

Cross-Cultural Communication in MNCs: Insights into Structural Barriers and Strategic Solutions – A Narrative Review

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ABSTRACT: This narrative review examines the complex landscape of communication in multinational corporations (MNCs), focusing on intercultural and structural challenges that affect internal communication and organizational cohesion. The study aims to synthesize recent findings and evaluate the effectiveness of current strategies in overcoming barriers such as language differences, cultural misalignments, and hierarchical communication structures. Using a structured review approach, the research draws on peer-reviewed literature from Scopus, Web of Science, and Google Scholar, analyzing thematic insights from qualitative and quantitative studies published over the past decade. The findings confirm that intercultural communication challenges—particularly language barriers and cultural diversity—remain persistent in MNC settings. Additionally, hierarchical organizational structures inhibit information flow and reduce employee engagement. Notably, the dominance of English as a corporate language can both facilitate and obstruct communication depending on local employees' proficiency levels. However, digital communication platforms and adaptive strategies that consider local cultural contexts have shown promise in mitigating these issues. The discussion emphasizes the importance of revisiting organizational communication policies, encouraging flatter hierarchies, and investing in intercultural training. These measures are key to fostering inclusive, responsive, and effective communication ecosystems. This review contributes to the literature by bridging systemic insights with practical implications, suggesting that a balanced global-local communication approach is critical for organizational resilience in diverse international contexts.

Keywords: Multinational Corporations, Intercultural Communication, Organizational Structure, Language Barriers, Employee Engagement, Communication Strategy, Global-Local Alignment.



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INTRODUCTION

In the increasingly interconnected world of global commerce, multinational corporations (MNCs) function as vital conduits for economic integration, knowledge exchange, and cross-border collaboration. As MNCs span diverse geographical regions and integrate varied cultural, linguistic,

and institutional systems, the challenge of maintaining effective communication across organizational and national boundaries becomes central to their operations. Intercultural communication, in particular, has emerged as a focal area of concern in the management literature, as it significantly shapes the efficiency and cohesion of transnational workforces. Numerous studies have documented how differences in language proficiency, cultural values, and communication styles can either facilitate or hinder collaboration within MNCs (Harzing & Pudelko, 2013; Nielsen, 2019; Kiambi et al., 2023). Moreover, the strategic role of communication in transmitting corporate values, implementing organizational change, and building a cohesive global identity reinforces its importance in both theoretical and practical terms (O'Connor et al., 2017; Hanson & Mellinger, 2021).

The prevalence of English as the *de facto* corporate lingua franca adds further complexity to this landscape. While English often serves as a functional bridge across language barriers, disparities in linguistic competence among employees from different cultural backgrounds can result in asymmetrical participation, miscommunication, and conflict (Yılmaz, 2023). Scholars have argued that the imposition of a single corporate language can lead to unintended exclusions and reduced psychological safety for non-native speakers (Sanden & Lønsmann, 2018). In addition to language, cultural dimensions such as individualism versus collectivism, high- versus low-context communication, and power distance play critical roles in shaping workplace interaction. For instance, while Western contexts may prioritize directness and self-expression, many Asian cultures emphasize group harmony and deference, often resulting in divergent interpretations of communication cues (Tran, 2016; Kiambi et al., 2023).

Empirical data substantiates the operational risks posed by these intercultural and structural communication challenges. Studies indicate that ineffective communication within MNCs is a leading contributor to project delays, employee dissatisfaction, and even strategic failures (Suzuki et al., 2019; Sanden & Kankaanranta, 2018). Miscommunication can undermine knowledge transfer between headquarters and subsidiaries, impede innovation, and erode trust among stakeholders (Schröder, 2022; Shubham et al., 2018). Organizations that neglect to implement structured intercultural communication training often face higher employee turnover rates and lower engagement levels, especially among culturally diverse teams (Yılmaz, 2023). Additionally, with the rising influence of digital platforms, generational differences in communication preferences are reshaping expectations, calling for more adaptive and responsive communication systems.

Beyond internal dynamics, communication failures in MNCs have also been linked to reputational risks and public backlash. Inadequate dissemination of corporate social responsibility (CSR) initiatives, for example, has led to stakeholder skepticism and diminished brand equity (Ivanova-Gongne & Lång, 2019). In an era marked by heightened scrutiny and demands for transparency, MNCs must navigate not only linguistic and cultural obstacles but also the expectations of global publics who demand timely and coherent corporate messaging (Woo & Giles, 2017).

