

Implications of Methodology and Study Setting Triangulation in Organisational Behaviour Research

Olu-Daniels, Sunday Olugbenga, Ndu, Eugene Chigozie*

Department of Management, University of Port Harcourt

**Department of Hospitality Management and Tourism, University of Port Harcourt.*

*Corresponding author: Ndu, Eugene Chigozie**

ABSTRACT: The implications of methodology and study setting triangulation in organisational behaviour (OB) were explored in this study. Triangulation continues to be a subject of interest amongst researchers; especially in OB. This paper identified six implications for OB research; some of which include - acceptable methodology as a pre-condition; triangulation as an “outside the window” contrivance; triangulation as a promoter of research findings validity; and that the expend of cost and time will be more than compensated for by the resultant acceptability and validity of the research findings. It was concluded that the choice of methods for carrying out OB research has a telling effect on the acceptability and validity of the findings, stressing the need for triangulation. Consequently, it was recommended that OB research can be enhanced through improved methodological triangulation. This can be achieved with a diligent examination of the current trends in OB research and applying same.

Keywords: Generalizable outcomes, Interdisciplinary triangulation, Outside-the-window considerations, Research validity, Robust outcomes.

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I. INTRODUCTION

The quest for knowledge is a continuing process and this had resulted into a continuous research for new knowledge. The methods through which such researches are done and results acquired are important for the acceptability of such knowledge into the stock of theories and concepts in the particular field. The concept of research in organisational behaviour connotes the investigation into the sources and causes of human experience which leads to new knowledge through the use of methods of inquiry that are currently acceptable by the scholars in a particular field or subject area. Research according to Organization for Economic Cooperation and Development [OECD] (2002) involves "creative effort carried out in a scientific manner with the aim of increasing the body of knowledge as well as utilizing this knowledge in providing solutions to new inquiries (OECD, 2002). Research is used to confirm existing facts, reiterate the outcomes of previous works, provide support for theorems, provide solutions to both new and existing problems, as well as uphold or establish new theories. Three important ingredients are apparent from these definitions: new knowledge, methods of inquiry and acceptability of the methods used. This underscores the importance of methodology in research. Without using acceptable methods, obtained results from the research cannot be added to the stock of knowledge in the subject field; thus rendering the study lacking in substance, inoperable and a waste of cerebral time. It was in support of this that Myers (2009) posited that the reliability, relevance and quality attached to the findings of research is significantly determined by the design and methodology adopted when carrying out the research.

The outcome of a good research is expected to contribute to the academia, corporate practices and systems improvement. However, debate on the appropriate research methodology is a continuous argument among scholars and professionals (Howe, 1988; Onwuegbuzie & Leech, 2005). While some scholars Howe (1988) argued for the adoption of a single line of methodology, some Onwuegbuzie and Leech (2005) advocate for the combination of two or more research methodologies. It is however evident that the choice of methodology, design and analysis technique adopted for a research work will have a large impact on the outcome of the research and the body of knowledge over time (Scandura & Williams, 2000). Sackett and Larson (1990) asserted that researchers must endeavour to critically evaluate the choice of the method to adopt in their studies. They further argue that the significance of management research is largely dependent on the correctness, accuracy, and rigor of the research methods, instrument, data analysis technique, and validity of constructs selected. Akin to this, is the question of triangulation. It is practically impossible to carry out a research without flaws (Scandura & Williams, 2000; McGrath, 1982); and there is no single research method

without blemish. Thus, choosing any single method will limit or affect the outcome and conclusions that can be drawn. It is therefore crucial to obtain supporting proofs by adopting different approaches through a process known as triangulation. Triangulation lends itself to the use of multiple methods, purposes of measurement, data collection, or research strategy (Scandura & Williams, 2000).

