that adds dynamism to the organisation and is the refined form of the strategic architecture of the organisation. In addition, it is a symbol of the competitive position that the organisation wants to reach in the future and makes long-term plans about the market in which it operates. Strategic intent creates a sense of direction in organisations and shows employees which competitive areas are to be conquered. Therefore, it creates a sense of discovery in employees. This shows the existence of an emotional dimension of strategic intent. The emotional dimension is the willingness to achieve the goal that is deemed worthwhile at the core of strategic intent. Therefore, the emotional dimension of strategic intent is supported by a perception of destiny. In the literature, one of the important concepts discussed together with the concept of strategic intent is the concept of core skills. Organisational skills are the foundations needed to achieve a goal. These foundations are also necessary for the realisation of strategic intent. Strategic intent cannot be developed if organisations lack the skills and capacities, they need to achieve the goals they want to achieve. In addition to their basic skills, organisations draw on their relationships with the external environment to acquire the skills they need. Whereas a non-visionary management usually sees the relationship with the external environment only as a source of input and a cost factor, visionary managements see the relationship with the external environment as a search for partnership in which valuable information is obtained and learnt how to use it (Hamel and Prahalad, 1989, 1994). Strategic intent is the energy that drives the organisation's activities and motivations, while core competencies represent the structure in which the organisation is built. Therefore, strategic intent has an aspect that strengthens negative entropy, supports organisational learning as a result of relations with the external environment, and aims to strengthen core competencies through this learning.

Large companies operating in different fields are similar to a big tree. While the trunk and the main branches of this big tree represent the products, the small branches extending from the main branches symbolise the units of the organisation. The final products and services resulting from organisational activities are the leaves, flowers or fruits of this tree. It is the core competences of the organisation that increase its resilience and are its source of life. Just like the water that provides the nourishment, strength and life of a tree, core skills nourish and grow organisations. Core skills are the collective learning of how to bring and integrate different streams of knowledge and technology into the organisation by coordinating different but mutually supportive production skills in the organisation. In essence, core competencies have two meanings, one is the harmonisation of different technological innovations and flows, and the other is the organisation of the functioning of the organisation to bring value to the organisation and distribute this value (Hamel and Prahalad, 1990).

In general, it is possible to say that strategic intent determines the course and focus of the organisation and thus affects organisational motivation. The success of organisations depends on the evolution of the markets in which they operate and the opportunities that this evolution will create. In order to be ready for these opportunities, the ability to anticipate customer expectations and needs must be developed. The ability of the organisation to carry out activities that can meet these needs is directly proportional to the power to create organisational capacity (Romar, 2009, p. 62). It is very important and necessary to create an organisational structure that directs the future and stands out in the competition by strengthening the capabilities of the organisation with strategic intent, which is the key to achieving these goals that do not seem possible by setting goals that are inversely proportional to the resources, and in this context, it is very important and necessary to use strategic intent as a compass that determines the route.

While some authors (Noda and Bower, 1996) define strategic intent as long-term goals adopted by all top managers, some authors (Hamel and Prahalad, 1989) define it as a process involving all levels of the organisation. Despite these debates among authors, there is no explanation or suggestion on how strategic intent can be reduced to all levels in organisations, how it can be implemented and how to deal with the intra-organisational conflicts that may

arise (Mantere and Silince, 2007). When we look at the essence of the discussions, it is generally seen that there is a question whether it is possible to reduce strategic intent to all levels of the organisation, and the underlying reason for this is the difficulty created by the different sizes of organisations in terms of structure. Especially in very large-scale organisations, it is very difficult to transform the strategic intent into a collective intent that everyone can accept and act in a coordinated manner to achieve it, and to plan it in this way. In organisations with thousands of members, the intents that the members of the organisation are aware of and can develop a belief in will only be the intents of the groups and individuals within the group (Weick, 1993). When the studies conducted in large-scale organisations are examined, it is seen that strategic intent is considered as a dispersed and controversial concept. In order to eliminate this disorganisation and to make strategic intent more holistic, it should be seen and accepted not as a single intent but as a tool that aims to achieve harmony between multiple intents in the organisation (Cheney *et al*., 2004). In this way, with strategic intent, it becomes possible to focus the minds of individuals in the organisation on achieving a distant goal and to enable them to see the big picture designed for the organisation. Because strategic intent can create purpose when it enables employees to see the ambitious goals of the organisation (Hamel and Prahalad, 1989). One of the controversial issues related to the concept in the studies of strategic intention is the emphasis that there cannot be a single intention in an organization. Since it is not possible to create a single intention in large organizations, strategic intention should be used as a tool to ensure harmony among intentions. To do this, it is necessary to make strategic intention measurable and to determine which groups have different perceptions of strategic intention. This is the main purpose of developing a strategic intention scale. The scale will facilitate coordination because it will be possible to measure how strategic intention is perceived in different groups/departments, the level of acceptance of the intention, and expectations regarding the intention. In this way, it will be possible to establish a common vision, correct any misperceptions, and identify differences in intent between senior management and employees. Making strategic intent measurable is important to assess the extent to which the organization's chosen path is being taken, how employees perceive this intent, and how it is being implemented at different levels of the organization. This measurement can also be useful in reducing or preventing various organizational conflicts. For example, it can help identify differences in strategic direction within the organization, where there are deviations from course, and how strategic intent is perceived by different departments, groups, and individuals. This provides an opportunity to clarify missing or misunderstood issues related to intent. In addition, by making strategic intent measurable, potential communication problems can be avoided. For example, it is possible to determine how much information employees have about strategic intent (which is necessary to align intentions), how decisions and policies are perceived by employees, where there are problems in communicating strategic intent, and why. In this way, communication can be strengthened, differences in perception can be eliminated, and alignment of intentions can be strengthened by supporting employee participation.

