The acculturation process in the head office of the SAPS

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REMARKS

The reader is reminded of the following:

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- The mini-dissertation is submitted in the form of a research article.

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TABLE OF CONTENTS

LIST OF TABLES

ABSTRACT

Keywords:

Acculturation process, Multiculturalism, Tolerance, Integration, Accommodation, Psychological and Sociocultural Adaptation, Psychological and Physical Health, Social Support, Coping, Dominant Group, South African Police Service (SAPS).

South Africa is a culturally diverse country attempting to move towards unity with the purpose of addressing the imbalances of the past. This is a serious challenge to everyone in the country irrespective of their colour, race, or religion. As the nation transforms to a 'rainbow nation', acculturation is taking place. Acculturation is a process by which one cultural group takes on and incorporates one or more cultural traits of another cultural group. This will result in new cultural patterns that improve an individual's social fit. Acculturation processes are supposed to have an effect on the acculturating individual's health, sense of social competence, and academic achievement.

The objective of this research project is to analyse acculturation processes in the South African Police (SAPS) at the national head office. A cross-sectional survey design with an availability sample (n = 294) was used. The participants were conveniently selected from different sections of the SAPS national head office. Instruments used in previous acculturation studies were adapted to measure mainstream domain, ethnocultural domain, individual level variables, and psychological and sociocultural acculturation outcomes.

The results indicate that acculturation context and individual coping styles of participants in the SAPS national head office influence acculturation outcomes. The acculturation context variables and individual coping styles explained 22% of the variance in *Effectiveness and efficiency at work*. The acculturation context variables and individual coping styles explained 23% of the variance in *Reputation, respect and development opportunities at work*. 11% and 20% of the variance of *Physical and Psychological health* respectively was explained by the acculturation context variables and individual coping styles.

OPSOMMING

Sleutelterme: Akkulturasie proses, Multikulturalisme, Verdraagsaamheid, Integrasie, Akkommodasie, Psigologiese en Sosio-kulturele Aanpassing, Psigiese en Fisiese Gesondheid, Sosiale Ondersteuning, Handhawing, Dominante Groep, Suid- Afrikaanse Polisiediens (SAPD).

Suid-Afrika is 'n diverse land wat streef na eenheid deur ongelykhede van die verlede aan te spreek. Dit is 'n ernstige uitdaging aan almal in die land ongeag kleur, ras of geloof. Dit is duidelik dat indien die nasie verander na 'n reënboog nasie mag akkulturasie plaas vind. Akkulturasie is 'n proses waarin een kultuurgroep een of meer kultuur eienskappe van 'n ander kultuurgroep aanneem en aanvaar. Dit mag lei tot nuwe kulturele patrone wat die persoon se omgewing verbeter. Daar word 'n hipotese gestel dat die akkulturasie proses 'n invloed het op die geakkultureerde individu se gesondheid, omvang van sosiale bevoegdheid en akademiese prestasie.

Die doel van hierdie studie is om die proses van akkulturasie tussen lede van die Suid-Afrikaanse Polisiediens (SAPD) in die nasionale hoofkantoor te analiseer. 'n Dwarssnit ontwerp met 'n beskikbare steekproef (n = 294) is gebruik. Die deelnemers is gerieflikheidshalwe gekies vanuit verskillende afdelings binne die SAPD nasionale hoofkantoor. Instrumente van vorige akkulturasie navorsing is aangepas om die hoofstroom domein, etnies-kulturele domein, Individuele veranderlikes en psigologiese en sosiokulturele akkulturasie uitkomste te bepaal.

Die resultate dui daarop dat die akkulturasie konteks en individuele handhawingsgedrag van lede van die SAPD Nasionale Hoofkantoor wel 'n invloed het op akkulturasie uitkomste. Die akkulturasie konteks veranderlike en die individuele handhawingstyle verklaar 22% van die variansie in *Doeltreffendheid en doelmatigheid by die werk*. Die akkulturasie konteks veranderlike en individuele handhawingstyle verklaar 23% van die variansie in *Reputasie, respek en ontwikkelings moontlikhede by die werk*. 11% en 20% van die variansie in onderskeidelik *Fisiese en Psigiese gesondheid* word verklaar deur akkulturasie konteks veranderlikes en individuele handhawingstyle. Beperkings van die huidige studie, aanbevelings vir die organisasie en toekomstige navorsing word ook ingesluit.

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

This mini-dissertation focuses on the acculturation process in the head office of the South African Police Service (SAPS).

This chapter serves to introduce the background to the research project. First, the problem statement is explained and then the research objectives are discussed, in terms of the general objectives and specific objectives. Thereafter, the paradigm that frames this research project is explained in terms of the intellectual climate, the discipline, meta-theoretical assumptions, and the market of intellectual resources. Next, the research method is detailed, in terms of the literature review and the empirical study. The chapter is concluded with a chapter outline.

1.2 PROBLEM STATEMENT

In 1994, the first democratic government was formed (IMC, 2006). The period following its establishment has been termed a period of transition for South Africa. South Africa could then be likened to a crucible into which diverse volatile human elements, such as races, cultures, ethnic groups, religions, and languages, came together. A new human amalgam came from the fire, heat, and press of the crucible, and tried to unite (SD, 2006). This process of coming together as one brings many opportunities to investigate the nature of the inter-group relations at work. This research project seeks to analyse these relations form an acculturation contextual framework, in order to determine the impact of different acculturation contextual variables (variables in the culture of origin as well as the settlement) and individual coping styles on acculturation outcomes variables.

Prior to 1994, South Africa was divided into four homelands: the Transkei, Bophuthatswana, Venda, and the Ciskei (TBVC), each with its own police agency. The homelands were abolished with the adoption of the interim Constitution in 1994, and a united South Africa with nine provinces was formed. The new Constitution established a single national police service under the command of one National Commissioner. In his speech on the 29th January 1995, Commissioner George Fivaz promised to redress the imbalances of the past at the SAPS, and remove all forms of racism and discrimination. The new police service is characterised by diverse cultures, ethnicities, races, genders, religions, age groups, and

educational backgrounds. The passion of the new SAPS is to create an environment of equal service that promotes economic growth of the country (SA, 1994).

The respect for diversity is one of the core principles in the Code of Ethics for the SAPS. The National Commissioner George Fivaz, indicated that every South African will be treated with respect, irrespective of cultural differences. The Safety and Security Minister, Charles Nqakula, added at the tenth anniversary of its establishment that the SAPS is one of the milestones that emphasises our progress as a nation. Transformation in the SAPS entails respect for diversity and sensitivity towards the fundamental rights of all personnel (SA, 1994).The moving away from a police force to a police service implies a new management style, which is characterised by disposing autocratic bureaucratic and militaristic styles of command (SA, 1994).

Acculturation comprehends those phenomena that result when two different cultures come into regular, first-hand contact with subsequent changes in the original culture of either or both groups (Redfield, Linton & Herskovits, 1936:149). During the acculturation process, one cultural group takes on and incorporates one or more cultural traits of another cultural group, resulting in new cultural patterns (Gumbo, 2001). Acculturation will occur as individuals socialise in one cultural context, and attempt to adjust to a different cultural milieu to improve the person's social fit (Gitterman, 1996). Furthermore, acculturation can greatly affect psychological functioning, as it entails adjustment to a person's social fit for responding to new sociocultural conditions. An individual's sense of emotional well-being is affected when he or she encounters a second culture.

The acculturation context
The impact of the acculturation orientation of the mainstream culture has to be considered and is emphasised (Berry, 1974). Empirical research suggests that the majority of host culture members do not always favour multiculturalism (Breugelmans & Van der Vijver, 2004). Through multiculturalism, it is affirmed that all people are members of their own group, as well as of the broader societies in which they live. Multiculturalism is opposed to any inherent bias against other cultures, but shows appreciation for and has an interest in different worldviews, examining different cultures and critically absorbing what is of value (Oliver, 1990). It would appear that multiculturalism, both as a policy and as an outcome, has had a measure of success in South Africa (Bekker & Leildé, 2003).

Tolerance is defined as the mainstream desire to see the minority members actively involved in public life without losing their original culture. Research on Moroccan immigrants in the Netherlands found that mainstream tolerance was positively associated with a relationship with the host and work success. Therefore, feelings of tolerance were found likely to lead to a reinforcement of constructive and strong social relations with the host (Ait Ouarasse & Van de Vijver, 2004).

Integration is a broad term that can refer to any positive combination of cultural adaptation and cultural maintenance. Coleman, (1995a) indicates that, integration refer to the merging of cultures, or creating a new culture from old cultures. Research results obtained using different acculturation models showed that; in general, migrants tend to prefer integration (Berry, Kim, Power, Young & Bujaki, 1989).

