Reflection of Triangulation, Case Study of Innovation Behaviors in the UAE Travel Agencies Organizations

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Abstract
This case study validates the role of innovation behaviour in business organizations in the United Arab Emirates. Travel agencies were studied due to fast changing nature of business and environment assuming a high risk of uncertainty and dynamics of this sector. The main methods used in the study were classical qualitative methods of case study: interview and observation notes. One of the conditions for using qualitative methods in a case study was that the entire fieldwork to be built on the principles of triangulation as the method of increasing the reliability of data in a qualitative study. Qualitative data was aggregated through interviews, industry, analysis reports and company documents. The case proposed a conceptual model of innovation leadership based on positive fusion of patterns of innovative behaviour in the organizations.
Keywords: Innovation, leadership, triangulation.

1.Introduction

Innovation is a new look at the relationships in the organization, emerging in the process of social and economic activity. As stated by Zhuang (1995) and Nohria and Gulati (1996), organizational innovation involves the process of creating or modifying an idea and developing it to produce products, services, processes, structures, or policies that are new to the organization. Innovation is an idea that ready for implementation at the current stage of the enterprise development. Schumpeter (1942) formulated the laws of technological evolution and the role of innovation at various stages of the development cycle of science and technology, analyzed in detail approaches to the classification of innovations. Schumpeter sought to ensure that the term "innovation" was used in a very specific sense, to indicate the decision of the entrepreneur to implement a new idea related to technology or some other issue related to the management of the enterprise (material procurement, marketing).

A primary objective of this case is to investigate innovative leadership behaviors in UAE selected travel organizations, it was important to frame the context of the UAE business organizations. The focus of this case study was to observe changes in innovative relations and management in travel enterprises.

2. Literature Review
2.1. Innovation

Innovation research has been conceptualized in different ways (Gopalakrishnan and Demanpour 1997; Tang 1998). Definitions of innovation vary with academic perspective and application (Burgelman and Sayles 1986). Innovation is the activity directed on search and realization of innovations with a view of expansion of assortment and improvement of quality of production, perfection of technology and the manufacture of organization. Some authors argue, is an innovation a process or an outcome (Ettlie 1980; Kimberly and Evanisko 1981). It is important to understand that innovation is a new look at the relationships in the organization which are formed in the process of social and economic activity; they represent a set of ideas ready for implementation at this stage of enterprise development. The management of innovation is an innovative management itself. This is a kind of organization of work in which innovations will be applied practically and in the optimal volume.

In today's fast changing business world, the concept of innovation influences a significant context. The United Arab Emirate's vision of innovation has been launched in 2014 by introducing the UAE National Innovation Strategy. The vision and strategy is structured on three key pillars:

- An innovation-enabling environment
- Innovation champions
- Innovation priority sectors

The Government initiative boosts organizations and companies across the country to endeavour innovative products, projects and services. Innovative reform is characterized by including short-term, medium-term or long-term 'acclimatization', the amount of time it takes to implement the reform. Some researchers agree that innovation research, especially in organizations has to be holistic in approach by testing the multi-dimensional essence of innovation throughout the organization (Wolfe, 1994; Fiol, 1996; Cooper, 1998).

2.2 Triangulation

Triangulation has been defined as a method of understanding the investigation phenomena. As stated by (Jick, 1979), triangulation has been adapted from trigonometry and actively used by social sciences to provide multiple and independent phenomenon that is being studied. Social scientists triangulate multiple measures or sources so that they converge on this phenomenon (Yin, 2009; Model, 2009). From this point of view, triangulation affects bias and establishes validity (Blaikie, 1991). Another words, the wider range of sources provides more robust substantiation of constructs and hypotheses in grounding emerging theory (Eisenhardt, 1989).

