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Global leadership has been and remains at the forefront of all businesses and institutions today (Torres, 2016). The ability to lead across borders has quickly become the contemporary leadership issue of the 21st century.^[12] The purpose of this paper is to utilize the case study research approach to examine the significant characteristics of cross-cultural leadership behaviors that contribute to organizational effectiveness. This paper demonstrates the writer's knowledge of the current state of cross-cultural leadership and organizational development. Addressing this issue may encourage institutional and organizational leaders to promote cross-cultural competencies to equip their workforce in achieving optimal success.

Proposed Research Question

The proposed research will address the following question: What are the significant characteristics that may allow cross-cultural leaders to be more effective in the workplace?

Methodology

Qualitative Method

The qualitative method is the most suitable approach to answer the research question.^[12] The qualitative research method is preferred because it consists of a set of interpretive, material practices that make the world visible.^[2] Qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them" (Denzin & Lincoln, 2011, p. 3). According to Creswell and Poth (2018), qualitative researchers interpret data through a process where they describe, classify and interpret the data to develop codes or categories to sort the text or images they collect to create themes.^[13] For the proposed research question, the qualitative method will provide a better understanding of the behavior of the participants, which the researcher may not comprehend, using the quantitative method (Walliman, 2017) and its approach to collecting data.

Data Collection using the Qualitative Method

Qualitative researchers gather data through various means including observation, focus groups, and interviews (Creswell & Poth, 2018; Marshall & Rossman, 2016; Yin, 2014). Qualitative researchers can also collect information from the review of historical records, cultural artifacts or document analysis (Scott & Garner, 2014). According to Mason (2017), qualitative researchers perform a study to explore a detailed understanding of the issue. Qualitative researchers who use the case study approach focus on developing an in-depth description and analysis of a case or multiple cases (Creswell & Poth, 2018, p. 104).

Research Design Approach

Case Study Research

In practice, case study research involves the study of a case or cases within a real-life, context or setting (Yin, 2014).^[26] According to Creswell and Poth (2018),^[2] a case may be a concrete entity, such as an individual, a small group, an organization, or a partnership" (p. 96). Furthermore, Creswell and Poth noted that the research design "has a long, distinguished history across many disciplines including psychology, medicine, law, and political science" (p. 97).^[1] Creswell and Poth also provides a detailed definition of case study research stating, Case study is defined as a qualitative approach in which the investigator explores a real-life, contemporary bounded system (a case) or multiple bounded systems (cases) over time, through detailed, in-depth data collection involving multiple sources of information (e.g.,^[1] observations, interviews, audiovisual material, and documents and reports), and reports a case description and case themes. (pp. 96-97)

Features of Case Studies

There are multiple defining features of qualitative case studies. Creswell and Poth (2018) highlight seven significant features of the approach:

- ^[3] Case study begins with the identification of a specific case that will be described and analyzed
- ^[3] The key to the case identification is that it is bounded, meaning that it can be defined or described within certain parameters.
- ^[6] A case study can be composed to illustrate a unique case (intrinsic case) or

to understand a specific issue, problem, or concern (instrumental case).

4.^[9] A hallmark of a good qualitative case study is that it presents an in-depth understanding of the case.

5.^[6] A qualitative case study can involve the analysis of multiple units within the case (e.g., the school, the school district).

6.^[3] A key to generating the description of the case involves identifying case themes. A complete findings section of a case study would then involve both a description of the case and themes or issues that the researcher uncovered in studying the case.

7.^[3] Case studies often end with conclusions formed by the researcher about the overall meaning deriving from the case or cases. This is termed assertions. (pp. 97- 98)

It is important to note, that there is an ongoing debate on whether or not case study research is an approach to qualitative research or a methodology in and of itself.^[11] Creswell and Poth (2018) chooses to view case study research as a methodology but highlights the arguments of researchers with opposing viewpoints.

^[1] Stake (as cited in Creswell & Poth, 2018) states, ...case study research is not a methodology but a choice of what is to be studied (i.e.,^[9] a case within a bounded system, bounded by time and place) whereas others present it as a strategy of inquiry, a methodology, or a comprehensive research strategy (Denzin & Lincoln, 2005; Merriam & Tisdell, 2015; Yin, 2014). Similar to Stake (2005), Thomas (2015) argues, 'Your case study is defined not so much by the methods that you are using to do the study, but the edges you put around the case' (p. 21). (p.^[2] 96)

Types of Case Studies

There are different types of case studies and three variations exist in terms of intent (Creswell & Poth, 2018).^[9] According to the authors,

The types of qualitative case studies are distinguished by the focus of analysis for the bounded case, such as whether the case involves studying one individual, several individuals, a group, an entire program, or an activity.

^[2] They may also be distinguished in terms of the intent of the case analysis. (p.^[0] 98)

Three variations exist in terms of intent:^[1] Single instrumental case study, the collective or multiple case study, and the intrinsic case study.^[2] The most suitable type of case study to use for the proposed research would be an intrinsic case study design.^[0] An intrinsic case study design, according to Creswell and Poth (2018),

...the focus is on the case itself (e.g.,^[1] evaluating a program, or studying a student having difficulty,^[1] see Stake, 1995) because the case presents an unusual or unique situation.^[0] This resembles the focus of narrative research, but the case study analytic procedures of a detailed description of the case, set within its context or surrounding, still hold true.

(p.^[26] 99)

The Procedures for Conducting the Case Study

The procedures for conducting the proposed research study will follow Stake and Yin's (as cited in Creswell & Poth, 2018) five-step procedure.

^[3] Determine whether the research problem is best examined using a case study approach.

^[3] Identify the intent of the study and selecting the case

- Develop procedures for conducting the extensive data collection drawing on multiple data sources

- Specify the analysis approach on which the case description integrates analysis themes and contextual information

- Report the case study and lessons learned by using case assertions in written form. (pp. 99-101)

Strengths and Limitations of the Case Study Approach

Like the other qualitative approaches, the strength of a case study design is that it offers the researcher the opportunity to collect a more in-depth

information from the participants. Yin (2017) states, one of the main strengths of case study is the capability to use multiple sources to research a phenomenon. Case study provides a comprehensive approach to integrate various sources of data collection that provides a thorough account of a research phenomenon in real-life context (Walliman, 2017).

However, there are limitations and challenges for the researcher using a case study approach. The researcher must collect enough data to achieve saturation (Yin, 2017).^[26] This is one of the inherent challenges in qualitative case study development, according to Creswell and Poth (2018);^[6] the researcher must identify a case and^[6] decide which bounded system to study, recognizing that several might be possible candidates..." (p. 102).

Conclusion

This research paper included a summary of how the researcher would use case study approach to answer the proposed research question.^[3] In addition, this paper included a discussion of the defining features, the different types of case study, the strengths, weaknesses, and the procedure for conducting a case study research. The researcher concluded that an intrinsic case study design would be the most suitable approach for the proposed study. The intrinsic design will allow the researcher to focus on the significant characteristics that would allow cross-cultural leaders to be more effective in the workplace.