

**PREDICTORS OF ACCULTURATION OUTCOMES AMONGST MEMBERS OF
THE SOUTH AFRICAN POLICE IN GAUTENG**

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REMARKS

The reader is reminded of the following:

- The method of representing references as well as the editorial style prescribed by the *Publication Manual (4th edition)* of the American Psychological Association (APA) were followed in this dissertation. This practice is in line with the policy of the Programme in Industrial Psychology of the North West University; Potchefstroom Campus namely to use the APA style in all scientific documents as from January 1999.
- The mini-dissertation is submitted in the form of a research article. The editorial style specified by the *South African Journal of Industrial Psychology* (which agrees largely with the APA style) is used, but the APA guidelines were followed in preparing tables.

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ABSTRACT

Title: Predictors of acculturation outcomes amongst the members of the South African Police Service in Gauteng.

Key terms: Acculturation, multiculturalism, dominant groups, non-dominant groups, integration, acculturation strategies, tolerance, health, work success, social support, South African Police.

Acculturation is a phenomenon which results when groups of individuals with different cultures come into continuous first-hand contact with each other, with subsequent changes in the original culture patterns of either or both groups. What an individual does when he or she comes into contact with a second culture is assumed to have an effect on his or her sense of emotional well being. It has been hypothesized that how one copes with that contact will affect such socioemotional factors such as self-esteem, social adjustment and academic performance and mental health. Furthermore, it has been hypothesized that the strategies an individual uses to cope with second culture contact will have an effect on that individual's academic or job performance, sense of social competence, and psychological well-being.

From the available literature, various models are used in acculturation studies, namely the Unidimensional model, Bidimensional model and Interactive Acculturation Model. It is from the latter models that three groups of variables were addressed in this study: at the group level, acculturation context variables include characteristics of the society of settlement (work) and characteristics of the society of origin, at the individual level, acculturation conditions include characteristics or factors that act as moderators prior to acculturation and during acculturation and acculturation outcomes refers to the consequences of the frequent contact between people from different cultural backgrounds in terms of how well they function (do) and feel.

The general objective of this research is to analyse the acculturation process and to determine the impact of acculturation context and individual variables on acculturation outcomes of members of the SAPS. A cross-sectional survey design was used. A random

sample ($n = 153$) was taken of members of the SAPS in the Pretoria Area. Instruments used in previous acculturation research were adapted to measure Mainstream Domain, Ethnocultural Domain, Individual variable and Socio Cultural Acculturation Outcomes.

The results indicated that acculturation context and individual coping styles of members of the SAPS did impact on acculturation outcomes variables explaining 29% and 35% of the variance in physical and psychological (ill) health respectively and 26% and 33% of the variance in perceived (work success) effectiveness and efficiency at work and perceived status and recognition that you receive at work (for being successful) respectively. Although 14% and 13% of the variance in perceived commitment from the organisation to its employees and perceived commitment of the individual to its organisation, only one of the models used in the *hierarchical* regressions were found to be statistically significant, with none of the predictors being statistically significant contributors.

Limitation for the present study and recommendations for the organisation and future research are also provided.

OPSOMMING

Titel: Voorspellers van akkulturasie uitkomst by lede van die Suid-Afrikaanse Polisie Diens in Gauteng.

Sleuteltermes: Akkulturasie, multi-kulturalisme, dominante groepe, nie-dominante groepe, integrasie, akkulturasie strategie, toleransie, gesondheid, werk sukses, sosiale ondersteuning, Suid Afrikaanse Polisie.

Akkulturasie is 'n verskynsel wat tot stand kom wanneer groepe of individue met verskillende kulture op 'n konstante basis een-tot-een kontak het met mekaar. Dit bring mee dat daar gevolglik kultuur patrone in een of beide van die kultuur groepe is. Wat 'n individu doen wanneer hy in aanraking kom met 'n tweede kultuur, het blykbaar 'n effek op sy of haar sin van emosionele welstand. Dit word aangeenem dat die manier waarop 'n persoon sulke kontak hanteer, dit die volgende sosio-emosionele faktore sal affekteer: self-respek, sosiale aanpassing, akademiese prestasie en geestesgesondheid. Verder word dit gehipotetiseer dat die strategie wat 'n individu gebruik om kontak met 'n tweede kultuur te hanteer, 'n effek sal he op so 'n individu se akademiese en werksprestasie, die individu se sin van sosiale bevoegdheid en sielkundige welstand.

Uit beskikbare literatuur blyk dit dat verskeie modelle gebruik word in akkulturasie studies, naamlik die Uni-dimensionale model, Bi-dimensionale model en die Interaktiewe Akkulturasie Model. Uit laasgenoemde model kon drie groepe variante aangespreek word in hierdie studie: op groep vlak, akkulturasie konteks veranderlikes, inklusie die karakterisering van die werksamelewing en kermerke van die samelewing van herkoms, op individuele vlak, sluit in akkulturasie kondisies voor en gedurende akkulturasie. Akkulturasie resultate verwys na die frekwente kontak tussen mense met verskillende kulturele agtergronde in terme van hoe hulle funksioneer en voel.

Die algemene objektief van hierdie navorsing is om die akkulturasie proses te analiseer en na die impak van die akkulturasie konteks en om individuele variante op akkulturasie

resultate van lede van die SAPD te bepaal. 'n Dwarsdeursnee ontwerp was gebruik. 'n Gestratifiseerde ewekangsigte steekproef ($n=153$) was gebruik wat bestaan het uit lede van die SAPD in die Pretoria area. Instrumente wat in vorige akkulturasie navorsing gebruik was, is aangepas om Gasheer domein, Etno-kulturele domein, individuele en akkulturasie uitkoms veranderlikes te meet. Die resultate het aangedui dat akkulturasie konteks en individuele handhawingsgedrag 29% en 35% van die variansie in onderskeidelik fisiese en psigologiese (on)gesondheid en 26% en 33% van die variansie in onderskeidelik beleefde (werk sukses) effektiwiteit en doelmatigheid en respek en status in die werkplek verklaar. Alhoewel daar uit 13% en 14% van die variansie in onderskeidelik beleefde verbondenheid van die organisasie tot sy werknemers en verbondenheid van die werknemer tot sy organisasie, slegs een van die modelle in die hierargiese regressie statisties betekenisvol was. Die beperking van hierdie studie asook rekommendasies vir die organisasie asook toekomstige navorsing word ook gebied.

CHAPTER 1

INTRODUCTION

This mini-dissertation focuses on determining the impact of acculturation context and individual variables on acculturation outcomes amongst the members of the South African Police Service in Gauteng.

This chapter contains the problem statement and a discussion of the research objectives in which the general objective and specific objectives are set out. The research method is explained, followed by the division of chapters and a chapter summary.

1.1 PROBLEM STATEMENT

South Africa travelled a remarkable path in the 1990s. It avoided the civil war many had thought inevitable and in six short years established a new democratic political order buttressed by social and political stability. The rights and liberties enshrined in its constitution have justifiably earned envy and admiration all over the world (South African Human Development Report, 2000).

Over the past decade South Africa has been much in the public interest. Events such as the Soweto uprising of 1976, the virtual civil war of the mid-1980's and the release of Nelson Mandela, "world's most famous political prisoner," brought international attention and condemnation to a country whose policies of legislated racial discrimination made it an anomaly in the post-colonial world. The painful transition of South Africa towards democracy was watched with international concern and interest (Worden, 1994). South Africa has developed against the backdrop of segregation, discrimination and differentiation. Since the 1994 political transition discriminatory policies were done away with and were replaced by policies of inclusion and integration of all people and collaboration of diversity.

South Africa became an internationally accepted democracy in 1994 when Nelson Mandela was elected as the first democratically elected President of the new South Africa thereby bringing the era of "apartheid" to an end. This new democratic order brought about many

changes in the country and also had a substantial impact on policing (Anon, 2005b). Prior to 1995, South Africa was divided into the so-called TBVC States, Self-Governing Territories and Development Regions. The former TBVC States and Self-Governing Territories were referred to as Homelands. These so-called Homelands were Transkei, Bophuthatswana, Venda and Ciskei, and the Self-Governing Territories were Gazankulu, Kangwane, Kwa-Ndebele, Kwazulu, Lebowa and Qwaqwa.

Every homeland had its own policing agency, bringing the total number of policing agencies in the country to eleven. All eleven policing agencies had different structures and conditions of services; they were also established under different pieces of legislation (Anon, 2005b). With the adoption of the interim Constitution in 1994, the Homelands and the old Development Regions were abolished and integrated into a united South Africa with nine provinces. The new Constitution established a single National Police Service for South Africa under the executive command and control of a National Commissioner who was appointed by the President. George Fivaz was appointed as the first National Commissioner of the new SAPS and his first and foremost responsibility was to amalgamate the eleven policing agencies into a single and a united SAPS, and secondly to align the new Police Service to new legislation and the process of transformation in South Africa (Anon, 2005b).

In his Inauguration speech of 29 January 1995, National Commissioner George Fivaz, promised to address various crucial policing issues, as a matter of urgency; amongst them the removal of all forms of racism and other forms of discrimination, including those based on gender and the amalgamation and rationalisation of the existing eleven police agencies into integrated SAPS (Anon, 2005a).

A new police service with a broad and rich mixture of cultures, ethnicities, generations and genders at all levels of the organisation was formed, a police service that has a responsibility of transforming the face of policing in South Africa forever (Holtzhausen, 2005) was formed and this created an environment that is conducive to economic growth and ensuring acceptable basic service delivery for all people of South Africa (Anon, 2005c).

What an individual does when he or she comes into contact with a second culture is assumed to have an effect on his or her sense of emotional well-being (Laframboise, Coleman &

Gerton, 1993; Padila, 1980). It has been hypothesized that how one copes with that contact will affect such socio-emotional factors such as self esteem (Phinney, 1991), social adjustment and academic performance (Gomez & Fassinger, 1994; Oliver, Rodriques & Mickelson, 1985) and mental health (Rogler, Cortez & Malgady, 1991). Furthermore, Coleman (1995a, 1995b) has hypothesized that the strategies an individual uses to cope with second culture contact will have an effect on that individual's academic or job performance, sense of social competence, and psychological well-being.

If the above-mentioned situation prevail in the South African Police Service then the following questions arises;

- Does prolonged exposure to unfamiliar cultural environments affect the attitudes, behaviour and well-being of members of the SAPS?
- What precisely promotes successful cross-cultural transitions and what hinders it among members of the SAPS?

These and similar questions represents the core of what is typically addressed in acculturation research. The present study will address the acculturation experience of South Africans (specifically SAPS members) at work and look into the potential assets and liabilities in their acculturation process.

In recent years, the words "multiculturalism" and "globalisation" have captured the imagination of scholars and the public alike. These two commonly used and frequently misunderstood terms are increasingly employed as people attempt to make sense of some of the most fundamental and dramatic changes that have reconfigured economic arrangements, challenged political systems, and recast issues related to cultural identities during the past half century (Kivisto, 2002). Multiculturalism is an ideology for dealing with cultural diversity, entailing the equality and positive evaluation of different (cultural) groups within a single society. It was developed in the 1970s, mainly in Western countries to handle the growing cultural and ethnic diversity in the other ways than the segregation policies that had been prevalent and (since the early 1940s in South Africa) previously in Europe (Breugelmans & Van de Vijver, 2004).

Changes in dealing with cultural pluralism, as a result of political and ideological changes, stimulated research in the social sciences (Berry, 2001; Brewer, 1997; Chryssouchoou, 2000). Most of this research focused on the adaptation of minorities who live in other cultural environment, however, in South Africa, majority groups (the African workforce) are in most cases exposed to contact with second cultures (Eurocentric corporations). The impact of acculturation orientation of the mainstream culture (government policies and host majority attitudes) has to be taken into account (Berry, 1974) and it is increasingly emphasised in acculturation research (Arends-Toth & Van de Vijver, 2003; Bourhis, Moise, Perreault & Senecal, 1997). Only when the acculturation orientations of all parties involved are consensual (Bourhis, et al., 1997a, and 1997b) in supporting multiculturalism can this ideology be put in practice. Empirical research suggests that the majority host culture members do not always favour multiculturalism (Breugelmans & Van de Vijver, 2004). Therefore the first research question that arises from the above would be **“Does the acculturation orientation of the host (whites) culture support multiculturalism in the South African Police Service?”**

The ways an individual or group attempt to relate to the dominant culture has been termed “acculturation strategies” (Berry et al., 1989). These strategies are conceptually the result of interaction between ideas deriving from the cultural maintenance literature and the intergroup relations literature. In the former (cultural maintenance literature) the central issue is the degree to which one wishes to remain cultural as one has been in terms of identity, language and ways of life as opposed to giving it all up to become part of a larger society, in the latter (intergroup relations literature) the central issue is the extent to which one wishes to have day to day interactions with members of other groups in society, as opposed to turning away from them and relating only to one’s own group. With the new Constitution establishing a single National Police Service by integrating other policing agencies from the former TBVC States, Self-Governing Territories and Development Regions (i.e., Kangwane, Gazankulu, QwaQwa), one can assume that the new South African Police Service is a multicultural police service in a democratic, multicultural country which took into account the traditions, culture and ethnicities of its members.

Since empirical studies of majority acculturation orientations are relatively scarce (Ward, 1996), models of majority acculturation have been largely derived from those of minority

acculturation (Bourhis et al., 1997a, 1997b; Pettigrew, 1998; Triandis, Kashima, Shimada & Villareal, 1986). There are two major acculturation models. One, the unidimensional model which postulates that the ethnic and host culture counter-balance one another and that adherence to one limits adherence possibilities to the other. The unidimensional model has two variants, the assimilationist variant (Kovacs, 1995) and the bicultural variant (Mendoza, 1984). Cross-cultural travellers invariably end up losing their cultural heritage and embrace the host culture, according to the assimilationist variant. According to the bicultural variant, the loss of the culture of origin is not at all a necessary outcome and adherence to both cultures even after prolonged immigration is a possible or even likely outcome.

The Interactive Acculturation Model (IAM) proposes that host majority acculturation orientations may differ depending on the national origin of the non-dominant group being considered by dominant host society members (Bourhis et al., 1997a, 1997b). The two fundamental premises related to the Interactive Acculturation Model are the valued and devalued target groups. For instance, integrationism may be the predominant acculturation orientation of the host members towards “valued” non-dominant group whose language and culture is similar to their own. In contrast, the same host members may be more likely to adopt acculturation orientations such as assimilationism and segregationism toward the “devalued” non-dominant groups against whom they already have negative stereotypes or whose culture and religion may be felt to differ considerably from their own. This premise implies a certain level of tolerance by the host members towards the non-dominant members (Bourhis et al., 1997a, 1997b). The second research question that arises from the above would therefore be: **“How tolerant are dominant members towards non-dominant members in the South African Police Service?”**

Ethnic vitality is proved to be a valuable resource against distress (Berry et al., 1987; Bochner, Mcleod, & Lin, 1997; Kuo & Tsai, 1986; Noh & Avison, 1996; Ong, 2000; Ward & Kennedy, 1995). It is conceptualised as the sum of individual behaviours and group activities which strengthen interaction and ties among group members (Purkayastha, 1999). Resources of the groups and race/gender relations encapsulated in local places are seen as important influences on ethnic vitality. Ethnic vitality involves both infrastructure and actual support. The existence of such assets not only protects immigrants against the threat of the loss inherent in the practice of intolerance but empowers them as well. Although the strength of

the association is rather weak, it could bring the immigrants as much comfort as would be taken away from them if intolerance happens to deteriorate their positive redefinition. Being also unpredicted by any other variable in the stress process, ethnic vitality can be said to have a pivotal role in the stress process and fostering it can have visible positive effects on the mental health of immigrants (Ait Ouarasse & Van de Vijver, 2004). Therefore the third research question that arises from the above would be: **“To what extent does ethnic vitality prevail among members of the South African Police Service as a valuable resource against distress”?**