In this study, which aims to develop a scale for strategic intent, the concept of strategic intent is considered and evaluated as a long-term orientation adopted at all levels of the organization. Considering the different definitions in the literature and the purpose of the study, the concept of strategic intent is evaluated as a tool to meet different needs at different levels of the organization. Therefore, in this study, strategic intent is defined as a commitment and strategic awareness that emerges with the participation of all employees of the organization. Therefore, the concept can be influenced not only by organizational goals but also by organizational behaviours. Thus, the concept emerges as a result of a broad organizational participation and collaboration process. Strategic intent refers to a tendency that is needed to achieve the goals set for the organization and is shaped by the joint participation of all levels of the organization and extends to the vision. It moves the organization from its current situation to the future it desires and wants to achieve. Therefore, strategic intent can be defined as a concept that enables the organization to act more broadly and effectively without

being limited to concrete goals, to achieve this by establishing a common understanding with the organization's stakeholders, and thus to ensure the strategic cohesion necessary for the organization's sustainable success.

3. Method

When the literature on scale development studies is analysed, it is seen that in these studies, partially different but mostly similar stages are determined and applied sequentially. Therefore, within the scope of the study, the frequently applied, generally accepted and experienced stages of scale development were examined in detail, and it was finally determined that the following steps/stages were followed.

In the light of the explanations and stages in Table 1, firstly, the purpose of developing the scale is briefly explained. The concept of strategic intent, as a compass that guides the organisation, provides power to the organisation in the creation and realisation of strategic plans and goals. Therefore, it is possible to state that it constitutes the basis of strategic management approach. Measuring the concept of strategic intent in organisations can provide advantages to organisations in terms of using resources more effectively, achieving goals more easily, developing the basic skills needed, gaining competitive advantage, and motivating employees. There is no existing scale developed in the literature related to the concept. For this reason, it is thought that the scale will fill an important gap. When the literature on the concept of strategic intent is examined, it is possible to say that the concept is multidimensional and that 4 or 5 dimensions within these dimensions reflect and support strategic intent much more effectively.

In the second stage of the scale development process, an item pool was created within the scope of the study. A mixed approach to item pool construction may be deductive, inductive, or a combination of the two. While deductive methods involve item generation based on existing theory or existing scales, inductive methods are based on item development based on qualitative information (focus groups, interviews, expert panels, etc.) obtained from individuals (Hunt, 1991; Kapuscinski and Masters, 2010; Morgado *et al*., 2017). From this perspective, the study used a mixed method approach. In the later stages of scale development studies, although it is easier to remove some items from the item pool, it is quite difficult to add new items to the pool. Therefore, taking into account practical and procedural limitations, the item pool should contain at least twice as many items as the number of questions expected to be included in the final scale (Morey, 2003). It is planned to include approximately 20–25 items in the strategic intent scale. For this reason, it was considered that the item pool should be 50 or more. With this information in mind, the existing literature was first analysed using a deductive method and the pool was created by selecting the statements that were thought to be able to measure strategic intent. In addition, the scales found in the literature (scales such as strategic leadership, strategic management, etc.) were analysed and a pool of 74 items was created using the deductive method. Once the pool was created, the inductive method was used by presenting the identified statements to academics and managers who have an opinion on the subject in order to obtain expert opinions. At this stage, Garry Hamel, one of the pioneers of the concept, was interviewed by e-mail. Together with Hamel, the item pool was evaluated through face-to-face and/or online interviews with leading scholars in the field of management in Turkey. In addition to these evaluations, the "22nd International Public Management Forum (KAYFOR 22)" was attended to obtain the opinions of expert academics on readability, comprehensibility, merging or removing similar questions. In this forum, the Expert Opinion Guideline Form was developed to obtain the opinions of scholars. With the Expert Opinion Guideline Form, experts were asked to answer each item as 1 - The item measures the targeted structure; 2 - The item is related to the structure but unnecessary; and 3 - The item does not measure the targeted structure. A total of 26 academics completed the Expert Opinion Guideline Form and this information was analysed. The same form was sent to 19 senior and mid-level managers in different sectors and their opinions were taken. As a result of all these

