



# Cross-Cultural Management Challenges in Pan-African Companies within Liberia's Context

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## Abstract

Liberia is a small country in West Africa with significant economic potential but faces challenges in attracting and retaining skilled managers from other African countries. A qualitative study employing semi-structured interviews with 20 senior executives across three pan-African firms to gain insights into their experiences and challenges in a Liberian context. The analysis revealed that language barriers significantly impacted team cohesion and decision-making processes, with approximately 45% of respondents experiencing delays due to communication issues. Pan-African companies operating in Liberia face unique cross-cultural management challenges related to language and cultural differences, which often lead to inefficiencies and reduced productivity. Implementing targeted language training programmes for managers could help mitigate these barriers, thereby improving overall organisational performance.

**Keywords:** *Cultural Diversity, Cross-Cultural Communication, Ethnography, Hofstede Dimensions, Intercultural Competence, Reflexive Practice, Social Identity Theory*

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