

Strategic Intent and Team Collaboration of Automobile Spare Parts Dealers in Port Harcourt, Nigeria

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Abstract

This study examined the relationship between strategic intent and team collaboration of automobile spare parts dealers in Port Harcourt, Nigeria. The study adopts a cross-sectional survey research design. The target population of the study constitutes all the of automobile spare parts dealers Nigeria and all have their branch offices in Rivers State, these branch offices constituted the accessible population for this study. There is no sampling technique. The study takes a census of the population as a sample size which constitutes senior branch manager and one branch manager in the automobile spare parts dealers. Data for the study was collected through structured questionnaire. The face validity of the survey instrument was achieved through supervisor's scrutiny and approval while the reliability of research instrument was obtained through the Crombach's Alpha Coefficients with all the items above 0.70 which was established by Nunnally (1970). Data was analyzed using inferential statistics such as the regression analyses was used to test the hypotheses with the aid of statistical package for social science version 22.0 for the purposes of examining the nature and proposed associations. The results of the study showed that there was a positive and statistically significant association between strategic intent and team collaboration. The study concludes that there is positive and significant relationship between strategic intent and team collaboration in the automobile spare parts dealers, Nigeria. The study therefore recommends that management of automobile spare parts dealers need to define a strategic vision and mission statements which will have a transformative effect on the future of the companies under study.

Keywords: *Strategic Intent, Team Collaboration, Vision, Mission, Objectives,*

Introduction

It has been increasingly recognized by academics and practitioners that more can be gained strategically by working together with other organizations rather than by working alone in a competitively-bound isolation as suggested by the blue sea strategist in the strategic management literature. Organizations are changing their willingness to collaborate and share, giving rise to more collaborative ventures (Hamilton & Fubara, 2014). Apparently, collaborative organizations give access to existing sources of competitive advantage, new ideas and other potential sources of long-term prosperity (Spekman, Kamauff & Myhr, 1998). Today diverse collaborative ventures ranging from formalized contractual arrangements, such as a joint venture, to more informal business arrangements, the co-sharing of warehouse, are flourishing. Senior managers then are

recognizing the facts that by organizations working together strategically, mutual benefits can arise.

Moreover, there has been little empirical investigation of strategic intent; little is known of its nature and role, how it is impacted by market dynamism or its relevance in strategy dynamics. Hence, strategic intent is regarded as an antecedent of an organization's ability to switch between continuity and changes that requires empirical research (Raisch & Birkinshaw, 2008). Consequently the role strategic intent may play in team collaboration is unknown. However, strategic intent represents a crystallized vision of an organization's aspired direction of growth and plays a pivotal role in shaping organizational resource allocation and organizational capability (Hamel & Prahalad, 1994). Conversely, firms with low levels of strategic intent have a scarcity of ambition and frequently have trouble with effective goal setting. Strategic intent is about defeating competition and winning the market. It symbolizes and expresses a process of achieving competitive advantage (Brand, 2003).

This is so because for an organization to win it should possess certain capability that others do not have or cannot easily and promptly imitate. To realize strategic intent, some level of activities (strategic action) and behaviour is required. Such activities comprise management focusing the attention of the organization on the essence of winning, motivating people by communicating the value of the target, leaving room for individual and team contribution, sustaining enthusiasm by providing new operational definition as circumstances changes and using intent consistently to guide resources allocation (Hamel and Prahalad, 1989).

An organization exhibits strategic intent when it relentlessly pursues ambitious strategic objectives and concentrates its competitive actions and energies on achieving the objectives (Brand, 2003). The organization must be optimally misaligned in order to use strategic intent for value creation. Optimal misalignment entails a firm that seeks a competitive goal that is seemingly improbable given the firm's current capabilities. Striving for the seemingly impossible goal guides management in obtaining the capabilities necessary for successful competition by enacting observable, firm wide goals (Brand, 2003). Strategic intent also needs to align with strategic action to avoid some forms of strategic dissonance (Burgelman & Andrew, 1996).