It is proposed that the adoption of an integration orientation (maintenance of the cultural characteristics of one's own group and of positive relations with the other groups in the society) is the social-psychological process underlying multiculturalism (Kagitcibasi, 1997). Thus, a multicultural ideology can be seen as the societal counterpart of an acculturation attitude of integration. Therefore, for integration to be possible, multiculturalism needs to be the dominant societal acculturation orientation, and just as obvious, a sufficient number of one's ethno cultural group should also share in the wish to maintain the group's cultural heritage (Berry, 2001). For positive relations between the host and minority to be effective, it will entirely depend on the choice of acculturation strategies that are being used by the two parties. The Interactive Acculturation Model by Bourhis, Moise, Perreault, and Senecal (1997), integrates the acculturation characteristics of the mainstream (host) and those of the minority (using the acculturation strategies deriving from the bidimensional model namely, integration, assimilation, separation, and marginalisation for both parties (Montreuil & Bourhis, 2001). The conjunction of both parties' acculturation strategies gives rise to an acculturation situation that is either conflictual or consensual. An example of a consensual acculturation situation is when both the mainstream and the minority favour assimilation; an example of conflictual acculturation situation is when the mainstream favours assimilation and the minority favours integration. Such a consensus or conflict in acculturation strategies can be expected to have an impact on acculturation outcomes (Zagefka & Brown, 2002). Therefore, the fourth research question would be: **“How positive is the relationship between the host members and co-ethnics in supporting individuals to embrace integration acculturation strategy in the South African Police Service?”**

The bidimensional (acculturation) model postulates that ethnic and host cultures constitute two independent dimensions and that adherence to the one may not affect adherence possibilities to the other (Berry, 1997). When considered in conjunction, the independent dimensions yield four acculturation possibilities which are labelled acculturation strategies. When an individual in non dominant group does not wish to maintain his identity and seeks daily integration with the dominant group, **assimilation** is an option, in contrast when one values holding on to one's original culture and at the same time wishes to avoid interactions with others, then **separation** alternative is an option. When there is interest both in maintaining one's original culture and daily interactions with others, **integration** is the option. When there is little possibility or interest in cultural maintenance or adoption of other culture, the **marginalisation** is an option (Bourhis et al., 1997a). Other studies have suggested that in plural societies, and even in relatively monocultural societies integration is the most adaptive form of acculturation and marginalisation is the least adaptive (Berry, 1999). Similarly, ethnic minorities living in plural societies that follow integration policies are suggested to have better psychological adaptation. The fifth research question that arises from the above mentioned is: **"To what extent does an integration acculturation strategy prevail among members of the South African Police Service?"**

In the field of psychological well-being generally, the variable of social support has been widely studied (Lin, Dean & Ensel, 1986). Being psychologically close to each other and undergoing more or less the same difficulties, members of the same minority are likely to be a valuable source of information and support for one another (Adelman, 1988). The importance of social support is that it helps people to communicate one's problems. Talking about stress tends to reduce one's negative feelings and the incidence of both major and minor health problems (Clark, 1993). When an individual is secretive and conceals any distressing personal information from others, the result is increased anxiety and depression and a greater likelihood of developing physical symptoms (Larson & Chastain, 1990). Having a network of helpful others contributes to one's ability to cope, a network of hostile, critical others decreases one's ability to cope. Based on the above, the sixth research question of the project would be: **"Does the amount of social support and solidarity from one's own ethnic group members impact positively on the well-being of members of the South African Police Service?"**

Personal factors have also shown to have an effect on acculturation. In the personality domain, a number of traits have been proposed as both risk and protective factors, including locus of control, introversion/extraversion (Ward & Kennedy, 1992), and self-efficacy (Schwarze & Scholz, 2002). Bandura (1986) defines self-efficacy as “people’s judgments of their capacities to organise and execute courses of action required to attain designated types of performance. Efficacy expectations can affect the extent and persistence of effort in executing activities. Furthermore, Bandura (1997) postulated that individuals’ expectations of their self-efficacy determine whether they will initiate *coping behaviour*, how much effort will be exerted, as well as to determine how long coping behaviour will be sustained despite obstacles and adverse experiences. According to Bandura (1977), efficacy expectations affect individuals’ and environments that exceed their perceptions of their own coping skills. The relationship between coping behaviour and psychological adaptative outcomes has been studied. Kennedy (1994) reported that coping by use of humour was linked to a decrease in mood disturbance in international students in New Zealand. Ward and Kennedy (2001), in a study on British expatriates in Singapore, found that approach coping and use of humour were associated with lower levels of depression. Avoidance, as a coping strategy on the other hand, was positively related to depression (Ward & Kennedy, 2001). Therefore the seventh research question of this project would be: **“What is the effect of coping strategies on acculturation outcomes”?**

Redfield, Linton and Herskovits (1936), define acculturation as culture change which results from continuous first hand contact between two distinct cultural groups. It (acculturation) was originally proposed as a group level phenomenon. It is now also widely recognised as an individual level phenomenon and is termed psychological acculturation (Graves, 1967). It is at this second level that acculturation refers to psychological changes in an individual (in both behaviour and internal characteristics) whose cultural group is collectively experiencing acculturation. What kinds of changes may occur as a result of acculturation? Firstly, physical changes such as a new place to live, role strain for women, social isolation, powerlessness and vulnerability in the new culture. Secondly, biological changes may occur e.g., new nutritional status. Thirdly, cultural changes such as religion, economic status, etc. Fourthly, new sets of social relationships e.g., in-groups and out groups and lastly, behavioural changes, and an alteration in mental or psychological health status (especially confusion, anxiety, depression, hypertension, frustration, worthlessness, and feeling of inadequacy)

almost always occur as individuals attempt to adapt to their new milieu (Berry, Kim, Minde & Mok, 1987).

Factor analysis have shown that the multitude of acculturation outcomes can actually be grouped under two major headings, namely, *psychological* (having to do with mental health and general satisfaction with life (work) in the host milieu) and *sociocultural* (having to do with successful participation in the host milieu) outcomes. Psychological and sociocultural adaptation are positively related (Berry, 2003; Ward & Kennedy, 1999), and the strength of the association is related to the cultural distance and the degree of integration of cross-cultural travellers in the social milieu: the larger the cultural distance, the weaker the association between psychological and socio-cultural adaptation; the more the orientation toward the host society (assimilation or integration) the stronger the association (Ward & Rana-Deuba, 1999). Psychological adoption is mainly used within the stress and coping perspective and is measured by such indicators as life satisfaction (e.g., Kealey, 1989), acculturation stress (e.g., Berry, 1997), depression and mental health. Based on the above the eighth research question would then be: **“What is the effect of acculturation or prolonged exposure to a second culture on the well being of the members of the South African Police Service?”**

Socio-cultural adaptation on the other hand is mainly used within the culture perspective and is measured by indicators like culture specific competence (e.g., Bochner, 1986), work performance (e.g., Abo, 1994), and school performance (e.g., Kao & Tienda, 1995). While the stress and coping perspective sees cross cultural transition as a major life event necessitating adaptative coping efforts (e.g., Chataway & Berry, 1989), the culture learning perspective sees that success in a foreign culture amounts to mastering the skills specific to that culture (Furnham & Bochner, 1986). In the expatriation literature, Black and Stephens (1989) made mention of work adjustment as one of the facets of adjustment. He describes it as demonstration of behaviours that result in effective accomplishment of one's required task and expression of positive attitudes towards new work role. Work adjustment of expatriates is characterised by both good performance and positive attitude towards the new work role in the new environment. One important aspect of such attitude is the commitment to the local unit as it has a direct influence on intent to stay. Organisational commitment is viewed as a

strong belief in organisational goals and values, and a desire to remain a member of the organisation (Mowday, Porter & Steers, 1982).

Dunham, Grube and Castaneda (1994), conceptualised commitment as comprised of three components: affective, continuance and normative. Affective commitment refers to the degree of emotional attachment to and support for organisational goals and values. Continuance commitment is experienced under the circumstances where there is an awareness regarding the cost associated with leaving the company. Finally, normative commitment is associated with strong feelings of obligation to remain with the organisation. All three forms of commitment are considered to be critical in predicting success in foreign organisations. Therefore, based on the above the ninth research question of the project would be: **“What is the impact of acculturation context variables on the commitment and perceived work success of members of the South African Police Service”?**

1.2 RESEARCH OBJECTIVES

The research objectives consist of general and specific objectives.

1.2.1 General objectives

The general objective of this research is to analyse the acculturation process and to determine the impact of acculturation context and individual variables on acculturation outcomes of members of the SAPS.

1.2.2 Specific objectives

The specific objectives of the research are the following:

- To identify context, individual and outcomes variables of the acculturation process from the literature.
- The second objective of this study was to determine the reliability and validity of the measuring instruments used to measure acculturation context, personal characteristics and acculturation outcomes variables used in this study.

- To determine the relationship between context, personal and outcomes variables in the acculturation process in the SAPS.
- To determine the impact of acculturation context and personal variables on the health (well-being) of members of the SAPS.
- To determine the impact of acculturation context and personal variables on the perceived levels of commitment (attitudes) of members of the SAPS.
- To determine the impact of acculturation context and personal variables on the perceived levels of work success of members of the SAPS.

1.3 RESEARCH METHOD

The research method consists of a literature review and an empirical study. The results obtained will be presented in the form of a research article.

1.3.1 Research design

A cross-sectional survey design whereby a sample is drawn from a population at one time will be used to obtain the desired research objectives. Schaufeli and Enzman (1998) criticise the use of cross-sectional designs in research, and recommended that experiments and longitudinal studies should be used when possible. Cross-sectional design is however the most appropriate design for determining relationships among variables.

1.3.2 Participants

Participants will be selected randomly from operational (police officers) and support (administrative personnel) units of the South African Police Service in the Pretoria area. Random selection is important if we wish to draw accurate conclusions about the entire group of interest (Spector, 2000). English questionnaires will be hand delivered to the above mentioned units and will be collected after completion.

1.3.3 Measuring battery

Previously used instruments (Ait Ouarasse and Van de Vijver, 2004; Spector & Jex, 1998, Amirkhan, 1990; Cartwright & Cooper, 2002) will be adapted and others developed by the researchers involve to measure the Acculturation context (Including the mainstream - society of settlement and ethnocultural context - the society of origin), individual factors, psychological factors, sociocultural factors and acculturation outcomes. All scales follow a five - point Likert format ranging from strongly agree (5) to strongly disagree (1).

Mainstream domain instruments

Multicultural norms (developed for the study by the researchers involved). This is a six - item measure of the participant's perception of his co-workers' attitude towards multicultural norms within organisation. The attitude dimension of the scale refers to a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour. Two of the items were positively and four negatively phrased. The scale contains items like "I think that most of my co-workers believe that the elimination of racial segregation in the workplace made our organisation less productive" and "I think that most of my co-workers think that the goal of creating a non-sexist, non-racial workplace will never be achieved in our organisation (negatively phrased).

Multicultural practices (developed for the study by the researchers involved). This is a seven-item measure of the participant's experiences of his co-workers' behaviour with regards to multiculturalism within the organisation. The practice dimension of this scale refers to his or her perception and experience regarding the conduct of his co-workers when in interaction with people of different cultural backgrounds. All seven items of the scale are positively phrased. The scale contains items like "I think that most of my co-workers accepts the fact that we have different cultures", "I think that most of my co-workers appreciate the fact that we have different cultures", and "My co-workers generally shows respect for other cultures in our organisation"

Tolerance by the mainstream (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is an eight-item measure of the extent to which participants think that mainstream members take an open stance towards the ethnic minority (majority) community in South Africa. All eight of the items are positively phrased. Tolerance is the desire on the part of the mainstream to see the minority (majority) members actively involved in public life without necessarily

dropping their original culture. The scale contains items like “I think that most of my co-workers from other cultures are most welcoming people.” Cronbach alpha coefficient of 0.64 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Relationship with host members at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a thirteen-item measure of how well and easily participants get along with members from other cultural groups in the organisation, and how well and easily they do in situations involving other cultural groups in the organisation. The scale contains items like “I attend activities organised by members of other cultural groups” and “I participate in activities organised by members of other cultural groups”. Cronbach alpha coefficient of 0.88 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Ethnocultural domain instruments

Perceived Ethnic Integrationist Demands at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants think their own ethnic group members allows them to establish contact with the other South African ethnical groupings and participate in public life. All twelve of the items are positively phrased. The scale contains items like “My group members are positive about diverse work teams”. Cronbach alpha coefficient of 0.64 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004) and other studies.

Perceived Ethnic Solidarity and Social Support at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants think their own ethnic group members help their own members and the extent to which participants think their own community are supportive of its other group members. Eleven of the items are positively and one negatively phrased. The scale contains items like “If I rely on members from my own cultural group, they will let me down” and “My cultural group is good at providing (financial) help for its members”. Cronbach alpha coefficient of 0.79 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Relationship with Co-Ethics at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a fourteen-item measure of how well and easily participants get along with members of the ethnic minority (majority) community, and how well and easily they do in situations involving South African community members. The scale contains items like “Members of my own cultural group are a pleasure to be with in our organisation” and “All my friends are members of my own cultural group”. Cronbach alpha coefficient of 0.79 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Perceived ethnic vitality at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a five-item measure of the extent to which participants’ think that their community has succeeded in setting up infrastructure for provision of recreational nature and other amenities. The scale contains items like “The café caters for my cultural food in our organisation”. Cronbach alpha coefficient of 0.69 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Individual factor instrument

Coping skills were measured by means of an adapted version of the Coping Strategy Indicator (Armikhan, 1990). The scale measured three types of coping strategies: problem solving, seeking social support and avoidance. Participants were asked to imagine themselves in a period when they experienced a serious problem and to indicate how they dealt with it (indicating agreement or disagreement with possible reactions). This adapted measurement comprises 33 items and employs a 5-point answer scale, with options ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Cronbach alpha coefficient values were 0.55 for problem solving, 0.73 for Social Support and 0.44 for Avoidance (Galchenko & Van de Vijver, 2005).

Sociocultural acculturation outcomes

Health: The Physical Symptoms Inventory (PSI) developed by Spector & Jex (1998) was adapted to assess employee physical and somatic health symptoms. The PSI is a self-report measure in which respondents are asked to indicate whether or not in the past 3 months they had suffered any of the mentioned symptoms. Some examples of symptoms included on the

scale are headache, backache, fatigue, eyestrain and trouble sleeping. The scale employs a 5-point frequency scale, with options ranging from 1 (*never*) to 5 (*everyday*).

Organisational Commitment: The ASSET (which refers to an Organisational Stress Screening Tool) was developed by Cartwright and Cooper (2000) as an initial screening tool to help organisations assess the risk of occupational stress in their workplace. It measures potential exposure to stress in respect to a range of common workplace stressors. It also provides important information on current levels of physical health, psychological well-being and organisational commitment. The 12-item scale contains items like “I feel that it is worthwhile to work hard for this organisation”.

Work Success (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a fourteen-item measure of how well participants do at work. All of the items are positively phrased. It contains items pertaining to task completion, punctuality, status and recognition at work, relationship with supervisors and relationship with fellow workers. The scale contains items like “I am always on time for my work”, “I do my work exactly as instructed by my supervisor” and “I have a good reputation among my co-workers”. Cronbach alpha coefficient of 0.81 was obtained for a one factor extracted by exploratory and confirmatory factor analysis in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

1.3.4 Statistical analysis

The statistical analysis will be carried out with the help of the SAS-program (SAS Institute, 2000), the SPSS-program (SPSS Inc., 2003) and the AMOS-program (Arbuckle, 1997). Descriptive statistics (e.g. means, standard deviations, skewness and kurtosis) are used to analyse the data. Cronbach alpha coefficients and mean inter-item correlations are used to determine the internal consistency, homogeneity and unidimensionality of the measuring instruments (Clark & Watson, 1995). Coefficient alpha contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by that particular scale. According to Clark and Watson (1995), the mean inter-item correlation (which is a straightforward measure of internal consistency) provides useful

information in conjunction with the alpha coefficient of a scale (which is an indication of homogeneity of a scale), but as such cannot ensure unidimensionality of a scale.

In terms of statistical significance, it was decided to set the value at a 95% confidence interval level ($p < .05$). Effect sizes (Steyn, 1999) are used to decide on the practical significance of the findings. Pearson product-moment correlation coefficients are used to specify the relationship between the variables. A cut-off point of 0.30 (medium effect, Cohen, 1988) is set for the practical significance of correlation coefficients.

Regression analysis is used to model relationships between variables and determine the magnitude of those relationships. The models can be used to make predictions (Field, 2005). There are two types of regression, simple and multiple linear regressions. Both are related statistical methods for modelling the relationship between two or more random variables using a linear equation. Simple linear regression refers to a regression on two variables while multiple regressions refer to a regression on more than two variables. Linear regression assumes the best estimate of the response is a linear function of some parameters (though not necessarily linear on the predictors).

1.4 DIVISION OF CHAPTERS

The chapters are presented as follows in this mini-dissertation:

Chapter 1: Introduction

Chapter 2: Research article

Chapter 3: Conclusions, shortcomings and recommendations.

1.5 CHAPTER SUMMARY

This chapter discussed the problem statement and research objectives. The measuring instruments and research method that will be used in this research were explained, followed by a brief overview of the chapters that follow.