It is evident that no single study is totally free from flaws. Nonetheless, it is extremely important that every step be taken to limit the extent of the flaws in research studies in order to promote the acceptability of the outcome of such studies for purposes of decision making. It is for this reason that this paper has set out to explore the research implications of methodology and study setting triangulation in management studies; with particular emphasis on organisational behaviour. It is hoped that through this work, interest will be engendered in the subject matter and researchers will see the need for working towards acceptance and applicability of their research findings. After all, what is the essence of a research finding that cannot add to the stock of knowledge and that cannot be used to order improvements in organisational effectiveness and efficiency? This is the essence of this paper.

Review of Related Literature

The literature review focused on the theoretical / conceptual framework, research in organizational behaviour and the need for study setting / methodological triangulation; viz a vis their research implications.

Theoretical Framework

Organisational Behaviour flourishes on the theories of the organisation and adopts its approaches in thriving (Rathi, 2014). These theories and approaches are briefly reviewed below.

Classical Organisation Theory

This theory according to Walonick (1993) flourished in the 20th century. It is the combination of the **scientific management approach, Weber's bureaucratic approach, and administrative theory**. The **scientific management approach** is built on the four principles of management proposed by Taylor (1947) which are: Science as opposed to rule of thumb; scientific selection of workers; cooperation of both workers and management as opposed to conflict; and the scientific training of employees. The approach is aimed at achieving productivity through common trust between managers and employees.

Weber's bureaucratic approach views organizations as part of a larger society. In this approach, organizations are built on the principles of structure, specialization, predictability and stability, rationality and democracy. **Administrative theory** was proposed by Fayol (1949) and is centred on some management principles which include; Division of labour (specialization), Authority and responsibility, Discipline, Unity of command, Unity of direction, Subordination of individual interest and Remuneration of personnel. Other principles are Centralization, Scalar chain, Order, Equity, Stability of tenure of personnel, Initiative and *Esprit de corps*. This approach views management as a set of activities which involves planning, organizing, training, commanding and coordinating functions.

The major setback of these theories was that it tries to describe employee's motivation as a strict function of their earnings. Hence it was considered too rigid and mechanistic. These shortcomings led to the development new theories (Walonick, 1993).

Neo-Classical

Neo-classic theory was centred on the behaviour of individual or group and human relations in defining efficiency. The approach is focused on individual, work group and participatory management. This theory emanates due to the need to address the shortcomings of rigid and authoritarian nature of the classical theory. According to Walonick (1993), the classical approach was majorly criticised on the grounds that it was rigid, thus it lacks creativity, growth and motivation. Neoclassical theory displayed genuine concern for human needs. The Hawthorne experiment of the 1920's by Mayo and Roethlisberger was a significant one that challenged the classical view through a manipulation of the conditions in the work environment, for example, intensity of lighting (Mayo, 1933). They discovered that productivity is influenced by any change and that providing employees with enabling environment and due attention is enough to yield increased output. This according to Uris (1986) is "wart" theory of productivity. The limited rationality model proposed by Simon (1945) to describe the Hawthorne experiments was a significant contribution to the study of **OB**. The theory specified that employees could react unpredictably to managerial attention. The most significant feature of Simon's work was the application of the scientific method in the study of organisational behaviour.

Modern Approach

This theory was primarily built on the premise that organization is an adaptive system which adjusts to the realities in its environment. The significant features of this approach include: systemic view, dynamic method of interaction, multidimensional, multi-motivated, probabilistic, multidisciplinary, descriptive, multivariable and adaptability (Fresco, 2014). Modern theories comprises **systems approach**, **socio-technical approach**, and **contingency approach**. **Systems approach** reflects the organization as a system made up of a set of inter-related and inter-dependent parts or sub-systems. Organisation is therefore a combination of components, connected processes and goals. **Socio-technical approach** views organizations as made up of a social system, technical system and its environment. These components constantly interact with one another and it is necessary to create a balance among effective functioning of the organization at large. The **contingency approach** which is otherwise known as situational approach is built on the premise that there is no one best approach to solving managerial problems. The approach states that organizations exist within the framework of an environment and not in a vacuum; and that organizational systems inter-relate with their environment. It further stressed that different environments involve diverse organizational interactions for the organisation to function effectively. Hence managerial problems are tackled based on the situations at hand.