2.3 Theoretical Framework and Study Objectives

During this study, selecting an appropriate framework to examine innovation behaviour was a cornerstone. As stated by Creswell (1998), qualitative researchers approach their studies with a certain paradigm or world view, a basic set of beliefs or assumptions that guide their inquiries. Schultz (1967) described that the qualitative approach of the study as both a philosophical framework and a methodology. Social phenomenology by Shultz is a descriptive and interpretive theory of social actions. In addition to a detailed description and analysis of the processes occurring at each enterprise, the tasks included the definition of some of their common features. Thus, the study was of a comparative nature which undoubtedly suggested possibility of some generalization. Therefore, the criteria for selecting an enterprise had to be consciously estimated. Two travel agencies were identified for the object of research. As a justification for the selection of specific objects, certain conditions were formulated under which the enterprise best suited the purposes and possibilities of the study. There were three such conditions:

- The presence of obvious (observed) changes at the enterprises. For example, innovative manifestations of working activities.

- The enterprises should have been specific to the travel industry and provide typical set of services to the potential customers.

- The ability to access information. The specific features of the research method necessitate the access to certain parts of the company's documentation.

The specifics of the method used determined the research strategy: the analysis of events occurring at the level of the whole enterprise (changing the economic situation, structural transformations and the policy of the management) was considered along with careful monitoring of the everyday life of individual units, social organizations and social groups. It turned out to form more or less voluminous picture of a rather dramatic period in the life of such a complex social mechanism as is a large enterprise.

3. DATA COLLECTION TOOLS AND PROCEDURES
3.1 Qualitative Approach

The main methods used in the study were qualitative methods of case study: interview and observations. As explained by Denison (1996), qualitative approaches are most common when studying culture. Bryman and Bell (2011) stated that qualitative research design is appropriate since the purpose of the research is to understand innovation culture as perceived by individuals in the companies. One of the approaches for using qualitative methods in a case study was the principle of triangulation as the method of increasing the reliability of data in a qualitative study. The research triangulation was expressed in the fact that every situation, every fact was observed and described by several researchers. According to Greene and McClintock (1985), triangulation in evaluation in general means the multiple combination of factors as sources of data, methods, observers, theories, in investigations of the same phenomenon. Researchers triangulate multiple measures or sources so that they converge on this phenomenon (Yin, 2009). This is an important point, since in a qualitative study it is especially difficult to limit the

influence of personal, psychological characteristics of the perception of the situation by each of the researchers. Methodological triangulation meant the use of various methods in the study of each specific situation. Most often, a combination of all the main methods: observation, interview and analysis of documents. If it was difficult to examine, different sources of information were considered in the retrospective description of the event. Temporal triangulation was conducted due to the fact that the processes at the enterprises were monitored for a sufficiently long time. This made it possible to return to previous observations, interpreting them with the involvement of new facts.

3.2. Interview in Qualitative Research

In qualitative research, the use of the method of interview is closely related to the method of observation. Unlike observation, the interviews are investigated not directly but indirectly in the study of social reality, through the personality of the person being interviewed. As specified by Kvale (1996), a qualitative research interview seeks to cover both a factual and a meaning level, though it is usually more difficult to interview on a meaning level. Thus, the interview allows to use not only own observations and conclusions but also the experience of people directly related to the subject of research. In the form of communication, an informal interview in qualitative study is more like a natural conversation. Interviews are particularly useful for getting the story behind a participant's experiences (McNamara, 1999). Such a communication procedure allows respondents not only to be more free in choosing the form of expressing their feelings and thoughts about a given topic but also gives an opportunity to go on unexpected turns of the topic that have eluded the researcher's attention.