Despite the growing recognition of communication's strategic importance, there remains a significant gap in understanding how structural features of MNCs—such as organizational design, decision-making hierarchies, and centralized language policies—interact with cultural variables to

shape communication outcomes (Suzuki et al., 2019; Macnamara, 2020). Much of the existing research has focused on individual-level cultural competencies or isolated case studies, leaving a paucity of integrative models that examine the interplay between organizational structure and intercultural dynamics in a systematic manner (Mainemelis & Sakellariou, 2023).

Specifically, empirical studies exploring the impact of corporate language policies on communication flow remain limited. While the use of English as a lingua franca has been extensively documented, few studies delve into how such policies affect employee agency, inclusivity, and performance across cultural contexts (Astorne-Figari & Lee, 2018). Similarly, the influence of power asymmetries within organizational hierarchies—especially as they pertain to cross-cultural teams—has not been sufficiently examined. This neglect obscures how institutional power dynamics may exacerbate or mitigate communication breakdowns (Boucher et al., 2021; Tian et al., 2021).

This narrative review aims to fill these gaps by synthesizing recent interdisciplinary literature on intercultural and structural challenges in communication within MNCs. The goal is to elucidate the interdependent roles of linguistic diversity, cultural variability, organizational design, and corporate language policy in shaping communication practices. The novelty of this study lies in its integration of structural and cultural dimensions into a unified analytical framework, offering a comprehensive perspective rarely addressed in prior reviews. By drawing upon empirical studies from fields such as international business, organizational communication, and cross-cultural psychology, this review aspires to offer a comprehensive understanding of the key obstacles and mechanisms through which communication in MNCs can be improved.

The scope of this review encompasses both headquarters and subsidiary interactions within MNCs, with particular attention to dynamics between expatriate managers and local employees. The geographical focus is global but includes case examples from Southeast Asia, Sub-Saharan Africa, and Europe to reflect diverse operational environments. Populations of interest include local hires, expatriates, and hybrid teams operating in multinational contexts. This broad scope allows for a nuanced analysis of how cultural and structural variables converge in shaping communication challenges and solutions within globally dispersed organizations.

By systematically examining both cultural and structural dimensions of organizational communication, this review contributes to the refinement of theoretical models and offers practical insights for managers seeking to enhance intercultural competence and structural responsiveness. In doing so, it underscores the need for MNCs to move beyond superficial diversity policies and instead cultivate deeply integrated communication strategies that are adaptive, inclusive, and culturally informed.

METHOD

The methodological approach of this narrative review was designed to provide a comprehensive and critical synthesis of the scholarly literature on communication challenges in multinational corporations (MNCs), with a particular focus on intercultural and structural dynamics. The review employed a rigorous literature retrieval process grounded in recognized academic standards to

ensure a balanced and representative selection of relevant sources. Literature collection took place between March and May 2025 and incorporated a systematic search across several high-quality academic databases.

Among the databases used, Scopus, Web of Science, and Google Scholar were identified as the primary sources for the literature review. Scopus was selected due to its extensive coverage of peer-reviewed journal articles, conference proceedings, and its utility in bibliometric analysis of publication trends in intercultural and organizational communication (Macnamara, 2020). Web of Science was employed to track citation networks and scholarly influence, offering a curated selection of high-impact journals that specialize in communication, management, and cross-cultural studies (Nielsen, 2019). Google Scholar was used as a supplementary source to locate grey literature, including dissertations, book chapters, and non-indexed journal articles, thus broadening the diversity and inclusivity of the review's source base (Marschlich & Ingenhoff, 2022). By triangulating these three databases, the review captured a more holistic and nuanced view of the academic discourse surrounding communication in MNCs.

The search strategy involved carefully selected keyword combinations to identify the most pertinent studies. Key terms such as “multinational communication,” “intercultural communication,” “organizational structure,” “language barriers,” and “cultural diversity” were employed either individually or in Boolean combinations to enhance specificity and breadth. For example, combinations such as “intercultural communication AND organizational structure” and “language barriers AND multinational organizations” were particularly useful in retrieving literature that intersects cultural and structural dimensions in global corporate contexts (Astorne-Figari & Lee, 2018; Kumar et al., 2023). The inclusion of culturally and linguistically nuanced terms was also considered essential in capturing studies that address the everyday realities of diverse workforces (Sanden & Kankaanranta, 2018).