The concept of Organisational Behaviour

Organisations are experiencing extraordinary and radical change. There is a paradigm shift of organizational challenges from speedy decision making to technology and globalization, to mergers and acquisitions, to business process reengineering and strategic alliances. Thus the organisations are continuously confronted with shifting demands. For the organization to retain its relevance and remain competitive in this dynamic and constantly changing environment, it must remain flexible and respond effectively to economic and environmental realities as they unfold (Pomsuwan, 2007). In a world of grave uncertainties, it is essential that a resilient organisation be sought and pursued. The actualization of these objectives is clearly dependent on the quality of the employees of the organisation and their commitment to the ideals and objectives of the organisation. A thorough understanding of individuals and groups in an organisation is an important element in defining the success of the organisation. As already stated, people interface with one another, with the organisation they work with and with others in the industry. These interfaces come with varied behaviours and implications. There are questions as to why people behave in a certain way in an organizational environment? What factors affect job performance, employee interaction, job commitment, leadership and managerial styles?

It is the need to understand these implications that give OB study its flavour. Several studies have been carried out by scholars in an attempt to improve corporate performance. According to Ashraf (2015), the study of OB gained more impetus due to the need for workers from diverse backgrounds, religion and culture to work effectively and efficiently within the same organization. Wagner and Hollenbeck (2010) categorised the study of OB into three: (a) individuals (micro-level), (b) work groups (meso-level), and (c) how organizations behave (macro-level). OB is therefore a multidisciplinary field which seeks to understand individual and group behavior, interpersonal processes, and organizational dynamics (Rathi, 2014).

Organisational behaviour is multidisciplinary as it draws from a diverse array of behavioural sciences such as Psychology, Sociology, Economics, Political Science, Anthropology, etc. to flourish. Each of these provides a slightly different focus, analytical framework, and theme for helping managers answer questions about themselves, non-managers, and environmental forces (Baridam & Nwibere, 2008). A satisfactory treatment of any specific subject in organisational behaviour usually requires reference to these other fields of study (*reciprocal predication*). As Rathi (2014) suggested, O.B. has psychological foundations. Such concepts as learning, perception, attitude, motivation, etc. are borrowed from psychology, sociology and anthropology.

We all work in organisations, thus underlying the need to understand, predict and enhance the behaviour of others in organisational settings. Organisations utilize various resources including machinery, money and materials to produce goods and services for the use of their market but none of these factors of production pose the kind of challenge that man and management pose; especially man. Management can carry out a number of manipulations on the other factors to achieve a desired end or goal, but man is unique and unpredictable, thus deserving of special attention. Organisational behaviour provides that window, making it possible for us to study behavioural phenomena in organisations. Two criteria provide the basis for evaluating such phenomena in organisations (Organo & Hammer, 1982). Firstly, the effectiveness of the organisation to attain its set objectives through the measurement of criterion values of productivity, profitability, growth, innovation, efficiency, adaptation to change and survival. Secondly, members' welfare epitomized by job satisfaction, psychological growth, physical health, quality of life, economic benefits, emotional health, self-esteem and security.

There are several approaches to the study of OB. In addition to managerial approach, Drummond cited in Mullins (2005) advocated two approaches: **interpretative and critical**. However, this paper shall adopt the

managerial approach to provide relevant explanations to organisational behaviour. Lombardo (2015) put forward the Internal and external perspectives as two theories of how organizational behaviour can be viewed by companies.

Internal Perspective

The internal perspective explains employee behavior as a reflection of their emotions. It stipulates that employees behave significantly based on their personal feelings, interactions, thoughts and experiences. Therefore to fully understand and capture the behavior of individuals in an organization, managers must first capture their emotions, thought and values. Uncovering a worker's internal issues would reveal the motivational techniques that would cause an improvement to his performance.

External Perspective

This perspective believes that exogenous factors and environmental factors influence employees' behaviour and performance. This theory emphasizes that the behaviour and performance of workers are largely determined by external events. A vivid application of this theory is the increment of workers' salaries as a strategy to improve their performance and attitude to work.