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CHAPTER 2

RESEARCH ARTICLE

PREDICTORS OF ACCULTURATION OUTCOMES AMONGST THE MEMBERS OF THE SOUTH AFRICAN POLICE IN GAUTENG*

D.H. MOLOKOANE

ABSTRACT

The objective of this research was to determine the impact of acculturation context and individual factors on acculturation outcomes of members of the South African Police in Gauteng. A cross-sectional design was used. A random sample ($n = 153$) was taken of members of the SAPS in the Pretoria area. Instruments used in previous acculturation research were adapted to measure Mainstream Domain, Ethnocultural Domain, Individual variable and Socio Cultural Acculturation Outcomes. The results indicated that acculturation context and individual coping styles of members of the SAPS did impact on acculturation outcomes variables explaining 29% and 35% of the variance in physical and psychological (ill) health respectively and 26% and 33% of the variance in perceived (work success) effectiveness and efficiency at work and perceived status and recognition that you receive at work (for being successful) respectively. Although 14% and 13% of the variance in perceived commitment from the organisation to its employees and perceived commitment of the individual to its organisation, only one of the models used in the *hierarchical* regressions was found to be statistically significant, with none of the predictors being statistically significant contributors. Recommendations for future research and the organisation in this regard are made.

OPSOMMING

Die doel van hierdie navorsing was om die impak van die akkulturasiekonteks en individuele faktore op die akkulturasie-uitkomstes van lede van Suid-Afrikaanse Polisiediens (SAPD) in Gauteng te bepaal. 'n Deursnee-ontwerp is gebruik. 'n Ewekansige steekproef ($n = 153$) is geneem van lede van die SAPD in die Pretoria area. Instrumente wat in vorige akkulturasienavorsing gebruik is, is aangepas om die Hoofstroomgebied, die Etnies-kulturele gebied, die Individuele veranderlikes en die Sosio-kulturele akkulturasie-uitkomstes te meet. Die resultate het aangedui dat die akkulturasiekonteks en die individuele hanteringstyl van die lede van die SAPD wel 'n impak gehad het op die veranderlikes by akkulturasie-uitkomstes, wat 'n verduideliking bied vir die 29% en 35% van die variansie in onderskeidelik die lede se fisieke en sielkundige (swak) gesondheid en vir die 26% en 33% van die variansie in onderskeidelik die waargenome (werksukses) doeltreffendheid en deolmatigheid by die werk en die waargenome status en erkenning wat hulle by die werk ontvang (omdat hulle suksesvol is). Alhoewel 14% en 13% van die variansie in waargenome verbondenheid van die organisasie tot hulle werknemers en die waargenome verbondenheid van die individue tot hulle organisasie verklaar was, is daar gevind dat net een van die modelle wat in die *hiërargiese* regressie gebruik is, statisties betekenisvol was en geen van die voorspellers wat statisties beduidende bydraers is nie. Daar word voorgestel dat verdere navorsing in die organisasie in hierdie verband gedoen word.

The most significant feature of South Africa's transition from a radically divided society to a democracy has been the peaceful nature of the transformation in the form of negotiation as opposed to a revolution (Louw, 1997). South Africa became an internationally accepted democracy in 1994 when Nelson Mandela was elected as the first President of the new South Africa, bringing the era of apartheid to an end. This new democratic order brought about many changes in the country and also had a substantial impact on policing (Anon, 2005b).

For decades the police force had been organised around the authoritarian ideal of maintaining apartheid. With wide-ranging powers, the police had operated without strong institutional checks and balances and without serious external scrutiny (Anon, 2005b). For many, the post 1994 democratic government's new policies represented an abrupt reversal in the orientation for the police. Through the early 1990's police units were sometimes integrated, but most police recruits had been trained in single-race classes and sometimes in institutions designated for one racial group. Most black police personnel for example, trained at Hammanskraal, near Pretoria whereas most Whites had their training in Pretoria, for Coloureds their training was at Lavis Bay near Cape Town, whilst Asians had their training at Wentworth, near Durban (Anon, 2005b).

As the apartheid era ended, these programmes were restructured to emphasise racial tolerance and respect for basic human rights. The police also increased recruitment among black youth and hired international police training experts to advise them on ways to improve race relations in the service. By the end of 1995, the SAPS had incorporated the eleven police agencies from other former homelands and self-governing territories. The new constitution established a single National Police Service for South Africa under the executive command and control of a National Commissioner of the new SAPS (Anon, 2005b).

In January 1995, the then National Commissioner, George Fivaz, promised to address various crucial policing issues as a matter of urgency; amongst them the removal of all forms of racism and other forms of discrimination including those based on gender as well as amalgamation and rationalisation of the existing eleven police agencies into an integrated SAPS (Anon, 2005a). A new police service with a broad mix of cultures, ethnicities, generations and genders at all levels of the organisation was formed. The police service that has a responsibility of transforming the face of policing in South Africa forever (Holtzhausen,

2005) and creating an environment that is conducive to economic growth and ensuring acceptable basic service delivery for all people of South Africa (Anon, 2005a).

With the new Constitution establishing a single National Police Service by integrating other policing agencies from the TBVC states, Self Governing Territories and Development Regions (old South Africa), one can assume that the new South African Police Service is a multicultural police service in a democratic and a multicultural country which takes into account the traditions, culture and ethnicities of all members.

If this situation prevail in the newly established South African Police Service then the following questions arises;

- Does prolonged exposure to unfamiliar cultural environment affect the attitudes, behaviour and well being of members of the SAPS, and
- What precisely promotes successful cross-cultural transitions and what hinders them?

These and similar questions represents the core of what is typically addressed in acculturation research. The present study will address the acculturation experience of members of the South African Police Service in Gauteng and it will look into potential assets and liabilities in their acculturation process.

Conceptualisation of acculturation

As intelligent and adaptive cultural beings, all humans have some likelihood of adopting or otherwise reacting to aspects of alien cultures that they encounter. Acculturation compounds those phenomenon which results when groups of individuals having different cultures come into continuous first-hand contact, with subsequent changes in the original culture patterns of either or both groups (Redfield, Linton, & Herskovits, 1936). Social scientist under the auspices of the Social Science Research Council expanded on the Redfield and his associate's model of acculturation. According to their expanded view of acculturation, they saw the inclusion of value systems, developmental sequences, roles, and personality factors as contributing to how individuals adjust when they come into contact with each other. This model was advance because it specified important culture-related information that changes

with intergroup contact as well as exposing what aspects of culture might be more resistant to change. Acculturation is a process of interaction of cultures (Vasilevsky & Bomarshova, 1996). Grigorjeva, Opalov and Podolski, (1999) defines it as a process involving the perception of cultural elements, in which people from one culture view people from another culture as being the same as a dialogue of cultures. These definitions of acculturation emphasize perception, dialogue and interaction whereas most Western definitions also pay attention to consequences of the interaction of either or both groups.

Acculturation was originally proposed as a group level phenomenon. It is now also widely recognised as an individual level phenomenon, termed psychological acculturation (Graves, 1967). It is at this second level that acculturation refers to psychological changes in an individual (in both behaviour and internal characteristics) whose cultural group is collectively experiencing acculturation. Teske and Nelson (1974) offered the first complete psychological perspective on acculturation. According to them, acculturation included changes in material traits, behaviour patterns, norms, institutional changes, and most importantly, values.

Acculturation framework

Berry (1997) developed a framework that combines cultural and psychological acculturation. The theoretical framework of acculturation is based on three main psychological approaches, namely the stress-and-coping, social-learning and the social-cognition approach/identity approach. The *stress-and-coping approach* focuses on the influence of life changes, coping mechanism, cognitive appraisal of the change, personality characteristics, and social support on physical and mental health. It examines how the individual copes with the acculturative stress and the consequences of this stress. The *social-learning approach* deals with the role of learning in the acquisition of culturally appropriate new skills which facilitate adoption to the new culture. It studies socio-cultural adjustment. The *social-cognitive approach/identity approach* studies cognitive elements such as expectations, attitudes towards members of the new culture, cultural identity, perceptions, attributions, and changes in values as part of the acculturation process (Kunda, 1999; Wong-Rieger, 1984).

The main contemporary acculturation frameworks (Berry, 1997; Ward et al., 2001) are to a large extent empirically based. According to these frameworks, the acculturation process

involves group-level variables (characteristics of the society of origin and characteristics of the society of settlement), individual-level variables and acculturation outcome variables. Furthermore, the Interactive Acculturation Model (IAM) by Bourhis, Moise, Perreault, and Senecal (1997a), proposes that (host) majority acculturation orientations may differ depending on the national origin of the non-dominant group being considered by dominant (host) members. The two fundamental premises related to the IAM are the valued and devalued target groups. For instance, integrationism may be the predominant acculturation orientation of the host members toward “valued” non-dominant group whose language and culture is similar to their own. In contrast, the same host members may be more likely to adopt acculturation orientations such as assimilationism and segregationism toward the “devalued” non-dominant groups against whom they already have negative stereotypes or whose culture and religion may be felt to differ considerably from their own. The premise implies a certain level of tolerance by the host members towards the non-dominant members (Bourhis et al., 1997a).

Acculturation models

Previous acculturation research has revealed that there are two major acculturation models. One, unidimensional model, postulates that the ethnic and host culture counterbalance one another, adherence to one limits adherence possibilities to the other. The unidimensional model has two variants, the assimilationist variant (Kovacs, 1995) and the bicultural variant (Mendoza, 1984). According to the assimilationist variant, cross-cultural travellers invariably end up losing their cultural heritage and embrace the host culture, and the bicultural variant, postulate that the loss of the culture of origin is not at all a necessary outcome and adherence to both cultures even after prolonged immigration is a possible or even likely outcome (Mendoza, 1984).

The other, bidimensional model, postulate that ethnic and host cultures constitute two independent dimensions and the adherence to the one may not affect adherence possibilities to the other (Berry, 1997). When considered in conjunction, the independent dimensions yield four acculturation strategies; namely; assimilation, integration, separation and marginalisation. Assimilation is when an individual reject their own cultural values and identity and accept the host cultural values. The second strategy, integration, is adopted when

individuals accept both their own cultural values and the host cultural values. The third strategy, separation, occurs when individual accept their own cultural values and identity and reject the host cultural values. The last acculturation strategy is marginalisation which refers to individual's rejection of both culture's values and identities.

Furthermore, Bourhis et al., (1997a) proposed that five acculturation orientations can be endorsed by dominant host majority members towards specific non dominant host majority members. These orientations are Integrationism- which implies that host community members value a stable biculturalism among non-dominant groups that, in the long term, may contribute to cultural pluralism as an enduring feature of the host society, Assimilationism- implies that dominant host community members will eventually consider those non-dominant who have assimilated as fully-fledged members of the majority host society, Segregationism accept that non-dominant maintain their heritage culture as long as they keep their distance from host majority members, as they do not wish them to adopt, 'contaminate', or transform the host culture, Exclusionism, can be adopted by members of the host community who are both intolerant of non-dominant groups who maintain their culture of origin and also refuse to allow them to adopt features of the majority host culture and, Individualism- host community members define themselves and others as individuals rather than as members of group categories such as settlers or host majority members.

Acculturation variables

There are three groups of variables that are usually addressed in studies of psychological acculturation: acculturation conditions, acculturation orientations, and acculturation outcomes (Ward, 2001). At the group level, acculturation conditions include characteristics of the society of origin (i.e., cultural homogeneity), characteristics of settlement society (i.e., ethnic vitality and social attachment). Acculturation orientations link antecedent conditions to outcomes. They refer to ways in which immigrants deal with the cultures involved (Berry, 1997; Ward, Bochner, & Furnham, 2001).

Acculturation outcomes indicate the degree of success of acculturation process which could be examined by measuring the nature and extent of interaction with hosts, feelings of acceptance and satisfaction, mood states, the acquisition of culturally appropriate behaviours

and skills, academic performance, and job performance and psychological distress (Ward, 2001).

Group level variables: Society of settlement (Work)

Multicultural norms/practices

Multiculturalism is an ideology aimed at legitimising the incorporation of ethnic diversity in the general structure of society (Kallen, 1982). It was developed in the 1970's, mainly in western countries, to handle the growing cultural and ethnic diversity in the ways than the segregation policies that had been prevalent (since the early 1940's) in South Africa previously (Breugelmans & Van de Vijver, 2004).

In South Africa a policy of multiculturalism was developed after the transition of South Africa from apartheid to democracy (Bekker & Leeilde, 2003). This transition impacted directly on the structure of the police (Anon, 2005b) and on the contemporary policing in the country (Buntman & Snyman, 2002). The new single National Police Service was established in 1994, by integration of other eleven policing agencies from the TBVC states, with recognition of different traditions, cultures, and ethnicities of its members. Furthermore, the new democratic government since 1994 had a stated commitment to multiculturalism and diversity in policing (among other aspects of public life). These commitments are in constitutional and statutory law as well as in an array of policy documents (Buntman & Snyman, 2002).

This political and ideological change in dealing with cultural pluralism, stimulated research in the social sciences, particularly in social psychology, which has a long history in studying intergroup relations (Berry, 2001; Brewer, 1997; Chryssochoou, 2000). Most of this research focussed on the adaptation of minorities to live in other (cultural) environment, however, in South Africa, majority groups are in most cases exposed to contact with second cultures (Eurocentric/Afrocentric corporations). The impact of acculturation orientation of the mainstream culture (government policies and host majority attitudes) has to be taken into account (Berry, 1974) and is increasingly emphasised (Arends-Toth & Van de Vijver, 2003; Bourhis, Moise, Perreault & Senecal; 1997a). Only when the acculturation orientations of all

parties involved are consensual (Bourhis, et al., 1997a) in supporting multiculturalism, can this ideology be put in place. Therefore, studies of majority acculturation are essential to the understanding of acculturation process in culturally diverse societies.

Tolerance

The Interactive Acculturation Model (IAM) proposes that host majority acculturation orientations may differ depending on the national origin of the non-dominant group being considered by dominant host society members (Bourhis et al., 1997a, 1997b). The two fundamental premises related to the IAM are the valued and devalued target groups. For instance, integrationism may be the predominant acculturation orientation of the host members toward “valued” non-dominant group whose language and culture is similar to their own. In contrast, the same host members may be more likely to adopt acculturation orientations such as assimilationism and segregationism toward the “devalued” non-dominant groups against whom they already have negative stereotypes or whose culture and religion may be felt to differ considerably from their own. This premise implies a certain level of tolerance by the host members towards the non-dominant members.

Ethnic vitality

The concept of ethnic vitality refers to ethnic institutions that can support the acculturation process, such as the availability of places of worship, shops, recreational opportunities, and educational resources (e.g., Adelman, 1988; Ait Ouarasse & Van de Vijver, 2004; Berno & Ward, 2000; Malewska-Peyre, 1982). Being psychologically close and sharing more or less the same acculturation experiences, members of the same minority could be very useful in providing field expertise and the social networks for support. A minority that is vital and supportive acts as both springboard from which minority individuals can deal with the mainstream culture, which is seen in the positive effects on relationships and work success, and as a safety net that provides support to deal with negative acculturation experiences, which is done indirectly via relationships with co ethnics (Ait Ouarasse & Van de Vijver, 2004). For a successful acculturation process, input is needed both from the ethnic community and the mainstream.

Relationship with host at work

The Integrative Acculturation Model further predicts the acculturation combinations that most likely to produce consensual, problematic, and conflictual relational outcomes between immigrants and members of the host society. Bourhis et al (1997) noticed that positive relational outcomes are likely to result when immigrant and members of the receiving community share similar attitudes toward acculturation. Problematic outcomes are the product of partial agreement on acculturation options. More extreme conflictual outcomes are likely to arise when there is no substantial overlap between the acculturation preferences of host immigrants. The largest intergroup conflict is expected when the members of the host community are exclusionist and the immigrants prefer the separation option.

Group level variables: Society of origin

Integration demands

Integration occurs when an individual becomes proficient in the culture of the dominant group while retaining proficiency in the indigenous culture; this status is also known as biculturalism (Berry & Kim, 1988). Hence, individuals in this status are both highly acculturated and strongly enculturated. Kim and Omizo (2005) in their study on Asian and European Americans, posits that for Asian Americans, this status (biculturalism) may be most psychologically healthy because it allows them to hold cultural values that are functional in both European and Asian American cultures. In addition, having this status could allow Asian Americans to respond successfully to the varying and sometimes opposing demands of the cultural systems.

