

Appendix 4: Comparison Literature and Empirical Research

Cultural or Coping aspect	Similarities between Literature and Empirical Research
High Power Distance & Preference for Hierarchy	Both the literature and empirical research indicate that African countries exhibit high power distance and a preference for hierarchy in the work environment.
Importance of age and titles in hierarchy	Both literature and empirical findings coincide on the importance attributed to age and titles in upholding hierarchical norms within African cultures, as observed by Western managers overseeing local teams in Uganda
Challenges with hierarchy	Both literature and empirical research indicate that the pronounced preference for hierarchy in African cultures may impede employee empowerment, a sentiment corroborated by empirical research in Uganda. Western managers specifically observe a reluctance among their local staff to speak up further impeding their empowerment.
High collectivism	The literature characterizes Africa, including Uganda, as high in collectivism, with a score of 30 (Rarick et al., 2013), a portrayal supported by empirical research in Uganda. This underscores a collaborative work environment among peers and a familial atmosphere.
Humanistic view	African countries are described in the literature as having humanistic views of leadership, a notion supported by empirical findings in Uganda.
Time perception	Literature and this empirical research state that while Western cultures prioritize punctuality and strict timelines, Ugandan culture demonstrates a more relaxed attitude toward time orientation, posing challenges for Western managers striving for efficiency in the workplace.
High context communication styles	Both literature and empirical research agree that communication styles tend to be high-context in African countries, as confirmed by Western managers in Uganda.
Need for crossvergence in leadership approaches	Both literature and empirical research advocate for a blend of Western and African cultures in leadership approaches, emphasizing the necessity of crossvergence for effective leadership in Africa.
Relationship building	Both literature and empirical research emphasize the importance of relationship building to navigate cross-cultural environments successfully.
Cross- cultural communication skills	Both literature and empirical research underscore the significance of valuing local communication styles and adapting accordingly to those styles.

Cultural or Coping aspect	Non-similarities between Literature and Empirical Research
Power Distance in Uganda	Literature research explicitly focused on Uganda indicates a low score for power distance (Rarick et al., 2013), which contrasts with this empirical research revealing that Western managers perceive a high power distance in the Ugandan work environment
Collective Decision-making	The literature indicates that collective decision-making in Africa involves everyone. However, this empirical finding specifies that decision-making among peers is more prevalent in Uganda, rather than across different hierarchical levels, diverging from the literature's portrayal.
Uncertainty Avoidance	Literature portrays uncertainty avoidance in Uganda at the moderate end (Rarick et al., 2013), yet this empirical research suggests Western managers perceive it to be higher due to a lack of risk-taking and innovation in local teams.
Feminine culture	While Rarick's research suggests a more masculine dimension for Uganda, emphasizing competitiveness, Western managers interviewed observe characteristics of a more feminine society. They note an avoidance of competition among teams and a strong inclination towards caring for one another.
Efficiency, Work Etiquette and tolerance for mistakes	The literature did not address cultural aspects concerning efficiency, work etiquette and tolerance for mistakes, yet Western managers leading local teams in Uganda identified these elements during empirical research.