Nature of Organisational Behaviour

The nature of organisational behaviour is multi-faceted. It presents a behavioural approach to management and given its importance in the achievement of corporate objectives, it has assumed the status of a separate field of study (Rathi, 2014). OB has been described as a normative science, to the extent that it suggests acceptable techniques for applying several outcomes of researches derive organizational results (Rathi, 2014; Walonick, 1993). OB is therefore both art and science. It is regarded as art because it studies human behaviour; and science because it adopts scientific methods in making enquiries (Rathi, 2014).

Organisational behaviour places premium on people whether individual or groups. Another important nature of OB is the fact that it is focused on achieving organizational objectives. In fact, OB incorporates both individual goals and corporate goals; and attempts to incorporate both individual and organizational goals with the sole aim of achieving both simultaneously (Rathi, 2014). As postulated by Wagner and Hollenbeck (2010), symbiosis is obtained when individual objectives are considered in relation to organisational objectives. By applying total systems viewpoint, organisational behaviour is able to analyse human behaviour, considering his psychological framework, interpersonal-orientation, group influence and social cultural factors. It is revealing that human nature is a complex one. Hence, in providing solutions to these complexities for mutual benefits of employees and management, OB adopts a systematic approach in making enquiries (Rathi, 2010). Finally, Saylor (2014) argued that organizations that value their employees perform better than those that do not; this is because the management of these firms understand that the people make the place.

It is thus evidently clear that organisational behaviour studies promote the existence and going concern of the organisation. The understanding of OB mechanism is an effective tool in the hands of managers to direct employees' behaviour towards the achievement of corporate goals and objectives. Also, the study of organisational behaviour aids managers in different areas such as the use of power and sanction, leadership, communication and building organisational climate that is favourable; and better interaction. To be able to achieve this demands extensive research and studies into the nature of man and motivating factors to obtain the best out of him. Such researches are carried out by intellectuals, scholars and organisations.

The Need for Research in Organisational Behaviour

It has been said that organisational behaviour is multifaceted. Thus this nature demands extensive studies in order to achieve the objectives for setting up the organisation. In its broadest sense, organisations are purposive; they are set up to achieve some set objectives (Nwachukwu, 2007). These goals according to Wortzel and Vernon-Wortzel (1996), are usually financial goal, market share (non-financial) or both. They argued that the goals of an organisation can only be achieved through the use of the factors of production, the chief of which are the employees (people).

Among the factors which facilitate the achievement of the objectives of an organisation is the creation of a healthy organisational climate, high morale, and motivation for the people to put in their very best. According to Mullins (2005), the achievement of these organisational environmental desirables depend on the extent to which members of staff have a sense of commitment to the organisation, which has major implication on their performances. This is not far from the argument of Walton (1991), who advocated that the effort of management to elicit employees' commitment to work will largely influence performance. This can only be achieved through research in OB. Through researches, it would be possible to identify areas requiring action for improved results. For example, it was discovered that firms that take cognizance of OB are healthier than those that do not. However, the research revealed that 50% of respondents agreed that unhealthy organisations

usually do not engage in the practice of OB (Saylor, 2014). Clearly, it is through researches that statements such as these could emanate. And it is only through such researches that we could identify areas that need improvements. This underscores the need for research in organisational behaviour.

Methodology in Organisational Behaviour Research

Every discipline has its own methods of conducting research on any subject of interest. Organisational Behaviour is no exception. As Sears (1986) noted, each science has its own methodological peculiarities. For instance, astronomy and physics depend primarily on observation while Mathematicians depend on derived proofs that are apparently consistent with assumptions of the system. Archaeologists, Botanists, clinical psychologists, cultural anthropologists, pharmacologists, and members of countless disciplines and sub disciplines also rely, to a greater or lesser extent, on a relatively small number of methods by which their data are ordinarily collected. Every research in any field aims to collect data for analysis. These data are used in establishing factual information, used as a basis for reasoning, discussion or calculation (Podsakoff & Dalton, 1987). Every scientific endeavour has “data” at its cornerstone. No matter the discipline, all systematic inquiry includes the collection, derivation or production of such information as is useful to the advancement of knowledge base in that particular discipline. It is for this reason that the methodology used in providing the information becomes very important. Every discipline has standards of professional competence to which its practitioners are subject.