Kaplan & Marx, (1990), defines social support as a situation in which the supporter attempts to help the individual to understand their stressors and cope with them. Social support has an impact on health because individuals with less social support have poorer immune systems (Kaplan & Marx, 1990). Relationships with co-ethnics and host members also play a major role in the acculturation process. In addition, the degree to which the majority culture relates to the minority culture is very important (Kaplan & Marx, 1990).

Individual intervening variables

Individuals enter into the acculturation process with a number of personal characteristics of a demographical, psychological, and social nature (Berry et al., 1992). Berry (1997) distinguishes between factors prior to (for example, age and gender) and factors arising during the acculturation process (for example, acculturation strategies and coping style). The individual intervening variables that are covered in this research project are *approach coping style*, a*voidance coping style*, and *seeking social support coping style*. It is argued that the strategies an individual uses to cope with a second culture context, will affect his or her academic and job performance, social competence, and psychological well-being (Coleman, 1995a; 1995b).

Acculturation outcomes

Berry (1992:73) proposes a definition of adjustment as a state through which changes occur in the individual in a direction of increased fit and reduced conflict between the

3

environmental demands and the individual attitudinal and behavioural inclinations. Successful adjustment, therefore, can be characterised as a state of 'homeostasis' through which an individual maintains a balanced psychological state, which results in effective functioning (Torbiorn, 1982). The multidimensionality of the adjustment process has been discussed in the literature relating to acculturation and expatriation. In the acculturation framework, three facets of adjustment are identified: psychological adjustment, sociocultural adjustment (Searle & Ward, 1990), and work adjustment (task effectiveness; Aycan & Berry, 1996; Hawes & Kealy, 1981). Acculturation outcomes indicate the degree of success of an acculturation process, which can 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, job performance, and psychological distress (Ait Ouarasse & Van de Vijver, 2004).

Factor analyses have shown that the multitude of acculturation outcomes can be grouped into two major categories: psychological outcomes (concerning mental health and general satisfaction with life (work) in the host milieu: does the immigrant feel well in the new society?) and sociocultural outcomes (concerning successful participation in the host milieu: does the immigrant do well in the new society?). Psychological and sociocultural adaptations are positively related (Berry, 2003; Ward & Kennedy, 1999).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 sociocultural adaptation; the greater the orientation towards the host society (assimilation or integration), the stronger the association (Ward & Rana-Deuba, 1999).

Ward & Kennedy (1999) indicated that sociocultural outcomes relate to successful participation in the host milieu. The question that arises in this arena is: "Does the immigrant do well in the new society?". Ward and Kennedy (1999) argue that sociocultural adaptation is mainly a function of contact variables, such as education in the host country and the length of stay of migrants, while psychological adaptation is mainly a function of ethnic group variables, such as support networks. Other findings indicate a somewhat different role of the host and ethnic culture in adaptation. Some results suggest that ethnic group variables are better predictors of school success and mainstream variables better predictors of work success (Ait Ouarasse & Van de Vijver, 2004). The perceived tolerance of the mainstream society towards the ethnic group was a significant predictor of work success (Ait Ouarasse & Van de

4

Vijver, 2004).

Little or no quantitative research has been published on the acculturation process in the SAPS; therefore, this research project seeks to analyses the acculturation process in the SAPS. The general and specific objectives of the project are discussed in the next section.

1.3 RESEARCH OBJECTIVES

The research objectives are divided into general and specific objectives, which are discussed separately below.

1.3.1 General objectives

The general objectives of this research are:
- to analyse the acculturation process; and
- to determine the impact of acculturation context variables and individual coping styles on the acculturation outcome (perceived work success and health) of members in the SAPS national head office.

1.3.2 Specific objectives

The five specific objectives are:
- to determine the psychometric properties of the measuring instruments used in this research project;

- to determine the relationship between the acculturation context variables, individual intervening variables, and the acculturation outcomes variables (*Perceived work success, Psychological health,* and *Physical health*);

- to determine the impact of the acculturation context variables and individual intervening variables on the sociocultural acculturation outcomes (*Perceived work success*);

- to determine the impact of the acculturation context and individual coping styles on the psychological acculturation outcomes (*Physical and Psychological health*);

In the following section, the paradigm that frames this research project is explained.

1.4 PARADIGM PERSPECTIVE

A particular paradigm perspective directed this research project. The paradigm perspective defines the research project within the structure of the relevant research context (Mouton & Marais, 1990). The paradigm perspective is explained in terms of the intellectual climate, the market of intellectual resources, the disciplinary framework, and the relevant models and theories.

1.4.1 Intellectual climate

Intellectual climate refers to a variety of non-epistemological systems that are indorsed in any period in a discipline. It generally originates in a non-epistemological context, developing in the collection of beliefs, values, and assumptions that do not directly deal with the epistemological views of the scientific research practice (Mouton & Marais, 1990).

These research project falls within the margins of behavioural sciences, and more specifically, industrial psychology, which is the scientific study of people within their working environment. This implies scientific observation, evaluation, optimal utilisation, and influencing of normal, and to a lesser degree, deviant behaviour during interaction with the environment (physical, psychological, social, and organisational) as manifested in the workplace (Muchinsky, Kriek, & Shreuder, 2002).

1.4.2 Discipline

Organisational psychology and cross-cultural psychology are subordinate disciplines of industrial psychology. These two subordinate disciplines are discussed in this dissertation. Organisational psychology is concerned with the organisation as a system involving individuals and groups, as well as the structure and dynamics of the organisation. The basic aims are fostering worker adjustment, satisfaction and productivity, as well as organisational efficiency (Bergh & Theron, 1999). Cross-cultural psychology investigates the similarities and differences in the individual, psychological, and social functioning of various cultures and ethnic groups (Kagitcibasi & Berry, 1989).

6

1.4.3 Meta-theoretical assumptions

Five paradigms are relevant to this project. Firstly, the literature review was conducted within the humanistic paradigm and systems theory; and secondly, the empirical study was conducted within the behaviouristic, positivistic, and functionalistic paradigms.

1.4.3.1 Literature review

The humanistic paradigm is a school of thought that emphasises people as free agents with the ability to make choices, who are intentional and aware of their actions. This paradigm believes that people can be affected by their relationships with others and are worth more than just the sum of their parts (De Carvalho, 1991).

McGeoch (1933) defines a system as the coherent and inclusive, yet flexible, organisation and interpretation of the facts and special theories of a subject. Research indicates that a system is a set of objects together with relationships between the objects and between their attributes (Lundin, 1996). Systems theory is one of the most powerful conceptual tools available for understanding the dynamics of organisations and organisational change.

1.4.3.2 Empirical study

Research shows that the behaviourist paradigm departs from the stance that observable behaviour is psychology's exclusive object of study and that unobservable phenomenon, such as thoughts, feelings, and values are regarded as unattainable to scientific study (Meyer, et al , 1997). Behaviourists indicate that learning takes place through stimuli and responses, which are combined through learning experiences. The prediction of human behaviour is regarded as the goal of scientific endeavour. Thus, the behaviourist paradigm as explained by Skinner (1948) is based on the assumption that behaviour is determined by experiences, contingencies, and reinforcements within the environment and not by instinct or inherited traits. For the purpose of this project, the behaviourist paradigm determines the prevalence of the acculturation process and its impact on employees' wellness but is not used extensively (Skinner, 1948).

The positivistic paradigm is based on the assumption that for research only observable and measurable data should be taken into account (Winberg, 1997). Traditional social sciences,

with random samples, as well as operationally defined variables and statistical analysis, are positivistic. Positivist attempts to make exclusive use of data obtained through direct observation, in order to research 'positive' facts. This paradigm is based on the assumption that one can scientifically discover the rules governing social life. Positivist ontology is defined as 'to be perceived' and the relative epistemology is the correspondence theory of truth; that is, the criterion for judging a scientific theory is whether or not our knowledge claims correspondence to what lends itself to our senses (Ardebili, 2001).

The functionalistic paradigm, being a quantitative approach, is concerned with the understanding of society (organisations) in such a way that useful empirical knowledge can be produced (this paradigm is primarily regulative and pragmatic; Babbie, 1979). According to this approach, society has a concrete, real existence, and a systematic character, and it encourages a social theory approach that focuses upon understanding the role of people in society. Functionalism assumes that certain units of psychological phenomena can be adaptation explained in terms of relationships and that these explanations serve to enhance human and survival (Plug, Louw, Gouws., & Meyer, 1997).

