A strategic role of multilingualism in international business growth: A case of Dar es Salaam, Tanzania

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ABSTRACT

International business operates in a linguistically and culturally diverse context where multilingualism has become an important tool. Apart from this experience, there are few empirical studies on the contribution of multilingualism to international business growth in emerging markets, including Dar es Salaam, Tanzania. Then, this study was meant to scrutinise the influence of multilingual competence on international business growth in Dar es Salaam. This study assessed multilingual practices and their influence on international business growth. A descriptive research design was used, accompanied by a quantitative research approach. A total of 278 respondents were selected through stratified random sampling: business managers, directors, sales and logistics personnel, and customers. Structured questionnaires were used to collect data, which were later analysed using descriptive statistics (correlation, reliability, and multiple regression through SPSS). The findings indicate that the most widely used multilingual practices were language localization, multilingual customer service systems, translation of business documents, digital multilingual platforms, and the use of English as a corporate language. Also, the findings suggest that multilingual practices influence international business growth through enhancing effective negotiation, partnership development, and internationalization efforts. The findings indicate a Cronbach's alpha of 0.87, a strong internal consistency of the variables. The internationalization efforts exhibited the strongest association with business growth ($r = 0.83$). The study demonstrates that all multilingual strategy variables explain 60.2% of the variance in international business growth ($R^2 = 0.602$; adjusted $R^2 = 0.596$), while the overall regression model was statistically significant ($F = 96.214$, $p < 0.001$). The strongest predictor was Internationalization efforts ($\beta = 0.388$), followed by negotiation effectiveness ($\beta = 0.302$) and partnership development ($\beta = 0.289$). Therefore, multilingual competencies are the strategic capabilities that reinforce communication, partnerships, negotiation outcomes, and access to international markets. Businesses should therefore integrate multilingual recruitment, language training, translation and localization, multilingual customer engagement, and digital language capabilities into their internationalization strategies. Government agencies should also support businesses through intercultural communication, translation and localization initiatives.

Keywords: Multilingualism, Business Growth, Internationalization, Negotiation Effectiveness, Partnership Development

I. INTRODUCTION

Global business operates in a complex context of different cultural backgrounds, globalization, and technological impacts. The situation is much worse for emerging businesses in global markets, with significant challenges such as communication barriers and organisational issues. The situation makes language a strategic factor in international competitiveness. A multilingual strategy critically influences how businesses enter, function, and grow in global markets (Brannen et al., 2014).

International businesses operate by interacting with global regulators, suppliers, customers, and partners from diverse languages, leading to communication barriers in negotiation, trust-building, and coordination (Tenzer et al., 2017). Multilingualism enhances a business's competitiveness through linguistic features that are valued, rare, and tough to reproduce. Language competences facilitate improved interpretation of market data, customer relations, and effective decision-making (Tenzer et al., 2017).

From an international marketing perspective, a multilingual strategy enhances consumer behavior and brand awareness when customers feel free, comfortable, and satisfied with businesses using their mother tongue (de Mooij, 2019). This situation enhances international business negotiations, which often take place in complex contexts (Tenzer et al., 2017). Additionally, the use of multilingual strategies such as localizing digital platforms, staffing multilingual teams, and translating materials influences business transactions, reduces costs, and expands international business (Egger & Lassmann, 2015).

Furthermore, technology accelerates the significance of a multilingual strategy in international business. The introduction of e-commerce, digital platforms, and artificial intelligence has brought new opportunities for businesses

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to access international markets (Luo & Tung, 2018). The presence of multilingual platforms allows businesses to interact with different linguistic areas to overcome communication barriers.

Finally, a multilingual strategy impacts how businesses negotiate, communicate, market, and expand globally. It is a fundamental component of international business success. Therefore, a multilingual strategy is essential for managerial and business practices, even in emerging markets such as Tanzania.

1.1 Statement of the Problem

Although language has been recognised as the key factor for business growth and performance, there is inconsistency across many emerging economies, including Tanzania (World Bank, 2024). In Dar es Salaam, many businesses continue to experience slow growth, a limited market, and unsustainability, despite the availability of global opportunities (OECD, 2023). Previous investigations have associated these challenges with structural and institutional issues (UNCTAD, 2022). In emerging markets, including Tanzania, businesses operate in a context where several local and global languages are used, presenting a unique environment with limited potential to compete effectively in global markets. However, comparatively few studies have examined behavioural and relational capabilities, especially how multilingualism facilitates international business development. Therefore, this study is undertaken to address this gap by assessing how multilingual competence promotes international business growth at the Ubungo East Africa market. The following specific objectives were examined: the multilingual practices used by businesses in Dar es Salaam and the influence of multilingual strategies on international business growth.