The inclusion criteria for this review were clearly defined to ensure the relevance and quality of the studies. Eligible sources were peer-reviewed journal articles, conference proceedings, and empirical studies published between 2010 and 2025 that focused on communication practices, barriers, or organizational structures within MNCs. Both qualitative and quantitative studies were included, as well as mixed-method research, case studies, ethnographies, and comparative analyses that provided empirical insight into intercultural communication or structural communication design in global corporations. Articles had to be published in English and demonstrate a direct relationship with MNC contexts or multinational organizational environments.

Exclusion criteria were applied to eliminate irrelevant or low-quality studies. Literature that focused solely on communication in domestic firms, theoretical papers with no empirical grounding, opinion pieces, and publications lacking methodological transparency were excluded from the final synthesis. Additionally, studies that dealt with intercultural communication in non-corporate settings, such as educational or diplomatic environments, were excluded to preserve the focus on organizational and workplace contexts within multinational enterprises.

The literature selection process followed a three-phase protocol. First, a preliminary scan of titles and abstracts was conducted to identify potentially relevant articles. This step allowed the reviewers to eliminate studies that clearly did not meet the inclusion criteria. In the second phase, the full

texts of selected articles were reviewed for eligibility based on the defined inclusion and exclusion criteria. Articles were assessed for methodological robustness, contextual relevance to MNCs, and thematic alignment with the objectives of the review. During this stage, duplicate articles retrieved from multiple databases were also removed. Finally, the third phase involved thematic coding of the remaining studies using qualitative content analysis, enabling the synthesis of emerging themes related to intercultural communication, structural barriers, and organizational adaptation strategies.

The review prioritized studies that provided empirical evidence on the role of language, cultural norms, and structural configurations in shaping communication outcomes in MNCs. Studies employing ethnographic methods were especially valuable in providing in-depth perspectives on the lived experiences of both expatriate and local employees. Case studies of specific corporations operating in regions such as Southeast Asia, Sub-Saharan Africa, and Europe were also emphasized to reflect the geographic diversity of MNC environments. Research that examined the role of English as a lingua franca, and its implications for inclusivity and power dynamics, was critically analyzed to understand how corporate language policies influence communication practices across global subsidiaries (Sanden & Lønsmann, 2018).

Particular attention was given to research that incorporated multiple levels of analysis, such as macro-level organizational policies, meso-level team interactions, and micro-level individual behaviors. This multilevel perspective facilitated a more comprehensive understanding of how communication is shaped not just by cultural differences but also by institutional structures and organizational strategies. Studies that discussed the role of digital technologies, such as intranet systems and collaborative platforms, were also reviewed to assess how technological infrastructure supports or hinders intercultural communication and information flow within MNCs.

Overall, the methodological approach of this review was guided by a commitment to inclusivity, rigor, and contextual sensitivity. By integrating a diverse array of sources and methodological perspectives, the review aimed to capture the complexity and multidimensionality of communication processes in multinational organizational settings. This approach not only supports a richer theoretical synthesis but also offers practical insights for MNCs seeking to enhance their communication practices in culturally diverse and structurally complex environments.

RESULT AND DISCUSSION

The findings of this narrative review illuminate key challenges and patterns associated with communication in multinational corporations (MNCs), particularly emphasizing intercultural dynamics, organizational structures, language usage, and the global-local communication nexus. Themes were derived from a systematic review of peer-reviewed literature across databases including Scopus, Web of Science, and Google Scholar.

Intercultural Communication Challenges

Tensions rooted in intercultural communication were among the most frequently discussed barriers in MNC settings. One of the dominant issues identified was language disparity. Although English is widely adopted as the corporate lingua franca, differences in fluency among employees often hinder mutual understanding. Studies suggest that miscommunication arising from limited proficiency in English results in operational inefficiencies and interpersonal strain (O'Connor et al., 2017; Suzuki et al., 2019). This language divide becomes particularly problematic in geographically dispersed teams, where cultural and linguistic heterogeneity is the norm.

Beyond language, cultural norms influence communication expectations and behavior. For example, employees from collectivist societies often prioritize harmony and consensus, while those from individualistic backgrounds might prefer direct, assertive exchanges (Mubarik et al., 2021). These opposing tendencies can create friction and misunderstanding in collaborative settings. Moreover, differing views on hierarchy and authority, time orientation, and indirectness in speech were reported to obstruct effective workplace dialogue (Nielsen, 2019).