Often in the studies, the possibility of conducting an interview arises situationally, during the observation. In our interviews, only the topic and a general list of research questions were asked in advance. Specific questions to the respondents were formulated and corrected, as a rule, directly during the conversation. This method is extremely individualized, since it is required not only to achieve the same understanding of the question by the respondents but also to find each individual question or behaviour form that will cause the respondent's desire to discuss significant problems. At the beginning of the interview, completely unstructured, free questions were asked. "What has changed in your company, in your work?" or "How innovation is organized in your company?" "Has innovation improved the company's performance?" The unconstructed question does not fix attention on any particular side. It's a clean page which should be completed by the interviewee. The questions were aimed at ensuring that the respondent, more than the interviewer, determined the focus of attention. When establishing a positive emotional contact with the interlocutor, qualitatively new information was recorded in the interview. Considering this important, it has been called as a 'confidential interview'. One of the features of the 'confidential interview is that during the conversation new questions may arise and the subject of the conversation may acquire other outlines than anticipated in advance. There can be both a concretization and an adjustment of the initial plan of the interview. This approach allows the interviewee to speak on the most important problems and not on those issues that seem important to the interviewer. Gubrium and Holstein (2002) point out that, unlike the structured interview, this kind of interviewing is an open situation through which a greater flexibility and freedom is offered to both sides (i.e. interviewers and interviewees), in terms of planning, implementing and organizing the interview content and questions. As a result of understanding the information of such interviews, it is possible not only to correct the ideas about the processes that are taking place but also to change the focus of the research. The second feature of a qualitative interview is also determined by the specifics of the case study, during which an excessive amount of diverse information is inevitably accumulated from various sources. Information is mixed, sometimes contradictory which significantly complicates the analysis.

3.3. Attempts to Structure Interview Method

As already mentioned, the method of interview is extremely individualized. Qualitative research essentially changes the requirements for the interviewer. In the case of formal interviews, the interviewer should be neutral which makes it possible to verify the reliability of the data obtained by repeated interviews. The emphasis is on unambiguous understanding and impact of the questions asked. The strategy of a formalized interview involves believing in the validity of the method itself, the strategy of confidential interview is aimed at increasing the validity with the help of the respondent. According to Kvale (1996: 174) an interview is "a conversation, whose purpose is to gather descriptions of the life-world of the interviewee" with respect to interpretation of the meanings of the 'described phenomena'. Information on the situation of the interview was collected through interview reports in the form of a free description attached to the text of the interview itself. The unformalized form of the interviewer's report is more in line with the very essence of the strategy used. The free form of exposition presented an opportunity to focus attention on the moments, consciously or unconsciously attracted the attention of the interviewer. The data of the reports, was written in a free form, provided not only a vivid idea of the situation and the person but also a

reflection. This is important in the subsequent analytical work with materials assessing the degree of reliability of the information received. The text of the interview itself was stated verbatim, in the form of a "question-answer" with the retention of the respondent's vocabulary. After presenting the text of the interview, the following points were extracted:

1.Comments on the content of the information received, including questions raised during the interview to which the respondent has not responded for one reason or another, or issues that have arisen after direct contact with the respondent, when reading the records or preliminary analysis of information.

2.A brief summary of the information received, if it concerned any fact or event that was not intended to be addressed in the future to verify. Thus, it was stressed that this is the opinion of the respondent.

3.A brief summary of own impressions, a kind of preliminary meaningful analysis of the information received. This stimulated the emergence of explanatory hypotheses, even preliminary and private, in the future they could be deployed, refined or rejected.

Creswell (2009) suggested that the analysis process should also be reflexive, to indicate the researcher's interactional experience with interviews. In sum, the process intended to reflect and illustrate the discussion.

4.Findings

As illustrated in Table 1, the innovation determinants of the companies are identified. Innovation Capability has been founded as the most important determinant by two companies towards innovation and an innovative culture. Innovation Readiness, Learning and Development and Motivation were among the determinants ranked by the companies. Thus, in the research reviewed, eight different determinants been identified. The key aim was to examine the breadth to identify common determinants and successful factors for the innovation among the selected companies. Table 1 is a combined reflection of some generalized factors arrived from observation notes and interviews. Some generalizations has been used.