II. LITERATURE REVIEW

2.1 Definition of Key Terms

Multilingual competence refers to the organizational capacity to use, coordinate, and manage multiple languages effectively in business communication and cross-border activities. It represents an underlying organizational capability that can support information sharing, coordination, relationship management, and international business activities (Brannen et al., 2014; Tenzer et al., 2017; Tenzer et al., 2021). In the context of this study, multilingual competence is viewed as a strategic organizational capability that enables firms to operate effectively across linguistically diverse markets.

Multilingual practices refer to the observable activities through which multilingual competence is applied in business operations. These include language localization, multilingual customer-service systems, translation of business documents, digital multilingual platforms, and the use of English as a corporate language. Such practices enable organizations to manage linguistic diversity, facilitate communication with international stakeholders, and support cross-border coordination (Brannen et al., 2014; Tenzer et al., 2017; Talukder & Barner-Rasmussen, 2024). The distinction is important because multilingual competence represents the underlying capability, whereas multilingual practices represent how that capability is operationalized in day-to-day business activities.

Multilingual strategies refer to deliberate managerial approaches for planning, organizing, and integrating multilingual practices into business operations to support organizational and internationalization objectives. These strategies may include formal corporate language policies, translation and localization systems, multilingual human-resource practices, multilingual customer engagement, and digital multilingual infrastructure (Brannen et al., 2014; Tenzer et al., 2017; Luo & Tung, 2018). Thus, multilingual strategies represent the managerial mechanisms through which multilingual competence and practices are aligned with broader business objectives.

International business growth refers to the expansion and improvement of a firm's business activities and performance across international markets. It may be reflected in the firm's ability to enter new foreign markets, expand international customer and partner networks, increase cross-border transactions, strengthen international relationships, and improve its overall international market presence. International business growth is therefore broader than short-term financial performance because it encompasses market expansion, internationalization, relationship development, and the firm's capacity to sustain operations across borders (Luo & Tung, 2018; Talukder & Barner-Rasmussen, 2024; Tibrewal et al., 2024). In this study, international business growth is operationalized through the firm's reported international business growth outcomes in relation to negotiation effectiveness, partnership development, and internationalization efforts.

2.2 Theoretical Review

2.2.1 The Resource-Based View (RBV)

The study was explicitly guided by the Resource-Based View (RBV) of the firm proposed by Barney (1991). RBV explains how businesses achieve sustained competitive advantage through valuable, rare, inimitable, and non-substitutable resources and organizational capabilities (Barney, 1991; Barney & Hesterly, 2019). In this study, multilingual competence is conceptualized as an organizational capability that can be developed through multilingual human capital, language training, translation and localization systems, multilingual customer-service arrangements,

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and digital language capabilities. These resources can enable businesses to communicate effectively with customers and business partners, reduce misunderstandings, strengthen relationships, improve negotiation outcomes, and facilitate access to international markets (Brannen et al., 2014; Tenzer et al., 2017).

The RBV provides the theoretical basis for linking multilingual capability to international business growth. Firms that develop and strategically deploy multilingual resources may be better positioned to respond to linguistically diverse markets and coordinate cross-border activities (Barney & Hesterly, 2019; Tenzer et al., 2021). The theory therefore explains why multilingual capabilities may constitute a strategic resource rather than merely a communication skill. This theoretical perspective provides the foundation for examining the association between multilingual practices and international business growth (Barney, 1991; Brannen et al., 2014).

2.2.2 Communication Accommodation Theory

As for the Communication Accommodation Theory (CAT), it implies that speakers tend to accommodate others' linguistic patterns to minimize or maximize their interlocutors' linguistic and social differences. In other words, applying CAT to the focal research topic implies that firms can facilitate their international business operations and achieve success by introducing specific accommodation strategies to meet the linguistic requirements of diverse customers, partners, and other stakeholders. Indeed, multilingual practices such as holding conversations with customers and partners in their languages, providing local market-related content and marketing materials, and using various languages in electronic communication enable firms to internationalize their business and better address the specific demands of customers and partners. For instance, Giles et al. (2023) underline that CAT is relevant to a wide range of languages and cultures as well as diverse social groups and modern communication practices. At the same time, the researchers note that linguistic accommodation is associated with many factors, including intercultural business communication, social interaction, and power dynamics (Ivanova-Gongne et al, 2023). Thus, in terms of CAT, linguistic accommodation helps firms meet the expectations of diverse stakeholders, facilitate positive interactions and negotiations, build mutually beneficial relationships, and gain a competitive advantage. Overall, multilingualism and translanguaging contribute to international business success by helping firms accommodate their customers, partners, and other stakeholders both linguistically and culturally.