The formulation of strategic intent still remains a serious challenge within organizations (Hamel and Prahalad, 1989). As much as there is a general consensus that strategic intent is fundamental for any strategic planning process; the formulation of both individual and organizational strategic intent remain controversial and less understood. Hamel and Prahalad (1989), argue that the success in today's business environment requires a comprehensive understanding of the fundamental concepts behind organization strategy formulation process.

Several studies have been done on these area of study such as (Williams, 2000; Clarke, 2004; McDonald, 2009; Nganga, 2010; Morrison, 2005; Garg and Rastogi, 2006) have carried out focusing on different aspects of employee performance and further increasing in the crisis in every organization in terms of productive capacity of their employee, all empirical evidence are in short of the actual factors of strategic intent and team collaboration.

Though, scholars in various part of the globe are grappling with the need to unravel factors that predicts team collaboration in organization with strong evidence from the manufacturing sector, (Grzywacz and Carlson, 2007). Also, Ansari, Chimani, Baloch and Bukhari, (2015) attempt an

empirical examination of the influence of strategic intent on productivity of employee in the banking sector of Pakistan, from literature therefore there is a dearth in literature exploring the influence of strategic intent and team collaboration of automobile spare parts dealers in Port-Harcourt, Nigeria. It is this observed gap in literature that this study is set to address.

From the foregoing all the studies done on strategic intent and team collaboration and productivity were carried out outside the shore of this country with few done within the country in the banking and manufacturing sectors. Hence, this study is undertaken in other to assess the influence of strategic intent and team collaboration of automobile spare parts dealers in Port Harcourt, Nigeria and this served as the point of departure of this study. However, the purpose of this study is to empirically find out the relationship between strategic intent and team collaboration of automobile spare parts dealers in Port Harcourt, Nigeria. Therefore, the following objectives:

1. To find out the relationship between corporate vision and team collaboration of automobile spare parts dealers in Port Harcourt, Nigeria
2. To find out the relationship between corporate mission and team collaboration of automobile spare parts dealers in Port Harcourt, Nigeria
3. To find out the relationship between corporate objectives and team collaboration of automobile spare parts dealers in Port Harcourt, Nigeria

While the following research questions are used as a guide in the research work.

1. How does corporate vision affect team collaboration in the automobile spare parts dealers in Port Harcourt, Nigeria
2. How does corporate mission affect team collaboration in the automobile spare parts dealers in Port Harcourt, Nigeria
3. How does corporate objectives affect team collaboration in the automobile spare parts dealers in Port Harcourt, Nigeria

LITERATURE REVIEW

The Concept of Strategic Intent

Strategy is a complex concept that involves many different processes and activities within an organization. Strategy could be defined as a comprehensive plan that identifies long-term direction for an organization and guides resources utilization to accomplish organizational goals with sustainable competitive advantage. It is the means by which long-term objectives will be achieved. Business strategies may include geographic expansion, diversification, acquisition, product development, market penetration, retrenchment, divestiture, liquidation, and joint ventures (Grant, 2002). Strategies are potential actions that require top management decisions and large amounts of the firm's resources. In addition, strategies affect an organization's long-term prosperity, typically for at least five years, and thus are future-oriented. Strategies have multifunctional or multidivisional consequences and require consideration of both the external and internal factors facing the firm. Strategy could be intended or emergent.

The concept of strategic intent has been recognized in the strategic management literature as important in order to understand the general direction in which a business is headed (Sneddon, & Mazzarol, 2002). Hamel and Prahalad (1989) introduce the concept strategic intent into the literature and defined it as an obsession of winning at all levels of the organization and that is sustained for a long period of time. It is an obsession for winning that undermines limitations

imposed by available resources and capabilities. Strategic intent express future-oriented behaviour, consequently strategic intent reflects in the mission, vision and objective of the organization (Brand, 2012). Mission and vision statement are the important explanation of an organization strategic view (Candemir & Zalluhoglu, 2013). The position of strategic intent in these organizational statements is widely expressed in the various definitions of the concept.

