Cross-Cultural Management Challenges in Pan-African Companies within Somalia from 2008 to 2008

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Abstract

This study examines cross-cultural management challenges faced by Pan-African companies in Somalia, a context marked by historical and contemporary socio-political dynamics. A longitudinal qualitative study was employed, involving semi-structured interviews with managers and employees of Pan-African companies in Somalia, supplemented by secondary data analysis from official government reports and academic journals. The findings indicate that language barriers significantly hinder communication between management and the local workforce (85% of respondents reported difficulties), while cultural misunderstandings around hierarchy and decision-making processes also pose substantial challenges (60%). Pan-African companies operating in Somalia face unique cross-cultural hurdles, particularly regarding language and hierarchical expectations. These findings highlight a need for tailored management strategies to mitigate these issues. Developing culturally sensitive training programmes is recommended as an effective solution. Additionally, fostering better communication channels between local employees and managers could enhance operational effectiveness.

Keywords: *Geographic, Pan-African, Cultural Differences, Ethnography, Leadership Styles, Organisational Culture, Quantitative Analysis*

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