2.2 Empirical Review

The concept of multilingualism has been studied from diverse disciplinary perspectives. Aronin (2019) discusses multilingualism as the use of three or more languages and emphasizes its multidimensional nature. In this study, multilingualism is understood as an organizational capability involving the use and management of multiple languages for communication and business activities.

There are two forms of multilingualism: individual multilingualism, which is when an individual masters and demonstrates correct use of more than three languages. Societal multilingualism is a particular group that has the competence to use different languages, especially when the society establishes both structured and unstructured means of communication. The society has a mandate to determine language, attitudes, policies, behaviour, and the assumptions for each feature, view, figure, or idea (Aronin, 2019).

Societal multilingualism has been divided into two categories: the first is proximate multilingualism, where many languages coexist in a community without the need for all of them to be officiated/used by all people. The second is integrative multilingualism, where society officiates three or more languages. This necessitates citizens to master all languages for good interaction and service access as a result of excessive immigration and globalization effects (advancement of technologies) (Aronin, 2019). The integrative and proximate forms of multilingualism are at opposite extremes of a continuum; there is a range of intermediate forms – less integrative and more integrative – in between.

In an international business context, multilingualism refers to planned organizational mechanisms for utilizing linguistic diversity globally. Language is a strategic instrument for legitimacy, coordination, and performance in multinational enterprises (Brannen et al., 2014; Tenzer et al., 2017).

2.2.1 The Multilingual Practices in International Business

International businesses adopt several multilingual practices, such as formal corporate language policies. Many businesses have established a clear language for communication in different capacities (local and foreign) to remove communication barriers (Tenzer et al., 2017; Brannen et al., 2014).

The second practice is systematic translation and localization, where agreements, product guides, packaging, communication platforms, and marketing resources are translated and localized for both the mother tongue and other languages to influence trust and reduce business costs (De Mooij, 2021; Egger & Lassmann, 2015). Third, employing multilingual and talent management personnel for effective cross-cultural communication (Tenzer et al., 2017). The fourth one is multilingual customer service systems established for call centres, digital platforms, and follow-up operations in a multilingual context to increase clients' satisfaction and retention (de Mooij, 2019).

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The fifth is multilingualism in marketing and branding, where e-content, advertisements, campaigns, and social media are linguistically customized to achieve brand legitimacy and market reception (Brannen et al., 2014). Sixth is multilingual negotiation and partnership, engaging linguistically capable individuals in international negotiations, joint ventures, and dealer communications, which facilitate trust and clarity (Tenzer et al., 2017)). Seventh, multilingualism in knowledge management systems, where internal databases, training resources, and technical documentation facilitate information sharing, such as innovation transfer and organizational integration (Tenzer et al., 2017; Brannen et al., 2014).

Eighth, compliance-oriented multilingualism ensures that documents, guidelines, and regulatory disclosures are legally protected, thereby increasing legitimacy (Luo & Tung, 2018). The last one is a digital multilingual infrastructure that uses multilingual websites, region-specific domains, multilingual SEO strategies, and AI-supported translation systems to increase international competitiveness and market penetration (De Mooij, 2021; Luo & Tung, 2018).

Collectively, these multilingual practices decrease liability of foreignness, improve relational capital, and support sustainable international business development. These practices can be operationalized as quantifiable concepts such as the existence of a formal language policy, degree of localization, proportion of multilingual staff, language training investment, and multilingual digital presence (Tenzer et al., 2017).

Multilingual strategies are managerial approaches enabling businesses to function smoothly in a diverse linguistic market (Brannen et al., 2014; Tenzer et al., 2017). There are several multilingualism strategies established by different scholars: Language localization, corporate language policy, Multilingual human capital, Multilingual customer engagement, Digital multilingual infrastructure, Multilingual negotiation and partnership, Knowledge management and translation systems, and Compliance and regulatory language (Egger & Lassmann, 2015; Harzing & Pudelko, 2016; Brannen et al., 2017; Brannen et al., 2017; Tenzer et al., 2017; Luo & Tung, 2018; De Mooij, 2021).

2.2.2 The Influence of Multilingual Strategies on International Business Growth

Multilingual competence enhances effective international business negotiation through an appropriate language for information exchange, interaction, and bargaining. The use of an appropriate language reduces language barriers in global businesses. The use of appropriate language in negotiation influences positive outcomes, emotional intelligence, and managing reactions during negotiation (Lee et al., 2024). Furthermore, multilingual competence expands language choice, promoting effective sharing of information and negotiation outcomes (Diaz, 2024). Multilingual competence strengthens businesses' ability to secure good deals and achieve positive outcomes internationally.