As previously stated, the field of OB relies heavily on established disciplines, thus scientific methods of inquiry are important in studying its variables and relationships. OB is more than a storehouse of accumulated facts and opinions. It provides a means of adding to that storehouse, of testing opinions, or modifying facts as we go (Baridam & Nwibere, 2008). The outcome of a good research is expected to contribute to the academia, corporate practices and systems improvement. However, debate on the appropriate research methodology is a continuous argument among scholars and professionals (Howe, 1988; Onwuegbuzie & Leech, 2005). While some scholars Howe (1988) argued for the adoption of a single line of methodology, some others like Onwuegbuzie and Leech advocated the combination of two or more research methodologies. It is however evident that the choice of methodology, design and analysis technique adopted for a research work will have a large impact on the outcome of the research and the body of knowledge over time (Scandura & Williams, 2000).

Methodology in organisational behaviour refers to the approaches, systems and means through which a research is carried out. Methodology addresses such issues as research design, sampling procedure, data collection, operational measures of survey variables, validity and reliability and the data analysis techniques. The importance of methodology is anchored on the need for the results of such researches to be generally acceptable and universal. Without due attention paid to these methods, a flawed research may be the result. Although it is not always possible to conduct a perfect research, it is important that every attempt is made to ensure that a research meets the requirements of some “forensic” tests that will not render the research inconsequential. This underscores the significance of methodology.

The research elements in organisational behaviour are human beings and these elements are dynamic and unstable, varying with time, mood and situations. This makes study and methodology even more challenging. Onwuegbuzie and Leech argued that choosing the appropriate research design and methodology in behavioural sciences is a daunting task especially when the inquiry involves system rethinking, change in socio-cultural practices or organisational learning. This is as a result of the complex and ever changing nature of modern day business environment and intense competition (Mullins, 2005). In response to these fundamental challenges, Patel (2006) argues that the choice of research design should reflect the purpose and rich action for a fruitful conclusion.