Strategic intent is a dream, an emotion, a distillation of strategy, a goal and a mission (Hamel & Prahalad, 1989), it is the mission of the organization, a statement of goal articulated by the management and it is an organization's vision of what it want to achieve in the long-term (Kotter, 2002; Moroe, 2012). Strategic intent should lead to an end. That end is the mission of the organization; it is what the organization would ultimately like to become (Jyothimon, 2014). Hamel and Prahalad (1989) viewed strategic intent as critical to the long-term survival of the firm, especially for those wishing to obtain global leadership. Strategic intent is the planned direction to be pursued by the organization. It is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future, often stated in competitive terms.

It refers to the category of intentions that are broad, all-inclusive and forward thinking. It is the image that an organization must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends. It is stable over time, and set goals that deserve personal effort and commitment. It is a vision that defines the desired leadership position for the organization and grounds the objectives by which success will be assessed.

Measures of Strategic Intent

Corporate Vision

An organizational vision is often associated with the founder(s) of the organization and represents a desired state which the organization aspires to achieve in the future. Vision statement describes what the organization would like to become. A vision statement reflects an organization's values and aspirations and intended to capture the heart and mind of each employee and, hopefully, many of its other stakeholders (Candemir & Zalluhoglu, 2013).

Vision is a big picture about desired future status of the organization. If the vision is simple, then people can directly identify what they have to do in the organization to achieve its goals and objectives. It might therefore be difficult for the organization to actually achieve its vision even in the long term, but it provides the direction and energy to work towards it (Ireland *et. al.*, 2009). Kantabutra and Avery (2005) found that visions characterized by the attributes such as brevity, clarity, stability, abstractness, future orientation, challenge, desirability and ability to inspire, and containing customer and staff satisfaction imagery.

A strong correlation can be identified between organizational performances and customer and staff satisfaction, when sharing vision among leader and followers. Shared visions directly create a positive impact on overall organizational performance through staff and customer satisfaction. A good vision is inspiring and exciting, fosters long-term thinking, fosters risk-taking and experimentation, helps in the creation of a common identity and shared sense of purpose, is competitive, original and unique, and represents integrity and is truly genuine (Jyothimon, 2014).

The vision should be external and market oriented and should express preferably in aspiration terms. Corporate vision of an organization will be operationalized through the vision statement

and it must also be measurable. A quantified vision statement provides clear focus for the strategic management. However many organizations' vision are too vague (Kaplan *et al.*, 2008). In addition to that some of them are not forward-looking, too broad, uninspiring, not distinctive and too reliant on superlatives. An effective worded strategic vision might be graphic, directional, focused, flexible, feasible, desirable and easy to communicate (Thompson *et al.*, 2010).

Corporate Mission

A mission statement is a formalized document defining an organization's unique and enduring purpose (Gharieghi, Nikbakht, & Bahar, 2011). In the literature mission is widely identified as one avenue of expressing strategic intent (Brand, 2012). An organization's mission is the purpose or reason for the organization existence. It tells what the organization is providing to the society. It defines the fundamental, unique purpose that set an organization apart from other organization of its type and identifies the scope or domain of the organization's operations in terms of products (including service) offered and the market served (Candemir & Zalluhoglu, 2013). The mission statement of an organization promotes a sense of shared expectation amongst employees and communicates a public image of the organization to important stakeholders (Analoui & Karami, 2002).

Achua and Lussier (2016) define organization mission statement as an enduring statement of purpose that distinguishes one organization from the other similar enterprises. It describes the business the organization pursues, and it is well explained and designed to provide many benefits to an organization, including providing direction and focus, forming the basis for objectives and strategies, inspiring positive emotions about the organization, ensuring unanimity of purpose, and helping resolve divergent views among managers (Yazhou, & Jian, 2011). Mission statement aimed to ensure unanimity of purpose within the organization, it provide a bases for motivating the use of the organizational resources, it provide a basis or standard for allocating organizational resources, it establishes a general tone or organizational climate, and it serves as a focal point for those who can identify with the organization's purpose and direction (Jyothimon, 2014).