Multilingual competence promotes the development of partnerships by enabling effective communication, building trust, sharing knowledge, and building relationships with foreign business partners. Multilingualism facilitates effective communication with stakeholders from diverse linguistic and cultural backgrounds. Language choices are strongly associated with external resource sharing, and multilingual approaches are used in international businesses (Talukder & Barner-Rasmussen, 2024). Furthermore, studies on languages' operative capacity in SMEs found that organizational language competence is associated with international networking capability and the strategic importance of language resources in building cross-border business relationships (Tibrewal et al., 2024).

Multilingual competences promote international business growth by enhancing a business's capacity to communicate in diverse markets, understand customer requirements, build up international relationships, and coordinate its cross-border operations. As multilingualism goes beyond an ordinary means of communication, it is a strategic resource for businesses to access markets and a competitive advantage. Also, language choices impact the success and survival of international businesses by balancing internal language competence and the linguistic diversity of stakeholders (Talukder & Barner-Rasmussen, 2024). Hence, companies that intentionally incorporate multilingual practices into their international operations are better placed to expand their market presence and to maintain international business growth.

Multilingual strategies enhance income generation by accessing larger markets, expanding exports, building better customer relationships, and participating effectively in international business transactions. If a business communicates in the client's language, it promotes products and services effectively. Language competence facilitates business performance in terms of exporting and international networking abilities (Tibrewal et al., 2024).

2.3 Conceptual Framework

The following conceptual framework demonstrates that multilingual strategies, reflected in language localization, multilingual customer service systems, translation of business documents, digital multilingual platforms, and English as a corporate language, are associated with international business growth. Negotiation effectiveness, partnership development, and internationalization efforts are treated as strategic business mechanisms/dimensions through which multilingual capability is reflected in the growth process.

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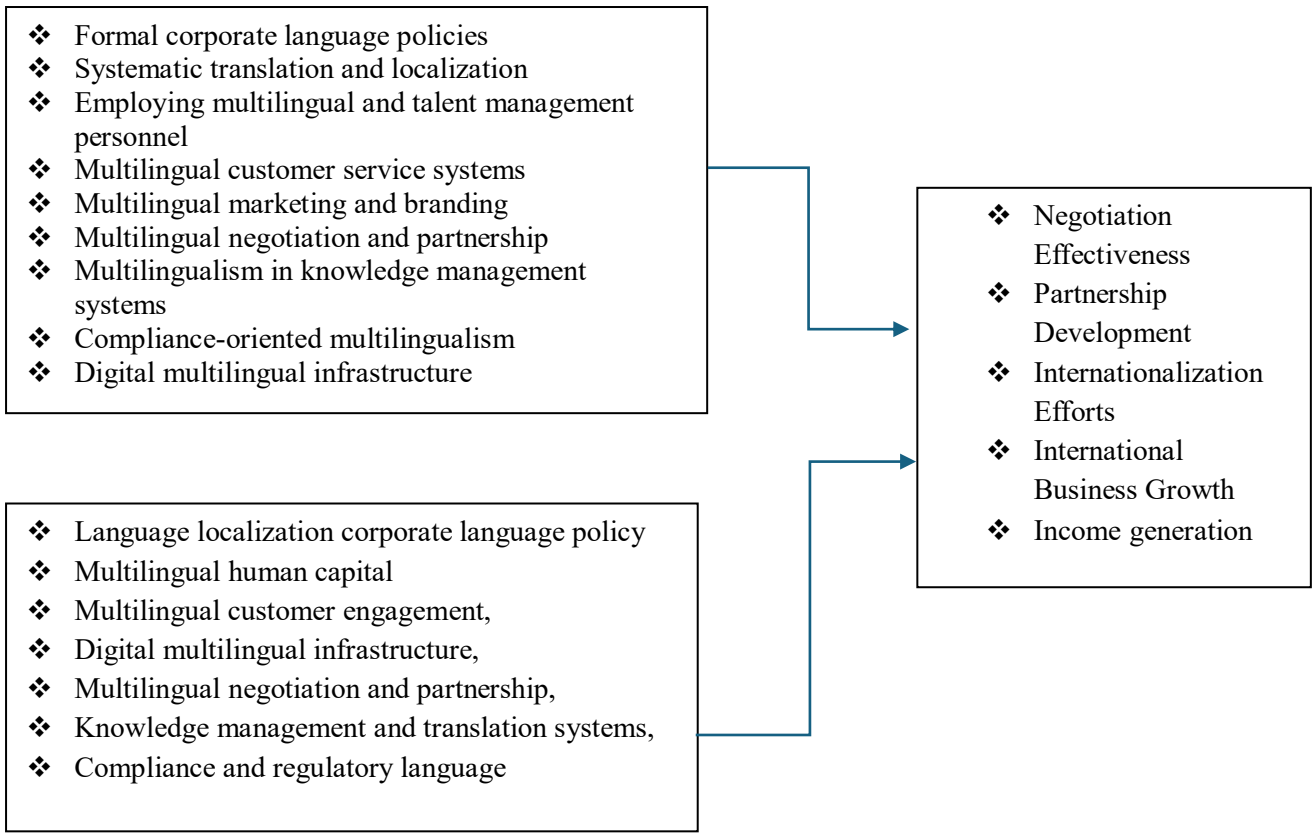