1.4.4 Market of intellectual resources

The market of intellectual resources refers to the collection of beliefs that are concerned with the epistemic value of scientific statements. A distinction is made between theoretical and methodological beliefs regarding the nature and structure of the research phenomena and process, respectively (Mouton & Marais, 1990).

1.4.4.1 Theoretical beliefs

Theoretical beliefs are statements about the descriptive and interpretive aspects of human behaviour, which would include hypotheses, typologies, models, and theories (Mouton & Marais, 1990). Theoretical assumptions provide an outline of fundamental theoretical statements (Botes, 1995).

A. Conceptual definitions

Acculturation is a process through which one cultural group takes on and incorporates one or more cultural traits of another cultural group, resulting in a new cultural pattern. It can result

in the loss of the acculturated core cultural ways, thus resulting in total cultural rebirth (Ovando & Collier, 1998).

Multiculturalism is an ideology aimed at legitimising the incorporation of ethnic diversity in the general structure of society (Kallen, 1982). The term multiculturalism refers to the attitude that is held towards a culturally plural society, more specifically implying the approach of valuing and actively supporting mutual cultural differences and having equal chances and opportunities. This implies that diversity of cultures is not only acknowledged as a demographic characteristic of the society but is also viewed as important for the overall functioning of the society as whole (Berry, 1984; Berry & Kalin, 1995).

Low levels of intolerance are vital for a multicultural strategy to prevail in the organisation (Berry & Kalin, 1995). *Tolerance* can be described as the support of the majority culture to see the active involvement and participation of minority groups in the society, without neglecting their own original culture (Ait Ouarasse & Van de Vijver, in press). According to Ait Ourasses and Van de Vijver (2005) a requirement to ensure healthy and lasting relationships between the majority and minority cultural groups is integration and tolerance.

Integration is defined as the merging of diverse cultures (Coleman, 1995). It refers to individuals accepting both their cultural values and the cultural values of the host. According to Coleman (1995) integration can also mean the merging of two cultures and the creation of a new culture form these two cultures. The term integration demands thus implies the extent to which minority members perceive their ethnic group members to allow them to establish contact with other members of South African ethnic groups in public life (Ait Ourasse and Van de Vijver, 2004).

Health (psychological and physical) is a state of complete physical, mental, and social well-being (Bennett & Murphy, 1997). It is characterised by wholeness, happiness, and well-being. Health can be presented by a continuum, ranging from poor health to complete physical and mental wellness, and can be described along biological, psychological, and social dimensions (Du Toit, 1986).

B. Models and theories

9

A model is aimed at ways of answering questions. It tries to reproduce the dynamics of an occurrence through the relation between the main elements in a process and to represent these in a simplified way (Mouton & Marais, 1990). The bi-dimensional model postulates that ethnic and host cultures constitute two independent dimensions and that adherence is possible to both, either, or none (Berry, 1997). The Interactive Acculturation Model seeks to integrate the components of immigrant and host majority relations in multicultural and multilingual settings within a common theoretical framework (Bourhis, 2001; Bourhis, Moise, Perreault, & Senekal, 1997).

A theory is defined as a set of interrelated constructs (concepts), definitions, and propositions that present a systematic view of phenomena by specifying relations amongst variables, with the purpose of explaining and predicting the phenomena (Mouton & Marais, 1990). The theoretical model used in this study is presented in *Appendix 1*.

1.4.4.2 Methodological beliefs

Methodological beliefs make declarations regarding the nature and structure of science and scientific research (Mouton & Marais, 1990).

The empirical research study is presented within the positivistic and functionalistic frameworks. The root assumption of the positivistic framework is that it is a point of departure (Neuman, 1997). Positivism regards social sciences as an organised method for combining deductive logic with precise empirical observations of individual behaviour in an attempt to discover and confirm a set of probabilistic contributory laws (Neuman, 1997). These laws can be used to predict general patterns of human activity.

In the next section, the research method is detailed.

1.5 RESEARCH METHOD

The research is conducted by way of a literature review and an empirical study.

1.5.1 Literature review

The literature review examined studies relating to the context and individual variables that

could affect the acculturation process in the SAPS national head office.

1.5.2 Empirical study

The following elements of the empirical study are detailed in the subsequent sections: the research design, the participants, the measuring instruments, and the statistical analysis.

1.5.2.1 Research design

A cross-sectional survey design in which a sample was drawn from a population at one time was used to examine the area of study. Schaufeli and Enzmann (1998) criticise the use of cross-sectional design in research, recommending the use of experiments and longitudinal studies when possible. A cross-sectional design is the most appropriate design for determining current relationships amongst variables. A cross-sectional design is relevant when the research is conducted over a short period, such as one day or several weeks (Du Plooy, 2001).

1.5.2.2 Participants

The participants in this research project were 294 employees within the SAPS national head office, consisting of police officers (commissioned and non-commissioned officers). Employees were conveniently selected from specific units of the SAPS national head office. Bailey (1982) defines convenience sampling as a sampling technique where a researcher merely chooses the closest live persons as respondents.

1.5.2.3 Measuring instruments

Previously used instruments (Ait Ouarasse & Van de Vijver, 2004; Spector & Jex, 1998, Amirkhan, 1990; Cartwright & Cooper, 2002) were adapted and others were developed. These are intended 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 the scales follow a five-point Likert format ranging from 'strongly agree (5)' to 'strongly disagree (1)'.

A. Mainstream domain instruments

11

Multicultural norms (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a six-item measure of the participant's perception of his or her co-workers' attitude towards multiculturalism 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. A cronbach alpha coefficient of 0.70 for this scale was obtained in a study on the acculturation context of police officers in the SAPS (Molokoane, 2007).

Multicultural practices (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a seven-item measure of the participant's experiences of his or her co-workers' behaviour with regard to multiculturalism within organisation. The practice dimension of this scale refers to his or her perceptions and experiences regarding the conduct of his or her co-workers when in interaction with people of different cultural backgrounds. All seven items of the scale were positively phrased. A cronbach alpha coefficient of 0.75 for this scale was obtained in a study on the acculturation context of police officers in the SAPS (Molokoane, 2007).

Tolerance by the mainstream (adapted from Ait Ouarasse & Van de Vijver, 2004). This is an eight-item measure of the extent to which participants perceive that mainstream members are open towards the ethnic minority (numerical majority) in South Africa. All eight of the items were positively phrased. Tolerance is the desire on the part of the mainstream to see the minority members actively involved in public life without necessarily losing their original culture. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.64 was obtained in the acculturation context of Moroccan migrants in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

B. Ethnocultural domain instruments

Perceived ethnic integration demands at work (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants believe their own ethnic group members allow them to establish contact with the other South African ethnical groupings and participate in public life. All twelve items were positively phrased. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.64 was obtained (Ait Ouarasse & Van de Vijver, 2004).

12

Perceived ethnic solidarity and social support at work (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants believe their own ethnic group members help their members and the extent to which participants believe their own community is supportive of its other group members. Eleven of the items are positively and one negatively phrased. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.79 was obtained (Ait Ouarasse & Van de Vijver, 2004).

C. Individual intervening variables

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 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).

D. Acculturation outcomes

Sociocultural acculturation outcomes: work success (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of participants' success at work. All of the items are positively phrased. It contains items pertaining to task completion, punctuality, status and recognition at work, relationships with supervisors, and relationships with fellow workers. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.81 was obtained for a one-factor solution extracted by exploratory and confirmatory factor analysis (Ait Ouarasse & Van de Vijver, 2004).

Psychological adaptation: physical and psychological health (adapted from Spector & Jex, 1998). This measure was adapted from the Physical Symptoms Inventory (PSI; Spector & Jex, 1998), a five-point scale that 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 they have suffered any of the mentioned symptoms in the past three months. Some examples of the symptoms included on the scale are headaches, backache, fatigue, eyestrain, and trouble sleeping.

13

1.5.2.4 Statistical analysis

The statistical analysis was conducted using SPSS (SPSS, 2003). Descriptive statistics (mean, standard deviation, skewness and kurtosis) were used to analyse the data. The Cronbach alpha coefficient was used to determine the internal consistency, homogeneity, and uni-dimensionality of the measuring instrument (Clark & Watson, 1995). The Cronbach coefficient alpha contains information regarding the proportion of variance of the items of a scale in terms of the total variance that can be explained.

The Pearson product–moment correlation coefficients were used to specify the relationships between the variables. A cut-off point of 0.30 (medium effect; Cohen, 1988) was set for the practical significance of correlation coefficients. Effect sizes were used in addition to statistical significance to determine the significance of the relationships (Cohen, 1988; Steyn, 1999). Effect sizes indicate whether obtained results are important, while statistical significance may often show results which are of little practical relevance. A cut-off point of 0.50 (large effect; Cohen, 1988) was set for the practical significance of differences between means. In terms of statistical significance, the value was set at a 95% confidence interval level ($p < 0.05$).