Table 1. Strategic intent scale development stages

Phase		Description
1	*Determination of Purpose and Theoretical Foundations*	At this stage, the aim is to determine the scope of the scale. Therefore, firstly, the area covered by the relevant scale is determined and then it is investigated whether there is a similar scale in the existing literature. Then, in the light of theoretical knowledge, various preliminary predictions regarding the dimensioning of the scale are briefly explained with their justifications (McCoach *et al.*, 2013). The aim here is to make it clear what we want to measure with the scale. At this stage, the researcher compiles the theories and existing studies in the literature on the concept for which the scale is planned to be developed and tries to determine how the subject can be measured
2	*Creation of the Substance Pool*	In the scale development process, an item pool related to the concept to be measured should be created by utilising the existing literature. The derivation of the items initially determined for the scale can be classified as deductive, inductive or a combination of the two. While deductive methods involve generating items based on existing theory or existing scales, inductive methods are based on item development based on qualitative information (focus groups, interviews, expert panels, etc.) about the construct obtained from individuals (Hunt, 1991; Kapuscinski and Masters, 2010; Morgado *et al*., 2017) The number of questions to be included in the item pool is determined by the researchers. In this determination process, it is generally stated that it is appropriate to determine the estimated number of questions that are thought to be included in the final scale and to create an item pool that is at least two or three times this number of questions (Morey, 2003; Devellis, 2016)
3	*Structuring the Scale*	When the scale studies are analysed, it is seen that the studies are generally conducted by preferring 5-point or 7-point Likert type scales. It is more appropriate to use 5-point Likert-type questions for unipolar responses such as “not at all satisfied” and “very satisfied”, and 7-point Likert-type questions for bipolar responses such as “completely dissatisfied” and “completely satisfied” (Boateng *et al*., 2018)
4	*Evaluation of the Substance Pool*	Although there are various methods in the evaluation of the item pool, it is seen that expert opinions or pre-test application methods are generally used. In the method of obtaining expert opinions, “Expert Opinion Guideline Form” is created predominantly. For each item in this form reflecting the item pool, the experts prefer one of the options “the item measures the targeted construct”, “the item is related to the construct but unnecessary” and “the item does not measure the targeted construct” and express their opinions by putting an “X” sign (Nurdoğan, 2022)
5	*Determination of Sampling Procedures*	When determining the sample size, although there is no general rule, the sample size can be scaled as 50 (very poor), 100 (poor), 200 (adequate), 300 (good), 500 (very good) and 1,000 and above (excellent) (Comrey and Lee, 1992). Supporting this approach, Carpenter (2018) stated that researchers should consider at least the (5:1) level when determining the sample size. The (5:1) level refers to the inclusion of five times the number of questions in the scale in the pilot study

(*continued*)

Table 1. Continued

Phase		Description
6	*Pilot Application*	Regarding piloting, Clark and Watson (1995) recommended piloting on a medium-sized sample and testing the scale in this way in order to obtain preliminary information about both the responses of the respondents and the distribution of response options
7	*Evaluation of Pilot Implementation Results*	Item analyses, factor analyses (exploratory and confirmatory) and reliability analyses are performed at this stage, which follows the pilot application and includes the evaluation of the results. The following evaluations are generally included in item analyses (Coaley, 2010; Cohen and Swerdlik, 2017) The range of answers given for each item is analysed (should be in the range of 1–5) The average of each item is analysed (must be 3 or more) The distortion of each item is analysed The standard deviation of each item is analysed The correlation of each item with other items is analysed If the results obtained in the item analyses are in accordance with the evaluations listed above, the final stage is started
8	*Revision and/or Finalisation of the Final Scale*	After the evaluation of the pilot application results, the shaped scale is applied to a second independent and appropriate sample. Thus, it can be said that the scale is "standardised" on this (second) sample. The revision stage can be repeated until standardisation occurs in the pilot application and subsequent stages (Cohen and Swerdlik, 2017)

Source(s): Coaley (2010), Carpenter (2018), Cohen and Swerdlik (2017), DeVellis (2016), Boateng *et al*. (2018)

applications, the number of questions in the item pool was determined to be 32.It was determined that the scales developed in the field of social sciences, especially in the field of management, are mostly formed as a 5-point Likert scale. Due to the reliability of this structure, 5-point Likert type was preferred for all 32 questions in the pool.

Upon completion of the item pool, a pilot study was conducted. First, descriptive statistics of the scores obtained as a result of the application were examined and the outliers and their conformity to the normal distribution were determined. Then, exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were used to measure construct validity. EFA is a statistical method used to explore the dimensionality of a scale by finding the minimum number of interpretable factors needed to explain the correlations between a set of items. The method is exploratory because it does not impose an *a priori* structure on the linear relationships between items and factors. CFA, on the other hand, starts with a specific factor model created by the researcher and then tests whether the data fit that model. Thus, CFA can be seen as a confirmatory analysis that provides information about how well a hypothesized factor model fits a new sample from the target population. For this reason, after preliminary evidence of the factor structure is established using EFA, the factor structure is placed on a firmer footing by testing the relevant scale using CFA (McCoach *et al.*, 2013). Finally, reliability analyses were conducted to determine the internal consistency coefficients of the scale for the results of the pilot application (Porta, 2014). According to the results obtained, the scale was revised and validated by repeating it on a larger sample.

4. Determination of sampling procedures for strategic intent scale and pilot application

Although there is no general rule in scale development studies, sample sizes can be scaled as 50 (very poor), 100 (poor), 200 (fair), 300 (good), 500 (very good), and 1,000 and above

(excellent) (Comrey and Lee, 1992). Costello and Osborne (2005) examined how different sample sizes affect error rates in relation to the factor structure of a scale and suggested that adequate results can be obtained at the 5% significance level with 20 participants per item (20:1). In support of this approach, Carpenter (2018) added that researchers should consider at least (5: 1) when determining sample size. Supporting this information, Zhang *et al.* (2024) conducted a pilot study with 157 participants for an item pool of 50 items. Similarly, van Ruysseveldt *et al.* (2021) conducted a pilot study with 208 participants for an 8-item scale. Therefore, in the pilot application phase to be conducted for the scale, it was planned to reach at least 160 participants due to the fact that there were a total of 32 items and the (5:1) rule was followed. However, based on Comrey and Lee's (1992) suggestion of 200 participants for the pilot application, it was decided to increase the number of participants to a minimum of 200.

