Fungai B. Chigwendere

Towards Intercultural Communication Congruence in Sino-African Organisational Contexts

Tectum

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Fungai B. Chigwendere

Towards Intercultural Communication Congruence in Sino-African Organisational Contexts

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Fungai B. Chigwendere

Towards Intercultural Communication Congruence in Sino-African Organisational Contexts

Tectum Verlag

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Fungai B. Chigwendere

Towards Intercultural Communication Congruence in Sino-African Organisational Contexts

© Tectum – ein Verlag in der Nomos Verlagsgesellschaft, Baden-Baden 2018
Thesis from Rhodes University, Grahamstown, South Africa 2018

E-Book: 978-3-8288-7121-2

(Dieser Titel ist zugleich als gedrucktes Werk unter der ISBN 978-3-8288-4234-2 im Tectum Verlag erschienen.)

Umschlagabbildung: shutterstock.com © Likee68

Alle Rechte vorbehalten

Besuchen Sie uns im Internet
www.tectum-verlag.de

Bibliografische Informationen der Deutschen Nationalbibliothek
Die Deutsche Nationalbibliothek verzeichnet diese Publikation in der Deutschen Nationalbibliografie; detaillierte bibliografische Angaben sind im Internet über http://dnb.d-nb.de abrufbar.

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Abstract

Despite the prevalence of theories and research that could serve as guidelines for addressing intercultural communication challenges such as misunderstanding, ineffectiveness and inappropriateness in communication in Sino-African organisational contexts, the continued existence of these challenges suggests the inadequacy of such theories. Accordingly, in consideration of African and Chinese cultural perspectives, the aim of this study was to develop *a hybrid intercultural communication congruence (HICC) framework* in order to enhance intercultural communication and achieve intercultural communication congruence in Sino-African organisational contexts. In this study, intercultural communication congruence means effectiveness and appropriateness in intercultural communication. To achieve the study aim, an interpretive pragmatism paradigm was adopted, comprising a two-pronged approach of a synthesis of extant literature and theory as well as an empirical qualitative study, both underpinned by cross-cultural management theory. Based on the synthesis of literature and theory, a generic theoretical intercultural communication congruence framework underpinned by intercultural communication awareness – a state where communicants understand *communication orientation* and *manner of communication* in their own and their counterparts' culture – was developed. A further contribution was a theoretical contextualisation of the generic theoretical intercultural communication congruence framework, resulting in a theoretical framework for intercultural communication awareness in Western, African and Chinese cultures and a theoretical intercultural communication congruence framework *specific to Sino-African organisational contexts*. Thereafter, with the aim of validating the intercultural communication awareness dimension of the theoretical intercultural communication congruence framework *specific to Sino-African organisational contexts*, an empirical study was conducted with a sample of seven African and eight Chinese experts using in-depth interviews with open-ended and semi-structured questions. Based on qualitative content analysis, six intercultural communication awareness enablers or conditions that enable people to understand communication in different cultures and contexts for the purposes of attaining intercultural communication awareness emerged. These were *cultural orientation, manner of communication, orientation to rules and protocol, individual dispositions, intercultural communication influences* and *intercultural communication variations*. An integration of the intercultural communication awareness enablers into the generic theoretical intercultural communication congruence framework results in an updated generic theoretical intercultural communication congruence framework. Then, informed by the updated generic theoretical intercultural communication congruence framework, a further contribution of this study was an empirical verification of the intercultural communication awareness dimension of the

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

theoretical intercultural communication congruence framework *specific to Sino-African organisational contexts* to result in a final hybrid intercultural communication congruence framework for Sino-African organisational contexts supported by the perspectives of those involved in interaction, rather than predetermined standards of other cultures. Empirical findings suggest that both African and Chinese colleagues maintain a sense of collectivism in the Sino-African organisational context, although this is demonstrated differently. In addition, African colleagues display a blended manner of communication characterised by a mix of Western and African ways while the Chinese manner is contextual and governed by roles and relationships. In African culture, rules and protocol are negotiated, aimed at social maintenance, while strong cultural patriotism ensures strict adherence in Chinese culture. In respect of individual dispositions, African people are seen as open and accommodating while the Chinese disposition could be described as closed and ambiguous. Also evident in the findings is the existence of within-culture differences and influence of non-cultural factors on intercultural communication that should be addressed in order to achieve intercultural communication congruence. Finally, the frameworks developed and the methodological processes followed will stimulate academic debate and raise numerous questions for future research. Immediate future research could be geared towards refining the concepts of intercultural communication awareness, intercultural communication congruence and the hybrid intercultural communication congruence framework for Sino-African organisational contexts. At a management practice level, intercultural communication awareness insights provide a reference point for intercultural communication enhancement strategies and interventions in Sino-African organisational contexts.