Regression analysis was used to model relationships between variables, upon which predictions can be made, and to determine the magnitude of these relationships. There are two types of regression: simple and multiple linear regression. 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 regression refers to regression on more than two variables. Linear regression assumes the best estimate of the response is a linear function of some parameters even though not necessarily linear on the predictors (Field, 2005).

The chapter is concluded with an overview of the chapters that follow.

1.6 CHAPTER DIVISION

The chapters in the mini-dissertation will be presented as follows:

Chapter 1: Introduction

Chapter 2: Research article

Chapter 3: Conclusions, limitations, and recommendations

1.7 CHAPTER SUMMARY

This chapter has introduced the background to the research project. This was done, by explaining the problem statement and delineating the research objectives, in terms of the general objectives and specific objectives. The paradigm that frames this research project has been explained in terms of the intellectual climate, the discipline, meta-theoretical assumptions, and the market of intellectual resources. The research method has been detailed, in terms of the literature review and the empirical study. Finally, a brief overview of the chapters of the dissertation has been presented.

With the information presented in this chapter as context, the research article will be presented in Chapter 2.

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CHAPTER 2: RESEARCH ARTICLE

Acculturation process in the head office of the SAPS

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ABSTRACT

The objective of this research project was to analyse the acculturation process in the South African Police Service (SAPS) national head office. A cross-sectional survey design with an availability sample was used $(n = 294)$. The participants were conveniently selected from different sections of the SAPS national head office. Instruments used in previous acculturation studies were adapted to measure mainstream domain, ethno cultural domain, individual variables, and psychological and sociocultural acculturation outcomes. The results indicate that acculturation context and individual coping styles of members in the SAPS national head office affect acculturation outcomes. Acculturation context variables and individual coping styles explained 22% and 23% of the variance in *Effectiveness and efficiency at work.* and *Reputation, respect and development opportunities at work* respectively. 11% and 20% of the variance in *Physical health* and *Psychological health* were explained by the acculturation context variables and the individual coping styles.

OPSOMMING

Die doel van hierdie studie was om die proses van akkulturasie in die Suid-Afrikaanse Polisiediens (SAPD) se nasionale hoofkantoor te analiseer. 'n Dwarssnit ontwerp met 'n beskikbare steekproef $(n= 294)$ is gebruik. Die deelnemers is gerieflikheidshalwe gekies vanuit verskillende afdelings binne die SAPD nasionale hoofkantoor. Instrumente vorige akkulturasie navorsing is aangepas aan die hoofstroom afdeling, etnies-kulturele afdeling, Individuele vlak veranderlikes en sosiokulturele akkulturasie uitkomste te bepaal. Die resultate dui daarop dat die akkulturasie konteks en individuelehandhawingstyle van lede van die SAPD in die nasionale hoofkantoor wel 'n invloed het op akkulturasie uitkomste. Die akkulturasie konteks veranderlike en die handhawingstyle verklaar 22% en 23% van die variansie in onderskeidelik *Doeltreffendheid en doelmatigheid by die werk* en *Reputasie, respek en ontwikkelings moontlikhede by die werk.* 11% en 20% van die variansie in *Fisiese gesondheid* en. *Psigiese gesondheid* word onderskeidelik verklaar word deur die akkulturasie konteks veranderlike en individuele handhawingstyle.

Introduction

The South African Police Service (SAPS) is a multicultural organisation, which means that various diverse cultures participate in a social setting that is characterised by the sharing of norms and values on living together, while simultaneously still maintaining their individual cultural identities. Drastic changes occurred in the organisation, such as the transition of the SAPS from a force to a service (IMC, 2006), due to the democratic policies within it. The culture of SAPS as a government institution is largely determined by the government of the day (Mofomme, 2001). Prior to 1994 South Africa was divided into the homelands: Transkei, Bophuthatswana, Venda, and the Ciskei (TBVC). Each homeland had its own police agency, which were abolished with the adoption of the interim Constitution in 1994. The new constitution established a single national police service under the command of one National Commissioner (SA, 1994).

The first democratic Commissioner of the SAPS, George Fivaz, promised to redress the imbalances of the past in the SAPS, and to remove all forms of racism and discrimination (Worden, 1994). The passion of the new SAPS is to create an environment of equal service, which will contribute to the economic growth and ensure acceptable basic service delivery for all South Africans in the country (SA, 2006). The Safety and Security Minister Charles Nqakula added at the tenth anniversary of its establishment that the SAPS is one of the milestones that emphasises our progress as a nation. Transformation in the SAPS entails respect for diversity and sensitivity towards the fundamental rights of all personnel (SA, 1994). As a result, South Africa can no longer function as a mono-cultural country but instead it will need to function as in non-discriminatory fashion where there is a sincere desire to redress the past imbalances (Norris, 2000).

Respect of diversity is one of the core principles in the Code of Ethics for the SAPS (SA, 1994). Studies by Havenga, (1993); Loomis and Sharpe (1990), and Berry (2001) affirmed that diversity starts with the realisation of diverse interests; therefore, the essence of an organisation and its culture must be negotiated and re-conceptualised from a perspective other than the dominant culture. Diversity is a celebration of differences and appreciation of similarities that unite people, and cultural diversity is good for a society and its individual members Havenga, (1993); Loomis and Sharpe (1990), and Berry (2001).

Conceptualisation of acculturation

Interaction with other people has always been a significant feature of social life. Today, studies often call attention to the development of one complex world system, in which some societies dominate others economically, politically, and socially (HBR, 2007). This situation relates to the acculturation process. Acculturation is a process of adapting to a new environment as a result of two independent cultures coming into contact with each other (Pham & Harris, 2001). Acculturation is defined as a process of coping with a second culture (Berry, Poortinga, Segall., & Dasen, 1992; LaFramboise, Coleman., & Gerton, 1993). Second culture acquisition refers to the process of coping with second culture contact (Coleman, Wampold., & Casali, 1995). One cultural group takes on and incorporates one or more cultural traits of another cultural group, resulting in new cultural patterns (culturally born again; Gumbo, 2001). Acculturation occurs as individuals socialise in one cultural context, and try to adjust to a different cultural milieu to improve their social fit (Gitterman, 1996). Therefore, as human beings are adaptive cultural beings, they are likely to adapt to aspects of foreign cultures that they encounter.

Studies on acculturation address a variety of psychological and behavioural processes in individuals who have to cope with major changes in their ecological or sociocultural environment. These changes may be due to migration (acculturation of minorities) or a changing composition of society (multiculturalism amongst mainstream members). The psychological and behavioural processes following these changes are normally considered from both the minority and the majority group member's perspective (Anon, 2007).

The process of acculturation occurs in several stages (Berry, 1986). The first stage is when the acculturating individual establishes contact with the mainstream culture through trade, enslavement, or migration. The second stage is when the particular individual encounters conflict from this contact, clothing style, and language. The third stage entails the individual trying to adjust, in order to reduce conflict, by adjusting to the mainstream culture. Acculturation differs from assimilation in the sense that assimilation involves being absorbed in the new culture, while acculturation is a process of learning the practices and customs of a new culture. People can assimilate without being acculturated, meaning that they can relinquish their own cultural values and adopt the values of the host culture without being acculturated (Detroit, 1998). Acculturation challenges in the workplace decrease productivity and challenge organisational functioning (Tung, 1982; Copeland & Griggs, 1985). These eventually cause absenteeism, early return to the home country, and low performance (Tung, 1982; Copeland & Griggs, 1985). Cultural misunderstandings generate psychological stress

23

and undermine organisational efficacy (Gelade & Ivery, 2003). Acculturation is a continual fluid process (Gitterman, 1996).

Acculturation variables

Three groups of variables addressed in studies of psychological acculturation are acculturation conditions, acculturation orientations, and acculturation outcomes (Ward & Kennedy, 2001). Acculturation conditions include characteristics of the society of origin and characteristics of the society of settlement. Acculturation orientations link antecedent conditions to outcomes. This is concerned with the manner in which immigrants deal with the cultures involved (Ward, Bochner & Furnham, 2001). Acculturation outcomes indicate the degree of success in the acculturation process.