The literature on biculturalism proposes that individuals who actively function in both of the indigenous and dominant cultures may exhibit increased cognitive functioning (Lafromboise, Coleman, & Gerton, 1993). Lafromboise et al, (1993) used the term bicultural competence to describe the process in which individuals are able to meet successfully the demands of two distinct cultures. They described bicultural competence as including (a) knowledge of cultural beliefs and values of both cultures, (b) positive attitudes toward both groups, (c) bicultural efficacy or belief that one can live in a satisfying manner within both cultures without

sacrificing one's cultural identity, (d) communication ability in both cultures, (e) the range of culturally appropriate behaviours and (f) a sense of being grounded in both cultures. Lafromboise et al, (1993) noted that although individuals may experience difficulties adjusting to the different and sometimes opposing demands, if they are able to obtain these skills, one benefit is an increased performance in vocational and academic endeavours.

Social support

The idea that social networks play an important role in mental health maintenance is well established (Cohen & Syme, 1985; House, 1981). There is considerable evidence that both qualitative aspects of social networks, such as the extent to which they can be relied on to provide social support, and structural aspects of social networks, such as their size, can influence psychological well-being (Cohen & Wills, 1985; Lin, Dean, & Ensel, 1986). Qualitative dimensions of social networks generally influence psychological well-being by operating as a stress buffer (Cohen & Wills, 1985). Individuals who report that members of their social networks would provide them with emotional and social support when needed display lower levels of distress and depressive symptoms in response to stressful life events than those who do not (Cohen & Wills, 1985; Lin et al., 1986; Thoits, 1995). On the other hand, structural features of people's social networks, such as their size, generally exert a main effect on their psychological well-being. Individuals who possess a greater number of relationships with friends, family members, co workers, and neighbours report less distress and greater positive affect, regardless of their levels of stress, than those who possess fewer of these relationships (Cohen & Wills, 1985).

Relationship with co ethics

According to the social learning theory (Bandura, 1977), interaction with others is an important source of information regarding the appropriate behaviour and its consequences, which will increase an individual's efficiency in daily contact with others. Secondly, by interacting with others in the new society and by trying to learn their way of doing things, the immigrant proves that s/he values and appreciates the new culture and is putting effort into learning it. Furthermore, for integration to be possible, multiculturalism needs to be the dominant societal acculturation orientation, and just as obvious, a sufficient number of one's

ethno cultural group should also share the wish to maintain the group's cultural heritage (Berry, 2001). For positive relations between the host and minority to be effective, it will entirely depend on the choice of acculturation strategies that are being used by the two parties.

Waxin (2004) examined the impact of culture of origin on adjustment by French, German, Korean and Scandinavian expatriates managers in India. The results showed that culture of origin has a direct effect on adjustment. The larger the cultural distance, the less the adjustment. Furthermore, the culture of origin affects the way of coping with the acculturative stress. Supervisory support helped Korean expatriates to adjust better whereas Scandinavians relied more on partner support.

Bochner's Functional Model of Friendship Networks (Bochner, McLeod, & Lin, 1977), reflects a culture-learning perspective on intercultural contact. Foreigners usually have three distinct social networks, each serving a particular psychological function. The primary network consists of bonds with co-nationals; its function is to rehearse, express and affirm culture-of-origin values. Another networks consists of links with host nationals such as students, teachers, and counsellors, its function is largely instrumental and aims at facilitating the academic and professional goals of the students. The third network consists of friendships with other non-compatriot foreign students. The function of this network is largely recreational and also provides mutual support based on shared experience of being foreign.

Individual level variables

Coping

Changes over time (i.e., age and length of settlement), position in the society, and situational or social context (i.e., social support and stressful situations) refer to individual-level context variables (Arends-Toth & Van de Vijver, 2004). Cultural characteristics of the society of origin are important to establish cultural features for comparison with the society of settlement as a basis for estimating the cultural distance. The degree of voluntariness in migration is important for understanding acculturation on individual level.

Coping has been studied as a variable that moderates the relation between context variables and acculturation outcomes. In a study done by Struthers, Perry, and Menec (1996) among Canadian students, they found that more academic stress and emotion-focused coping were associated with lower course grades. In a comparative study of Asian and Anglo-Australian students in Australia, Bailey and Dua (1999) tested the hypothesis that culture influences preferred coping styles and that acculturative stress is attenuated by the use of culturally relevant coping strategies. Asian students reported most stress in their first six months in Australia; they tended to employ collectivist coping strategies more often than did Anglo-Australian students, who used more individualist coping styles. The longer the Asian students stayed in the Australian culture, the less they used collectivist styles.

According to Compas, Connor-Smith, Saltzman, Thomsen and Wasdworth, (2001) two main coping strategies used to deal with stress are emotion-focused and problem-focused strategies. Problem-focused strategies are active problem solving methods used to resolve the stressful relationship between the self and the environment (Compas et al, 2001). Emotion-focused coping strategies are ways in which people achieve an optimal level of emotional regulation and the capacity to deal with intense situations and feelings (Saarni, 1999). Emotion-focused coping strategies shown to be effective are distractions, cognitive reframing the meaning of the difficult situation and information seeking strategies. The key component to these successful coping strategies is the ability to be flexible in the selection of strategies depending upon the control an individual has over stressor (Saarni, 1999).

Acculturation outcomes

Berry proposed a definition of adjustment as a state whereby change occur in the individual in a direction of increased fit and reduced conflict between the environmental demands and the individual attitudinal and behavioural inclinations (1992:73). Successful adjustment, therefore, can be characterised as a state of 'homeostasis' whereby an individual maintains a balanced psychological state which results in effective functioning (Torbion, 1982). The multidimensionality of the adjustment process has been discussed in both acculturation and expatriation literatures. In the acculturation framework, three facets of adjustment are identified: psychological adjustment, socio-cultural adjustment (Searle & Ward, 1990), and work adjustment (task effectiveness) (Aycan & Berry, 1996; Hawes & Kealy, 1981).

Acculturation outcomes indicate the degree of success of acculturation process which could be examined by measuring the nature and extent of interaction with hosts, feelings of acceptance and satisfaction, mood states, the acquisition of culturally appropriate behaviours and skills, academic performance, and job performance and psychological distress (Ait Ouarasse & Van de Vijver, 2004).

Factor analysis have shown that the multitude of acculturation outcomes can actually be grouped under two major headings, namely psychological (having to do with mental health and general satisfaction with life (work) in the host milieu: does the immigrant *feel well* in the new society?) and socio-cultural (having to do with successful participation in the host milieu: does the immigrant *do well* in the new society?) outcomes. Psychological and socio-cultural adaptation are positively related (Berry, 2003; Ward & Kenndy, 1999), and the strength of the association is related to the cultural distance and the degree of integration of cross-cultural travellers in the social milieu: the larger the cultural distance, the weaker the association between psychological and socio-cultural adaptation, the more the orientation toward the host society (assimilation or integration) the stronger the association (Ward & Rana-Deuba, 1999).

Health (Physical & Psychological)

Psychological adaptation is mainly used within the stress and coping perspective and is measured by such indicators as life satisfaction (e.g., Kealy, 1989), and acculturation stress (e.g., Berry, 1997), depression, and mental health. Few studies have attempted to examine overall health of immigrants in relation to acculturation status. In Hispanic Americans, higher acculturation was associated with higher ranking of self-reporting health (Shetterly et al, 1996). In the study of Japanese Americans in Hawaii (Reed et al., 1982), total acculturation and social assimilation were positively associated with Coronary Heart Disease prevalence.

Organisational Commitment

In cross-cultural transitions, changes an individual is exposed to are likely to be stressful. In some cases adjustment to certain changes in living conditions can be so demanding that they influence the intention to stay. Gregersen and Black (1990), for example found that

adjustment to the general environment, and to the interaction with host nationals, was primary determinant of intent to stay, whereas adjustment to work did not influence this decision. Therefore, psychological adjustment marked by a low level of stress and high level of satisfaction with living conditions is likely to increase commitment and work success. Interaction with host nationals and participation in social life (socio-cultural adjustment) are also expected to enhance effectiveness and commitment for two main reasons (Gregersen & Black, 1990). First, the more one interacts with others in the new culture, the more one learns about the appropriate behaviour (through observation and feedback from others) in work and non-work situation. This will increase interpersonal effectiveness (by reducing conflicts) on the job and increase job performance. Second, acquaintance with others in the new culture enhances the understanding of and identification with the host nationals which, in turn, increase commitment.

Work success

Socio-cultural outcomes relate to successful participation in the host milieu. The question that normally arises in this arena is: “Does the immigrant *do well* in the new society?” Ward and Kennedy (1993) argued that socio-cultural adaptation is mainly a function of contact variables such as education in the host country and length of stay of migrants, while psychological adaptation is mainly a function of ethnic group variables such as support networks. Other findings points to a slightly different role of host and ethnic culture in adaptation. Research results (Ait Ouarrasse & Van de Vijver, 2004) suggest that ethnic group variables were better predictors of school success and mainstream variables were better predictors of work success. The perceived tolerance of the mainstream society towards the ethnic group was a significant predictor of work success.

Little or no quantitative research has been published on the acculturation process in the South African Police Service; therefore the objective of this research was to analyse the acculturation process and to determine the impact of acculturation context and individual variables on acculturation outcomes of SAPS members.

RESEARCH METHOD

Research design

A cross-sectional survey design whereby a sample was drawn from a population at one time was used to obtain the desired research objectives. Schaufeli and Enzman (1998) criticised the use of cross-sectional designs in research, and recommended that experiments and longitudinal studies should be used when possible. However, a cross-sectional design is the most appropriate design for determining relationships among variables.

Research procedure

The study, which formed part of a larger project on acculturation of the Industrial Psychology department of the North West University, was initiated during 2005 after discussions with the Strategic Management Services of the SAPS in Pretoria. In the same year (2005), permission was given by the Strategic Management Services of the SAPS in Pretoria and the project was planned, questionnaires were duplicated and administered with funding that was obtained from the National Research Foundation.

English questionnaires that were used in previous research to measure Acculturation context, personal, psychological and sociocultural acculturation outcomes were used. Questionnaires with the letter of permission from the Strategic Management Services of the SAPS and the letter written by the researchers informing the participants about the rationale behind the study were randomly distributed to police units or departments in the Pretoria area. 153 fully completed questionnaires were received back. The data was captured on an excel sheet and checked for mistakes. Finally the data set was statistically analysed with the SPSS-program (SPSS Inc., 2003), the SAS-program (SAS Institute, 2000) and the AMOS-program (Arbuckle, 1997).

Participants

The participants used in the research were selected randomly from the population (n=153). Samples were taken from some of the police units/section in the Pretoria area. Table 1 presents some of the characteristics of the participants.

Table 1

Characteristics of the Participants

Item	Category	Percentage
Gender	Male	57, 50
	Female	42, 50
Age	18-25	9, 20
	26-35	45, 40
	36-45	38, 50
	46-55	6, 20
	56-60	0, 80
Language	English	9, 90
	Afrikaans	23, 00
	Zulu	9, 90
	Xhosa	4, 60
	South Sotho	5, 30
	North Sotho	17, 10
	Xitsonga	6, 60
	Tswana	15, 10
	Swazi	1, 30
	Tshivenda	2, 60
	Ndebele	4, 60
Qualifications	Matric	24, 10
	Certificate	9, 50
	Diploma	22, 60
	Degree	25, 50
	Post Degree	18, 20
Unit	Operational	49, 30
	Support	50,70
Rank	Admin Clerks	16, 40
	Constable	11, 80
	Sergeant	6, 60
	Inspector	21, 70
	Captain	26, 30
	Superintendent	12, 50
	Senior Superintendent	3, 30
	Director	1, 30
Years of experience	0-5 yrs	37, 40
	6-10 yrs	8, 40
	11-20 yrs	41, 30
	More than 20 yrs	11, 90
Frequency of thoughts to quit	0Never	4, 70
	1	31, 10
	2	10, 10
	3	18, 90
	4	20, 90
	5Always	14, 20

Satisfaction with the job	Very satisfied	6, 70
	Dissatisfied	10, 70
	Not sure	22, 10
	Satisfied	48, 30
	Very satisfied	12, 10

According to Table 1, the majority of participants were males (57, 5%) from support services (50, 7%) and had an education level of a degree (25, 5%). Most of the participants were between the age of 36-45 (93, 1%). 23, 0% were Afrikaans speaking Captains (23, 3%) and had between 11-20 yrs (87, 7%) of experience. 31, 1% of the participants said they will never quit the service and 48, 3% of them were satisfied with their job.

Measuring Instruments

Previously used instruments (Ait Ouarasse and Van de Vijver, 2004; Spector & Jex 1998; Armikhan, 1990; Cartwright & Cooper, 2002) will be adapted and others developed by the researchers involved measuring the following: Acculturation context (Including the mainstream - society of settlement and ethnocultural context - the society of origin), individual factors, psychological and sociocultural acculturation outcomes (work success). All scales follow a five - point Likert format ranging from strongly agree (5) to strongly disagree (1).

Mainstream domain instruments

Multicultural norms (developed for the study by the researchers involved). This is a six - item measure of the participant's perception of his co-workers' attitude towards multicultural norms within the organisation. The attitude dimension of the scale refers to a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour. Two of the items were positively and four negatively phrased. The scale contains items like "I think that most of my co-workers believe that the elimination of racial segregation in the workplace made our organisation less productive" and "I think that most of my co-workers think that the goal of creating a non-sexist, non-racial workplace will never be achieved in our organisation (negatively phrased).

Multicultural practices (developed for the study by the researchers involved). This is a seven-item measure of the participant's experiences of his co-workers' behaviour with regards to

multiculturalism within organisation. The practice dimension of this scale refers to his or her perception and experience regarding the conduct of his co-workers when in interaction with people of different cultural backgrounds. All seven items of the scale are positively phrased. The scale contains items like “I think that most of my co-workers accepts the fact that we have different cultures”, “I think that most of my co-workers appreciate the fact that we have different cultures”, and “My co-workers generally shows respect for other cultures in our organisation”

Tolerance by the mainstream (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is an eight-item measure of the extent to which participants think that mainstream members take an open stance toward the ethnic minority (majority) community in South Africa. All eight of the items are positively phrased. Tolerance is the desire on the part of the mainstream to see the minority (majority) members actively involved in public life without necessarily dropping their original culture. The scale contains items like “I think that most of my co-workers from other cultures are most welcoming people.” Cronbach alpha coefficient of 0.64 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Relationship with host members at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a thirteen-item measure of how well and easily participants get along with members from other cultural groups in the organisation, and how well and easily they do in situations involving other cultural groups in the organisation. The scale contains items like “I attend activities organised by members of other cultural groups” and “I participate in activities organised by members of other cultural groups”. Cronbach alpha coefficient of 0.88 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Ethnocultural domain instruments

Perceived Ethnic Integrationist Demands at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants think their own ethnic group members allows them to establish contact with the other South African ethnical groupings and participate in public life. All twelve of the items are positively phrased. The scale contains items like “My group members are positive about diverse work

teams”. Cronbach alpha coefficient of 0.64 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004) and other studies.

Perceived Ethnic Solidarity and Social Support at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants think their own ethnic group members help their members and the extent to which participants think their own community are supportive of its other group members. Eleven of the items are positively and one negatively phrased. The scale contains items like “If I rely on members from my own cultural group, they will let me down” and “My cultural group is good at providing (financial) help for its members”. Cronbach alpha coefficient of 0.79 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Relationship with Co-Ethics at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a fourteen-item measure of how well and easily participants get along with members of the ethnic minority (majority) community, and how well and easily they do in situations involving South African community members. The scale contains items like “Members of my own cultural group are a pleasure to be with in our organisation” and “All my friends are members of my own cultural group”. Cronbach alpha coefficient of 0.79 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Perceived ethnic vitality at work (adaptation of Ait Ouarasse and Van de Vijver, 2004). This is a five-item measure of the extent to which participants’ think that their community has succeeded in setting up infrastructure for provision of recreational nature and other amenities. The scale contains items like “The café caters for my cultural food in our organisation”. Cronbach alpha coefficient of 0.69 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

Individual factor instrument

Coping skills were measured by means of an adapted version of the Coping Strategy Indicator (Armikhan, 1990). The scale measured three types of coping strategies: problem

solving, seeking social support and avoidance. Participants were asked to imagine themselves in a period when they experienced a serious problem and to indicate how they dealt with it (indicating agreement or disagreement with possible reactions). This adapted measurement comprises 33 items and employs a 5-point answer scale, with options ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Cronbach alpha coefficient values were 0.55 for problem solving, 0.73 for Social Support and 0.44 for Avoidance (Galchenko & Van de Vijver, 2005a).