Table 1: Companies Determinants

Innovation Culture								
Company	*Innovation Capability*		*Innovation Readiness*		*Learning and Development*		*Motivation*	
	Idea Generation Capacity	Individual Knowledge Capacity	Organizational Expectations	Innovation Intent	Learning Orientation	Organizational learning	Self-determination	nner work life
Company A	x	x		x		x		
Company B	x	x	x	x	x		x	
Total A	5							
Total B	7							

Company	TM	LS	SP	KN	CF	IS	Total
A	x	x	x		x	x	5
B	x	x	x	x			4

Coding:
TM - Teams and teamwork   SP - Strategic Position   LS – Leadership
KM - Knowledge Management
CF - Customer Focus   IS - Innovation Support

To investigate what the current research identifies as the main determinants of successful innovation, the following data has been used. Table 1 indicates the important determinants for both companies.

Management support for an innovative capability was the most frequently occurring determinant for both companies. The statement is supported by researchers Damanpour (1991); and Tang (1998). Obviously, the parity

on each of these determinants is equal to the context of each specific organization's needs and expectations. Tested variables conflict with each company and the concept of innovation as well as its determinants are contrasting.

5. Discussion

Innovations are created by an absolute majority of enterprises and organizations of the world. However, only very limited number of organizations can be called innovative. The main difference between innovative companies is focusing on changes that become the norm for their activities. Innovative organization in its strategy is guided in advance by the need for constant work on new goods and services, that is, simultaneously with the production of products, systematic preparation of future innovations.

The features of innovative organizations are their own understanding:
- essence of innovation
- management of the processes of creating innovations

Own approaches of organizations are concentrated in their unique practice of innovative management. As it was observed from two different type of organizations, each has own method of understanding innovation through qualitative paradigm of triangulation that was undertaken for investigating the innovation process in the UAE business context. Based on the study of the experience of researched companies and use of innovations, it is possible to define five key principles of effective activity of innovative organizations.

Principle 1: Innovation should be approached as a discipline

The attitude to innovation as discipline in practice assumes that the employees of the organization understand how to generate ideas and identify those that meet the objectives of the enterprise, how to defend and promote their ideas, find resources, overcome obstacles and create coalitions in support of these ideas.

Principle 2: Innovation should be approached comprehensively

Innovation cannot be limited to one department or an elite group. It also cannot be assigned to a group that is located away from the parent organization and is isolated from the company's bureaucracy. Innovation should cover all of the company's activities: new products, services, processes, strategies, business models, distribution channels and markets.

Principle 3: innovation involves an organized and systematic search for new opportunities

Firms that view innovation as a way to ensure growth, implement systems and methods that help them in the initial stage of the innovation process to find new future opportunities.

Principle 4: All employees should be involved in innovation

In addition to the rarely used system for considering cost saving proposals, most companies do not apply any methods to stimulate or cultivate the fruitful ideas of their employees. The situation is different in those companies that are designed for constant innovation, covering the entire enterprise. The initial assumption that ordinary managers and employees cannot put forward strong revolutionary ideas that provide growth.

Principle 5: innovation should be customer-oriented

Companies that support innovations are aimed at the interests and needs of consumers of their products. This means that it is necessary to encourage the customers to express their opinions and take it into account in the development and implementation of new concepts that, in the end, will provide growth.

6.Conclusion

The research presented some basics on triangulation through a case study of two organizations. The design and qualitative methods that has been adapted proved how selected organizations categorize the determinants of importance of innovation culture. Teamwork, leadership, strategic position were among the main classifications of innovation for both companies. The results suggest that companies in the travel sector seek for innovation management practices and realize the essence of its importance. As Zomerdijk and Voss (2011) argue, that innovation management practices are contingent upon the type of industry and setting.

The study provided a ground for discussing managerial implications proposed on studied organizations through a method of qualitative approach. The data collection, coding and identification of this case study demonstrated various contexts of innovation behaviors. It is also necessary to note that study ha limitations mainly due to the number of cases studied. It is proposed to investigate further the subject of innovation behavior through qualitative follow-up studies and as a result to figure out the background of the organization and employees towards innovation culture.

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