



Cross-Cultural Management Challenges in Pan-African Companies: An African Perspective

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Abstract

Cross-cultural management challenges are prevalent in multinational corporations operating across different regions. A survey questionnaire was designed and distributed among employees of Pan-African companies based in South Africa. The survey aimed at gathering insights into the cultural diversity faced by these organizations. Approximately 60% of respondents reported experiencing significant cross-cultural management challenges, with themes including communication barriers and leadership styles mismatch. The findings suggest that effective cross-cultural strategies are essential for managing diverse teams successfully within Pan-African companies. Pan-African companies should invest in cross-cultural training programmes to enhance team effectiveness and foster a more inclusive organisational culture.

Keywords: *Africanization, Cultural Intelligence, Cross-Cultural Communication, Hofstede Dimensions, Intercultural Skills, Leadership Styles, Organisational Culture*

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