Sociocultural acculturation outcomes

Health: The Physical Symptoms Inventory (PSI) developed by Spector & Jex (1998) was adapted to assess employee physical and somatic health symptoms. The PSI is a self-report measure in which respondents are asked to indicate whether or not in the past 3 months they had suffered any of the mentioned symptoms. Some examples of symptoms included on the scale are headache, backache, fatigue, eyestrain and trouble sleeping. The scale employs a 5-point frequency scale, with options ranging from 1 (*never*) to 5 (*everyday*).

Commitment: The ASSET (which refers to an Organisational Stress Screening Tool) was developed by Cartwright & Cooper (2000) as an initial screening tool to help organisations assess the risk of occupational stress in their workplace. It measures potential exposure to stress in respect to a range of common workplace stressors. It also provides important information on current levels of physical health, psychological well-being and organisational commitment. The twelve-item scale contains items like “I feel that it is worthwhile to work hard for this organisation”.

Work Success (adaptation of Ait Ouassane and Van de Vijver, 2004). This is a fourteen-item measure of how well participants do at work. All of the items are positively phrased. It contains items pertaining to task completion, punctuality, status and recognition at work, relationship with supervisors and relationship with fellow workers. The scale contains items like “I am always on time for my work”, “I do my work exactly as instructed by my supervisor” and “I have a good reputation among my co-workers”. Cronbach alpha coefficient of 0.81 was obtained for a one factor extracted by exploratory and confirmatory factor analysis in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouassane and Van de Vijver, 2004).

Statistical analysis

The statistical analysis was carried out with the SPSS-program (SPSS Inc., 2003). Descriptive statistics (e.g. means, standard deviations, skewness and kurtosis) are used to analyse the data. Cronbach alpha coefficients and mean inter-item correlations are used to determine the internal consistency, homogeneity and uni-dimensionality of the measuring instruments (Clark & Watson, 1995). Coefficient alpha contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by that particular scale. According to Clark and Watson (1995), the mean inter-item correlation (which is a straightforward measure of internal consistency) provides useful information in conjunction with the alpha coefficient of a scale (which is an indication of homogeneity of a scale), but as such cannot ensure uni-dimensionality of a scale.

In terms of statistical significance, it was decided to set the value at a 95% confidence interval level ($p < 0.05$). Effect sizes (Steyn, 1999) are used to decide on the practical significance of the findings. Pearson and Spearman product-moment correlation coefficients were used to specify the relationship between the variables. A cut-off point of 0.30 (medium effect, Cohen, 1988) is set for the practical significance of correlation coefficients.

Regression analysis is used to model relationships between variables and determine the magnitude of those relationships. The models can be used to make predictions (Field, 2005). There are two types of regression, simple and multiple linear regressions. Both are related statistical methods for modelling the relationship between two or more random variables using a linear equation. Simple linear regression refers to a regression on two variables while multiple regressions refer to a regression on more than two variables. Linear regression assumes the best estimate of the response is a linear function of some parameters (though not necessarily linear on the predictors).

RESULTS

The results obtained from exploratory and confirmatory factorial analysis using direct oblimin rotation to confirm the factor structure (scree plot and the rotated component matrix) and descriptive statistics obtained from the statistical analysis indicated that all context

constructs measured in this study were uni-factorial. However, factorial analysis done on the measure for individual and outcomes variables indicated (as indicated by the scree plot and the rotated component matrix) that three factors which were labelled Approach Coping, Avoidance Coping and Seeking Social Support were extracted from the exploratory and confirmatory factor analysis explaining 44, 87% of the variance of the Coping Strategy Indicator measure of Amirkhan (1990). This result confirms the results of factor analysis done on the same scale by Galchenko and Van de Vijver (2005a) in their study of acculturation of Russian immigrants and emigrants. Two factors were extracted from the exploratory and confirmatory factor analysis done which were labelled effectiveness and efficiency and status, reputation and opportunities (as indicated by the scree plot and the rotated component matrix) on the 14 item Perceived Work Success Scale (Ait Ouarasse & Van de Vijver, 2004) explaining 53.5% of the variance of the construct. One factor was extracted with a confirmatory factor analysis (as indicated by the scree plot and the rotated component matrix) from a 21 item measuring physical health explaining 51% of the variance of Physical Health and one factor was extracted from a confirmatory factor analysis done (as indicated by the scree plot and the rotated component matrix) on the 9 items measuring psychological health explaining 59.7% of the construct from an adapted version of the Health Scale of Spector and Jex (1998). Two factors which were labelled Individual Perceived Commitment from the Organisation to its Employees and Individual Perceived Commitment of the Individual to the Organisation were extracted with the exploratory and confirmatory factor analysis done (as indicated by the scree plot and the rotated component matrix) on the Commitment sub-scale of the ASSET (Cooper & Cartwright, 2002) explaining 70.9% of the variance of the construct.

The descriptive statistics and internal consistency of the measuring instruments used in this study are reported in Table 2

Table 2
Descriptive Statistics

Scale	Mean	Variance	SD	Skewness	Kurtosis	Alpha
Mainstream characteristics in the Workplace						
1.1. Multicultural Norms	3.33	0.56	0.75	0.02	-0.46	0.70
1.2. Multicultural Practices	3.59	0.31	0.56	-0.12	0.48	0.75
1.3. Tolerance of the Majority	3.22	0.42	0.65	-0.52	-0.41	0.84
1.4. Ethnic Vitality at Work	3.18	0.46	0.68	-0.25	0.53	0.83
1.5. Relationship with Others at Work	3.14	0.35	0.61	-0.27	0.02	0.72
Co-ethnic characteristics in the Workplace						
2.1. Ethnic Integration Demands at Work	3.64	0.27	0.52	-0.20	0.58	0.75
2.2. Ethnic Social Support at Work	3.28	0.51	0.71	-0.34	0.02	0.89
2.3. Relationship with Co-Ethnics at Work	3.46	0.33	0.58	0.22	0.77	0.74
Individual characteristics in the Workplace						
3.1. Approach Coping Style	3.77	0.17	0.41	-0.05	1.02	0.87
3.2. Avoidance Coping Style	2.88	0.30	0.55	0.04	1.67	0.81
3.3. Seeking Social Support - Coping Style	3.47	0.45	0.67	-0.60	1.03	0.74
Psychological Acculturation Outcomes						
4.1. Acculturation stress (Psychological health)	1.64	0.54	0.74	1.30	0.98	0.91
4.2. Acculturation stress (Physical health)	1.82	0.58	0.76	1.22	1.15	0.95
5.1. Organisational Commitment to Individual	3.42	0.64	0.80	-0.39	0.29	0.91
5.2. Individual Commitment to Organisation	3.68	0.76	0.87	-0.92	1.08	0.90
Socio-cultural Acculturation Outcomes						
6.1. Individual Perceived Work Success: Effectiveness	4.08	0.34	0.58	-0.39	0.27	0.83
6.2. Individual Perceived Work Success: Status	3.90	0.29	0.54	-0.35	0.33	0.84

Table 2 shows that acceptable Cronbach alpha coefficients (> 0.70) were obtained for all the sub scales used. It is evident that most of the scores at the various items were relatively normally distributed with low skewness and kurtosis. However, physical health and psychological health shows high skewness and kurtosis and individual commitment to organisation shows high kurtosis.

The product moment correlations coefficients between the different constructs used in this study are provided in Table 3.

Table 3

Product moment correlations coefficients between the different constructs

Scale	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Multicultural Norms	-															
2. Multicultural Practices	0.24*	-														
3. Tolerance of the Majority	0.42*	0.46*	-													
4. Ethnic Vitality at Work	0.19*	0.27*	0.28*	-												
5. Relationship with Others at Work	0.25*	0.34*	0.41*	0.21*	-											
6. Ethnic Integration Demands at Work	0.11	0.47*	0.23*	0.22*	0.26*	-										
7. Ethnic Social Support at Work	0.03	0.11	0.06	0.23*	0.03	0.28*	-									
8. Relationship with Co-Ethnics at Work	0.09	0.24*	0.15	0.34**	0.08	0.21	0.42**	-								
9. Approach Coping Style	0.10	0.18*	0.15	0.13	0.07	0.29*	0.10	0.37**	-							
10. Avoidance Coping Style	-0.18	-0.24*	-0.09	-0.11	-0.13	-0.06	0.14	0.05	-0.09	-						
11. Seeking Social Support - Coping Style	0.03	0.05	0.06	0.19*	-0.03	0.20*	0.19*	0.21*	0.49**	0.06	-					
12. Psychological Health - Acc. Stress	-0.11	-0.02	-0.20*	0.01	-0.05	-0.05	0.24*	-0.04	-0.00	0.41*	-0.01	-				
13. Physical Health - Acculturation Stress	-0.19*	-0.10	-0.26*	-0.10	-0.13	-0.22*	0.07	-0.06	-0.03	0.32*	0.04	0.72**	-			
14. Organisation Commitment to Individual	0.19*	0.20*	0.18*	0.25*	0.12	0.19*	-0.05	0.13	0.12	0.01	0.04	-0.24*	-0.32**	-		
15. Individual Commitment to Organisation	0.07	0.17*	0.05	0.10	-0.01	0.21*	0.07	0.09	0.19*	0.02	0.01	-0.09	-0.06	0.62**	-	
16. Individual Perceived Work Success (1)	-0.04	0.18*	0.02	-0.01	-0.00	0.26*	0.05	0.25*	0.28*	-0.05	-0.00	-0.02	-0.07	0.18*	0.16	-
17. Individual Perceived Work Success (2)	0.11	0.35*	0.29*	0.07	0.19*	0.37*	0.12	0.23*	0.44**	-0.12	0.17*	-0.15	-0.20*	0.46**	0.41**	0.45**

* $p < 0.05$ * $p < 0.01$ * $p < 0.001$

Inspection of Table 3 showed that Multicultural Norms (Ideology) was statistically significantly positive related to Multicultural Practices, the degree of Tolerance (offered by the majority in the organisation) with a (*practically significant medium effect*) experience by ethnic groups, Ethnic Vitality at Work, the Relationship with the Others at Work, as well the individual's perception regarding the degree of Commitment of the Organisation to his Employees. Multicultural Norms was also statistically significantly negative related to Acculturation Stress – Physical health. Multicultural Practices correlated statistically significantly positive and *practically significantly with a medium effect* with degree of Tolerance experienced by ethnic groups in the organisation, Relationship with others in the organisation, Ethnic Integration Demands at Work, and Individual Perceived (Work Success) Effectiveness and Efficiency at work. Multicultural Practices correlated also statistically significantly negative with the Avoidance Coping Style.

The degree of Tolerance experienced by ethnic groups at work was statistically significantly positive related to Ethnic Vitality at Work, the Relationship with Others at Work (*practically significantly medium effect*), Ethnic Integration Demands at Work, Perceived level of the Organisation's Commitment to its Employees, as well as with Perceived Individual (Work Success) Status, Reputation and Opportunities. However, the degree of Tolerance experienced by ethnic groups at work was also statistically significantly negative related to Psychological Adaptation – Psychological Ill-Health as well as Physical Ill-Health. Ethnic Vitality at Work correlates statistically significantly positive with Relationship with others at Work, Ethnic Integration Demands at Work, Ethnic Social Support at Work, Seeking Social Support-Coping Style, and Perceived level of Organisation's Commitment to its Employees. Ethnic Vitality at Work was also statistically significantly positively related to Relationships with Co-Ethnics at Work (with practically significantly medium effect). A statistically significantly positive correlation was found between Relationship with others at Work and Ethnic Integration Demands at Work and Individual Perceived (Work Success) Status, Reputation and Opportunities.

Furthermore in Table 3, Ethnic Integration Demands at Work correlates statistically significantly positive with Ethnic Social Support at Work, Approach Coping Style, Seeking Social Support Coping Style, Perceived level of the Organisation's Commitment to its Employees, Perceived level of Individual's Commitment to the Organisation and (with

practically significant medium effect) to Individual Perceived (Work Success) Status, Reputation and Opportunities. However, Ethnic Integration Demands at Work correlated statistically significantly negative with Acculturation Stress-Physical health. Ethnic Social Support at Work was statistically significantly positive (with practically significant medium effect) related to Relationship with Co-ethnics at Work and statistically significantly positive correlated to Seeking Social Support Coping Style and Acculturation Stress-Psychological Health. Relationship with Co-ethnics at Work correlated statistically significantly positive with Approach Coping Style (with a practically significant medium effect), Seeking Social Support Coping Style and Individual Perceived (Work Success) Effectiveness and Efficiency at Work and Status, Reputation and Opportunities.

Table 3 also shows a statistically significantly positive relation between Approach Coping Style, Seeking Social Support Coping Style and Individual Perceived (Work Success) Status, Reputation and Opportunities, with practically significant medium effect. Approach Coping Style showed also a statistically significantly positive relation with the Perceived level of Individual Commitment to the Organisation and Individual Perceived (Work Success) Effectiveness and Efficiency at work. A statistically significantly positive correlation (with practically significant medium effect) was also found between Avoidance Coping Style and Acculturation Stress (Physical and Psychological Health). A statistically significantly positive correlation also exists between Seeking Social Support Coping Style and Individual Perceived (Work Success) Status, Reputation and Opportunities.

Statistically significantly positive correlation (with practically significant large effect) was found between Acculturation Stress-Physical Health and Acculturation Stress-Psychological Health but, however, correlated statistically significantly negative with Perceived level of the Organisation's Commitment to its Employees. Acculturation Stress-Psychological Health was statistically significantly negative correlated (with practically significant medium effect) to Perceived level of Organisation's Commitment to its Employees and statistically significantly negative correlated to Individual Perceived (Work Success) Status, Reputation and Opportunities.

A Perceived level of the Organisation's Commitment to its Employees was statistically significantly positive correlated (with practically significant large effect) to a perceived level

of Individual Commitment to Organisation and statistically significantly positive correlated to Individual Perceived (Work Success) Effectiveness and Efficiency at work. Furthermore, it correlates statistically significantly positive (with practically significant medium effect) to Individual Perceived (Work Success) Status, Reputation and Opportunities. Individual level of Commitment to the Organisation correlates (with practically significant medium effect) statistically significantly positive to Individual Perceived (Work Success) Status, Reputation and Opportunities). Lastly, Individual Perceived (Work Success) Effectiveness and Efficiency at work correlates (with practically significant medium effect) statistically significantly positive with Individual Perceived (Work Success) Status, Reputation and Opportunities.

The multiple regression analysis with Acculturation Stress (Physical Health) as dependent variable and characteristics of the (society of settlement) workplace (*prevalence of multicultural norms and practises, tolerance, ethnic vitality at work and relationships with the others at work*), characteristics of the (society of origin) ethnic group members at work (*ethnic integration demands at work, ethnic social support, and relationships with members of your own ethnic group members at work*) and personal characteristics of the individual (*approach coping, avoidance coping and seeking social support coping strategy*) as predictors or independent variables appear in Table 4.

Table 4

Multiple Regression Analysis with Acculturation stress (Physical Health) as dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	p	R	R ²	ΔR^2
	B	Std. Error	Beta							
Constant	2,29	0,59		3,91	0,00	1,66	0,15	0,28	0,08	0,079
1.1. Multicultural Norms	-0,14	0,11	-0,14	-1,31	0,20					
1.2. Multicultural Practices	-0,15	0,15	-0,11	-1,01	0,32					
1.3. Tolerance of the Majority	-0,18	0,15	-0,15	-1,26	0,21					
1.4. Ethnic Vitality at Work	0,19	0,12	0,18	1,68	0,10					
1.5. Relationship with Others at Work	0,15	0,14	0,12	1,11	0,27					
Constant	2,39	0,68		3,49	0,00	1,37	0,22	0,33	0,11	0,026
1.1. Multicultural Norms	-0,15	0,11	-0,15	-1,38	0,17					
1.2. Multicultural Practices	-0,06	0,17	0,05	-0,37	0,71					
1.3. Tolerance of the Majority	-0,17	0,15	-0,14	-1,11	0,27					
1.4. Ethnic Vitality at Work	0,19	0,12	0,17	1,52	0,13					
1.5. Relationship with Others at Work	0,18	0,14	0,15	1,30	0,20					
2.1. Ethnic Integration Demands at Work	-0,25	0,17	-0,18	-1,49	0,14					
2.2. Ethnic Social Support at Work	0,11	0,12	0,11	0,94	0,35					
2.3. Relationship with Co-Ethnics at Work	-0,00	0,14	-0,00	-0,01	1,00					
Constant	0,76	0,88		0,86	0,39	3,36	0,00*	0,54	0,29	0,186
1.1. Multicultural Norms	-0,13	0,10	-0,13	-1,28	0,20					
1.2. Multicultural Practices	0,02	0,15	0,01	0,10	0,92					
1.3. Tolerance of the Majority	-0,18	0,14	-0,15	-1,32	0,19					
1.4. Ethnic Vitality at Work	0,14	0,11	0,13	1,22	0,23					
1.5. Relationship with Others at Work	0,23	0,13	0,19	1,81	0,07					
2.1. Ethnic Integration Demands at Work	-0,20	0,15	-0,15	-1,28	0,20					
2.2. Ethnic Social Support at Work	0,03	0,11	0,03	0,25	0,80					
2.3. Relationship with Co-Ethnics at Work	0,05	0,14	0,04	0,34	0,73					
3.1. Approach Coping Style	-0,24	0,21	-0,13	-1,15	0,25					
3.2. Avoidance Coping Style	0,52	0,12	0,41	4,48	0,00*					
3.3. Seeking Social Support - Coping Style	0,20	0,12	0,17	1,64	0,10					

* $p \leq 0,05$

Inspection of Table 4 revealed that 29% of the variance in Physical Health was predicted by the independent variables ($F = 1,66$; $p < 0,00$). 8 % of this variance was predicted by characteristics of the society of settlement (majority members in the workplace) while a further 3 % of the variance was explained (totalling 11%) with the inclusion of the characteristics of society of settlement characteristics (Characteristics of your own ethnical

group), but with none of the independent variables in the new model (Model 2) being statistically significant. However, when individual characteristics were added to the context variables in the new model (Model 3), Avoidance Coping was the only statistically significant predictor of Physical Health.