Key Words: intercultural communication congruence, intercultural communication awareness, awareness enablers, Chinese, African, communication, culture.

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Acknowledgements

I owe a debt of gratitude to a number of people who made the completion of this thesis possible through their encouragement and support. Particularly, I would like to thank:

- My mom and late father for planting the seed, and instilling the belief that nothing is impossible.
- My supervisors, Professor Lynette Louw and Professor Terence Jackson, for their patience, guidance and support throughout the study.
- My daughter, Tanya for the little notes of encouragement when I was weary, *"mom, when you wake up please read your books, I know you can do it!"*
- My husband Mark, for your patience and 'playing mommy' when I could not be there.
- My siblings, Kudzai, Tinashe, Tatenda, Tandizani and late Gamuchiral for the prayers and encouragement when it was difficult to carry on.
- The men and women who took time to participate in the study.
- Li Yue and Angelique for the insights into Chinese culture and being reliable and dedicated research assistants.
- Judy and Naomi for all the administrative assistance and encouragement.
- Ruth Coetzee for the language and technical editing.
- The Lord Almighty, the author and finisher of my life, the giver of all things good.
- The Rhodes University Sandisa Imbewu Fund.
- Finally the financial assistance of the National Research Foundation (NRF) towards this research is hereby acknowledged. Opinions expressed and conclusions arrived at, are those of the author and are not necessarily to be attributed to the NRF. This work is based on the research supported in part by the National Research Foundation of South Africa for the Grant No. 93636.

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Table of Contents

Chapter 1: Introduction and Orientation 23

Introduction 23

1.1 Context and Background 24

1.1.1 Significance of the Sino-African context 24

1.2 The Research Problem 25

1.2.1 Contemporary approaches to and theories of intercultural communication 26

1.2.2 Intercultural communication congruence in Sino-African organisational contexts: the state of research 27

1.3 Research Aims and Objectives 30

1.3.1 Main study aim 30

1.3.2 Study of theory (literature study) aim 30

1.3.2.1 Objectives of the study of theory (literature study) 31

1.3.2.2 Theoretical (literature study) research questions 32

1.3.3 Empirical aims 32

1.3.3.1 Empirical objectives 33

1.3.3.2 Empirical research questions 33

1.4 Significance of the Study 34

1.5 Research Design and Methodology 35

1.5.1 Study of theory 35

1.5.2 Empirical study 36

1.6 Demarcation of Study 38

1.7 Definition of Terms 39

1.8 Structure of Thesis 40

Chapter 2: Conceptualising Intercultural Communication Congruence 45

Introduction 45

2.1 Defining Intercultural Communication 45

2.2 The Study of Intercultural Communication 46

2.2.1 History of the study of intercultural communication 46

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

2.2.2 Contemporary approaches to intercultural communication 47
2.2.2.1 The social science approaches 48
a. The psychosocial approach 48
b. The skills approach 48
c. Behavioural approach 49
d. Knowledge of the "other" approach 49
e. Common ground and acceptance of differences approach 49
2.2.2.2 The interpretive approaches 50
2.2.2.3 The critical approaches 51
2.2.2.4 Summary 51
2.2.3 Theories for enhancing intercultural communication 52
2.2.3.1 Cultural convergence theory 52
2.2.3.2 Anxiety uncertainty management theory 53
2.2.3.3 Face negotiation theory 53
2.3 Barriers and Challenges in Intercultural Communication 54
2.3.1 Language differences 54
2.3.2 Non-verbal communication 55
2.3.3 Culture and value differences 56
2.3.4 Ethnocentrism 57
2.3.5 Stereotyping and prejudice 57
2.3.6 Anxiety felt by the "strangers" in communication 58
2.4 Considerations for Intercultural Communication Congruence 58
2.4.1 Intercultural communication awareness 58
2.4.1.1 Communication orientation 59
2.4.1.2 Manner of communication 59
2.4.2 Effectiveness in communication 59
2.4.3 Appropriateness in communication 60
2.5. Intercultural Communication Congruence 60
2.5.1 A cross-cultural approach to enhanced intercultural communication 61
2.5.2 Cultural, cross-cultural and intercultural communication 61
2.6 Summary 62