Group level context variables: mainstream characteristics

Characteristics of the mainstream (society of settlement) at work. Some societies seek diversity and are accepting of the cultural pluralism resulting, taking steps to support the continuation of cultural diversity as a shared communal resource (Berry & Kalin, 1995). Others seek to reduce diversity through policies and programmes of assimilation, while others attempt to segregate or marginalise diverse populations in their societies (Berry et al., 1992). Societies supportive of cultural pluralism provide a positive settlement context because they are less likely to enforce cultural change (assimilation) or exclusion and are more likely to provide social support, both from the institutions of the larger society and from continuing and evolving ethnocultural communities that usually make up plural societies (Murphy, 1965). Several authors have indicated that even when pluralism is established, some groups will be less well acknowledged and will experience hostility, rejection, and discrimination; factors that are predictive of poor long-term adaptation (Clark, Anderson, Clark, & Williams, 1999; Liebkind & Jasinskaja-Lahti, 2000; Noh, Beiser, Kaspar, Hau, & Rummens, 1999). **Mainstream characteristics** addressed in this project are *multiculturalism* and *tolerance of the majority. Policies of multiculturalism* have their origins in the 1970s in the West, where there was growing cultural and ethnic diversity. In South Africa, a policy of multiculturalism was adopted after the transition of South Africa from Apartheid (before 1994) to Democracy (after 1994; Bekker & Leildé, 2003). This transition influenced the structure of the police and the contemporary policing in the country (Butman & Snyman, 2002). The new single national police service was formed in 1994, and the eleven police

agencies from the TBVC states were integrated (SA, 1994). The new democratic government promotes multiculturalism and diversity in policing (Butman & Snyman, 2002). Multiculturalism entails a variety of ethno cultural groups participating in a social framework that consists of the sharing of norms on living together, while still maintaining a sense of their individual cultural identities (Berry, 1998).

Multiculturalism affirms that all people are members of their own society and are conditioned by their own surroundings and cultures. As such, multiculturalism is opposed to any inherent bias against other cultures, but shows appreciation and interest in different worldviews; examines different cultures critically, and absorbs what is of value (Oliver, 1990). Multiculturalism is therefore an ideology aimed at legitimising the incorporation of ethnic diversity in the general structure of society (Kallen, 1982). Multiculturalism implies that diversity should be shared and accommodated, involving strong inter-group contact and participation (Berry, 2001). Empirical research suggests that the majority of the host culture members do not always favour multiculturalism (Breugelmans & Van de Vijver, 2004). Therefore, studies of majority acculturation are important in understanding the acculturation process in culturally diverse societies.

There are four main prerequisites for maintaining a multicultural society:
- the support of cultural maintenance by the majority group;

- intercultural contact and societal participation by all groups, no discrimination, a low level of prejudice or intolerance in the population;

- a positive attitude amongst the ethnocultural groups; and

- a degree of attachment to the larger society, but this should not result in derogation of its constituent ethnocultural groups (Berry & Kalin, 1995).

Wherever the immigration flow, adjustment and acculturation challenges, calling for tolerance from the host culture, can be found. Molokoane (2007) found that the degree of tolerance practiced by ethnic groups at work was statistically significant and positively correlated to ethnic vitality at work, ethnic integration demand at work and work success in terms of status, reputation and opportunities. However the degree of tolerance experienced by ethnic groups at work was also statistically significant and negatively correlated to psychological and physical health (Molokoane, 2007).

Ethnic group variables/co-ethnics characteristics

Characteristics of co-ethnics (society of origin) at work. Elements from the minority context that have been reported to bear on acculturation outcomes (see for example, Adelman, 1988; Ait Quarasse & Van de Vijver, 2004; Berno & Ward, 2000; Malewska-Peyre, 1982; 1974, Ong, 2000). The ethnic group variables covered in this research project are *integration demand at work*, and *social support at work*.

Integration is defined as the merging of diverse cultures (Coleman, 1995). Integration refers to individuals accepting both their cultural values and the cultural values of the host. Similarly, Berry and Kim (1998) define integration as any positive combination of adaptation and cultural maintenance. Integration therefore occurs when an individual becomes proficient in the culture of the dominant group, while retaining proficiency in the indigenous culture. This status is also termed biculturalism. The literature on biculturalism proposes that individuals who actively function in both of the indigenous and dominant cultures may exhibit increased mental functioning (LaFramboise et al., 1993). Biculturalism includes knowledge of cultural beliefs and values of both cultures, positive attitudes towards both groups, and bicultural efficacy (LaFramboise et al., 1993). This means that individuals can live in a satisfying manner within both cultures without sacrificing their cultural identity, communication ability in both cultures, the range of culturally appropriate behaviour, or a sense of being grounded in both cultures. The mastery of these skills may lead to increased performance in vocational and academic endeavours (LaFramboise et al., 1993). A bicultural integration strategy—identification with the heritage culture combined with the participation in the mainstream culture—leads to the best outcome for mental health (Berry, 1997).

Social support is defined as the bringing of people of different racial or ethnic groups into unrestricted and equal association in a society. Sources of social support include family members, friends, neighbours, co-workers, and programme leaders (HBR, 2007). Social support happens when the supporter tries to help the individual to understand and cope with the stressor. Social networks have an impact on health because individuals with low social support have poor immune systems (Cohen & Syme, 1985; House, 1981). Individuals who report that members of their social network provide them with emotional and social support when needed display lower levels of distress and depressive symptoms in response to stressful life events (Cohen, & Wills, 1985; Lin, Dean, & Ensel, 1986; & Thoits, 1995).

26

Individuals who have many friends, family members, co-workers, and neighbours are thought to have less stress and a greater positive effect than those who possess fewer of these relationships (Cohen & Wills, 1985). There is considerable evidence that both qualitative aspects of social network, such as the extent to which they can be relied on to provide social support, and structural aspects of social network, such as size, can influence psychological well-being (Cohen & Wills, 1985; Lin et al., 1986; Thoits, 1995). Interpersonal relationships that make available social support in terms of information, help, and expression of caring promote health by imparting feelings that the individual is being cared for, beliefs that the individual is esteemed, and a sense of belonging to a reciprocal network (Oppedal, Roysamb & Sam, 2004). In acculturating youth, supportive communications within their own ethnic and majority network may be of special importance to the development of culture specific competencies (Oppedal et al., 2004). A decrease in family or friend support, associated with a reduction in host and ethnic competence, would yield strong negative effects on mental health. Support is also included as an alleviating factor in models of acculturation (Berry, 1990).

Individual intervening variables: coping styles

Individuals enter into the acculturation process with a number of personal characteristics of a demographical, psychological, and social nature (Berry et al., 1992). Berry (1997) distinguishes between factors prior to (for example, age and gender) and factors arising during the acculturation process (for example, acculturation strategies and coping style). The individual intervening variables that are covered in this research project are *approach coping style*, *avoidance coping style*, and *seeking social support coping style*.

Coping is a process of managing taxing circumstances, expending effort to solve personal and interpersonal problems, and seeking to master, minimise, reduce, or tolerate stress or conflict (HBR, 2007). Coping has been studied as a variable that moderates the relation between context variables and acculturation outcomes. Previous work has distinguished two main coping strategies used to deal with stress: emotion-focused and problem-focused strategies (Compass, Conner-Smith, Saltzman, Thomsen, & Wadsworth, 2001). Problem-focused strategies are active problem solving methods used to resolve the stressful relationship between the self and the environment (Compass et al., 2001). Emotional-focused coping strategies are ways in which people achieve an optimal level of emotional regulation and the

27

capacity to deal with intense situations and feelings (Saarni, 1999). Emotion-focused coping strategies shown to be effective are distractions, cognitive reframing of 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

The multidimensionality of the adjustment process has been discussed in the literature relating to acculturation and expatriation. In acculturation frameworks, three facets of adjustment are identified: psychological adjustment, sociocultural adjustment (Searle & Ward, 1990), and work adjustment (task effectiveness; Aycan & Berry, 1996; Hawes & Kealy, 1981). Factor analysis has shown that acculturation outcomes can be divided into two major categories: psychological and sociocultural outcomes (Berry, 2003; Ward et al., 2001; Ward & Kennedy, 1999). Berry, (2003); Ward, & Kennedy, (1999) indicated that Psychological and sociocultural adaptation are positively correlated. The strength of the association is related to the cultural distance and the degree of integration of cross-cultural travelers in the social milieu (Berry, 2003; Ward & Kennedy, 1999). The larger the cultural distance the weaker the association between psychological and sociocultural adaptation; the greater the orientation towards the host society (assimilation and integration), the stronger the association (Ward & Rana-Deuba, 1999).

Psychological outcomes relate to mental health and general satisfaction with life (work) in the host milieu. Psychological adaptation is mainly a function of ethnic group variables, such as support networks. Berry (1992) indicates that changes that occur in an individual in a direction of increased fit and reduced conflict between environmental demands and individual attitudinal and behavioural inclinations is termed adjustment. Therefore, successful adjustment can be characterised as a state of 'homeostasis' through which an individual maintains a balanced psychological state, which results in effective functioning (Torbiorn, 1982).