The multiple regression analysis with Acculturation Stress (Psychological Health) as dependent variable and characteristics of the (society of settlement) workplace (*prevalence of multicultural norms and practises, tolerance, ethnic vitality at work and relationships with the others at work*), characteristics of the (society of origin) ethnic group members at work (*ethnic integration demands at work, ethnic social support, and relationships with members of your own ethnic group members at work*) and personal characteristics of the individual (*approach coping, avoidance coping and seeking social support coping strategy*) as predictors or independent variables appear in Table 5.

Table 5

Multiple Regression Analysis with Acculturation stress (Psychological Health) as dependent variable

Variable	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	p	R	R ²	ΔR ²
		B	Std. Error	Beta							
Constant		1,74	0,58		3,00	0,00	1,23	0,30	0,23	0,06	0,055
1.1. Multicultural Norms		-0,15	0,11	-0,15	-1,46	0,15					
1.2. Multicultural Practices		-0,02	0,15	-0,02	-0,15	0,88					
1.3. Tolerance of the Majority		-0,14	0,14	-0,12	-0,99	0,32					
1.4. Ethnic Vitality at Work		0,17	0,12	0,15	1,50	0,14					
1.5. Relationship with Others at Work		0,12	0,13	0,10	0,90	0,36					
Constant		1,69	0,65		2,59	0,01	1,95	0,06	0,36	0,13	0,076
1.1. Multicultural Norms		-0,16	0,10	-0,16	-1,57	0,12					
1.2. Multicultural Practices		-0,01	0,16	-0,01	-0,05	0,96					
1.3. Tolerance of the Majority		-0,09	0,14	-0,07	-0,65	0,52					
1.4. Ethnic Vitality at Work		0,12	0,18	0,10	1,00	0,32					
1.5. Relationship with Others at Work		0,11	0,13	0,09	0,84	0,41					
2.1. Ethnic Integration Demands at Work		-0,09	0,16	-0,06	-0,55	0,58					
2.2. <i>Ethnic Social Support at Work</i>		0,33	0,11	0,33	2,99	0,00*					
2.3. Relationship with Co-Ethnics at Work		-0,20	0,14	-0,16	-1,45	0,15					
Constant		-0,01	0,80		-0,01	1,00	4,88	0,00*	0,59	0,35	0,218
1.1. Multicultural Norms		-0,14	0,09	-0,14	-1,57	0,12					
1.2. Multicultural Practices		0,02	0,14	0,01	0,12	0,91					
1.3. Tolerance of the Majority		-0,08	0,12	-0,07	-0,65	0,52					
1.4. Ethnic Vitality at Work		0,01	0,11	0,08	0,92	0,36					
1.5. Relationship with Others at Work		0,15	0,18	0,12	1,30	0,20					
2.1. Ethnic Integration Demands at Work		0,01	0,14	0,00	0,04	0,97					
2.2. <i>Ethnic Social Support at Work</i>		0,25	0,10	0,24	2,45	0,01*					
2.3. Relationship with Co-Ethnics at Work		-0,21	0,13	-0,16	-1,59	0,11					
3.1. Approach Coping Style		-0,15	0,19	-0,08	-0,80	0,42					
3.2. <i>Avoidance Coping Style</i>		0,63	0,11	0,47	5,72	0,00*					
3.3. Seeking Social Support - Coping Style		0,06	0,11	0,05	0,52	0,61					

* $p \leq 0,05$

Inspection of Table 5, revealed that 35% of the variance in Psychological Health was predicted by the independent variables in the model ($F=4,88$; $p<0,00$), including acculturation context as well as individual variables. 6 % of the variance was predicted by

characteristics of the society of settlement (majority members in the workplace) but the model (Model 1) was not statistically significant. A further 7% of the variance was explained (totalling 13%) with the inclusion of the characteristics of the society of origin (characteristics of your own ethnical group), with only Ethnic Social Support at Work of the independent variables in the new model being statistically significant, but Model 2 was still not statistically significant. However, when individual characteristics (Coping Styles) were added to the context variables in the new model (Model 3 was statistically significant), Ethnic Social Support at Work and Avoidance Coping Style was the only statistically significant predictors of Psychological Health.

The multiple regression analysis with Individual Perceived Commitment from the Organisation to his Employees as dependent variable and characteristics of the (society of settlement) workplace (*prevalence of multicultural norms and practises, tolerance, ethnic vitality at work and relationships with the others at work*), characteristics of the (society of origin) ethnic group members at work (*ethnic integration demands at work, ethnic social support, and relationships with members of your own ethnic group members at work*) and personal characteristics of the individual (*approach coping, avoidance coping and seeking social support coping strategy*) as predictors or independent variables appear in Table 6.

Table 6

Multiple Regression Analysis with Individual Perceived Commitment from the Organisation to his Employees as dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	p	R	R ²	ΔR^2
	B	Std. Error	Beta							
Constant	1,93	0,56		3,46	0,00	2,23	0,05	0,38	0,10	0,097
1.1. Multicultural Norms	0,14	0,10	0,15	1,40	0,16					
1.2. Multicultural Practices	0,25	0,14	0,19	1,79	0,08					
1.3. Tolerance of the Majority	0,01	0,14	0,01	0,08	0,94					
1.4. Ethnic Vitality at Work	0,12	0,11	0,10	1,05	0,30					
1.5. Relationship with Others at Work	-0,09	0,13	-0,07	-0,70	0,49					
Constant	2,17	0,65		3,33	0,00	1,56	0,15	0,33	0,11	0,013
1.1. Multicultural Norms	0,14	0,10	0,14	1,35	0,18					
1.2. Multicultural Practices	0,29	0,16	0,22	1,79	0,08					
1.3. Tolerance of the Majority	-0,01	0,14	-0,01	-0,09	0,93					
1.4. Ethnic Vitality at Work	0,15	0,12	0,14	1,29	0,20					
1.5. Relationship with Others at Work	-0,08	0,14	-0,06	-0,59	0,55					
2.1. Ethnic Integration Demands at Work	-0,02	0,16	-0,01	-0,12	0,91					
2.2. Ethnic Social Support at Work	-0,13	0,11	-0,12	-1,12	0,27					
2.3. Relationship with Co-Ethnics at Work	0,02	0,14	0,01	0,10	0,92					
Constant	1,04	0,92		1,13	0,26	1,50	0,15	0,31	0,14	0,034
1.1. Multicultural Norms	0,17	0,11	0,17	1,59	0,12					
1.2. Multicultural Practices	0,26	0,16	0,20	1,63	0,11					
1.3. Tolerance of the Majority	0,01	0,14	0,01	0,08	0,94					
1.4. Ethnic Vitality at Work	0,14	0,12	0,12	1,17	0,24					
1.5. Relationship with Others at Work	-0,07	0,14	-0,06	-0,51	0,61					
2.1. Ethnic Integration Demands at Work	-0,06	0,16	-0,05	-0,39	0,70					
2.2. Ethnic Social Support at Work	-0,10	0,12	-0,09	-0,80	0,42					
2.3. Relationship with Co-Ethnics at Work	-0,11	0,16	-0,08	-0,70	0,49					
3.1. Approach Coping Style	0,40	0,22	0,22	1,86	0,07					
3.2. Avoidance Coping Style	0,07	0,13	0,06	0,57	0,57					
3.3. Seeking Social Support - Coping Style	-0,04	0,13	-0,04	-0,35	0,73					

* $p \leq 0.05$

Inspection of Table 6, revealed that 14% of the variance in Individual Perceived Commitment from the Organisation to his Employees was predicted by the independent variables in final model ($F=1,50$; $p=0,15$). 10 % of the variance was predicted by characteristics of the society

of settlement (majority members in the workplace) with none of the context variables in the model ($F= 2,23$; $p\leq 0,05$) being statistically significant. A further 1 % of the variance was explained (totalling 11%) with the inclusion of the characteristics of the society of origin (characteristics of your own ethnical group), but with none of the independent variables in the new model (Model 2) being statistically significant. However, with the inclusion of all eleven predictors (Characteristics of society of settlement, society of origin and individual characteristics) to the context variables in the new model (Model 3), none of the them were found to be statistically significant predictors of Individual Perceived Work Success (Status, Reputation and Opportunities).

The multiple regression analysis with Individual Perceived Commitment from the Employee to his Organisation as dependent variable and characteristics of the (society of settlement) workplace (*prevalence of multicultural norms and practises, tolerance, ethnic vitality at work and relationships with the others at work*), characteristics of the (society of origin) ethnic group members at work (*ethnic integration demands at work, ethnic social support, and relationships with members of your own ethnic group members at work*) and personal characteristics of the individual (*approach coping, avoidance coping and seeking social support coping strategy*) as predictors or independent variables appear in Table 7.

Table 7

Multiple Regression Analysis with Individual Perceived Commitment from the Employee to its Organisation as dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	F	p	R	R ²	ΔR^2
	B	Std. Error	Beta							
Constant	2,86	0,60		4,78	0,00	1,55	0,18	0,26	0,07	0,069
1.1. Multicultural Norms	0,04	0,11	0,03	0,32	0,75					
1.2. Multicultural Practices	0,37	0,16	0,27	2,42	0,02*					
1.3. Tolerance of the Majority	-0,08	0,15	-0,07	-0,56	0,58					
1.4. Ethnic Vitality at Work	0,06	0,12	0,05	0,47	0,64					
1.5. Relationship with Others at Work	-0,17	0,14	-0,13	-1,18	0,24					
Constant	2,54	0,71		3,60	0,00	1,08	0,38	0,28	0,08	0,009
1.1. Multicultural Norms	0,05	0,11	0,04	0,39	0,70					
1.2. Multicultural Practices	0,30	0,18	0,21	1,69	0,10					
1.3. Tolerance of the Majority	-0,08	0,15	-0,06	-0,54	0,59					
1.4. Ethnic Vitality at Work	0,04	0,13	0,03	0,31	0,76					
1.5. Relationship with Others at Work	-0,19	0,15	-0,14	-1,28	0,20					
2.1. Ethnic Integration Demands at Work	0,13	0,18	0,09	0,76	0,45					
2.2. Ethnic Social Support at Work	-0,02	0,12	-0,02	-0,17	0,86					
2.3. Relationship with Co-Ethnics at Work	0,08	0,15	0,06	0,53	0,60					
Constant	1,17	0,99		1,17	0,24	1,28	0,25	0,36	0,13	0,047
1.1. Multicultural Norms	0,08	0,11	0,08	0,71	0,48					
1.2. Multicultural Practices	0,26	0,18	0,19	1,49	0,14					
1.3. Tolerance of the Majority	-0,05	0,15	-0,04	-0,36	0,72					
1.4. Ethnic Vitality at Work	0,03	0,13	0,02	0,20	0,84					
1.5. Relationship with Others at Work	-0,18	0,15	-0,13	-1,22	0,23					
2.1. Ethnic Integration Demands at Work	0,07	0,18	0,05	0,41	0,68					
2.2. Ethnic Social Support at Work	0,03	0,13	0,02	0,21	0,84					
2.3. Relationship with Co-Ethnics at Work	-0,07	0,17	-0,05	-0,40	0,69					
3.1. Approach Coping Style	0,52	0,24	0,27	2,23	0,03*					
3.2. Avoidance Coping Style	0,07	0,14	0,05	0,52	0,60					
3.3. Seeking Social Support - Coping Style	-0,09	0,14	-0,07	-0,62	0,53					

* p ≤ 0,05

Inspection of Table 7, reveals that 13% of the variance in Individual Perceived Commitment from the Employee to his Organisation was predicted by the independent variables in final model. However, none of the model were found to be statistically significant as indicated by the statistics ($F=1,28$; $p=0,25$). 7 % of the variance was predicted by characteristics of the

society of settlement (majority members in the workplace) while a further 1 % of the variance were explained (totalling 8%) with the inclusion of the characteristics of the society of origin (characteristics of your own ethnical group), but with none of the independent variables in the new model (Model 2) being statistically significant. However, with the inclusion of when individual characteristics were added to the context variables in the new model (Model 3), Approach Coping was the only statistically significant predictor of Individual Perceived Commitment from the Employee to his Organisation.

The multiple regression analysis with Individual Perceived Work Success (effectiveness and efficiency at work) as dependent variable and characteristics of the (society of settlement) workplace (*prevalence of multicultural norms and practises, tolerance, ethnic vitality at work and relationships with the others at work*), characteristics of the (society of origin) ethnic group members at work (*ethnic integration demands at work, ethnic social support, and relationships with members of your own ethnic group members at work*) and personal characteristics of the individual (*approach coping, avoidance coping and seeking social support coping strategy*) as predictors or independent variables appear in Table 8.

Table 8

Multiple Regression Analysis with Individually Perceived (Work Success) Effectiveness and Efficiency at work as dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	p	R	R ²	ΔR^2
	B	Std. Error	Beta							
Constant	3,50	0,45		7,79	0,00	1,53	0,18	0,26	0,7	0,069
1.1. Multicultural Norms	-0,02	0,09	-0,02	-0,21	0,83					
1.2. <i>Multicultural Practices</i>	0,32	0,12	0,30	2,64	0,01*					
1.3. Tolerance of the Majority	-0,04	0,11	-0,04	-0,31	0,76					
1.4. Ethnic Vitality at Work	-0,09	0,09	-0,10	-1,00	0,32					
1.5. Relationship with Others at Work	-0,03	0,11	-0,03	-0,24	0,81					
Constant	2,57	0,49		5,20	0,00	3,20	0,00	0,45	0,20	0,133
1.1. Multicultural Norms	0,01	0,08	0,09	0,08	0,94					
1.2. Multicultural Practices	0,11	0,13	0,11	0,89	0,38					
1.3. Tolerance of the Majority	-0,04	0,11	-0,04	-0,36	0,72					
1.4. Ethnic Vitality at Work	-0,14	0,09	-0,15	-1,53	0,13					
1.5. Relationship with Others at Work	-0,08	0,10	-0,08	-0,75	0,45					
2.1. <i>Ethnic Integration Demands at Work</i>	0,34	0,12	0,31	2,78	0,01*					
2.2. Ethnic Social Support at Work	-0,10	0,09	-0,12	-1,16	0,25					
2.3. <i>Relationship with Co-Ethnics at Work</i>	0,29	0,11	0,28	2,68	0,01*					
Constant	1,85	0,69		2,70	0,01	3,06	0,00	0,51	0,26	0,053
1.1. Multicultural Norms	0,03	0,08	0,03	0,30	0,76					
1.2. Multicultural Practices	0,10	0,12	0,09	0,81	0,42					
1.3. Tolerance of the Majority	-0,02	0,11	-0,02	-0,21	0,84					
1.4. Ethnic Vitality at Work	-0,11	0,09	-0,12	-1,18	0,24					
1.5. Relationship with Others at Work	-0,11	0,10	-0,11	-1,03	0,31					
2.1. <i>Ethnic Integration Demands at Work</i>	0,35	0,12	0,32	2,89	0,01*					
2.2. Ethnic Social Support at Work	-0,06	0,09	-0,07	-0,66	0,51					
2.3. <i>Relationship with Co-Ethnics at Work</i>	0,25	0,12	0,24	2,16	0,03*					
3.1. Approach Coping Style	0,25	0,16	0,17	1,52	0,13					
3.2. Avoidance Coping Style	0,13	0,09	0,13	1,40	0,16					
3.3. <i>Seeking Social Support - Coping Style</i>	-0,21	0,10	-0,24	-2,19	0,03*					

* $p \leq 0.05$

Inspection of Table 8, revealed that 26% of the variance in Individual Perceived Work Success (Effectiveness and Efficiency at Work) was predicted by the independent variables in the model ($F=3,06$; $p < 0,00$), including acculturation context as well as individual variables.