Chapter 3: Conceptualising Intercultural Communication Awareness 63

Introduction 63
3.1 Themes Underlying Intercultural Communication (IC) 63
3.1.1 Culture and values 63
3.1.1.1 Self-perceptions 64
3.1.2 Worldview 65

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

3.1.3 Communication 66
3.1.4 The relationship between culture and communication 67
3.1.5 Cultural differences and similarities in communication 67
3.1.5.1 Dimensions of cultural variation in communication 67
a. The individualism vs collectivism dimension in communication 68
b. Low and high context communication 69
c. High versus low face needs 70
3.1.5.2 Summary 70
3.2 Intercultural Communication Awareness 70
3.2.1 Criteria for conceptualising communication orientation and manner of communication (IC awareness enablers) 71
3.2.1.1 Criterion 1: Values, guiding philosophies *(incorporating self-perceptions)* 74
3.2.1.2 Criterion 2: The nature of communication 74
3.2.1.3 Criterion 3: The objective of communication 74
3.2.1.4 Criterion 4: Degree of interaction in communication 75
3.2.1.5 Criterion 5: Thinking process and communication 76
3.2.2 Relationship between IC awareness enablers, communication orientation, manner of communication and intercultural communication awareness 77
3.2.3 Framework for comparing the manner of communication 78
3.3 Summary 79

Chapter 4: A Generic Theoretical Intercultural Communication Congruence Framework ..81

Introduction 81
4.1 Presenting the Generic Theoretical Intercultural Communication Congruence Framework 81
4.1.1 Reading the figure 81
4.1.1.1 Developing IC awareness through understanding communication orientation and the manner of communication 83
4.1.1.2 Intercultural communication awareness-engendered consequences and possibilities 84
4.1.1.3 Enhanced intercultural communication 84
4.2 The Generic Theoretical Intercultural Communication Congruence Framework in the Context of the Present Study 85
4.3 Summary 86

Chapter 5: Intercultural Communication Awareness 87

Introduction 87
5.1 Western, African and Chinese Cultures 88
5.1.1. Western culture 88
5.1.2 African culture 89
5.1.2.1 Communalism 89

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

a. The supremacy of the community ... 89
b. The utility of the individual ... 89
c. The sanctity of authority ... 90
d. Respect for old age ... 90
e. Religion as a way of life ... 90
5.1.2.2 Ubuntu ... 91
5.1.2.3 Humanism ... 91
5.1.3 Chinese culture ... 91
5.1.3.1 Confucianism ... 92
a. Jen (benevolence and humanness) ... 92
b. Influence of family and insiders (zi-jiren) versus outsiders ... 92
c. Hierarchy and role relationships ... 93
d. Bao (reciprocity) ... 93
e. Guanxi (relationships/connections) ... 93
f. Mianzi (face) ... 94
5.1.4 Summary ... 94
5.2 Communication Orientation and Manner of Communication in Western, African and Chinese Cultures ... 94
5.2.1 Values and guiding philosophies *(incorporating self-perceptions)* ... 96
5.2.1.1 Self-perceptions ... 96
5.2.2 Nature of communication ... 99
5.2.3 Objective of communication ... 100
5.2.4 Degree of interaction ... 102
5.2.5 Thinking process ... 105
5.2.6 Summary ... 107
5.3 The Manner of Communication in Western, African and Chinese Cultural Contexts ... 107
5.4 Theoretical IC Congruence (TICC) Framework Specific to Sino-African Organisational Contexts ... 108
5.5 Summary ... 110

Chapter 6: Research Design and Methodology ... 111

Introduction ... 111
6.1 The Philosophy of Research ... 111
6.1.1 Research paradigm ... 112
6.2 Research Design ... 114
6.3 A: Study of Theory ... 115
6.3.1 Traditional literature review and synthesis ... 115
6.3.2 Quasi-systematic review ... 116
6.3.2.1 Planning the quasi-systematic review ... 117
6.3.2.2 Literature search and selection ... 117