Health (psychological and physical) is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity (Bennett & Murphy, 1997). Furthermore, health is a resource for daily life, not an objective for living, but a positive concept, which emphasises social and personal resources, as well as physical capabilities.

28

Health, therefore, is concerned with wholeness, happiness, and social well-being (Beattie, Gott, Jones & Sidell, 1993) on a physical, cultural, psychological, economic, spiritual, and mental level (Du Toit, 1986; Marks, Murray, Evans, & Willing, 2000). Various studies indicate the impact of acculturation on health. Lee, Sobal, Edward, & Frongillo (2000) found that immigrants' health differs from people who did not migrate. Tran, Fitzpatrick, Berg, and Wright (1996) found that the level of acculturation had a significant effect on health status. Respondents less involved in acculturation processes experienced higher rates of self-reported health problems than those who were more involved in acculturation processes.

Sociocultural acculturation outcomes are concerned with successful participation in the host milieu. The question that arises in this arena is: *Does the immigrant do well in the new society?* Sociocultural outcomes are indicators of successful participation in the host milieu. Ward & Kennedy (1999) indicate that sociocultural adaptation is mainly a function of contact variables, such as education in the host country and length of stay of migrants. Research findings suggest that ethnic group variables are better predictors of school success and mainstream variables better predictors of work success (Ait Ouarasse & Van de Vijver, 2004).

METHOD

Research design

A cross-sectional survey design in which a sample is drawn from a population at one time was used to examine the area of study. Du Plooy (2001) indicated that a cross-sectional design is the most appropriate design for determining current relationships amongst variables and is relevant when the research is conducted over a short period, such as one day or several weeks. Schaufeli & Enzmann (1998) criticise the use of cross-sectional design in research, recommending the use of experiments and longitudinal studies when possible.

The research project was initiated in 2006 in a discussion with the Head of Strategic Management Service of the SAPS national head office (Pretoria). In 2007, a written application was forwarded to the Head of Strategic Management Services and written permission to continue with the research project was granted. English questionnaires

measuring acculturation outcomes were distributed to various sections of the SAPS national head office.

Participants

The participants in the study (n = 294) were conveniently selected from the population, 500 questionnaires were distributed and 294 questionnaires were received back. The sample was taken from some of the police sections or units in the SAPS national head office. Table 1 presents some of the characteristics of the participants.

Table Table 1: *Characteristics of participants (n = 294)*

Item	Category	Frequency	Percentage
Gender	Males	119	40,2
	Females	174	58,8
Age	18–25 years	64	2,6
	25–30 years	94	31,8
	30–35 years	57	19,3
	35–40 years	31	10,5
	40–45 years	17	5,7
	45–50 years	16	5,4
	50–55 years	8	2,7
	55–60+ years	4	1,4
Marital status	Single	163	55,1
	Engaged	21	7,1
	Married	80	27,0
	Divorced	19	6,4
	Separated	5	1,7
	Remarried	2	0,7
Home language	Afrikaans	39	13,2
	English	37	12,5
	Sepedi	35	11,8
	Sesotho	20	6,8
	Setswana	47	15,9
	Isiswati	3	1,0
	Tshivhenda	31	10,5
	IsiNdebele	12	4,1
	IsiXhosa	8	2,7
	IsiZulu	28	9,5
	IsiTsonga	32	10,8
Job title/rank	Administrative clerk	33	11,1
	Constable	14	4,7
	Sergeant	3	1,0
	Inspector	29	9,8
	Captain	36	12,6
	Superintendent	13	4,4
	Senior Superintendent	9	3,0

Number of years in the SAPS	Less than a year	167	56,4
	1–2 years	8	2,7
	2–5 years	25	8,4
	5–8 years	22	7,4
	8–12 years	10	3,4
	More than 12 years	52	17,6
Number of years in the section	Less than one year	175	59,1
	1–2 years	21	7,1
	2–5 years	31	10,5
	5–8 years	29	9,8
	8–12 years	10	3,4
	More than 12 years	17	5,7
Roughly how satisfied do you feel in your job?	Very satisfied	69	23,3
	Satisfied	131	44,3
	Neutral	68	23,0
	Dissatisfied	20	6,8
	Very dissatisfied	6	2,0
To what degree do you agree with the statement "I am considering quitting the profession"?	Strongly agree	39	13,2
	Agree	20	6,8
	Neutral	36	12,2
	Disagree	22	7,4
	Strongly disagree	168	56,8
How frequently do you consider quitting the profession?	Frequently	31	10,5
	Every day	27	9,1
	Once a week	34	11,5
	Once a month	33	11,1
	Never	160	54,1

The majority of the participants are females (58.8%) from SAPS national head office; 31.8% of the participants are between the ages of twenty-five and thirty; 55.1% are single. Most of the participants (15.9%) are Tswana speaking. Amongst the participants, 12.6% were

captains, while the majority of the participants had less than one year's experience (56.4%).

Measurement scales

Previously used instruments (Ait Ouarasse & Van de Vijver, 2004; Spector & Jex, 1998, Amirkhan, 1990; Cartwright & Cooper, 2002) were adapted and others developed for the project. These involve assessments of 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 the scales follow a five-point Likert format ranging from 'strongly agree (5)' to 'strongly disagree (1)'.

Mainstream domain instruments

Multicultural norms (developed for the project). This is a six-item measure of the participant's perception of his or her co-workers' attitude towards multiculturalism 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. A cronbach alpha coefficient of 0.70 for this scale was obtained in a study on the acculturation context of police officers in the SAPS (Molokoane, 2007).

Multicultural practices (developed for the project). This is a seven-item measure of the participant's experiences of his or her co-workers' behaviour with regard to multiculturalism within organisation. The practice dimension of this scale refers to his or her perceptions and experiences regarding the conduct of his or her co-workers when in interaction with people of different cultural backgrounds. All seven items of the scale were positively phrased. A cronbach alpha coefficient of 0.75 for this scale was obtained in a study on the acculturation context of police officers in the SAPS (Molokoane, 2007).

Tolerance by the mainstream (adapted from Ait Ouarasse & Van de Vijver, 2004). This is an eight-item measure of the extent to which participants perceive that mainstream members are open towards the ethnic minority (numerical majority) in South Africa. All eight of the items were positively phrased. Tolerance is the desire on the part of the mainstream to see the minority members actively involved in public life without necessarily losing their original culture. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.64 was obtained in the acculturation context of Moroccan migrants in the Netherlands (Ait Ouarasse

& Van de Vijver, 2004).

Ethnocultural domain instruments

Perceived ethnic integration demands at work (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants believe their own ethnic group members allow them to establish contact with the other South African ethnical groupings and participate in public life. All twelve items were positively phrased. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.64 was obtained (Ait Ouarasse & Van de Vijver, 2004).

Perceived ethnic solidarity and social support at work (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants believe their own ethnic group members help their members and the extent to which participants believe their own community is supportive of its other group members. Eleven of the items are positively and one negatively phrased. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.79 was obtained (Ait Ouarasse & Van de Vijver, 2004).

Individual intervening characteristic

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: work success (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of participants' success at work. All of the items are positively phrased. It contains items pertaining to task completion, punctuality, status and recognition at work, relationships with supervisors, and relationships with fellow workers. A Cronbach alpha coefficient of 0.81 was obtained for a one-factor solution

extracted by exploratory and confirmatory factor analysis (Ait Ouarasse & Van de Vijver, 2004).

Psychological adaptation: physical and psychological health (adapted from Spector & Jex, 1998). This measure was adapted from the Physical Symptoms Inventory (PSI; Spector & Jex, 1998), a five-point scale that 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 they have suffered any of the mentioned symptoms in the past three months. Some examples of the symptoms included on the scale are headaches, backache, fatigue, eyestrain, and trouble sleeping.

Statistical analysis

The statistical analysis was conducted using SPSS (SPSS, 2003). Descriptive statistics (mean, standard deviation, skewness and kurtosis) were used to analyse the data. The Cronbach alpha coefficient and inter-item correlation were used to determine the internal consistency, homogeneity, and uni-dimensionality of the measuring instrument (Clark & Watson, 1995). The Cronbach alpha coefficient contains important information regarding the proportion of variance of the items on a scale in terms of the total variance explained by that particular scale. In terms of statistical significance, the value was set at a 95% confidence interval level ($p < 0.05$). Effect size was used to decide on the practical significance of the findings (Steyn, 1999). The Pearson product–moment correlation coefficients were used to specify the relationship between the variables. A cut-off point of 0.30 (medium effect; Cohen, 1988) was set for the practical significance of the correlation coefficients.