Figure 1
Conceptual Framework

III. METHODOLOGY

3.1 Research Design

A descriptive research design was adopted to determine the relationship between multilingual strategies and international business growth (Creswell & Creswell, 2018; Saunders, Lewis, & Thornhill, 2019). The design was used because of the flexibility of using quantitative data to explain the relationship between two variables by establishing patterns and the magnitude of the relationship statistically.

3.2 Area of Study

The study was conducted in Dar es Salaam, the key commercial centre holding multinational companies' riches in linguistic varieties, including multilingualism (UNCTAD, 2023). The location was suitable for examining multilingual competences used by businesses in Dar es Salaam.

3.3 Target Population

The study engaged managers, directors, sales, logistics personnel, and customers who are responsible for daily activities, including communication, negotiations, and bargaining Brannen et al., 2014).

3.4 Sample Size and Sampling Techniques

A total of 200 respondents were selected using stratified random and purposive sampling techniques to ensure both significance and representativeness (Kothari, 2004; Saunders et al., 2019). The target population comprised 278 potential respondents, including business managers, directors, sales and logistics personnel, and customers involved in business communication, negotiation, and international business activities. A sample of 200 respondents was selected using stratified random and purposive sampling techniques (subset of 10 interviewees). The final analysed sample was therefore 200 respondents.

3.5 Data Collection Methods

3.5.1 Structured Questionnaires

Structured questionnaires were developed to collect quantitative data on multilingual practices and their relationship with international business growth. The design of the instrument was guided by the study's objectives,

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research questions, conceptual framework, and relevant academic literature. It included items assessing various aspects of multilingualism, such as language localization, multilingual customer support, translation of business documents, use of digital multilingual tools, and the role of English as a corporate language. Parallel items evaluated key elements of international business expansion, including negotiation strategies, partnerships, internationalization efforts, market reach, and revenue generation. Respondents expressed their views by selecting options on a Likert-type scale, with responses later converted into numerical values for statistical processing. Questionnaires were deemed suitable for this research due to their ability to yield standardized responses across participants, minimize observer bias, and produce quantifiable data amenable to analysis (Creswell & Creswell, 2018). Before full deployment, a pilot test was carried out to assess the clarity, relevance, and consistency of the items. Feedback from individuals outside the main sample informed revisions, allowing for refinements before final administration (Hair et al., 2019). Internal consistency of the questionnaire items was evaluated using Cronbach's alpha, with a threshold of 0.7 indicating acceptable reliability (Hair et al., 2019). The finalized version was then distributed to the selected participants, and the collected data were analyzed using descriptive statistics—such as frequencies, percentages, means, and standard deviations—as well as inferential methods like correlation and regression analyses to explore how multilingual practices influence international business growth.

3.5.2 Interview

Interviews served as a supplementary data collection method to obtain detailed qualitative insights from participants regarding the impact of multilingualism on international business expansion. This approach enabled the researcher to explore respondents' viewpoints, experiences, and attitudes toward various language-related practices—such as localized communication, multilingual customer support, translated business materials, multilingual digital tools, and the preference for English—and how these influence negotiations, partnerships, global market entry, and revenue generation. A semi-structured format was chosen, as it combines predefined questions with the flexibility to pursue follow-up inquiries and clarify ambiguous responses. This method supports a deeper understanding of individual perspectives and yields richer data than surveys alone (DeJonckheere & Vaughn, 2019; Kallio et al., 2016). The resulting qualitative data were examined through thematic analysis and then combined with quantitative findings to form well-rounded conclusions about the role of multilingualism in fostering international business growth.

3.6 Data Analysis

Quantitative data were processed using the Statistical Package for the Social Sciences (SPSS). Descriptive statistics—such as frequencies, percentages, means, and standard deviations—were used to outline participant characteristics and summarize perspectives on multilingual practices and international business development. To examine connections between the study's variables, inferential statistical techniques were applied. Correlation and regression analyses were conducted to evaluate the strength and direction of the relationships between multilingualism and business expansion across borders. The regression models tested how effectively different aspects of multilingualism predicted growth in international operations, while controlling for other influencing factors (Field, 2018). Key statistical outputs—including regression coefficients (β), R, R^2, adjusted R^2, and the F-statistic—were computed to assess how much of the variation in international growth could be attributed to multilingual factors and whether these associations were statistically significant.