Corporate Objectives

An organizational objective is a statement which describes what an organization is hoping to achieve. It is the specific result an organization aims to achieve within a time- frame and with available resources (Koontz, 2011). Objective is a measurable target or benchmark that must be met on the way to attaining goal. Objectives kindle the enthusiasm and spirits of employees at all level. Peter (2014) listed 10 benefits of objectives to the organization.

Oghojafor (2007) defined organizational objectives as the open-ended attributes denoting a future state or outcome that an organization strives for. In this regard, organizational objectives help and to direct its activities to the need of society and organization as well as legitimize its existence. However when objectives are stated in specific terms, they become goals to be attained. The origins of strategic performance management can be traced to the concept of management by objectives (Raia, 1974) as cited by Thomson (2004), with emphasis that objectives are techniques to establish individual and or collective performances which are tangible, measurable and verifiable.

Objectives determine strategy, provide a guide to action, provide a framework for decision making, coordinate activities, facilitate prioritization and resolve conflicts between departments, measure

and control performance, encourage a concentration of long term factors, motivates employee, provide bases for decision making, and provide shareholders with a clear idea of the organization in which they invest.

Team Collaboration

In leveraging conflict situation in the workplace, it requires managing complex organizational and inter-organizational interdependencies, inducing a need for team collaboration (Thomson and Perry, 2006). Team collaboration can be defined as a complementary relationship where people collectively create a result that is more than the sum of the individual inputs personal interest and conflict (Sanker, 2012; Thomson and Perry, 2006).

Furthermore, Miller, (2008) Gray and Wood (1991) conducted a study examining various theoretical perspectives within the context of antecedents, processes and outcomes of collaboration. Their conclusion was that none of these theories provide a robust model of the construct. Similarly, Henneman *et al.*, (1995) studied the defining attributes, antecedents, consequences and empirical referents of team collaboration. The investigation was conducted in the context of health care professionals and identified elements that contribute to collaboration. The process component was not however distinguished in this study. The authors concluded that models of operationalising collaboration require further investigation.

A clear pointer to this level of harmony involves the mental, emotional, and spiritual connections among employees in teams or groups in organizations (Neal & Bennett, 2000). The essence of community is a deeper sense of connection among people, including support, freedom of expression, and genuine caring (Milliman *et al.*, 2003). In today's organization individuals in workplaces experience sense of community in the presence of shared vision, common values, boundaries, empowerment, shared responsibility, growth and development, tension reduction, education, feedback, and friendship (Naylor *et al.*, 1996). People value workplaces where they feel part of a community (Miller, 1998; Pfeffer & Veiga, 1999), and employees find strong connectedness in workplaces where they experience shared values and a shared sense of purpose (Chappell, 1993).

An authentic sense of community is autonomous and collaborative rather than imposed, driven by social rather than extrinsic motivation; employees feel encouraged to be authentic and allow for personal connections to form rather than assume impersonal connections through their roles (Garrett, Spreitzer, & Bacevice, 2014). The centrality of sense of community is one that creates an orientation for employee to feel that they are part of a family that takes care of each other as well as their customers (Frieberg & Freiberg, 1996).

Empirical Review

Some studies have been conducted on the relationship between strategic intent and organizational performance. Edison (2007) investigated the relationship between work team strategic intent and work team performance. The study was conducted on 57 student project teams in 12 classes (327) respondents in a defense acquisition university executive level, six week management class in six locations in San Diego. Result of the study revealed a significant direct relationship between work team strategic intent and team performance in all the 15 hypotheses tested. This means that significant relationship was observed in both composite and dimensional analyses of strategic intent. A limitation of this work is in the instrument used to measure strategic intent. Strategic

intent exists in statement of mission, vision and objective, but not every statement in mission, vision and objective is strategic intent. Strategic intent involves statement of intention and action. Contrarily, the measure developed and used for the study were statement on mission, vision and objective that did not expressed strategic intent.