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

a. Timeframe for literature sourcing 117
b. Inclusion and exclusion of articles 118
6.3.3 Meta-synthesis 119
6.3.3.1 Meta-synthesis in the context of the present study 119
6.3.4 Quality assessment and ethical issues: study of theory 121
6.4 B: Empirical Qualitative Study 121
6.4.1 Overview 121
6.4.1.1 Qualitative study interviewing experts 122
a. Definition of an "expert" 122
6.4.2 Data collection 123
6.4.2.1 Sample and sampling procedure 124
6.4.2.2 Data collection methods 125
a. In-depth interviews 125
b. Interview structure and intention 126
6.4.3 Validity and reliability 129
6.4.3.1 Confirmability 129
6.4.3.2 Transferability 130
6.4.3.3 Dependability 130
6.4.3.4 Credibility 130
6.4.3.5 Triangulation 131
6.4.4 Ethical considerations 132
6.4.5 Qualitative data analysis 132
6.4.5.1 Level of analysis 132
6.4.5.2 Procedures of analysis 133
6.5 Summary 138

Chapter 7: Empirical Research Findings 139

Introduction 139
7.1 Biographical Information of the Sample 140
7.1.1 Distribution of cultural grouping 142
7.1.2 Distribution of gender 142
7.1.3 Distribution of age 142
7.1.4 Distribution of ethnic group 143
7.1.5 Distribution of position and education 143
7.1.6 Distribution of industry sector 144
7.1.7 Distribution of experience in months 144
7.2 Presentation of Findings 145
7.3 Perspectives of Intercultural Communication Awareness – African Culture 146

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

7.3.1 Own perspectives: African experts 146
7.3.1.1 Human centredness 149
7.3.1.2 Consensus-seeking 150
7.3.1.3 Respectful 151
7.3.1.4 Humble 151
7.3.1.5 Speaking in a direct manner 152
7.3.1.6 Showing emotions 153
7.3.1.7 Communalistic 153
7.3.1.8 Following rules and protocol 153
7.3.1.9 Family orientation 154
7.3.1.10 Etiquette 154
7.3.1.11 Summary 154
7.3.2 Intercultural communication awareness of African culture: Chinese experts' perspectives 155
7.3.2.1 African people are human-centred 157
7.3.2.2 African people are arrogant 157
7.3.2.3 African people are direct 158
7.3.2.4 African people are humble 158
7.3.2.5 African people are family-orientated 159
7.3.2.6 African people talk a lot 159
7.3.2.7 African people are curious 160
7.3.2.8 African people show emotions 160
7.3.2.9 Summary 160
7.3.3 Intercultural communication awareness in African culture – own and other perspectives 161
7.3.3.1 Discussion 164
7.4 Perspectives of Intercultural Communication Awareness – Chinese Culture 166
7.4.1 Own perspectives: Chinese experts 166
7.4.1.1 Follow rules and protocol 169
7.4.1.2 Face-giving and face-saving – mianzi 169
7.4.1.3 In-group focus 170
7.4.1.4 Indirect manner 171
7.4.1.5 Pursuit of harmony 171
7.4.1.6 Hierarchical 172
7.4.1.7 Little talk 172
7.4.1.8 Nonverbal communication 173
7.4.1.9 Respect 173
7.4.1.10 Relationships – guanxi 174
7.4.1.11 Showing emotions 174
7.4.1.12 Summary 174
7.4.2 Intercultural communication awareness of Chinese culture: African experts' perspectives 175