In the qualitative strand, interview transcripts were analyzed using thematic analysis to detect common themes. Following transcription of audio recordings, content analysis was employed to code the data and organize it according to identified themes. The resulting qualitative insights were then integrated with the quantitative results to provide a more comprehensive interpretation of the relationships among the variables. Regression analysis is commonly used in organizational and international business studies to explore how predictor variables relate to outcomes (Field, 2018), while content analysis is a recognized approach for uncovering meaningful patterns in qualitative interview material (Braun & Clarke, 2021).

IV. FINDINGS & DISCUSSION

4.1 DEMOGRAPHIC

Figure 1 presents the demographic distribution of the respondents by gender. The distribution of respondents by gender indicates that 118 (59%) were male, while 82 (41%) were female respondents.

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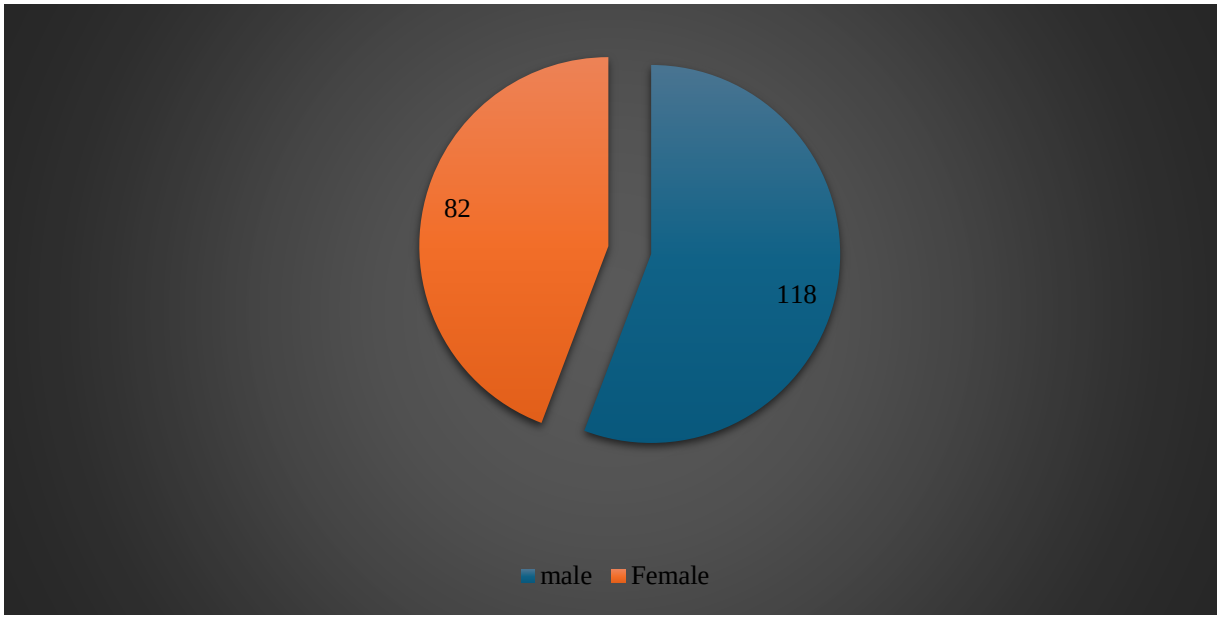


Figure 1
Demographic Distribution

This distribution should be interpreted in light of evidence that women entrepreneurs in Tanzania continue to face structural and institutional barriers affecting enterprise participation and growth (ILO, 2014). Therefore, the distribution provides a demographic basis for examining multilingualism as a component of international business growth. The quantitative data included 200 participants who completed questionnaires, while qualitative data were collected from a subset of 10 interviewees with relevant knowledge and experience on multilingual practices used in international businesses. The qualitative data gathered through interviews served to expand upon and clarify the findings from the quantitative analysis. Rather than forming an independent set of insights, the interview data were used specifically to interpret and contextualize the numerical results.

4.2 Multilingual Practices

Table 1presents the descriptive statistics of the multilingual practices adopted by businesses in Dar es Salaam.