The pilot application for the scale was carried out in an important food company operating in Turkey. Continuous monitoring of customer needs and demands is a very important approach to ensure competitive advantage. Considering the ever-changing and evolving demands in the food industry, it is essential to determine strategic objectives with great care. In addition, as Cheney *et al*. (2004) stated, the harmonious implementation of multiple strategic intents in large organizations is considered the key to success. Due to the dynamic changes in customer demands and requirements, the need to determine strategic objectives in accordance with these changes, the need to keep strategic intents in the forefront at all times, and the importance of aligning multiple strategic intents in large firms, employees of a large firm operating in the food sector in Turkey were preferred for the pilot application of the study. After obtaining permission, the questionnaire form was sent to the employees via e-mail. The scale was sent to 350 people consisting of middle and senior managers. A total of 234 forms, which were complete and usable, were included in the study and evaluated (the return rate was approximately 67%). Considering that sufficient data was collected for the pilot application, item analyses of the scale were conducted first.

When the data in Table 2 are analysed, it is seen that the answers given to all questions are between 1 and 5 in accordance with the 5-point Likert structure determined in the scale structuring. When the averages of the answers were analysed, it was concluded that all answers were around 3. While the standard deviation values of all responses were around 1 at most, it was determined that the skewness values were calculated between ± 1.5. According to these results, it is possible to say that all questions in the scale were valid in the item analysis. After the item analysis, explanatory factor analysis was performed. At this stage, as a result of the first exploratory factor analysis, the factor loadings of the items numbered "6, 19, 20, 24 and 26" were excluded from the analysis because their factor loadings were less than 0.5. In the second exploratory factor analysis performed after the related items were removed, it was determined that the item numbered 10 was included in two dimensions and this item was also removed from the analysis and the exploratory factor analysis was renewed for the third time. The results of the last exploratory factor analysis are summarised in Table 3.

The fact that the KMO values obtained in the explanatory factor analyses are greater than 0.5 indicates that the relevant scale is perfectly adequate for the explanatory factor analysis. According to the results of the third exploratory factor analysis conducted for the scale, it is possible to say that the KMO value obtained is greater than 0.5 (0.933) and therefore the strategic intent scale is perfectly sufficient for exploratory factor analysis. In addition, the fact that the Bartlett's Test of Sphericity result is less than 0.05 indicates that the sample is suitable for the pilot application. It was determined that the Bartlett's Test of Sphericity result obtained in the pilot application was (0.000) and the scale explained 64,442% of the variance of the concept of strategic intent, thus the scale has a very high level of explanatory power for the concept of strategic intent. When the factor loadings of all items were analysed, the fact that the values determined for each factor were greater than 0.5 revealed that all items were included in the relevant dimensions in a very reliable way. In the next part of the analysis, confirmatory factor analysis was applied to verify the results obtained from the exploratory factor analysis.

Table 2. Information required for item analysis

Item	Min	Max	Mean	Standard deviation	Skewness
1	1	5	3.65	0.978	−1,118
2	1	5	3.69	0.904	−0.962
3	1	5	3.74	0.882	−0.867
4	1	5	3.49	1,041	−0.346
5	1	5	3.54	0.989	−0.535
6	1	5	3.81	0.875	−1,050
7	1	5	3.44	1,068	−0.664
8	1	5	3.39	1,107	−0.587
9	1	5	3.59	0.885	−0.743
10	1	5	3.57	0.897	−0.729
11	1	5	3.55	1,056	−0.665
12	1	5	3.81	0.833	−0.892
13	1	5	3.37	0.999	−0.373
14	1	5	3.62	0.925	−0.684
15	1	5	3.38	1,038	−0.293
16	1	5	3.48	1,012	−0.681
17	1	5	3.09	1,075	−0.117
18	1	5	3.22	0.993	−0.343
19	1	5	3.56	0.958	−0.633
20	1	5	3.50	1,029	−0.621
21	1	5	3.44	1,044	−0.765
22	1	5	3.68	0.970	−0.902
23	1	5	3.51	1,024	−0.796
24	1	5	3.29	1,069	−0.623
25	1	5	3.55	0.954	−0.912
26	1	5	3.53	1,057	−0.827
27	1	5	3.68	0.930	−0.700
28	1	5	3.42	0.956	−0.313
29	1	5	3.41	1,017	−0.483
30	1	5	3.69	0.894	−0.652
31	1	5	3.65	0.925	−0.823
32	1	5	3.41	0.969	−0.541

Source(s): Created by the authors

As a result of the first level confirmatory factor analysis in Figure 1, it was seen that the factors numbered "4 and 30" had values smaller than 0.5 factor loadings. Therefore, these two items were excluded from the analysis and first level confirmatory factor analysis was applied again. After it was determined that the results obtained were appropriate, the second level factor analysis was performed. The results of the first level confirmatory factor analysis applied for the second time and the results of the second level confirmatory factor analysis (in Figure 2) are summarised below.

When the final first level confirmatory factor analysis and second level confirmatory factor analysis results were evaluated together, it was concluded that all factor loadings had values above 0.5. At the same time, when the inter-factor correlations were analysed, it was determined that all factors were well correlated with each other. According to these results, it can be stated that the strategic intent scale is validated at two levels. In addition, the "model fit" values obtained for both levels of confirmatory factor analyses are presented in Table 4.