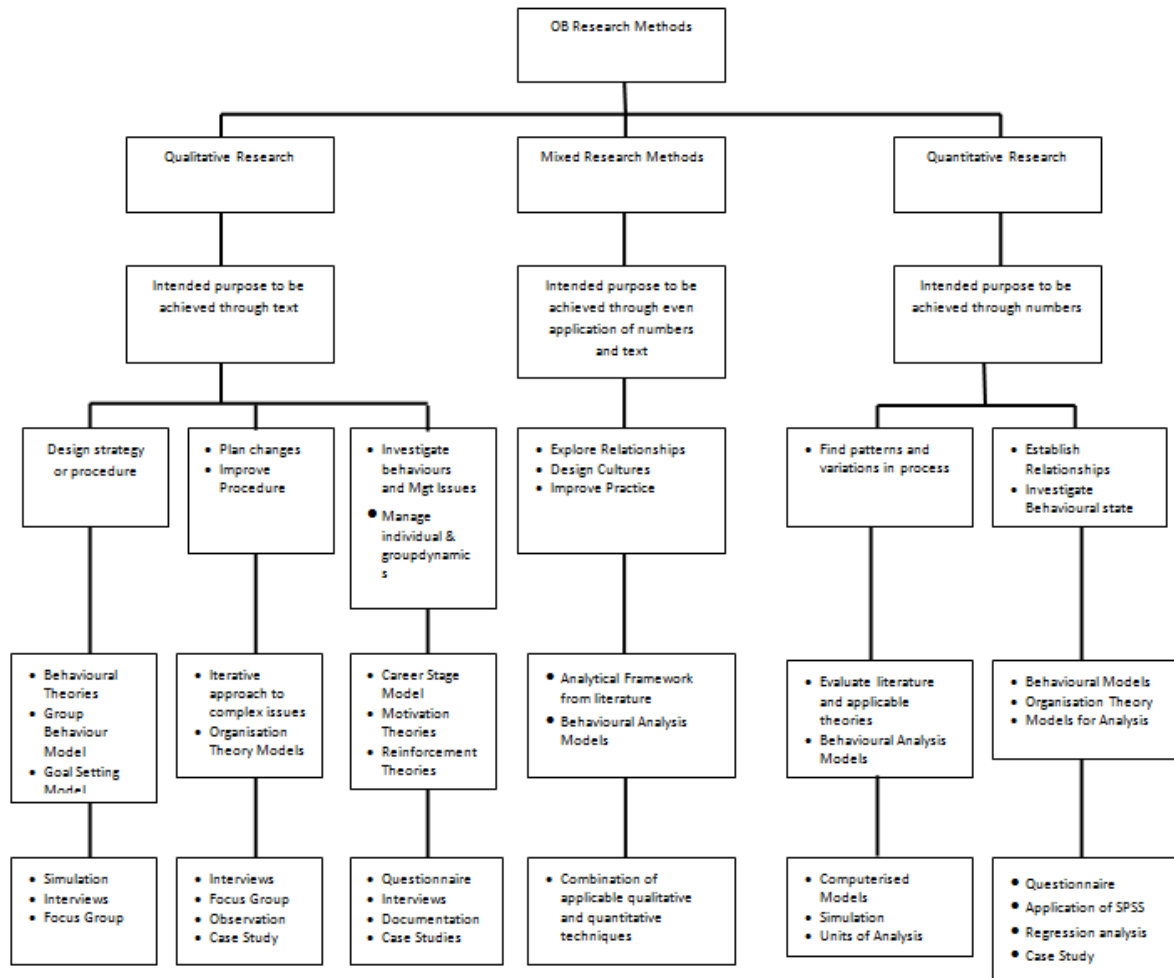


Fig. 1: Organisational Behaviour Research Methods Framework

Source: Adapted from: Asiamah, F.N. and Patel, N. (2009)

The framework for organisational behaviour research, adapted from Asiamah and Patel (2009), is shown in Figure 1 above. The framework has six distinctly identifiable layers which are as follows: Layer 1 – General View; Layer 2 – Three Main Research Methodologies; Layer 3 – Corresponded meanings of the three main research methodologies; Layer 4 – Possible research aims and objectives; Layer 5 – Common theoretical models to be tied to the research aims and objectives; Layer 6 – Research methods/techniques to match relevant preceding Layers. These layers show the various steps that any research in organisational behaviour is expected to encompass. The success of each succeeding layer will depend on the diligence adopted in the earlier layer. This framework according to Myers (2009) provides a clearer view of research methodology.

Quantitative research methods can be used for researches aimed at establishing patterns, associations and disparities in organisational processes. It may as well be suitable for studies targeted at measuring the behavioural disposition of people. To carry out these studies, the applicable theories and models in the areas of interest will be used in establishing direction for the study. In organisational behaviour, there are numerous study areas in the three distinct levels: individual, group and the organisation. The process is also of interest. Thus models and theories of performance, motivation, reinforcement, job satisfaction, commitment, leadership, communication, organisational politics and power, employee perception, conflict management, organisational climate / culture, etc. are important in conducting studies in organisational behaviour. Qualitative methods, on the other hand, are more applicable for developing strategies, planning changes, improving performance, managing knowledge and ICT, and examining behavioural issues. Notwithstanding, the choice of a specific qualitative method is largely determined by the prevailing philosophical ideology of the subject matter. The principal approaches will depend on the study of interest and objectives set out to achieve. In the same vein, the decision to adopt a mixed method of research is carried out like that of quantitative and qualitative approaches. However, there is no consensus as to the more efficacious method for conducting researches in organisational behaviour (Howe, 1988; Neuman, 1997).