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

7.4.2.1 Chinese people follow rules and protocol ... 178
7.4.2.2 Chinese people have an in-group focus ... 179
7.4.2.3 Chinese people keep their own culture ... 180
7.4.2.4 Chinese people communicate nonverbally ... 181
7.4.2.5 Chinese people are abrupt ... 182
7.4.2.6 Chinese people are insincere ... 182
7.4.2.7 Chinese people are authoritative ... 183
7.4.2.8 Chinese people do not show emotions ... 183
7.4.2.9 Status-driven communication ... 184
7.4.2.10 Chinese people are calm in manner ... 184
7.4.2.11 Chinese people do not say "no" ... 185
7.4.2.12 Strong concern for face-giving and face-saving – mianzi ... 185
7.4.2.13 Communication is hierarchical ... 186
7.4.2.14 Chinese people are honourable ... 186
7.4.2.15 Chinese people do not talk much ... 187
7.4.2.16 Chinese people are rude ... 187
7.4.2.17 Chinese people value relationships – guanxi ... 188
7.4.2.18 Chinese people are indirect ... 188
7.4.2.19 Summary ... 189
7.4.3 Intercultural communication awareness in Chinese culture – own and other perspectives ... 189
7.4.3.1 Discussion ... 193
7.5 Intercultural Communication Awareness: African Own and Chinese Own Perspectives Compared ... 194
7.5.1 Summary ... 197
7.6 Intercultural Communication Awareness: African and Chinese Perspectives of "Other" Compared ... 198
7.6.1 Summary ... 201
7.7 Emerging Intercultural Communication Awareness Perspectives (African and Chinese Experts) ... 201
7.7.1 Variations ... 204
7.7.1.1 Business and social contexts ... 204
7.7.1.2 Organisational typology ... 205
7.7.1.3 Race ... 205
7.7.1.4 Level of education ... 206
7.7.1.5 Class ... 206
7.7.2 Expert observations ... 206
7.7.2.1 Mix of Western and African ways ... 207
7.7.2.2 Similarity between Chinese and African ways ... 207
7.7.3 Influences ... 208
7.7.3.1 Stereotypes ... 208
7.7.3.2 Differences in work ethic ... 209
7.7.3.3 Ethnocentrism ... 210

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

7.7.3.4 Motives for interaction 210
7.7.3.5 Preconceptions 211
7.7.3.6 Personal circumstances 211
7.7.3.7 Prejudice 212
7.7.3.8 No communication occurs 212
7.7.4 Summary 213
7.8 Intercultural Communication Awareness Categories – Sino-African Organisational Contexts 214
7.8.1 Categories of intercultural communication awareness 214
7.8.2 Linking intercultural communication awareness perspectives to intercultural communication awareness categories 215
7.8.2.1 Cultural orientation 218
7.8.2.2 Manner of communication 219
7.8.2.3 Orientation to rules and protocol 220
7.8.2.4 Individual dispositions 220
7.8.2.5 Within-culture variations 221
7.8.2.6 Intercultural communication awareness influences 221
7.9 Summary 222

Chapter 8: Summary, Conclusion And Recommendations 225

Brief Synopsis of the Research 225
8.1 Conclusions and Recommendations 227
8.1.1 Updated generic theoretical intercultural communication congruence framework 228
8.1.1.1 Cultural orientation 230
8.1.1.2 Manner of communication 230
8.1.1.3 Orientation to rules and protocol 230
8.1.1.4 Individual dispositions 231
8.1.1.5 Intercultural communication influences 231
8.1.1.6 Intercultural communication variations 231
8.1.2 Hybrid intercultural communication congruence framework (HICC) for Sino-African organisational contexts 232
8.1.2.1 Cultural orientation in Sino-African organisational contexts 234
8.1.2.2 Manner of communication in Sino-African organisational contexts 234
8.1.2.3 Orientation to rules and protocol in Sino-African organisational contexts 235
8.1.2.4 Individual dispositions in Sino-African organisational contexts 235
8.1.2.5 Intercultural communication influences in Sino-African organisational contexts 236
8.1.2.6 Intercultural communication variations in Sino-African organisational contexts 236
8.2 Significance and Contributions of this Research 236
8.2.1 Main contribution 236
8.2.2 Study of theory 236

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

8.2.3. Empirical qualitative study 237
8.2.4 Methodology 238
8.3 Limitations of this Research 238
8.3.1 Study of theory 238
8.3.2 Empirical qualitative study 239
8.4 Recommendations for Future Research 240
8.5 Conclusion 240
9 References 241
10 Annexures 265

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

List of Tables

Table 1.1: Theoretical research questions 32

Table 1.2: Empirical analytical research questions 34

Table 2.1: Approaches to intercultural communication 47

Table 3.1: Criteria for conceptualising communication orientation and manner of communication 72