When the values in Table 4 are analysed, it is seen that all measurements are calculated within the relevant limits determined for each criterion. Therefore, according to the results of the factor analyses performed at both levels, it was concluded that the strategic intent scale consists of five different dimensions. In naming the dimensions, the studies on strategic

Table 3. Third repeated factor analysis results

KMO and Bartlett's test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.933
Bartlett's Test of Sphericity	Sig	0.000
% of Variance		64,442

Item	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
27	0.739				
31	0.724				
25	0.692				
30	0.669				
22	0.667				
23	0.602				
32	0.587				
16	0.539				
12	0.533				
8		0.791			
7		0.746			
9		0.627			
11		0.542			
14		0.536			
21		0.528			
18			0.705		
17			0.663		
28			0.625		
29			0.594		
1				0.848	
2				0.734	
3				0.564	
4					0.689
5					0.683
13					0.538
15					0.530

Source(s): Created by the authors

intention were first reviewed. Hamel and Prahalad (1990) emphasised the importance of the role of strategic intention in the process of developing organisations' core capabilities and using them effectively. They mentioned that strategic intention should be used to determine how organisations will direct their existing capabilities, how they will provide missing capabilities, and in which areas they will develop new capabilities to shape their future competitive advantage. Hamel and Prahalad (1989), Ebrahim *et al.* (2024), who addressed strategic intention from a different perspective, emphasised that strategic intention plays a critical role in gaining competitive advantage, that it is a tool that helps organisations to gain superiority in the competitive environment, and that it should be considered as a fundamental element in determining and implementing competitive strategies of organisations. In parallel, Green (1988) stated that if strategic intention, which is an element that provides insight into the organisation's ideology, intentions, beliefs and commitment to learning, is effectively adopted, a collective sense of motivation and direction can be created by strengthening employees' belief in goals. Therefore, it can be said that belief in and commitment to the organisation's strategic goals is critical to the success of those goals. Undoubtedly, it is very important for the realisation of belief that organisational goals are understandable and simple. In this regard, Mburu and Thuo (2015) defined strategic intention as a tool that organisations should use to

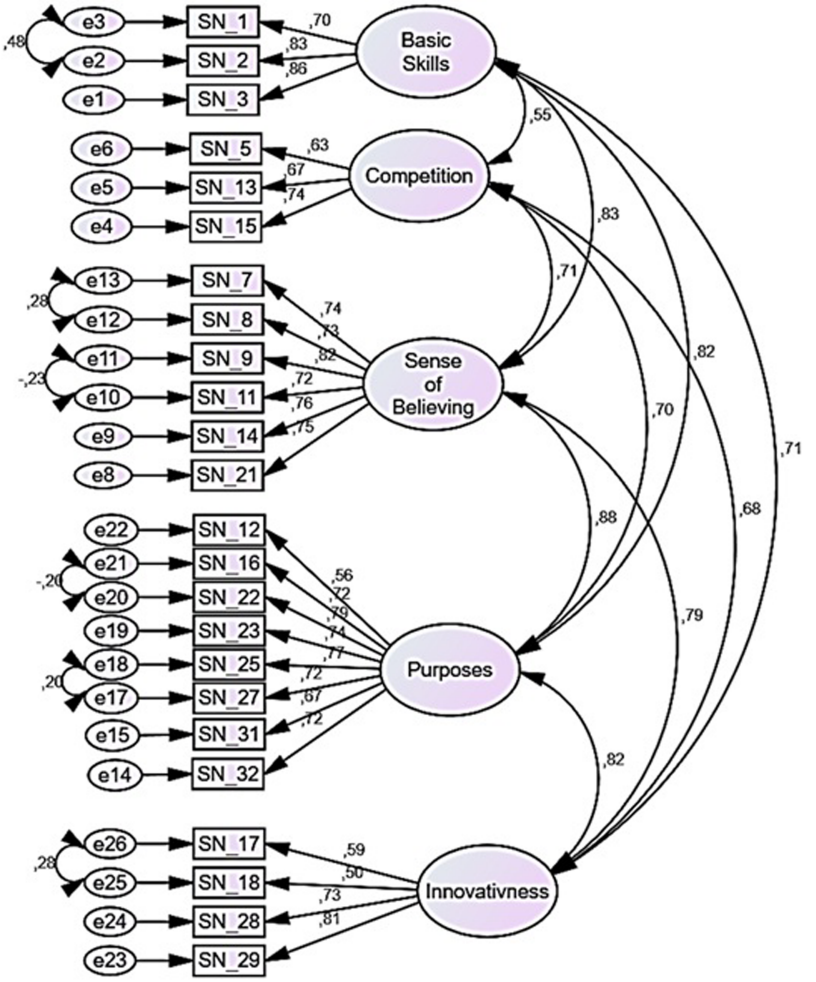


Figure 1. Final first level confirmatory factor analysis results. **Source:** Created by the authors

determine their product, core competence, system and relationship development goals to prepare for the future competitive environment. In addition, Ko *et al.* (2021) argued that strategic intention supports knowledge seeking and thus can enhance innovation performance. Therefore, the relationship between strategic intention and innovation is of great importance for organisational sustainability, competitiveness and growth. In light of this information, the items that make up the dimensions were examined and the dimensions were named as follows.