There are differences in application. For example, Myers (2009) distinguishes that qualitative research is a thorough study of social and cultural phenomena and depends on theory to define observations while quantitative research examines general trends across population through the use of samples from the population, and depends on statistics. Likewise, Miles and Huberman (1994) argues that qualitative study centres on in-depth investigation of research issues while Harrison (2001) disputes that quantitative method offers an extensive understanding of problems under investigation. Due to this difference, *purists* maintained that research questions are usually structured towards quantitative or qualitative direction and as such these two approaches should not be used simultaneously (Howe, 1988; Smith & Heshusius, 1986). Thus there is a dilemma of universality and acceptability of the research findings in a study where the methodology is a subject of debate.

Clearly therefore the methodology to be adopted in a particular study will depend on the kind of study and the objectives to be achieved. The challenge faced by researchers in organisational behaviour centres around the standards of professional practice to which practitioners must adhere (Podsakoff & Dalton, 1987). However, Onwuegbuzie and Leech (2006) maintained that due to the gap-bridging role it plays between qualitative and quantitative paradigms. They further opined that irrespective of the approach being adopted by a researcher, it is important to the process so as to reduce flaws and achieve quality outcome.

Triangulation in Organisational Behaviour Research

Methodology is a fairly detailed report of how the study hypotheses are to be tested. It tells us of the how, what and why samples will be selected, the manner of manipulation of independent variables, description of instruments used and pre-tests that would be conducted. In general, methodology provides a full insight into the procedures to be adopted for gathering data. There are however, discordant views as to which particular method provides the most acceptable results by scholars. As Podsakoff and Dalton (1987) put it, that this method has been highly criticized for conducting researches in organisational studies. This view was also shared by Cox and Hassard (2004) when they posited that there was a need to develop an improved method that will accurately analyse and explain social phenomenon. The need for such acceptability of research findings is what brought about the concept of triangulation.

This concept was first used in navigation, military strategy and surveying, and it refers to a method for fixing a position (Blaikie in Cox & Hassard, 2004; Ghauri & Gronberg, 2002). In administrative studies, the concept of triangulation is used in a less literal sense—it is the adoption of different methodologies and techniques in carrying out an empirical investigation in a bid to improve validity and avoid bias. (Blaikie, 1991 in Cox & Hassard, 2004; Scandura & Williams, 2000). According to Olsen (2004), it is the mixture of data and methods to ensure that different viewpoints and standpoints cast light upon a subject or topic. She went further to state that the mixing of data types known as data triangulation, for example, is often thought to help in validating the claim that might arise from an initial pilot study. In their view, Cox and Hassard (2004) posited that triangulation paves the way for acceptance of research findings as multiple modes are utilised in the various aspects of the research and it has developed through a thriving interaction of qualitative and quantitative analysis. In Matthison's (1988) view, "triangulation as an approach for improving the validity of investigation and the findings of research works. It is perceived that the use of different data sources and techniques will eventually result in a single generalization on the subject matter. Thus it is expedient that triangulation be recognised early enough in organisational behaviour researches to assure acceptability. There are different types of triangulations, namely: data triangulation, methodological triangulation, investigator triangulation Denzi (1978), interdisciplinary triangulation Janesick (1994), theory triangulation Ndu and Eketu (2016) etc.

The application of triangulation cuts across several elements of research methods which include method of data collection, and the sources of data. For instance, it can be applied to data through the use of questionnaire, observations, reports and past records of the company (Jick, 1979). Each of these sources of data is capable of providing a unique perspective on the subject being studied. Scandura and Williams (2000) also explained that triangulations can also be applied in the choice of research strategies. For instance laboratory and field experiments can be jointly adopted to investigate the same research question. This was first practiced by Wayne and Ferris (1990) when they employed laboratory study to inspect the effect of strategies used by subordinates and then carried out a field study to establish the validity of the outcome off the laboratory approach.

Many researchers in organisational behaviour are embracing the need for triangulation in their researches. The choice of methods to use is determined by objectives of the research and theoretical / conceptual model(s) (Myers, 2009). In addition, use of multiple methods is adopted to validate results obtained across various spectra. This was found to be the case in a study by Nyameh-Asiamah and Patel (2009) where they, in a study on organisational learning, reviewed a number of publications in reputable journals. Their findings revealed that the choice of research approach is largely determined by the aims of the study and baseline theories, it is expedient to embrace triangulation in order to have a balanced and quality outcome.

