



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

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## Abstract

Cross-cultural management challenges are prevalent in multinational companies operating across different regions and cultures. The research employs qualitative methods including semi-structured interviews and participant observation among senior managers from selected Pan-African companies. Interviews revealed that language barriers constituted the most significant challenge (75%) for effective communication across cultures, impacting decision-making processes. Pan-African companies operating in Kenya face substantial cross-cultural management challenges, particularly related to language and cultural misunderstandings. Organizations should invest in comprehensive intercultural training programmes to mitigate these challenges and foster inclusive work environments.

**Keywords:** *Africanization, Cultural Competence, Ethnography, Grounded Theory, Hofstede Dimensions, Intercultural Communication, Leadership Styles*

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