F1 → Basic Skills: Core skills/capabilities is a concept that refers to all of the special skills and knowledge that an organisation possesses and needs in order to achieve the strategic objectives it has set and that differentiate it from its competitors. With the core competencies dimension, it may be possible to understand to what extent and how the resources and capabilities of the organisation serve the strategic intents and goals that the organisation has set, especially to provide competitive advantage. Therefore, with this dimension, both whether an organisation has the skills it needs to achieve its strategic objectives and the level of using these skills in line with its objectives can be determined.

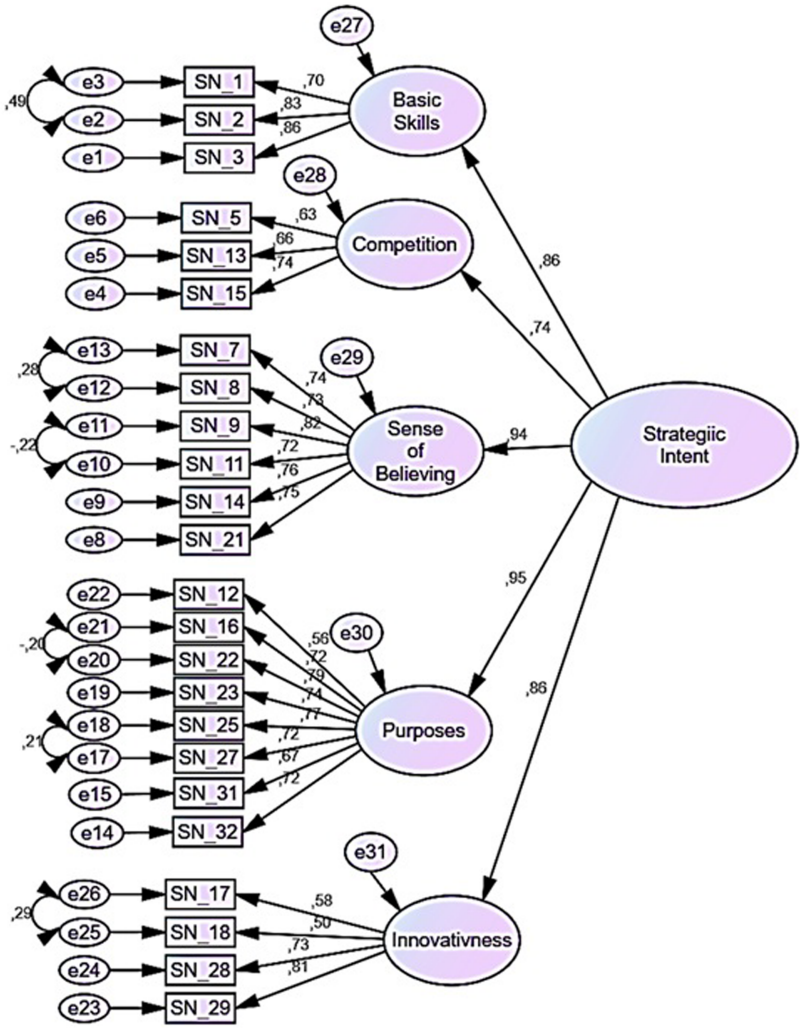


Figure 2. Second level confirmatory factor analysis results. **Source:** Created by the authors

Table 4. Model fit summary

		CMIN/ DF	GFI	TLI Rho2	CFI	RMSEA
Final first level confirmatory factor analysis	Default Model	2,058	0.857	0.909	0.922	0.067
Second level confirmatory factor analysis	Default Model	2,051	0.584	0.910	0.921	0.067

Source(s): Created by the authors

F2 → Competition: Competition dimension is the dimension that helps to understand what the organisation does right when compared with its competitors and how it differs from its competitors. Strategic intent has an important place in these comparison tools. Because a

correctly determined strategic intent enables the organisation to achieve its strategic goals, to turn these goals into obsessions and thus to gain competitive advantage. It is the dimension that helps to understand and measure how the increasing competitive environment affects the organisation and how the organisation performs in this competitive environment. This dimension is considered to be an indicator of the competitive consciousness, sense of urgency and ambition of the employees within the organisation.

F3 → Sense of Belief: The sense of belief dimension represents the belief of each individual working in the organisation to achieve the goals of the organisation, the commitment to the strategic intent that serves as a compass to do so, and the effort to unconditionally support this intent. The sense of belief dimension includes belonging and dedication. It shows the employees' belief in the strategic intent and where it wants to reach and the organisational commitment required to achieve it. Thus, the motivation and commitment required for the realisation of strategic goals are provided for the employees. Thanks to the sense of belief, it is ensured that the skills needed to achieve the organisation's goals are acquired, the necessary motivation is provided, the goals are updated when needed and the right communication is established. With this dimension, it is also possible to measure and determine the level of motivation and communication.

F4 → Objectives: The objectives dimension is a measure of where the organisation wants to go. It helps to understand what the strategic tendency of the organisation is, its long-term goals and the future picture it draws for itself. With the objectives dimension, it can be determined what the organisation wants to achieve, what it does to achieve these objectives and how it develops strategies. Strategic intent is an important tool needed for the realisation of objectives. Therefore, the objectives dimension is the dimension that helps to determine and measure the objectives set by the organisation, the strategies it develops to achieve these objectives and the opportunities it seizes in line with its vision.