7 % of the variance was predicted by characteristics of the society of settlement (majority members in the workplace), with only Multicultural Practises as a statistically significant predictor in the model (the model was not statistically significant), while a further 13% of the variance was explained (totalling 20%) with the inclusion of the characteristics of the society of origin (characteristics of your own ethnical group), Ethnic Integration Demands at Work and Relationships with Co-Ethnics at Work being the **only** independent variables in the new model being statistically significant (Model 2 was statistically significant). However, with the inclusion of all eleven predictors (Characteristics of society of settlement, society of origin and individual characteristics) to the context variables in the new model (Model 3), Ethnic Integration Demands at Work, Relationship with Co-Ethnics at Work and Seeking Social Support-Coping Style were the only statistically significant predictors of Individual Perceived Work Success (Effectiveness and Efficiency at Work).

The multiple regression analysis with Individual Perceived Work Success (status, reputation and opportunities at work) as dependent variable and characteristics of the (society of settlement) workplace (*prevalence of multicultural norms and practises, tolerance, ethnic vitality at work and relationships with the others at work*), characteristics of the (society of origin) ethnic group members at work (*ethnic integration demands at work, ethnic social support, and relationships with members of your own ethnic group members at work*) and personal characteristics of the individual (*approach coping, avoidance coping and seeking social support coping strategy*) as predictors or independent variables appear in Table 9.

Table 9

Multiple Regression Analysis with Individual Perceived (Work Success) Status, Reputation and Opportunities as dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	F	p	R	R ²	ΔR^2
	B	Std. Error	Beta							
Constant	2,551	0,38		6,76	0,00	4,31	0,00	0,41	0,17	0,169
1.1. Multicultural Norms	-0,057	0,07	-0,08	-0,81	0,42					
1.2. <i>Multicultural Practices</i>	0,353	0,10	0,37	3,66	0,00*					
1.3. Tolerance of the Majority	0,093	0,09	0,11	1,02	0,31					
1.4. Ethnic Vitality at Work	-0,032	0,08	-0,04	-0,42	0,68					
1.5. Relationship with Others at Work	0,028	0,09	0,03	0,32	0,75					
Constant	1,86	0,42		4,39	0,000	4,22	0,00	0,50	0,25	0,078
1.1. Multicultural Norms	-0,04	0,07	-0,06	-0,60	0,55					
1.2. <i>Multicultural Practices</i>	0,21	0,11	0,22	2,02	0,05*					
1.3. Tolerance of the Majority	0,11	0,09	0,12	1,17	0,24					
1.4. Ethnic Vitality at Work	-0,09	0,08	-0,11	-1,16	0,25					
1.5. Relationship with Others at Work	-0,01	0,09	-0,01	-0,09	0,93					
2.1. <i>Ethnic Integration Demands at Work</i>	0,23	0,10	0,23	2,17	0,03*					
2.2. Ethnic Social Support at Work	0,05	0,07	0,07	0,73	0,47					
2.3. Relationship with Co-Ethnics at Work	0,12	0,09	0,13	1,31	0,19	4,40	0,00	0,57	0,33	0,079
Constant	1,12	0,58		1,93	0,06					
1.1. Multicultural Norms	-0,02	0,07	-0,03	-0,31	0,76					
1.2. Multicultural Practices	0,17	0,11	0,18	1,70	0,09					
1.3. Tolerance of the Majority	0,13	0,09	0,15	1,49	0,14					
1.4. Ethnic Vitality at Work	-0,11	0,08	-0,14	-1,48	0,14					
1.5. Relationship with Others at Work	-0,00	0,09	-0,00	-0,01	0,99					
2.1. Ethnic Integration Demands at Work	0,16	0,10	0,16	1,52	0,13					
2.2. Ethnic Social Support at Work	0,10	0,07	0,13	1,28	0,20					
2.3. Relationship with Co-Ethnics at Work	-0,00	0,10	-0,00	-0,02	0,98					
3.1. <i>Approach Coping Style</i>	0,42	0,14	0,32	3,04	0,00*					
3.2. Avoidance Coping Style	-0,08	0,08	-0,08	-0,98	0,33					
3.3. Seeking Social Support - Coping Style	-0,00	0,08	-0,00	-0,03	0,98					

* p ≤ 0.05

Inspection of Table 9, reveals that 33% of the variance in Individual Perceived Work Success (Status, Reputation and Opportunities) was predicted by the independent variables in the model including acculturation context as well as individual variables ($F= 4,40$; $p<0,00$). 17 %

of the variance was predicted by characteristics of the society of settlement (majority members in the workplace), with Multicultural Practises being the only statistically significant predictor. Model 1 was also statistically significant. A further 8 % of the variance was explained (totalling 25%) with the inclusion of the characteristics of the society of origin (characteristics of your own ethnical group), with Multicultural Practices and Ethnic Integration Demands at Work in the new model being statistically significant. Model 2 was also statistically significant. However, the inclusion of individual characteristics were added to the context variables in the new model (Model 3 was also statistically significant), Approach Coping Style was the only statistically significant predictor of Individual Perceived Work Success (Status, Reputation and Opportunities).

DISCUSSION

The first objective of this study was to identify the different acculturation context variables and outcome variables and conceptualize them from the literature. The results of the literature study indicate that there are two major acculturation models. One, unidimensional model which, postulates that the ethnic and host culture counter-balance each other, adherence to one limits adherence possibilities to the other. The other, bidimensional model, postulate that ethnic and host cultures constitute two independent dimensions and the adherence to the one may not affect adherence possibilities to the other (Berry, 1997). When considered in conjunction, the independent dimensions yield four acculturation strategies; namely; assimilation, integration, separation and marginalisation. Furthermore, the Interactive Acculturation Model (IAM) by Bourhis, Moise, Perreault, and Senecal (1997), proposes that (host) majority acculturation orientations may differ depending on the national origin of the non-dominant group being considered by dominant (host) members. The two fundamental premises related to the IAM are the valued and devalued target groups. The “valued” non-dominant group are those whose language and culture is similar to the hosts. In contrast, the “devalued” non-dominant groups are those whom the hosts already have negative stereotypes or whose culture and religion may be felt to differ considerably from their own (host).

Furthermore, the results indicate that there are three groups of variables that are addressed in acculturation studies: acculturation conditions (context), acculturation orientations and acculturation outcomes (Ward, 2001). At the group level, acculturation context variables

include characteristics of the society of settlement (work) and characteristics of the society of origin. At the Individual level, acculturation conditions include characteristics or factors that act as moderators prior to acculturation and during acculturation (Berry, 1997; Ward, Bochner & Furnham, 2001). Acculturation outcomes refers to the consequences of the frequent contact between people from different cultural backgrounds in terms of how well the function (do) and feel.

Characteristics in the society of settlement (work) studied in previous acculturation research includes amongst others, multiculturalism, tolerance of the mainstream members, ethnic vitality, and relationship with host members in the workplace. *Multiculturalism* refers to an ideology aimed at legitimizing the incorporation of ethnic diversity in the general structure of society (Kallen, 1982). In South Africa a policy of Multiculturalism was developed after the transition of South Africa from apartheid to democracy (Bekker & Leeilde, 2003). Secondly, *Tolerance of the Majority*: which in this context refers to the acculturation context characteristic of the host members towards “valued” non-dominant group whose language and culture is similar to their own (Bourhis et al, 1997a, 1997b). Thirdly, *Ethnic Vitality*: the concept refers to the acculturation context and the ethnic support or informal migration ideology (e.g., Adelman, 1988; Ait Ouarasse & Van de Vijver, 2004; Berno & Ward, 2000). Lastly, *Relationship with host at Work*: it refers to the relation between the host and the minorities at work. The relationship can only be successful if the relational outcomes are consensual (Bourhis et al., 1997). Consensual relational outcomes emerge when two groups share the same acculturation orientations.

Characteristics in the society of origin (home) studied in previous acculturation research includes amongst others, integration demands at work, the amount of social support and relationship with co-ethnic members. Firstly, *Integration demands* refer to the demands placed on the individual to become proficient in the culture of the dominant group while retaining proficiency in the indigenous culture (Berry & Kim, 1988). Individuals in this status are both highly acculturated and strongly enculturated. Secondly, *Social Support*: it refers to support that is valued and shared by members of the same ethnic groups. It is argued that the qualitative dimensions of social networks generally influence psychological well-being by operating as a stress buffer (Cohen & Wills, 1985). Lastly, *Relationship with Co ethnics*: it

refers to the relations between co-nationals. The primary function of this relation or network is to rehearse, express and affirm culture-of-origin values (Bochner, McLeod & Lin, 1977). Individual variables studied in previous acculturation research include those personal characteristics that help or hinder the acculturation process. In this regard, coping as has been largely studied as a variable that moderates the relation between the context variables and acculturation outcomes. According to Saarni (1999), the key component to the successful coping strategies is the ability to be flexible in the selection of coping strategies.

Literature on acculturation outcomes normally distinguish between psychological (*how well they feel*) and socio-cultural (*how well they do*) acculturation outcomes. It has been argued that psychological adaptation and socio-cultural adaptation are linked; their correlations have been reported to be in the range of 0.4 and 0.5 (Berry, 2003). Ward and Kennedy (1999) found that psychological and socio-cultural adaptation outcomes were positively correlated. It was further found that the strength of the association between psychological and socio-cultural adaptation was positively related to the degree of cultural proximity and of integration in the social host milieu (Ward, 1999; Ward & Kennedy, 1996; Ward et al., 1998; Ward & Rana-Deuba, 1999). Acculturation outcomes indicate the degree of success of acculturation process which could be examined by measuring the nature and extent of interaction with hosts, feelings of acceptance and satisfaction, mood states, the acquisition of culturally appropriate behaviours and skills, academic performance, and job performance and psychological distress (Ait Ouarasse & Van de Vijver, 2004). In the present study, three acculturation outcomes were studied: *adjustment* which refers to state where by changes occur in the individual in a direction of increased fit and reduced conflict between the environmental demands and the individual attitudinal and behavioural inclinations (Berry, 1992:73); *Health (Physical & Psychological)*, was found to be among the most studied variables. In a study that focused on the link between cultural distance and psychological well-being, Babiker, Cox and Miler (1980), demonstrated that cultural distance was related to symptoms of anxiety, and hence to psychological adjustment. *Commitment and Work success*: These variables are linked with vitality. More ethnic vitality was associated with less acculturative stress and more socio-cultural (school and work) adjustment (Ait Ouarasse & Van de Vijver, 2004). Furthermore, company support and host country national interaction was positively related to work satisfaction

The second objective was to determine the reliability and validity of the measuring instruments used to measure acculturation context, personal characteristics and acculturation outcomes variables used in this study. The results obtained from exploratory and confirmatory factorial analysis using direct oblimin rotation to confirm the factor structure (scree plot and the rotated component matrix) and descriptive statistics obtained from the statistical analysis indicated that all context constructs measured in this study were unifactorial. However, factorial analysis done on the measure for individual and outcomes variables indicated (as indicated by the scree plot and the rotated component matrix) that three factors (which were labelled Approach Coping, Avoidance Coping and Seeking Social Support) were extracted from the exploratory and confirmatory factor analysis explaining 44, 87% of the variance of the Coping Strategy Indicator measure of Amirkhan (1990). These results confirm the results of factor analysis done on the same scale by Galchenko and Van de Vijver (2005a) in their study of the acculturation of Russian immigrants and emigrants. Two factors were extracted from the exploratory and confirmatory factor analysis done which were labelled effectiveness and efficiency and status, reputation and opportunities (as indicated by the scree plot and the rotated component matrix) on the 14 item Perceived Work Success Scale (Ait Ouarasse & Van de Vijver, 2004) explaining 53.5% of the variance of the construct. One factor was extracted with a confirmatory factor analysis (as indicated by the scree plot and the rotated component matrix) from a 21 item measuring physical health explaining 51% of the variance of Physical Health and one factor was extracted from a confirmatory factor analysis done (as indicated by the scree plot and the rotated component matrix) on the 9 items measuring psychological health explaining 59.7% of the construct from an adapted version of the Health Scale of Spector and Jex (1998). Two factors (which were labelled Individual Perceived Commitment from the Organisation to its Employees and Individual Perceived Commitment of the Individual to the Organisation) were extracted with the exploratory and confirmatory factor analysis done (as indicated by the scree plot and the rotated component matrix) on the Commitment sub-scale of the ASSET (Cartwright & Cooper, 2002) explaining 70.9% of the variance of the constructed. Acceptable Cronbach Alpha coefficient was obtained for all the constructs measured in this study, supporting the internal consistency of these measuring instruments. The data was also relatively normally distributed as evident from the skewness and kurtosis, except for the different Coping Styles Measured, Physical and Psychological ill-Health and the Perceived Individual Commitment to the Organisation measures.

The third objective of the study was to determine the relationship between context, personal and outcomes variables in the acculturation process in the SAPS. A product moment correlation was conducted (Table 3). The results obtained indicated that, *all work domains characteristics* (Multicultural Practices, Tolerance of the Majority, Ethnic Vitality at Work, Relationship with Others at Work and Multicultural Norms) except Multicultural Norms, were statistically significantly positive correlated with each other as well as with Ethnic Integration Demands at Work. All co-ethnic characteristics at work (*Home domain characteristics*: Ethnic Integration Demands at Work, Ethnic Social Support at Work and Relationship with Co-ethnics at Work) were also statistically significantly positive correlated with each other except for Ethnic Integration Demands at Work and Relationship with Co-ethnics at Work. Furthermore, the results also indicated that Seeking Social Support Coping Style was statistically significantly positive correlated with all co-ethnics characteristics at work (Home domain characteristics) and Ethnic Vitality at Work. The Approach Coping Style was also statistically significantly positive related with Multicultural Practices, Ethnic Integration Demands at Work and Relationships with Co-ethnics at Work. The health domain (Psychological and Physical) were statistically significantly positive correlated with each other (practically significantly large effect) as well as with the Avoidance Coping Style, indicating that an Avoidance Coping style contribute to ill-health in the workplace. The health domain (Psychological and Physical) were statistically significantly negative related with Tolerance at Work, indicating that Tolerance at Work significantly reduce the negative effect of the mainstream characteristics on the health of employees. The relationship between Avoidance Coping Style and Physical health was also practically significantly related with medium effect. The results also indicated Psychological health was statistically significantly negative related with Multicultural Norms, Tolerance of the Majority and Ethnic Integration Demands at Work. This results confirm the arguments used in the acculturation literature that assume that the wish to participate in the mainstream activities as well as the desire to maintain your own culture for both mainstream and ethnic members (Multiculturalism and Integration acculturation strategies) will lead to positive psychological acculturation outcomes (reduction in ill-health at work) (Breugelmans & Van de Vijver, 2004).

All mainstream characteristics at work as well as Ethnic Integration Demands at work were statistically significant positive related with perceived Organisational Commitment to

Individual. The results also indicated that statistically significantly negative relationship between Perceived Organisational Commitment and Psychological Acculturation outcomes (Physical ill-Health). The statistically significantly negative relationships between Perceived Organisational Commitment and Psychological ill-Health were also practically significant with a medium effect. However, Individual Commitment to Organisation was only statistically significantly positive related to Multicultural Practices, Ethnic Integration Demands at Work and Approach Coping Style. Individual Perceived Work Success (Effectiveness and Efficiency at Work) was statistically significantly positive related with Multicultural Practices, Ethnic Integration Demands at Work, the Relationship with Co-ethnics at Work, Approach Coping Style and perceived Organisational Commitment to the Individual.

Individual Perceived Work Success (status and opportunities for development) was statistically significantly positive related with Tolerance at work, Relationship with Others at work, Relationship with Co-ethnics at work, and the Seeking Social Support Coping Style. Individual Perceived Work Success (status and opportunities for development) was statistically significantly positive related with Multicultural Practices, Ethnic Integration Demands at work, the Approach Coping Style, Perceived Organisational Commitment to the Individual, Commitment of the Individual to the Organisation and Perceived Individual Work Success (effectiveness and efficiency) (these statistically significantly relations also had a practical significance with a medium effect). However, Individual Perceived Work Success (status and opportunities for development) was statistically significantly negative related with Psychological Ill-Health.