A significant finding is that lack of familiarity with local business customs further complicates intercultural exchanges. For instance, employees or managers unfamiliar with local etiquette may inadvertently breach social norms, causing discomfort or conflict (Macnamara, 2020). These findings underline the necessity of intercultural communication training and the development of culturally competent leadership to bridge perceptual gaps.

Cultural Values and Internal Communication

The influence of cultural values on internal communication is profound and multifaceted. Divergences in value systems affect how communication is structured and interpreted within MNCs. In high power-distance cultures, for instance, junior staff may hesitate to voice concerns or provide feedback, fearing reprisal or disrespect. In contrast, egalitarian cultures encourage open dialogue and employee empowerment (Lashgari et al., 2018).

This mismatch in communication norms can contribute to dissatisfaction and disengagement. Employees feeling unheard or misunderstood are more likely to experience decreased trust and diminished organizational commitment (Schröder, 2022). Literature consistently emphasizes that fostering effective internal communication requires acknowledging and accommodating cultural diversity (Kopytowska et al., 2022). Establishing culturally adaptive communication protocols has been linked with improved morale, transparency, and performance across culturally heterogeneous teams.

Structural Barriers in Communication

Organizational hierarchy significantly influences the dissemination of information. MNCs characterized by rigid hierarchies typically experience top-down communication patterns, which inhibit feedback loops and delay information exchange (Park, 2017; Qing et al., 2022). This

structural rigidity may stifle innovation, limit frontline input, and create disconnects between headquarters and subsidiaries (Parida et al., 2021).

Conversely, flatter organizational designs support open communication and rapid knowledge sharing. Such structures enable cross-level interactions and encourage collective problem-solving, which is crucial in navigating the complexities of global business (Chau & Nacharoenkul, 2023; Weder, 2024). Notably, firms employing matrix or networked organizational structures were observed to exhibit more resilient communication flows, particularly in volatile markets.

Technological Enablers of Communication

The integration of digital communication tools has reshaped how MNCs address structural communication challenges. Platforms such as Slack, Microsoft Teams, and Zoom facilitate synchronous and asynchronous interactions across time zones and organizational levels (Shao & Janssens, 2021). Studies report that digital platforms enhance transparency, speed, and inclusivity, especially when coupled with proper training and usage policies (Williams, 2019).

Advanced information systems also allow for real-time collaboration and document sharing, minimizing delays and duplication of effort. These technologies empower employees to participate more actively in decision-making processes, thereby counteracting hierarchical communication bottlenecks. However, researchers caution that technological solutions must be culturally sensitive and user-friendly to realize their full potential (Podrug et al., 2021; He & Shuang, 2024).

Language Policy and Local Engagement

Adoption of English as the primary business language in MNCs has yielded mixed outcomes. While it facilitates uniformity and streamlines cross-border operations, it also marginalizes employees with limited English proficiency (Nielsen, 2019; Macnamara, 2020). Literature reveals that employees who struggle with English often report lower engagement, diminished participation, and weakened identification with organizational goals (Sanden & Kankaanranta, 2018).

This linguistic imbalance can undermine knowledge transfer, team cohesion, and talent retention. Some MNCs have addressed this issue through English training programs and by supporting bilingualism in internal communication (Suzuki et al., 2019; Mubarik et al., 2021). Promoting linguistic inclusivity fosters psychological safety, enhances collaboration, and affirms the value of diverse contributions (Haq et al., 2017).

Translating Strategic Messages

Translating core messages from headquarters to local subsidiaries remains a significant challenge. Cultural misalignment and contextual differences can distort strategic intentions during translation. Scholars emphasize that message translation extends beyond linguistic accuracy; it requires

interpreting cultural nuance and aligning messages with local values (Larsen et al., 2017; Bjørge & Whittaker, 2015).

When local contexts are disregarded, strategic messages may be misunderstood or resisted. Effective translation strategies involve local communication experts, stakeholder input, and iterative feedback loops. These practices help ensure message fidelity while fostering local receptivity (Qing et al., 2022). MNCs that prioritize culturally aware translation protocols are better equipped to sustain strategic coherence and stakeholder trust across borders.

Global vs Local Communication Strategies

A prominent theme in the literature concerns the tension between global standardization and local adaptation in communication strategies. Global strategies aim to maintain a consistent corporate identity and leverage scale efficiencies. However, they may falter when cultural and contextual variations are overlooked (Podrug et al., 2021; Shao & Janssens, 2021).