In Japan Laguinto (2011) investigated the relationship between intended strategies and performance in manufacturing firms. Using order of entry (pioneering and leapfrogging) this mixed method (qualitative and quantitative) study concluded that intended strategies has real impact on firm performance and this impact is contingent on environmental factors, in the case of the study, the prevailing business climate. Monroe (2002) empirically investigated strategic intent in New Zealand firms and found a relationship between the possession and utilization of strategic intent and organizational performance. Successful firms were characterized to hold strategic intent by varying degrees. Those with high levels of strategic intent also possessed high levels of emotional connection to their employees. Richard (2013) investigated the relationship between strategic intent, among other variables and organizational performance in pharmaceutical industry. In the qualitative study, three hypotheses on strategic intent-organizational performance were test. These were, (a) firm-level strategic intent is negatively related to short term firm's performance, (b) there exists a negative relationship between the level of strategic intent and magnitude of short-term performance, and (c) that the negative short-term effects of firm-level strategic intent will attenuate over time. While the data analyzed confirmed the first two hypotheses, the third hypothesis was not supported.

In scientific usage, a hypothesis is an unproven and yet testable assertions about the way things are or how things work. In research, they are the propositions, which the study seeks to test. They are stated in answer to the research questions (Avwokeni, 2004). The research hypotheses are:

H₀₁: There is no significant relationship between corporate vision and task accomplishments in the automobile spare parts dealers in Port Harcourt, Nigeria

H₀₂: There is no significant relationship between corporate mission and task accomplishments in the Automobile spare parts dealers in Port Harcourt, Nigeria

H₀₃: There is no significant relationship between corporate objectives and task accomplishment in the automobile spare parts dealers in Port Harcourt, Nigeria

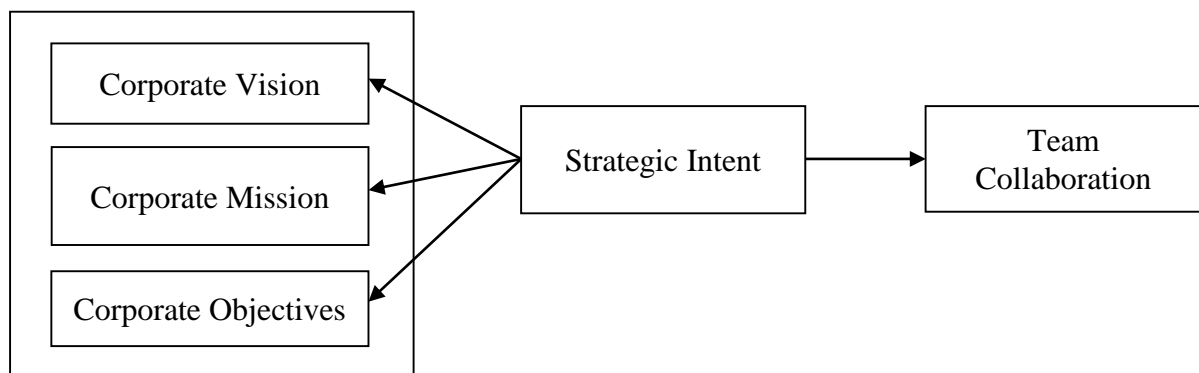


Fig 2.1 Operational Framework indicate the relationship between Strategic Intent and Team Collaboration of Automobile Spare Parts Dealers in Port Harcourt, Nigeria

