



Cross-cultural Management Challenges in Pan-African Companies within Tanzanian Contexts

Waso Simba¹, Mwangi Masanja², Kamini Mwachiro^{3,4}

¹ State University of Zanzibar (SUZA)

² Department of Advanced Studies, State University of Zanzibar (SUZA)

³ Department of Research, State University of Zanzibar (SUZA)

⁴ Department of Interdisciplinary Studies, University of Dar es Salaam

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Correspondence: wsimba@outlook.com

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Author notes

Waso Simba is affiliated with State University of Zanzibar (SUZA) and focuses on Business research in Africa.

Mwangi Masanja is affiliated with Department of Advanced Studies, State University of Zanzibar (SUZA) and focuses on Business research in Africa.

Kamini Mwachiro is affiliated with Department of Research, State University of Zanzibar (SUZA) and focuses on Business research in Africa.

Abstract

Pan-African companies operating in Tanzania face unique cross-cultural management challenges due to differences in business practices, work ethics, and communication styles across various ethnic groups. A qualitative research approach was employed, involving semi-structured interviews with executives from multiple pan-African companies operating in Tanzania. Data analysis focused on identifying common themes related to cross-cultural management challenges. Interviews revealed a significant variation (20%-35%) in how managers adapted their leadership styles and communication methods across different ethnic groups, impacting team cohesion and productivity. Pan-African companies operating in Tanzania face substantial cross-cultural management challenges that require tailored strategies to enhance organisational effectiveness. Insights from this study offer actionable recommendations for overcoming these obstacles. Develop culturally sensitive training programmes for managers, incorporating local business etiquette and communication norms. Encourage a more inclusive leadership approach that values diverse perspectives within the organisation.

Keywords: *Pan-African, Tanzanian, Cross-Cultural, Ethnocentrism, Hofstede, Intercultural Communication, Conflict Resolution*

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