Local strategies, by contrast, offer responsiveness and relevance. Tailoring communication to regional sensibilities enhances acceptance, fosters engagement, and supports relational marketing efforts (Sumelius et al., 2019). Hybrid strategies that blend global consistency with local flexibility are increasingly recommended. Studies show that MNCs employing such integrated approaches report higher performance metrics and employee satisfaction (Qing et al., 2022).

Geographical Adaptation and Cultural Sensitivity

Effective communication in MNCs also requires geographical customization. Studies from Asia, Africa, and Europe indicate that successful communication strategies adapt language, channel selection, and message framing to local cultural frameworks (Nielsen, 2019; Sanden & Kankaanranta, 2018). For instance, involving local staff in message development or decision-making can build trust and ownership (Haq et al., 2017).

Bilingual practices, such as including local languages alongside English in internal and external communications, signal respect and inclusion (Bjørge & Whittaker, 2015; Ejemeyovwi et al., 2021). These adaptations were particularly effective in improving stakeholder relationships and reducing turnover among local staff. Research highlights that when MNCs demonstrate cultural humility and adapt to local realities, they are more likely to sustain long-term operational success (Weder, 2024; Lashgari et al., 2018).

In summary, the literature underscores that communication in MNCs is shaped by a complex interplay of cultural, structural, and linguistic factors. Navigating these dynamics requires intentional strategies, inclusive practices, and culturally attuned leadership. The next section discusses these findings in relation to broader theoretical frameworks and proposes actionable recommendations for practitioners and scholars.

The results of this study align with and extend existing literature on intercultural communication within multinational corporations (MNCs), particularly in recognizing the centrality of linguistic

and cultural barriers. Research by Angouri and Miglbauer (2014) emphasized that stylistic differences in communication, such as directness versus indirectness, significantly influence employee interactions across cultural backgrounds. This notion was reinforced by the present study, which highlights that mismatched communication expectations and cultural misalignment impede collaborative efforts and knowledge exchange. Language remains a salient obstacle, particularly where proficiency in English—the lingua franca of many MNCs—varies. Yet, the study offers a nuanced insight that challenges previous pessimistic views on English language dominance. Rather than alienating employees, the use of English may, in fact, empower local employees to expand their skills and enhance engagement, provided they receive adequate support (Nielsen, 2019).

This perspective resonates with Angouri and Miglbauer (2014), who documented diverse workplace language practices, indicating that the implications of using English are context-dependent. Our findings indicate that local employees often embrace the opportunity to develop language competencies, which, when institutionally supported, can serve as a bridge rather than a barrier. Moreover, this engagement is enhanced when MNCs integrate culturally sensitive strategies that reflect local values and practices. Research by Kumar et al. (2023) and Chau and Nacharoenkul (2023) supports this claim, suggesting that localized communication strategies lead to improved operational continuity and organizational cohesion.

Similarly, findings on hierarchical structures restricting information flow reflect a broader concern in communication studies. Suzuki et al. (2019) argue that rigid hierarchies obstruct bidirectional communication, often isolating decision-makers from operational realities. This study corroborates those observations, showing that in MNCs with vertical structures, top-down communication predominates, while feedback loops are limited. This gap undermines employee morale and delays adaptive responses to emerging issues. A flatter organizational structure, conversely, facilitates dynamic and timely communication across departments and geographies (Parida et al., 2021; Weder, 2024).

Technological systems have been identified as instrumental in bridging these structural divides. Studies by Shao and Janssens (2021) and Williams (2019) have illustrated how real-time communication platforms reduce the inertia in information flows across cultural and regional boundaries. The current review reinforces this claim, emphasizing that platforms like video conferencing and collaborative digital workspaces provide inclusive channels that democratize communication. Such technologies also empower frontline employees to participate in strategy-related conversations, fostering a sense of inclusion and responsiveness (Podrug et al., 2021; He & Shuang, 2024).

Nevertheless, systemic challenges persist. Language remains a double-edged sword. While English streamlines global communication, it can marginalize employees who lack fluency. Prior studies have emphasized this point (Suzuki et al., 2019; Mubarik et al., 2021), and our findings add that a solution lies in complementary language support programs. Training should not merely teach English but also celebrate multilingualism, leveraging local languages in operational contexts to enhance comprehension and morale (Haq et al., 2017).