Regression analysis was used to model relationships between variables, upon which predictions can be made, and to determine the magnitude of these relationships. 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 regression on more than two variables. Linear regression assumes the best estimate of the response is a linear function of some parameters even though not necessarily linear on the predictors (Field, 2005).

RESULTS

The results section consists of three sections:

- the descriptive statistics;

- the product–moment correlations, which determine the relationships between the different constructs; and

- the multiple regression analysis with *Success 1:effectiveness and efficiency at work, Success 2: status, reputation and development opportunities at work, Physical health,* and *Psychological health* as the dependent variables.

The first step was to determine the psychometric properties of the measuring instruments. The results obtained from factorial analysis (scree plot and the rotated component matrix) and descriptive statistics 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 47.63% 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 (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 47.61% 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 39.23% 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 41.31% of the construct of the Health Scale of Spector and Jex (1998).

Descriptive statistics of all the scales used in this research project are presented in Table 2.

Table 2: *Descriptive statistics (n = 294)*

Scale	Mean	SD	Skewness	Kurtosis	Alpha
1. *Multicultural norms*	2,81	0,84	0,11	-0,17	0,66
2. *Multicultural practices*	2,01	0,80	0,86	1,02	0,89
3. *Tolerance*	2,32	0,71	0,37	-0,20	0,85
4, *Ethnic vitality*	2,81	0,73	0,12	0,12	0,68
5, *Ethnic social support*	2,83	0,82	0,19	0,01	0,82
6, *Ethnic integration demands*	2,17	0,68	0,15	-0,35	0,76
7, *Success 1*	1,79	0,65	0,48	-0,52	0,81
8, *Success 2*	1,93	0,60	0,15	-0,60	0,84
9, *Physical health*	1,61	0,59	1,58	3,94	0,91
10, *Psychological health*	1,49	0,61	1,6	2,24	0,87
11, *Approach coping style*	1,10	0,58	0,29	-0,13	0,90
12, *Social support coping style*	2,22	0,64	0,08	-0,25	0,84
13, *Avoidance coping style*	3,08	0,70	-0,48	0,54	0,75

Table 2 shows that acceptable Cronbach alpha coefficients (>0.70) were obtained, except for *Multicultural norms* and *Ethnic vitality* (both were thus excluded from the regression analysis). It is evident that of the majority of the scores exhibit relatively normal distribution, with low skewness and kurtosis. *Physical health* and *Psychological health* exhibit high skewness and kurtosis, which indicates that the data is not normally distributed.

The product–moment correlation coefficients between the different constructs used in this research project are reported in Table 3.

Table 3: *Product–moment correlations coefficients between the different constructs (n = 294)*

SCALE	1	2	3	4	5	6	7	8	9	10	11	12
1. *Multicultural norms*	-	-	-	-	-	-	-	-	-	-	-	-
2. *Multicultural practices*	0,25**	-	-	-	-	-	-	-	-	-	-	-
3. *Tolerance*	0,26**	0,74**+	-	-	-	-	-	-	-	-	-	-
4. *Ethnic vitality*	0,01	0,21**	0,17**	-	-	-	-	-	-	-	-	-
5. *Ethnic social support*	-0,11	0,02	0,01	0,49**+	-	-	-	-	-	-	-	-
6. *Ethnic integration demands*	0,27**	0,48*+	0,50*++	0,27**	0,05	-	-	-	-	-	-	-
7. *Success 1(effectiveness & efficiency)*	0,00	0,31*+	0,33*+	0,10	0,02	0,33*+	-	-	-	-	-	-
8. *Success 2 (reputation & status)*	-0,01	0,35*+	0,34*+	0,18**	0,07	0,34*+	0,61**+	-	-	-	-	-
9. *Physical health*	0,11	0,26**	0,23**	0,01	-0,07	0,26**	0,26**	0,23**	-	-	-	-
10. *Psychological health*	0,14*	0,29**	0,33*+	0,06	-0,01	0,30*+	0,34**+	0,31**+	0,62**+	-	-	-
11. *Approach coping style*	0,07	0,32*+	0,32*+	0,13*	0,06	0,46*+	0,41**+	0,44**+	0,21**	0,25**	-	-
12. *Social support coping style*	-0,10	0,35*+	0,30*+	0,15*	0,10	0,38*+	0,28**	0,38**+	0,14*	0,09	0,68**+	-
13. *Avoidance coping style*	0,17**	0,02	0,08	0,04	0,11	0,07	0,02	0,76++	-0,07	-0,14*	0,25**	0,33**+

*p≤0.05—statistically significant
+r>0.30—practically significant (medium effect)
++r>0.50—practicallysignificant (large effect

Inspection of Table 3 indicates that *Multicultural practices* is statistically and practically significantly positive related to *Tolerance* (with a large effect) implying that an increase in the experience of multicultural practices may lead to an increase in the experience of tolerance by mainstreamers at work. *Tolerance* is statistically and practically significantly positive correlated with *Ethnic integration demand* (with a large effect). Therefore, when a person experience high levels of tolerance they more likely to experience an increase in co-ethnic pressure to integrate in the workplace.

Effectiveness and efficiency at work is statistically and practically significantly positive related to *Reputation and status at work* (with a large effect). We can therefore assume that an increase in the experience of effectiveness and efficiency will lead to increased experiences in status and reputation at work. *Physical health* were statistically and practically significantly positive related to *Psychological health* (with a large effect). Members in the head quarters of the SAPS who experience good physical health are likely experience good psychological health. *Approach coping style* is statistically and practically significantly positively related to *Social support coping style* (with a large effect). People using an *Approach coping style* are more likely to use *Social support coping style* as well.

Statistical and Practical significant positive correlations (with a medium effect) were observed between *the Acculturation context variables (Multicultural practices, Tolerance* and *Ethnic integration demand), individual intervening variables (Approach* and *Social support coping style) and socio-cultural adjustment (Effectiveness and efficiency and Reputation and status at work). Tolerance, Ethnic Integration Demand, Approach* and *Social support coping style and Effectiveness and efficiency and Reputation and status at work* were statistically and practically significantly positive related (with a medium effect) to *Psychological health.* This results indicate that prevalence of these acculturation context variables coupled with the use of these coping style are likely to impact positively on sociocultural adjustment and psychological health.

In order to determine the impact of the acculturation context on the sociocultural and psychological acculturation outcomes (*Effectiveness and efficiency* and *Status, reputation and development opportunities at work, Physical, and Psychological Health*), multiple regression

39

analysis was conducted. The influence of context and intervening variables on outcomes variables in the acculturation process were examined in a series of regressions. The results of this analysis are provide the following series of tables.

Table 4: *Multiple regression analysis with Effectiveness and efficiency at work as dependent variable (n = 294)*

Model	Step 1	Step 2	Step 3
Antecedents: mainstream characteristics			
1. *Multicultural norms*	-0,12	-0,15*	-0,18*
2. *Tolerance*	0,35*	0,23*	0,22*
Antecedents: co-ethnic characteristics			
3. *Ethnic social support*		-0,10	-0,07
4. *Ethnic integration demands*		0,24*	0,13
Individual intervening variables: coping styles			
5. *Approach coping style*			0,27*
6. *Social support coping style*			0,01
7. *Avoidance coping style*			-0,17*
R	0,33	0,40	0,47
R²	0,11	0,16	0,22

*p<0.05

Inspection of Table 4 indicates that 11% of the variance of *Effectiveness and efficiency at work* was explained by the mainstream variables (with *Tolerance* being the only statistically significant predictor: $\beta = 0.35$; $t = 5.14$). With the inclusion of co-ethnic variables in the second model, a 5% increase was realised in the variance of *Effectiveness and efficiency at work*, with *Multicultural Norm* ($\beta = -0.15$; $t = -2, 29$), *Tolerance* ($\beta = 0.23$; $t = 3.00$) and *Integration Demand* ($\beta = 0.24$; $t = 3.16$) as the statistically significant predictors. However, with the inclusion of the copying styles variables, the variance explained of *Effectiveness and efficiency at work* increased to 22%, with *Multicultural Norm* ($\beta = -0.18$ $t = -2.64$), *Tolerance* ($\beta = 0.22$; $t = 2.91$), *Approach coping style* ($\beta = 0.27$; $t = 3.01$) and *Avoidance Coping Style* ($\beta = 0.17$, $t = 2.49$) as

statistically significant predictors in the final model.