F5 → Innovation: Innovation dimension is used to determine the innovative activities that enable the organisation to get ahead of the competition. It refers to the new methods, products, services and processes that the organisation needs to create in order to achieve its strategic goals and is used to measure its capacity to develop them. With this dimension, the ability to produce competitive and innovative solutions to the problems of the organisation can be revealed. The innovation dimension not only measures the new methods and approaches seen in the activities of the organisation, but also tries to reveal the ability of the organisation to direct the market, if it can do this, how it directs, with which innovative activities it does this while directing, and whether it plays by the rules or sets the rules of the game in the market.

After the distribution of the factors according to the dimensions, the naming and definitions of the dimensions, reliability analyses were finally performed to evaluate the results of the pilot application. The results obtained from the reliability analyses are summarised in Table 5.

Table 5. Reliability analysis results

Factor	Items	Cronbach's Alpha
Basic skills	3	0.874
Competition	3	0.718
Sense of belief	6	0.888
Objectives	8	0.893
Innovation	4	0.774
Total	24	0.946

Source(s): Created by the authors

According to the results of the reliability analysis, it was determined that both the scale in general and all the factors that make up the scale have a reliability above 70%. Accordingly, it is possible to state that the scale is quite reliable both on the basis of factors and in general.

5. Finalisation of the final strategic intent scale after revision

In the pilot study, the food sector was preferred because it is a highly dynamic sector. In order to verify the results obtained, the airline sector was considered as another sector where competition is similarly intense. Ground handling services at airports are the most rapidly developing services within the sector. At the same time, ground handling employees and managers are in a position to sense the problems that may arise at a fundamental level and to identify the steps that can reduce the possibility of hindering passenger satisfaction in advance. Similarly, since the pilot study was conducted in a large company, a leading large company in the airline ground handling services sector was preferred for the general study. It was decided to administer the scale face-to-face at this stage. The Strategic Intent Scale, revised after the pilot application, was applied to 539 people consisting of lower level managers and employees in one of the major companies providing ground handling services at airports in Turkey. The results of the factor analysis are shown in Table 6.

Table 6. Final intent scale factor analysis results

KMO and Bartlett's test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.938
Bartlett's Test of Sphericity	Sig	0.000
% of Variance		62,507

Item	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
27	0.733				
31	0.526				
25	0.657				
30	0.529				
22	0.459				
23	0.424				
32	0.321				
16	0.447				
12	0.733				
8		0.782			
7		0.731			
9		0.714			
11		0.415			
14		0.613			
21		0.685			
18			0.681		
17			0.675		
28			0.739		
29			0.523		
1				0.776	
2				0.765	
3				0.639	
5					0.718
13					0.415
15					0.656

Source(s): Created by the authors

K

The fact that the KMO values obtained in the explanatory factor analyses are greater than 0.5 indicates that the relevant scale is perfectly adequate for explanatory factor analysis. According to the results of the factor analyses performed on the scale, it is possible to say that the KMO value obtained is greater than 0.5 (0.938) and therefore the strategic intent scale is perfectly adequate for explanatory factor analysis. In addition, the fact that the result of Bartlett's test of sphericity is less than 0.05 indicates that the sample is suitable for the pilot application. It was found that the Bartlett's Test of Sphericity result obtained in the pilot application was (0.000) and 62.507% of the variance belonging to the concept of strategic intent was explained, thus the scale has a very high level of explanatory power for the concept of strategic intent. In the scale applied to airline ground handling staff after the revision, the factor loadings of all items except item number 16 were calculated as 0.4 and above. For question number 16, the factor loading was 0.321. Taherdoost *et al*. (2014), McDaniel *et al*. (2024), Xu *et al*. (2024) stated that factor loadings can be accepted if they are above 0.30. Accordingly, it can be said that all items in the scale applied to airline ground handling personnel are included in the relevant factors. The results of the reliability analysis of the final application are presented in Table 7.

According to the results of the reliability analysis, both the scale in general and all the factors that make up the scale have a reliability of over 70%. Therefore, it can be said that the scale is quite reliable both on the basis of the factors and in general. The final version of the scale is included in the Appendix without changing the question numbers.

6. Conclusion

Increasing competition throughout the world is an important factor affecting the life span of organisations. Strategic intent, which is one of the important indicators of the capacity of organisations to gain superiority over their competitors in these competitive conditions, enables organisations to gain competitive advantage by drawing a clear direction and setting goals. In the markets where rapid change is experienced and complexity is high, strategic intent not only helps to fight against competitors but also to cope with the threats that await the organisation in the future. In this sense, strategic intent, which enables the development of proactive strategies to combat the uncertainty of the future and possible threats, becomes an indispensable element for the organisation.

The most important weapon used in the competitive struggle between organisations is undoubtedly organisational skills. The core skills of the organisation consist of capabilities that provide the organisation with a sustainable competitive advantage and differentiate the organisation from its competitors. Developing these capabilities and blending them with the strategic goals of the organisation will only be possible with strategic intent. Because the effective use of organisational skills will contribute to the clear expression and correct implementation of strategic intent.

Another element that brings organisations to the forefront in competition is innovation. It is an important necessity and even a strategic priority to make innovation, which plays one of the

Table 7. Final Intent Scale Reliability analysis results

Factor	Items	Cronbach's Alpha
Basic skills	3	0.825
Competition	3	0.689
Sense of belief	6	0.874
Objectives	8	0.851
Innovation	4	0.754
Total	24	0.927

Source(s): Created by the authors

key roles in the sustainability of competitive advantage, a concept that expresses continuity in the organisation. The most dynamic dimension of strategic intent is perhaps innovation. Because thanks to this dynamic element, organisations can strengthen their ability to keep up with rapidly changing market conditions. Strategic intent encourages organisations to think more innovatively in the face of problems. In doing so, it strengthens organisations' ability to evaluate possible new opportunities and take risks. Thus, it supports organisations to quickly adapt to changing market conditions by developing new ideas and encourages the use of core competencies for this purpose.