Further complications arise in translating strategic messages. As Bjørge and Whittaker (2015) note, translation is not merely lexical but deeply cultural. Our findings show that the misinterpretation of translated content—owing to divergent contextual cues—can compromise the strategic intent of messages. Thus, culturally attuned communication strategies are imperative. Qing et al. (2022) emphasize the need for translators and communicators to be well-versed in both organizational and regional cultural norms to prevent distortion of intended meanings. This is especially critical when headquarters disseminate strategic goals to geographically dispersed subsidiaries.

The duality between global and local communication strategies presents another layer of complexity. While global strategies promise brand consistency and centralized efficiency, they can fail to resonate with local stakeholders. Our review confirms the critique by Weder (2024) and Sumelius et al. (2019) that local adaptation is indispensable for effective engagement. Indeed, local responsiveness fosters trust, inclusivity, and alignment with regional operational realities. Podrug et al. (2021) noted that MNCs which successfully hybridize global goals with local execution see improved employee satisfaction and market penetration.

This hybridity also involves pragmatic linguistic adjustments. Ejemeyovwi et al. (2021) and Bjørge and Whittaker (2015) argue that bilingual communication practices signal respect for local identity. Our findings extend this insight by demonstrating that the deliberate inclusion of local languages in internal communications strengthens employee identification with organizational values. This strategy mitigates alienation and nurtures a more cohesive organizational culture across borders.

In analyzing how internal policies and organizational structures influence communication effectiveness, this study highlights the importance of flexible frameworks. Rigid, one-size-fits-all communication models are increasingly incompatible with the diversity of modern MNC workforces. Supporting findings by Marschlich and Ingenhoff (2022), we argue that internal policies must allow for contextual adaptation. When employees are granted discretion to tailor messages based on cultural norms, communication becomes more resonant and impactful.

Training initiatives emerge as a vital component of this adaptive approach. As Haq et al. (2017) and Lipiäinen et al. (2014) assert, cross-cultural training enhances employees' capacity to interpret and respond to diverse communicative cues. The current review affirms that such training is indispensable not only for expatriates but also for local staff, who must navigate corporate expectations while honoring cultural sensibilities. Furthermore, realistic scenarios and simulation-based learning modules are recommended to prepare employees for nuanced communication challenges.

Technological investment is another salient recommendation. Woo and Giles (2017) underscore the role of digital platforms in fostering inclusive communication. Building on this, our review indicates that when technology is paired with policy reform—such as promoting inclusive language use and supporting decentralized dialogue—it can substantially elevate communication quality within MNCs.

Nonetheless, certain limitations warrant consideration. The literature predominantly focuses on Western MNCs, potentially skewing the understanding of intercultural communication toward Eurocentric models. Moreover, empirical studies on non-Western MNCs remain sparse,

highlighting a gap that future research must address. Also, while most literature acknowledges the significance of cultural diversity, fewer studies delve into intersectionality—such as how gender, ethnicity, and generational differences intersect with communication practices in MNCs. These gaps underline the need for more granular, intersectional research that transcends binary cultural frameworks.

Future investigations should explore comparative studies across diverse MNCs to uncover nuanced strategies that have emerged organically within varied cultural contexts. Longitudinal studies would also be beneficial in tracking how communication strategies evolve in response to global crises or organizational change. Importantly, methodological innovations such as digital ethnography and AI-assisted discourse analysis could deepen our understanding of real-time communication dynamics in global corporations.

CONCLUSION

This narrative review has explored the multifaceted challenges and strategies in communication within multinational corporations (MNCs), particularly focusing on intercultural dynamics and structural barriers. The results confirm that language differences, cultural values, and organizational hierarchies are critical factors that hinder effective internal communication. The discussion highlighted how these elements intersect with systemic structures and influence employee engagement, message clarity, and organizational cohesion. Despite the global adoption of English as the business lingua franca, its uneven proficiency across local employees often creates a sense of exclusion, which can undermine collaboration. However, when supported with language training and inclusive communication policies, English usage can also enhance cross-border knowledge transfer and staff integration.

The study underscores the urgency of addressing these persistent challenges through strategic policy interventions. Organizations should promote flatter hierarchies, implement context-sensitive communication strategies, and invest in intercultural training programs. Emphasis must be placed on adaptive communication practices that balance global consistency with local responsiveness. To address existing limitations, future research should examine longitudinal impacts of intercultural training, the effectiveness of bilingual communication in MNCs, and the evolving role of digital platforms in global-local communication alignment.

Ultimately, creating inclusive communication ecosystems where cultural diversity is seen as an asset rather than a barrier is essential for improving operational effectiveness and sustaining competitive advantage in multinational environments.

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