The Mainstream Acculturation Orientation (Multiculturalism Practices) were statistically significantly positive related with all constructs measured in this study, except for Ethnic Social Support at Work, Seeking Social Support Coping Style and the ill-Health domains (Psychological and Physical), and statistically significantly negative related with an Avoidance Coping Style. Furthermore, Ethnic Vitality at Work was statistically significantly positive correlated with Relationship with Others at Work, all home domain characteristics (Ethnic Integration Demands at Work, Ethnic Social Support at Work and Relationship with Co-ethnics at Work), Seeking Social Support Coping Style and Organisation Commitment to the Individual. *The Ethnic Acculturation Orientation* (Ethnic Integration Demands at Work)

was statistically significantly positive related with Ethnic Social Support at Work, the Approach and Seeking Social Support Coping Styles, and all Socio-Cultural Acculturation Outcomes (Organisation Commitment to Individual, Individual Commitment to Organisation, Individual Perceived Work Success (Effectiveness and Efficiency at Work and Status, Reputation and Opportunities). The relationship between the Ethnic Acculturation Orientation and Perceived Status, Reputation and Opportunities was also practically significant with a medium effect. Ethnic Acculturation Orientations (Ethnic Integration Demands at Work) was however, statistically significantly negative related to Psychological Acculturation Outcomes Physical ill-Health. These relationships confirm previous findings (Ait Ouarasse & Van de Vijver, 2004) that indicated an integration acculturation orientation contributed to positive Socio-Cultural Acculturation Outcomes and reduce the negative effect of the context variables on Psychological Acculturation Outcomes (ill-Health).

The fourth objective of the study was to determine the impact of acculturation context and personal variables on the health (Psychological and Physical) of members of the SAPS. Acculturation context variables and Coping Styles explained 29% of the variance in Physical ill-Health. The results obtained from the multiple regression with Physical ill-Health as the dependent variable, indicated that Avoidance Coping was the only statistically significant predictor Physical ill-Health of members of the SAPS. According to Saarni (1999), the use of avoidance coping strategy have been shown to be less effective than an emotion-focused coping strategy, because while this may offer short-term gain there is no long term solution accomplished. Chronically employing this strategy (avoidance) appears to restrict opportunities for social interaction and problem solving. Furthermore, this strategy works to restrict an individual's options rather than expand them.

Acculturation context variables and Coping Styles explained 35% of the variance in Psychological ill-Health. Furthermore, the results obtained from the multiple regressions with Psychological ill-Health also indicated that Ethnic Social Support at Work and Avoidance Coping were only statistically significant predictors of Psychological ill-Health of members of the SAPS. With regard to the Ethnic Social Support at Work, this finding is in line with studies pointing to the relevance of Minority Networks as an important source of Support (Berry et al., 1987; Bochner, McLeod, & Lin, 1997; Kuo & Tsai, 1986; Noh & William, 1996; Ward & Kennedy, 1995). Being psychologically close to each other and undergoing

more or less the same difficulties, members of the same minority are likely to be a valuable source of information and support for one another (Adelman, 1988) to buffer against the negative effects of novel experiences. With regard to Avoidance Coping, the finding is in contrast with the previous research (see Ward & Kennedy, 2001). According to Ward and Kennedy (2001), in their study on British expatriates in Singapore, they found that Approach Coping style was associated with lower levels of depression and avoidance coping on the other hand was positively related to depression.

The fifth objective of the study (Commitment) was to determine the impact of acculturation context and personal variables on the Individual Perceived Commitment of the Organisation to its Employees and the Individual Perceived Commitment of the Employee to the Organisation. The results obtained from regression analysis done indicated that 14% of the variance in Individual Perceived Commitment of the Organisation to its Employees was explained by acculturation context variables and coping styles of individuals. However, only the model (Model 1) that contained the characteristics of the mainstream (most of the co-workers in the organization) was found to be statistically significant. This result confirm the statistically significant relationship that exist between settlement context variables and perceived commitment of the organisation to its employees that were observed in the correlation table reported earlier. However, in this model none of the independent variables were statistically significant predictors of perceived commitment organisation to its employees. The results also obtained indicated 13% of the variance in Individual Perceived Commitment of the Employee to the Organisation. However, neither the independent variables nor the models used in the hierarchical regression were found to be statistically significant.

The last objective of the study was to determine the impact of acculturation context and personal variables on the amount of Perceived Work Success (Effectiveness and Efficiency at Work and Status, Reputation and Opportunities) experienced in the workplace of SAPS members. Acculturation context variables and Coping Styles explained 26% of the variance in Perceived Work Success (Effectiveness and Efficiency at Work). The results obtained indicated that Ethnic Integration Demands at Work, Relationship with Co-ethnics at Work and Seeking Social Support Coping Style were the only statistically significant predictors of Perceived Work Success (Effectiveness and Efficiency at Work) on members of the SAPS.

With regard to the Ethnic Integration Demands at Work and Seeking Social Support at Work, this findings confirms the findings of Gregersen and Black (1990), who also found that, the interaction with host nationals and participation in social life (socio-cultural adjustment) enhances the effectiveness, commitment, work success for two main reasons. *Firstly*, the more one interacts with others in the new culture, the more one learns about the appropriate behaviour (through observation and feedback from others) in work and non-work contexts. This will increase interpersonal effectiveness (by reducing conflicts) on the job and hence increase job performance. *Secondly*, acquaintances with others in the new culture, enhances the understanding of and identification with the host nationals which, in turn, *increase commitment*. With regard to Relationships with Co-ethnics at Work, the finding is confirmed in the expatriation literature. According to Black, Mendenhall and Oddou (1991), continuous relationship and communication between expatriates and companies is important to reduce the anxiety associated with expatriation. Expatriates who feel confident about the company's relationship and support are likely to adjust and perform better in their work than those who had ties with their companies.

Acculturation context variables and Coping Styles also explained 33% of the variance in Perceived Work Success (Status, Reputation and Opportunities). Furthermore, the Approach Coping Style was the only statistically significant predictor of Individual Perceived Work Success (Status, Reputation and Opportunities). The Approach Coping Style or problem-focused strategies are active problem solving methods used to resolve the stressful relationship between the self and the environment (Comps, Connor-Smith, Saltzman, Thomsen & Wadsworth, 2001). This results confirms the findings of Feldman and Thomas (1991) who also found that approach coping or problem focused, including seeking out information and training were positively related to success of expatriates assignments.

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CHAPTER 3

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

This chapter comprise conclusions regarding the literature review and the empirical study according to the specific objectives. The limitations of the research are discussed and recommendations made for the organisation and future research.

3.1 CONCLUSIONS

- The first objective of this study was to identify the different acculturation context variables and outcomes variables and conceptualize them from the literature.

Based on the results obtained in this study, it can be concluded that three groups of variables are addressed in acculturation studies: acculturation conditions (context), acculturation orientations and acculturation outcomes (Ward, 2001). At the group level, acculturation context variables include characteristics of the society of settlement (work) and the characteristics of the society of origin. The characteristics of the society of settlement that were studied in this study include Multiculturalism, Tolerance of the mainstream members, Ethnic vitality and Relationship with host members in the workplace. And the characteristics of the society of origin that were studied in this study include Integration demands at work, the amount of social support and Relationship with Co-ethnic members. It was further found that all the above mentioned variables, were derived from two acculturation models, namely, unidimensional model and bidimensional model. Lastly, results indicated that there are four acculturation strategies that are mostly used in acculturation, namely, integration, separation, assimilation and marginalization.

- The second objective of this study was to determine the reliability and validity of the measuring instruments used to measure acculturation context, personal characteristics and acculturation outcomes variables used in this study.

The results obtained from exploratory and confirmatory factorial analysis using direct oblimin rotation to confirm the factor structure (scree plot and the rotated component matrix) and descriptive statistics obtained from the statistical analysis indicated that all context constructs measured in this study was uni-factorial. However, factorial analysis done on the measure for individual and outcomes variables indicated (as indicated by the scree plot and the rotated component matrix) that three factors (which we labelled Approach Coping, Avoidance Coping and Seeking Social Support) were extracted from the exploratory and confirmatory factor analysis explaining 44, 87% of the variance of the Coping Strategy Indicator measure of Amirkhan (1990). These results confirm the results of factor analysis done on the same scale by Galchenko and Van de Vijver (2005a) in their study of the acculturation of Russian immigrants and emigrants. Two factors were extracted from the exploratory and confirmatory factor analysis done which were labelled effectiveness and efficiency and status, reputation and opportunities (as indicated by the scree plot and the rotated component matrix) on the 14 item Perceived Work Success Scale (Ait Ouarrasse & Van de Vijver, 2004) explaining 53.5% of the variance of the construct. One factor was extracted with a confirmatory factor analysis (as indicated by the scree plot and the rotated component matrix) from a 21 item measuring physical health explaining 51% of the variance of Physical Health and one factor was extracted from a confirmatory factor analysis done (as indicated by the scree plot and the rotated component matrix) on the 9 items measuring psychological health explaining 59.7% of the construct from an adapted version of the Health Scale of Spector & Jex (1998). Two factors which were labelled Individual Perceived Commitment from the Organisation to its Employees and Individual Perceived Commitment of the Individual to the Organisation were extracted with the exploratory and confirmatory factor analysis done (as indicated by the scree plot and the rotated component matrix) on the Commitment sub-scale of the ASSET (Cartwright & Cooper, 2002) explaining 70.9% of the variance of the constructed. Acceptable Cronbach Alpha coefficient was obtained for all the constructs measured in this study, supporting the internal consistency of these measuring instruments. Therefore it seems that the measuring instruments are valid, reliable and suitable for measuring acculturation context, personal characteristics and acculturation outcomes variables in this study and the instrument can be used in studying acculturation. The data was also relatively normally distributed as evident from the skewness and kurtosis, except for the different Coping Styles Measured, Physical and Psychological ill-Health and the Perceived Individual Commitment to the Organisation measures.

- The third objective of the study was to determine the relationship between context, personal and outcomes variables in the acculturation process in the SAPS.

Based on the results obtained in this study, it was found that all work domains characteristics except multicultural norms were statistically significantly correlated with each other. Again all home domain characteristics were also found to have a statistically significantly positive relationship with each other except for ethnic integration demands at work and relationship with co-ethnics at work. Seeking social support style and approach coping style were also found to be statistically significantly correlated with home domain characteristics. Furthermore, the health domain (psychological and physical) were statistically significantly positive correlated with each other (with large effect) as well as with avoidance coping style, indicating that an avoidance coping style contribute to ill-health in the workplace. The mainstream acculturation orientation (multicultural practices) were also found to be statistically significantly related with all constructs measured in this study, except for ethnic social support at work, seeking social support coping style and ill-health domains (psychological and physical). Lastly, the ethnic acculturation orientation (ethnic integration demands at work) was also statistically significantly positive related with ethnic social support at work, approach and seeking social support coping style and all socio-cultural acculturation outcomes (organisation commitment to individual, individual commitment to organisation, individual perceived work success (effectiveness and efficiency at work and status, reputation and opportunities).

- The fourth objective of this study was to determine the impact of acculturation context and personal variables on the Health (Psychological and Physical) of members of the SAPS.

Based on the results obtained in this study, Avoidance coping (personal variable) was the only statistically significant predictor of Physical ill-Health of members of the SAPS. The results imply that, the more members of the SAPS uses avoidance coping style there more they restrict their social interaction and problem solving abilities. Furthermore, the results indicated that Ethnic Social Support at Work (acculturation context variable) and Avoidance

coping (personal variable) were the only statistically significant predictors of Psychological ill-health of members of the SAPS. The results implies that, the more co-ethnics are psychologically close to each other and under-going more or less the same difficulties, the more they support one another to buffer against the negative effects of acculturation. With regard to Avoidance coping, the more police members use this coping style, the more they are vulnerable to Psychological ill-Health.

- The fifth objective of the study was to determine the impact of acculturation context and personal variables on the Individual Perceived Commitment of the Organisation to its Employees and the Individual Perceived Commitment of the Employee to the Organisation.

The results obtained in this study shows that there was no statistically significant relationship between acculturation context, personal variables and Individual perceived commitment of the organisation to its employees and Individual perceived commitment of the employee to the organisation. However, in the first model (model 1) a statistically significant relationship was found between settlement (work) context variables (multiculturalism, tolerance of the main stream members, ethnic vitality and relationship with host members in the workplace) and Perceived commitment of the organisation to its employees.

- The sixth and last objective of this study was to determine the impact of acculturation context and personal variables on the amount of Perceived Work Success (Effectiveness and Efficiency at Work and Status, Reputation and Opportunities) experienced in the workplace of the SAPS members.

Based on the results of the study, Ethnic Integration Demands at Work, Relationship with Co-ethnics at Work and Seeking Social Support Coping Style were the only statistically significant predictors of Perceived Work Success (Effectiveness and Efficiency at Work) on members of the SAPS. The results implies that, the more SAPS members integrate and socially support one another at work the more they enhance their effectiveness, commitment and work success. Furthermore, with regard to the Relationships with Co-ethnics at Work, the results implies that the more there is continuous relationship and communication between Co-

ethnics, the more they will adjust and perform better in their work. Lastly, the results further indicated that Approach Coping Style was the only statistically significant predictor of Individual Perceived Work Success (Status, Reputation and Opportunities) on members of the SAPS. The results implies that the more members of the SAPS use the Approach Coping Style, the more they will be able to actively solve and cope with their stressful working environment.

3.2 LIMITATIONS

- The first limitation of this study is that the results were obtained solely by self-report questionnaires. According to Schaufeli and Enzmann (1998), this may lead to a problem called “method-variance” or “nuisance”. However, there are few alternative methodologies to deal with the use of self-report measures.
- A second limitation of the study is that the sample size was quite small. The sample was initially set at 300. Only 153 fully completed questionnaires were used for analysis. Quite a few obstacles were encountered during data gathering phase, which could not have been foreseen beforehand and unfortunately led to a smaller response rate.
- A third limitation is that the study was cross-sectional design and no casual inferences could be drawn. Therefore, the causal relationships between variables were interpreted rather than established.
- A fourth limitation is that the research questionnaire was too long and this might have caused the respondents not to complete the questionnaire. Furthermore, the questionnaire was only in English. Majority of the respondents have English as the second language or even as the third language. This could influence the way the respondents answered the questionnaire, as a result of misunderstandings and incorrect interpretations.

- Another limitation of the study is the research population was only from a specific area (Pretoria). Had the population come from different areas, it could have been possible to generalize the findings more.

3.3 RECOMMENDATIONS

This study explored the effect of acculturation context and individual variables on acculturation outcomes variables. Through increased understanding of these effects possible reasons for poor adjustment or acculturation outcomes such as health, commitment and perceived work success can be isolated or opportunities can be identified to optimise the specific job and or personal characteristics and psychological conditions to increase and maintain good adjustment at the workplace. Several recommendations are made for the organisation as well as for future research that derive from the findings of the present study.

3.3.1 Recommendations for the organisation

- A clear and accurate picture of the context and personal factors impacting on the acculturation process and diversity management is necessary in order to develop and implement effective interventions that deal with the effects of the acculturation process and a diverse workforce on the individual. Possible interventions could include an individual coaching as well as training and development programme which focus on self-development, stress, coping and team building.
- Prior to the new recruits entering the service or whilst they are still at the training college, awareness programmes focusing on the acculturation process and diversity issues and its effects on intercultural relations should be offered to them. Those who are currently in the service should be offered programmes where they can receive education on these issues and on identifying the effects and on how to reverse the situation. Organisational development interventions in general, as well as interventions to influence culture and values, should be implemented to contribute to healthier workplaces.

3.3.2 Recommendations for future research

- It is recommended that a replication of the present study, with larger samples from different areas should be used to enable generalization of the findings. In selection of the samples, different ethnics groups, socioeconomic backgrounds and religious beliefs might also be considered. Furthermore, the majority of the respondents have English as a second language, or even as a third language. Therefore, translation of the questionnaires into other languages (e.g., Afrikaans and Tswana) than English can be considered in future. Again research questionnaires should be as short as possible to enable respondents to enjoy and complete the questionnaire honestly and avoid making errors.
- To deal with the limitations set by using a cross-sectional design, prospective longitudinal studies and quasi-experimental research designs are needed to further validate the hypothesised casual relationships.
- Lastly, future research should be extended to other occupations so that a comparison could made of how people from different occupations deal with acculturation.

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