II. RESEARCH IMPLICATIONS

The foregoing discussion has a number of implications for researchers in organisational behaviour research. *Firstly*, a principal implication is that the methodology for a research is critical in obtaining valid and acceptable results. As Scandura and Williams (2000) put it, researchers should consider the various methods and procedures acceptable by the reputable journals. Academic researches thrive on their suitability for publication in reputable journals. Thus an acceptable methodology is a *sine qua non* for such articles to receive publication nods. It is therefore vital to ensure that research methods used are consistent with the expected standards, by examining the content of management journals, taking cognizance of the research approach. *Secondly*, irrespective of the nature and type of research, researchers should embrace the use of triangulation to ensure quality of research outcomes (Onwuegbuzie & Leech, 2005; Neuman, 1997). Triangulating the methods will pave the way for “*outside the window*” considerations, thus giving the results obtained a wide acceptability. *Thirdly*, through triangulation, it is possible to provide better validity of research findings particularly as it relates to interdisciplinary triangulation. It will be possible to reduce contradicting views across disciplines and methods on particular subject areas. This is what Matthison (1988) had in mind when she suggested that a singular proposition about a phenomenon being studied is possible across various disciplines if triangulation is carefully implemented. According to Scandura and Williams (2000), increased triangulation would enhance researchers’ ability to arrive at a reasonable and quality conclusion from their inquiries. *A fourth* implication is that the adoption of different approaches to investigate a research inquiry may lead to a more robust and generalizable outcomes (higher external validity). Lastly researcher should endeavour to move in line with the paradigm shift from the traditional method or research to a more robust method of triangulation. Researchers must however be cognizant of the implications of methodological choices on research outcome. (Scandura & Williams, 2000). It may be worthwhile to provide a rather obvious *sixth* implication of the discussion herein: that of cost and time. Diligent search for appropriate methods and triangulating them will require a lot of effort and expend of resources to achieve the set objective. This notwithstanding, the benefits of obtaining a generally acceptable research result will be far more than compensatory.

III. CONCLUSIONS

The choice of methods for carrying out organisational behaviour research has been shown to have a telling effect on the acceptability of the obtained findings. Not less, the need for triangulation. The general relevance and adequacy of research findings will be enhanced through proper combination of data, investigator, methodological, theory and interdisciplinary triangulation. Researchers on organisational behaviour need to question the relevance of their work and to determine to produce findings that possess unambiguous conclusions and that are consistent with the settings in which they occur. Clearly, without the exactitude and rigor, relevance in management and organisational behaviour research cannot be demanded. Appropriate methodology and triangulation are worth craving after.

IV. RECOMMENDATIONS

In the light of the above discussion, the following recommendations are hereby made:

1. Validity of research findings should have a primary consideration in organisational behaviour research in order to have application in the organisation across various spectra of life in the organisation. Studies on individual, group and organisational processes are complex issues that require that any studies on them be cogent to justify the time and resources spent on carrying out such researches.
2. It is beneficial for researchers in organisational behaviour to be diligent in the choice of methodology in executing studies in their field in order to promote the acceptability of their findings. Mixed modes of combining qualitative with quantitative research methods are worthy of consideration as opposed to unitary methods.
3. To promote the universality of research findings, it is expedient that triangulation be adopted in the methodology, data, interdisciplinary, investigator, and applied theory. Considering the thoughts of other researchers in other fields will facilitate the acceptance of the research findings across disciplines. Disciplines such as psychology, sociology and anthropology can provide useful behavioural insights into many issues in organisational behaviour.
4. It is worthwhile for organisational behaviour researchers to step outside the dominant practices of their utilitarian areas and consider the use of some methods and statistical techniques employed in other areas for efficacy and acceptance.
5. Examination of the current trends in organisational behaviour research will promote the production of acceptable work. This can be achieved by ensuring that research methods used are consistent with the expected standards, through a thorough investigation of methodology adopted in management journals to ensure triangulation.

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