Source: Author's Research Work, 2019

METHODOLOGY

The study adopted cross-sectional survey research design because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization. Considering all these factors, the study variables in a non-contrived (normal or natural) setting (automobile spare parts companies) were not manipulated or interfered into by the researcher. The target population was consists of all the automobile spare parts dealers in Rivers State, Nigeria. Through the instrumentality of the nominal roll of the companies, based on functionality and whose number of workers are more than 20 and been in operation for more than ten (10) years and whose branch offices are located in Port-Harcourt were the accessible population, the senior managers from (5) automobile companies were purposively isolated because the decision for strategic intent and team collaboration is known as the call for those in senior management positions in the automobile spare parts companies. They totaled 40 which constituted our study population. Hence, from the yellow page on Nigeria automobile industry, Rivers State Branch listed companies that meet the required standard above are: The Honda Place, AutoPlatform, Cothecon Global Resources, Toyota Auto Nig. Ltd., Peugeot Automobile Nigeria Limited. There is no sampling technique. The study takes a census of the population as a sample size which is 40 respondents. The main data gathering/collection instrument was the questionnaire. The questionnaire was designed using the 5-point Likert scale (ordinal scale). The study adopts both content and face-validity. Content validity makes it possible for enough representation of all set of items that capture all aspects of the variables being measured. The Crombach Alpha coefficient of 0.7 is the minimum value for the research to be considered reliable and this was adopted to test reliability of the instrument. The hypotheses was tested using inferential statistic such as regression Coefficients with the help of Statistical Package for Social Sciences (SPSS) version 22.0 as well as the t-statistic was also use to determine the coefficients of determination.

DATA ANALYSIS AND RESULTS

Questionnaire Administration and Retrieval

Table 1 Questionnaire Administration and Retrieval

Population	Sample Size	No. Distributed	No. Not Returned	No. Returned	Used Copies
40	40	40(100%)	2	38	38(95%)

Source: Survey Data, 2019

The table above indicates the copies of questionnaire that was distributed, the rate of responses as well as the usability and rejection rates of the instrument. It was observed that 40(100%) copies of questionnaire were administered to the deposit money banks in Rivers State, Nigeria. 38(95%) copies of questionnaire were returned while 2(5%) copies of questionnaire were not returned out the copies returned 38(78%) copies of questionnaire were correctly filled and this was suitable for the data analysis.

Multiple Regression Analyses (Test of Hypotheses)

The analyses were carried out using multiple regression techniques at a (95%) level of confidence interval. Specifically, the tests cover hypotheses H_{01} to H_{06} and all were stated in the null form. We have relied on the multiple regression statistics to undertake the analysis. The 0.05 significance level were adopted as criterion for the probability of either accepting the null hypothesis at ($P > 0.05$) or rejecting the null hypothesis at ($P < 0.05$).

Regression Model 1 Showed the Extent to which Strategic Intent affect Team Collaboration Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.709	.902	.56598

a. Predictors: (Constant), Objectives, Mission, Vision

Source: SPSS Version 22 Output, 2019

Model 1, above showed the empirical result of regression analysis (R-value =0.854) on the predictor variable: strategic intent: (vision, mission and objectives) had a strong effect on the criterion variable (team collaboration). While the empirical result of the coefficient of determination (R²-value 0.709) indicates that strategic intent explain 70.9% increase in task accomplishment in the automobile spare parts dealer in Port-Harcourt, Nigeria while the remaining 29.1% could be due to the effect of extra variables that is not included in the study.

Table 2 Multiple Regression Result on Strategic Intent (vision, mission, objectives) and Team Collaboration

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.769	1.050		1.686	.101
	Vision	.236	.134	.293	1.761	.087
	Mission	.405	.102	.376	3.967	.000
	Objectives	.286	.133	.333	2.152	.039