The essence of the motivation needed by the organisation for the realisation of the strategic intent is the belief of the employees in the goals set. If there is a strong sense of belief in the organisation, the willingness of employees to achieve the goals will increase. For this reason, the sense of belief is accepted as an important psychological factor that exists in all stages of strategic intent and is needed for the realisation of this intent. With the goals set by the organisation, the direction the organisation wants to go and the goals to be achieved are clearly revealed. With strategic intent, it is possible to define these goals set by the organisation in a much clearer way and to make them understandable by everyone, in other words, to abstract them. Thus, all of the existing resources of the organisation can be mobilised in this direction. The creation of a common vision for both internal and external stakeholders of the organisation and the presentation of a road map expressing the strategic orientation of the organisation according to its objectives is parallel to the existence of well-defined and clear strategic objectives.

This study was built on the basis of the concept of strategic intent, which has an important place in the strategic management literature, and aimed to develop a reliable scale to make the concept of strategic intent measurable. In this way, it will be possible to understand the relationship between these dimensions of the concept, which has important dimensions such as goals, competition, basic skills, sense of belief and innovation, and to examine the effects of the concept on organisations in detail. Therefore, with the strategic intent scale developed based on the statements in these studies and guided by the studies in the literature, it has been possible to examine the reflections of the multidimensional structure of strategic intent on organisations and to fill the gap in this field.

When the results of the pilot application carried out in a private sector company were analysed, it was seen that the developed strategic intent scale was acceptable in terms of validity and reliability. It was also concluded that the relationships between strategic intent and the dimensions of the scale such as competition, basic skills, sense of belief, goals and innovation were consistent and significant. The findings of the study contribute to a clear understanding of the effects of strategic intent on organisational performance.

There is no clear definition of strategic intent in the literature. The importance of transferring the strategic intention to employees once it has been determined has been emphasised, and it has been discussed that this intention will be successful if it is transformed into a collective intention. The scale developed makes it possible to measure the level of adoption of the intention by employees. Thus, with strategic intent, it is possible to identify the belief of employees in the goals of the organisation, their role in developing innovative approaches by identifying the basic capabilities of the organisation and using them effectively. In addition, by determining the coherence of the organisation's vision and the goals set to develop this vision, it is possible to evaluate the performance exhibited in achieving the goals, to ensure the effective use of the organisation's resources, to use the results obtained to motivate employees, to measure the organisation's current competitive advantage and future competitive potential, to constantly update the organisation and to increase its flexibility. All this has a positive effect on the organisation's agility. As can be understood from this point, strategic intention has a vital value for organisations not only in theory but also in practice. The developed strategic intention scale will be an important tool in determining the strategic intentions of organisations in order to contribute to their strategic management processes and to make more informed and effective decisions throughout the process.

As a result, this study has made an important contribution to the literature on the measurement of strategic intention. This scale, which has been tested for validity and reliability with a pilot application and converted into an official form, can be revised and applied to a different and larger sample in different fields. In this way, it may be possible to compare the results of the scale in different sectors and different organisational structures and to identify differences in the effects of strategic intention. There is no clear definition of strategic intent in the literature. The importance of transferring the strategic intention to employees once it has been determined has been emphasised, and it has been discussed that this intention will be successful if it is transformed into a collective intention. The scale developed makes it possible to measure the level of adoption of the intention by employees.

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Appendix

Table A1. Strategic intent scale

Question number	Question	1	2	3	4	5
1	The organization has unique capabilities					
2	The capabilities of the organization facilitate the achievement of the strategic goal					
3	The purpose set in the organization is a symbol of the future of the organization					
5	There is an obsession with success at every level of the organization					
7	Members are motivated by emphasizing the importance of goals in the organization					
8	Members' ideas are given importance in the organization					
9	Enthusiasm in the organization is kept alive by developing new goals based on changing conditions					
11	The goals set for the organization are "to surpass the best or to remain the best"					
12	Achievement of the organization's goals depends on the effectiveness of members' activities					
13	There is a sense of urgency among the members of the organization to achieve its goals					
14	The organization helps its members acquire the skills they need to perform their activities					
15	There is a sense of competition among all members of the organization					
16	There is mutual responsibility between the management and members of the organization for both benefits and burdens					
17	The activities of the organization are carried out in geographical areas where such activities did not exist before					
18	The organization has created new rules rather than adapting to the existing rules of the game in its field of activity					
21	There is strong and clear communication within the organization					
22	The organization's plans are prepared for future opportunities					
23	The individual efforts of the organization's members are integrated with the organization's efforts					
25	The organization seeks new opportunities to build on its existing activities					
27	The organization follows the activities of other associations working in the same field					
28	The organization seeks to improve the activities of other associations working in the same field					
29	The organization carries out new activities that are not carried out by other associations working in the same field					
31	Efficiency is an important concept and principle in the activities of the organization					
32	A sense of competition is created and encouraged in each member of the organization					

Note(s): Please answer the following questions as 1 – Strongly Disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly Agree
Source(s): Authors' works

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