Table 1
Multilingual Practices

Multilingual practice	Mean	Std. Deviation
Language localization	3.86	0.82
Multilingual customer service systems	3.79	0.86
Translation of business documents	3.91	0.79
Digital multilingual platforms	3.88	0.81
English as a corporate language	4.12	0.73
Overall multilingual practices	3.91	0.8

Table 1 shows the overall mean of 3.91, indicating that in Dar es Salaam, businesses use multiple multilingual practices to interact with both local and foreign customers. It has been confirmed that businesses do not use a single language strategy, but as many strategies as possible, such as multilingualism. Many businesses show the highest use of English as a medium of communication (M = 4.12, SD = 0.73), and one respondent also said, "*English makes it easier for us to communicate with international partners"*. However, English alone does not meet linguistic needs; it stands as a major medium of communication globally for effective communication, negotiation, documentation, and stakeholder engagement.

Other multilingual practices were translation, which scored (M = 3.91, SD = 0.79), indicating that businesses translate their content to suit the audience; digital multilingual platforms (M = 3.88, SD = 0.8); also, one respondent stated that "*digital platforms can translate more than one language and hence simplify communication"*. This indicates effective utilization of social media, websites, and digital platforms with multilingual capacities to interact with customers.

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Localization (M =3.86, SD = 0.82), and one respondent said, *"the use of understandable language and expressions creates comfort to negotiate products and services in detail."* This indicates that businesses customize their content to suit the linguistic characteristics of a particular market. All the findings align with Brannen et al. (2017) and Tenzer et al. (2017), who found that language is a strategic asset in international business by enhancing information sharing, maintaining relationships, coordination, and market engagement.

4.3 Multilingual Practices

Table 2 presents the descriptive statistics for the key international business outcome variables, including negotiation effectiveness, partnership development, internationalization efforts, and international business growth.

Table 2

Descriptive Statistics of Multilingual Practices

Variable	Mean	Std. Deviation	Min	Max
Negotiation Effectiveness (NE)	3.82	0.61	1.45	4.98
Partnership Development (PD)	3.91	0.59	1.52	4.97
Internationalization Efforts (IE)	4.03	0.58	1.6	5
International Business Growth (IBG)	3.98	0.55	1.55	4.95

The data indicate that all items are valued above the midpoint (3.0), signifying that respondents agree that multilingual strategy practices are used in international business outcomes. This suggests that businesses moderately implement multilingual-related practices that powerfully support international business operations. In international business literature, such positive mean scores are interpreted as evidence that language capability is embedded in organizational processes and contributes to market performance (Brannen et al., 2014). Furthermore, multilingual capability is often associated with improved coordination and market responsiveness, especially in cross-border environments (Tenzer et al., 2017).

4.3 Reliability Test (Cronbach's Alpha)

Table 3 presents the internal consistency reliability of the multilingual strategy measurement scale using Cronbach's alpha.

Table 3

Reliability Test

Scale	Cronbach's Alpha	Items
Multilingual Strategy Scale	0.87	4

The reliability coefficient of 0.87 indicates strong internal consistency. According to Hair et al. (2019), values above 0.70 are acceptable, confirming that the instrument is reliable. This means that the items used to measure multilingual strategy constructs are consistent, suitable for further statistical analysis, and reflect true associations among variables (Field, 2018).

4.4 Relationship between Multilingual Competence and International Growth

Pearson correlation coefficients were conducted to show the relationships among negotiation effectiveness, partnership development, internationalization efforts, and international business growth as shown in Table 4.

Table 4

Correlation Analysis

Variable	NE	PD	IE	IBG
NE	1	0.69	0.72	0.76
PD	0.69	1	0.75	0.8
IE	0.72	0.75	1	0.83
IBG	0.76	0.8	0.83	1

Table 4 shows that Internationalization Efforts and International Business Growth (r = 0.83), Partnership Development (r = 0.80), and Negotiation Effectiveness (r = 0.76) show the strongest relationships. This proves that the stronger the multilingualism, the stronger the international business growth. Businesses with an effective multilingual strategy are expected to do better in global business. These findings align with Egger and Lassmann (2015), who suggest that language similarity decreases business costs and upsurges trade flows. Furthermore, multilingual strategy

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promotes positive business interactions, as Tenzer et al. (2017) highlighted that a common language improves trust and advances cross-border negotiation results. Generally, the correlation signifies that multilingual strategy is positively influenced by international business operations (Tenzer et al., 2017).

4.5 ANOVA Results

Table 5 presents the ANOVA results assessing the overall statistical significance of the multiple regression model predicting international business growth.

Table 5

ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.418	3	17.473	96.214	0
Residual	35.112	196	0.179		
Total	87.53	199			

Table 4.5 shows the statistical significance of the model ($F = 96.214$, $p < 0.05$), indicating that multilingual strategy variables significantly predict international business growth and that the regression model is valid and reliable. This finding supports Brannen et al. (2017) that multilingual competence is an essential strategic asset influencing business performance in international markets.

4.6 Multiple Regression Analysis

Multiple regression analysis was conducted. Table 6 presents the multiple regression model summaries, including the R, R^2, and adjusted R^2 values, indicating the explanatory power of the multilingual strategy variables.