Table 3.2: Framework for comparing the manner of communication in different cultures 79

Table 5.1: Values and guiding philosophies in Western, African and Chinese cultures 98

Table 5.2: Nature of communication in Western, African and Chinese cultures. 100

Table 5.3: Objective of communication in Western, African and Chinese cultures 102

Table 5.4: Degree of interaction in communication in Western, African and Chinese cultures 104

Table 5.5: Thinking process in communication in Western, African and Chinese cultures 106

Table 7.1: Biographical information of respondents 141

Table 7.2: IC awareness of African culture – African experts' perspectives 147

Table 7.3: IC awareness of African culture – Chinese experts' perspectives. 155

Table 7.4: IC awareness in African culture – own and other perspectives 162

Table 7.5: IC awareness of Chinese culture – Chinese experts' perspectives 167

Table 7.6: IC awareness of Chinese culture – African experts' perspectives. 176

Table 7.7: IC awareness in Chinese culture – own and other perspectives. 191

Table 7.8: IC awareness – African own and Chinese own perspectives 195

Table 7.9: IC awareness – African and Chinese perspectives of "other" 199

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Table 7.10: Emerging IC awareness perspectives – African and Chinese. 202

Table 7.11: Categories and perspectives. 216

Table 7.11 (continued): Categories and perspectives 217

Table 7.11 (continued): Categories and perspectives 218

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

List of Figures

Fig. 1.1: Hypothetical view of poor and enhanced IC congruence 30

Fig. 1.2: Structure of the thesis 41

Fig. 2.1: Culture hierarchies in communication 62

Fig. 3.1: Relationship between IC awareness enablers, communication orientation, manner of communication and IC awareness 77

Fig. 4.1: Generic theoretical intercultural communication congruence (TICC) framework 82

Fig. 5.1: Theoretical framework for intercultural communication awareness (TFICA) in Western, African and Chinese cultures 95

Fig. 5.2: Excerpt from the TFICA – nature of communication 99

Fig. 5.3: Excerpt from the TFICA – objective of communication 100

Fig. 5.4: Excerpt from the TFICA – degree of interaction 102

Fig. 5.5: Excerpt from the TFICA – thinking process 105

Fig. 5.6: Comparing manner of communication in Western, African and Chinese cultures 107

Fig. 5.7: Theoretical IC congruence (TICC) framework specific to Sino-African organisational contexts 109

Fig. 6.1: Excerpt of coded material using a Microsoft Word macro 136

Fig. 7.1: Distribution of cultural grouping 142

Fig. 7.2: Distribution of gender 142

Fig. 7.3: Distribution of age 143

Fig. 7.4: Distribution of ethnic group 143

Fig. 7.5: Distribution of industry sector 144

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.

Fig. 7.6: Distribution of experience in months 144

Fig. 7.7: IC awareness of African culture – African experts' perspectives. 148

Fig. 7.8: IC awareness of African culture – Chinese experts' perspectives 156

Fig. 7.9: IC awareness in African culture – own and other perspectives (African and Chinese experts' perspectives compared) 163

Fig. 7.10 IC awareness of Chinese culture – Chinese experts' perspectives 168

Fig. 7.11 IC awareness of Chinese culture – African experts' perspectives 177

Fig. 7.12 IC awareness in Chinese culture – own and other perspectives 192

Fig. 7.13 IC awareness – African own and Chinese own perspectives compared 196

Fig. 7.14 IC awareness – African and Chinese perspectives of other compared 200

Fig. 7.15 Emerging IC awareness perspectives – African and Chinese experts 203

Fig. 8.1: Updated generic theoretical IC congruence (TICC) framework. 229

Fig. 8.2: Hybrid IC congruence (HICC) framework for Sino-African organisational contexts – the multi-view approach 233

https://doi.org/10.5771/9783828871212-1 - Generiert durch IP 216.73.217.60, am 09.05.2026, 01:49:30. © Urheberrechtlich geschützter Inhalt. Ohne gesonderte Erlaubnis ist jede urheberrechtliche Nutzung untersagt, insbesondere die Nutzung des Inhalts im Zusammenhang mit, für oder in KI-Systemen, KI-Modellen oder Generativen Sprachmodellen.