a. Dependent Variable: Team Collaboration

Source: SPSS Version 22 Output, 2019

Table 2a above indicates the empirical result of multiple regression coefficients. The relationship between corporate vision and team collaboration was not significant with a ($t_{\text{cal.}} = 1.761$) and ($t_{\text{crit.}} = 1.96$) as the decision to reject or accept the hypothesis. The ($t_{\text{cal.}} = 1.761$) and significance level of ($P > 0.087$), indicates that there is no significance relationship between the study variables. Similarly, from table 2a, corporate vision as a predictor variable contributes ($\beta = 0.236$) to the variation of the criterion variable (team collaboration). This implies that corporate vision make no contribution to explain the variation in the criterion variable (team collaboration) in the automobile spare parts dealers in Port Harcourt, Nigeria. The relationship between corporate mission and team collaboration was found to be significant with a ($t_{\text{cal.}} = 3.967$) and ($t_{\text{crit.}} = 1.96$) as the decision to reject or accept the hypothesis. The ($t_{\text{cal.}} = 3.967$) and significance level of ($P > 0.000$), indicates that there is a strong positive and significance relationship between the study variables. Similarly, from table 2b, corporate mission as a predictor variable contributes ($\beta = 0.405$) to the variation of the criterion variable (team collaboration). The relationship between corporate objectives and team collaboration was found to be significant with a ($t_{\text{cal.}} = 2.152$) and ($t_{\text{crit.}} = 1.96$) as the decision to reject or accept the hypothesis. The ($t_{\text{cal.}} = 2.152$) and significance level of ($P > 0.039$), indicates that there is a positive and significance relationship between the study variables. Similarly, from table 2c, corporate objectives as a predictor variable contributes ($\beta = 0.286$) to the variation of the criterion variable (team collaboration). This implies that corporate objectives make a unique contribution to explain the variation in the criterion variable (team collaboration) in the automobile spare parts dealers in Port Harcourt, Nigeria

Discussion of findings

Table 2 above found out that the relationship between corporate vision and team collaboration was not significant with a (t-cal. 1.761) at a significant level of (P= 0.087). Therefore, it was find out that there was no significant relationship between corporate vision and team collaboration. Therefore, it was concluded that there was no significant relationship between corporate vision and communication in the automobile spare parts dealers in Port Harcourt, Nigeria. The findings of this present study collaboration with conclusion of Jyothimon, (2014) a good vision is inspiring and exciting, fosters long-term thinking, fosters risk-taking and experimentation, helps in the creation of a common identity and shared sense of purpose, is competitive, original and unique, and represents integrity and is truly genuine. Also Anna (2012) conducted a study on the relationship between group vision and team communication and it was revealed that the alignment between group vision and communication is limited, only one of the two subsamples presented a positive dependence among the variables. Table 2 above found that there is significant relationship between mission and team collaboration with a (t-cal. 3.967) at a significant level of (P = 0.000). This implies that mission make a unique contribution to explain the variation in the criterion variable (team collaboration) in the automobile spare parts dealers in Port Harcourt, Nigeria. The findings corroborate with the study of Leornard and Huang, (2014) asserts that a well-defined mission statement can unify and energize internal stakeholders while enhancing external stakeholders' perceptions, expectations, and possible actions. Table 2 above indicates the relationship between objectives and team collaboration was statistically positive and significant with a (t-cal. 2.152) at a significant level of (P = 0.039). This implies that objective makes a unique contribution to explain the variation in the criterion variable (team collaboration) in the automobile spare parts dealers in Port Harcourt, Nigeria. The present results of the study in line with previous research of Edison (2007) investigated the relationship between work team strategic intent and work team performance. Result of the study revealed a significant and direct relationship between work team strategic intent, purpose dimension of strategic intent, vision dimension of strategic intent, strategies dimension of strategic intent and team performance

CONCLUSION AND RECOMMENDATIONS

From the findings it therefore concluded that there is a positive significant and insignificant relationship between strategic intent and team collaboration in the automobile spare parts dealers in Port Harcourt, Nigeria. The study recommend that management automobile spare parts dealers need to define a strategic mission and vision statement which will have a transformative effect on the future of the companies under study. The large majority, if not all the empirical studies on strategic intent and team collaboration relationship used subjective data obtained through self-report questionnaire. There is high possibility of subjective data being distorted. Study should collect objective data for analyses.

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