Table 6

Model Summary

R	R Square	Adjusted R-Square
0.776	0.602	0.596

Table 6 shows an R-squared value of 0.602, indicating that multilingual strategy variables explain 60.2% of the variation in international business growth. This finding confirms that multilingual competence is a key factor for international business success. Therefore, the findings confirm a powerful explanatory effect; the level is strong in social science and international business studies, where multiple external and internal factors affect business performance (Saunders et al., 2019).

Table 7

Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.612	0.184	—	3.326	0.001
NE	0.284	0.051	0.302	5.569	0
PD	0.271	0.049	0.289	5.531	0
IE	0.361	0.055	0.388	6.564	0

Table 7 indicates that all variables are statistically significant ($p < 0.05$). Internationalization efforts were the strongest predictor ($\beta = 0.388$), followed by negotiation effectiveness ($\beta = 0.302$) and partnership development ($\beta = 0.289$). Holding the other variables constant, a one-unit increase in negotiation effectiveness was associated with a 0.284-unit increase in international business growth; a one-unit increase in partnership development was associated with a 0.271-unit increase; and a one-unit increase in internationalization efforts was associated with a 0.361-unit increase. The data prove that multilingual competences significantly impact international business growth. Internationalization efforts are the most influential predictor, followed by negotiation effectiveness and partnership development. The findings align with Brannen et al. (2017), who found that language is a tactical resource for effective business performance and global international competitiveness.

4.7 Regression Equation

To quantify the contribution of the independent variables to international business growth, a multiple regression model was estimated. The regression equation was used to determine the direction and magnitude of the

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effects of negotiation effectiveness, partnership development, and internationalization efforts on international business growth. The estimated model is presented below:

$Y=\beta 0+\beta 1X1+\beta 2X2+\beta 3X3+\varepsilon$

$IBG=0.612+0.284NE+0.271PD+0.361IE+\varepsilon$

Findings indicate that all independent variables positively facilitate international business growth. This signifies that multilingual competence functions as a compound strategic ability that improves international performance through effective communication, maintains trust, and supports business expansion in the competitive global market (Tenzer et al., 2017; Brannen et al., 2014).

4.8 Study limitations

The study had various limitations that should be considered while reviewing and assessing its results. Initially, it was a cross-sectional study, meaning that the obtained results describe the association between certain multilingual practices and international business growth at a specific moment. Accordingly, it does not consider the issue in terms of cause and effect. Secondly, it is important to note that the study relied on self-reported questionnaires with responses based on personal opinions and social desirability. Thirdly, it should be noted that the study was conducted in one region of Tanzania – Dar es Salaam. The results might not be generalized to other areas and other companies that operate there.

Another limitation is that the research was conducted within the borders of Tanzania, meaning that it does not account for factors specific to this country and its businesses. Although the regression model accounted for most of the variance in international business growth, there are still some factors that have not been considered, and the omitted ones might have a significant impact as well. Lastly, the quantitative study does not explain the relationship between multilingual practices, their adoption, and international business growth. Moreover, it does not take into account the perspective of customers and managers of companies, as well as explain their experiences. Therefore, future research should include a qualitative method, as well as consider more regions and even countries, and take into account other variables.

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

This study examined how multilingual competences influence international business growth in Dar es Salaam, Tanzania. The first objective was on the implementation of a multilingual strategy; it found that international businesses adopted numerous practices: language localization, multilingual customer service systems, translation of business documents, digital multilingual platforms, and the use of English as a corporate language. These practices were applied across businesses; larger businesses had more structured multilingual strategies compared to SMEs.

The second objective was the influence of multilingual strategies on international business growth: the study established a positive relationship between multilingual competence and international business growth. Businesses with stronger multilingual strategies improved international business growth through communication, reduced misunderstandings, faster agreement, and increased trust in international negotiations.

Furthermore, in internationalization efforts, the findings recognized that a multilingual strategy enables access to foreign markets, improves export performance, and increases customer access in global markets. Businesses that customised communication and employed multilingual marketing strategies. Generally, the findings confirmed that a multilingual strategy is a significant basis of international business expansion by improving communication, partnerships, and access to international markets.

5.2 Recommendations

International businesses should properly integrate a multilingual strategy into their daily practices. This comprises investment in employing multilinguals, multilingual training programs, localizing communication systems, and strengthening digital multilingual platforms for different markets. Government agencies should support the internationalization of local businesses by promoting intercultural communication training, translation, and localization of SMEs looking to access foreign markets. Furthermore, researchers should examine multilingual strategies in specific sectors or industries such as tourism, manufacturing, or digital services.

Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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