Table 5: *Multiple regression analysis with Status, reputation and development opportunities at work as dependent variable (n = 294)*

Model	Step 1	Step 2	Step 3
Antecedents: mainstream characteristics			
1. *Multicultural norms*	-0,13	-0,16*	-0,14*
2. *Tolerance*	0,36*	0,24*	0,20*
Antecedents: co-ethnic characteristics			
3. *Ethnic social support*		-0,04	-0,03
4. *Ethnic integration demands*		0,26*	0,15
Individual intervening variables: coping styles			
5. *Approach coping style*			0,17*
6. *Social support coping style*			0,14
7, *Avoidance coping style*			-0,10
R	0,35	0,41	0,48
R²	0,12	0,17	0,23

*p<0.05

Table 5 demonstrates that 12% of the variance of *Status, reputation and development opportunities at work* was explained by the mainstream variables (with *Tolerance* the only statistically significant predictor: $\beta = 0.36$; $t = 5.38$). With the inclusion of the co-ethnic variables in the second model, a 5% increase was explained in the variance of *Status, reputation and development opportunities at work*, with *Multicultural Norm* ($\beta =0.16$ $t = -2.36$) *Tolerance* ($\beta = 0.24$; $t = 3.15$) and *Ethnic integration demands* ($\beta = 0.26$; $t = 3.60$) as the statistically significant predictors of *Status, reputation and development opportunities at work*. Moreover, with the inclusion of coping style variables, variance explained increased to 23%, with *Multicultural Norm* ($\beta = -0.14$: $t = -0.26$), *Tolerance* ($\beta = 0.20$; $t = 2.80$) and *Approach Coping Style* ($\beta =0.17t$ $=1.96$) as statistically significant predictors.

41

Table 6: *Multiple regression analysis with Physical health as dependent variable (n = 294)*

Model	Step 1	Step 2	Step 3
Antecedents: mainstream characteristics			
1. *Multicultural norms*	0,08	0,05	-0,00
2. *Tolerance*	0,12	-0,03	-0,04
Antecedents: co-ethnic characteristics			
3. *Ethnic social support*		-0,02	0,00
4. *Ethnic integration demands*		0,29*	0,28*
Individual intervening variables: coping styles			
5. *Approach coping style*			0,05
6. *Social support coping style*			0,12
7, *Avoidance coping style*			-0,18*
R	0,17	0,29	0,33
R^2	0,03	0,08	0,11

*p<0.05

Table 6 indicates that 3% of the variance of *Physical health* was explained by the mainstream variables (with none of the variables being statistically significant). However, with the inclusion of the co-ethnic variables in the second model, a 5% increase is explained in the variance of *Physical health*, with *Ethnic integration demands* β=0.29; t =3.36) being the only statistically significant predictor. With the inclusion of the coping style variables in the final model, the variance explained of *Physical health* increased to 11%, with *Ethnic integration demands* (β = 0.28; t=3.00) and *Avoidance Coping Style* (β =-0.18; t =-2.45) being the only statistically significant predictors.

Table 7: *Multiple regression analysis with Psychological health as dependent variable (n=294)*

Model	Step 1	Step 2	Step 3
Antecedents: mainstream characteristics			
1. *Multicultural norms*	0,08	0,05	-0,04
2. *Tolerance*	0,23*	0,10	0,12
Antecedents: co-ethnic characteristics			
3. *Ethnic social support*		-0,03	0,01
4. *Ethnic integration demands*		0,27*	0,26*
Individual intervening variables: coping styles			
5. *Approach coping style*			0,18
6. *Social support coping style*			-0,11
7. *Avoidance coping style*			-0,26*
R^2	0,07	0,12	0,20
R	0,27	0,35	0,44

*$p<0.05$

Table 7 indicates that 7% of the variance of *Psychological health* is explained by the mainstream variables (with *Tolerance* the only significant variable: $\beta = 0.23$; $t = 3.29$). With the inclusion of the co-ethnic variables, a 5% increase is explained in the variance of *Psychological health*, with *Ethnic integration demands* the only significant variable ($\beta = 0.27$; $t = 3.41$). However, with the inclusion of the coping style variables, the variance explained for *Physical health* increased to 20%, with *Ethnic integration demands* ($\beta = 0.26$; $t = 3.15$), and *Approach coping style* the only significant predictors ($\beta = 0.26$; $t = -3.80$).

DISCUSSION

The first objective of the research project was to determine the psychometric properties of the measuring instruments used in the research project. The results obtained from factorial analysis and descriptive statistics 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 47,63% 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 (Ali, 2008; Galchenko and Van de Vijver,2005a; Molokoane, 2007) in their study of acculturation of Russian immigrants and emigrants. Two factors were extracted from the exploratory and confirmatory factor analysis done (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). One factor was extracted with a confirmatory factor analysis from a 21 item measuring Physical Health Subscale and one factor was extracted from a confirmatory factor analysis done on the 9 items measuring Psychological Health Subscale of the Health Scale of Spector and Jex (1998). The descriptive statistics indicate that the accepted Cronbach alpha coefficients (>0.70) were obtained, except for *Multicultural norms* (excluded from the further analysis), confirming sound psychometric properties of the measuring instruments.

The second objective of the research project was to determine the relationship between acculturation context variables and the acculturation outcomes variables. The results of the product–moment correlation indicate that *Multicultural practices* were statistically and practically significantly, positive related to *Tolerance* (with a large effect). *Tolerance* were also statistically and practically significantly positive correlated with *Ethnic integration demand* (with a large effect), confirming relations obtained in research conducted in a mine in the North West Province (Ali, 2008).

Effectiveness and efficiency at work is statistically and practically significantly positive related to *Reputation and status at work* (with a large effect). We can therefore assume that an increase in the experience of effectiveness and efficiency, and more specially the increase in self-efficacy as a result of the success experience that increase the chances of future success coupled with open recognition, will facilitate increased experiences in status and reputation at work. *Physical health* was statistically and practically significantly positive related to *Psychological health* (with a large effect). Stronger positive relations were obtained between sociocultural outcomes and psychological health than with physical health. Berry, (2003); Ward, & Kennedy, (1999)

44

confirmed this positive correlation, but added that 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 sociocultural adaptation; the greater the orientation towards the host society (assimilation and integration), the stronger the association (Ward & Rana-Deuba, 1999), which could very well be the case in the head quarters of the SAPS. The results also indicated that people using an *Approach coping style* are more likely to use a *Seeking social support coping style*. Concerning coping styles, *Approach coping and seeking social support coping styles* were *also the strongest relate with sociocultural outcomes*

Statistical and Practical significant positive correlations (with a medium effect) were observed between *the Acculturation context variables (Multicultural practices, Tolerance* and *Ethnic integration demand), individual intervening variables (Approach* and *Social support coping style) and socio-cultural adjustment (Effectiveness and efficiency and Reputation and status at work). Tolerance, Ethnic Integration Demand, Approach* and *Social support coping style and Effectiveness and efficiency and Reputation and status at work* were statistically and practically significantly positive related (with a medium effect) to *Psychological health*. These results indicate that prevalence of these acculturation context variables (Ali, 2008) coupled with the use of the selection or use of the ideal coping style(s) (Molokoane, 2007) are likely to impact positively on sociocultural adjustment and psychological health.

The third objective of the research project was to determine the impact of acculturation context and individual intervening variables on the sociocultural adjustment. Results obtained indicated that co-ethnics variables (*Ethnic social support* and *Ethnic integration demands*) and the coping style variables (*Approach coping style, Avoidance coping style,* and *Social support coping style*) predicted *Effectiveness and efficiency at work*. Furthermore, the results obtained indicated that *Tolerance* and *Approach coping style* were significant predictors of *Effectiveness and efficiency at work* of the members of the SAPS. This results is contrary to that of previous research in that neither mainstream nor co-ethnics variables were predictors of *Effectiveness and efficiency at work* (Jackson, 2008; Molokoane, 2007). Co-ethnics variables, such ethnic social support at work and ethnic integration demands at work were significant predictors of success at work (Alli,

2008).

The co-ethnics variables (*Ethnic social support* and *Ethnic integration demands*) and the coping style variables (*Approach coping style*, *Avoidance coping style*, and *Social support coping style*) explained 23% of the variance in *Success 2*. Moreover, the results achieved, as shown in Table 5, indicate that *Tolerance* and *Ethnic integration demands are the only* significant predictors of *Success 2* of the members of the SAPS. Thus, an increase in *Tolerance* and *Ethnic integration demands* results in an increase in *Success 2*. These findings suggest that an increase in tolerance and ethnic integration demands can lead to increased success in terms of reputation, respect, and development opportunities at work. Molokoane (2007) found unique results in that multicultural practices were the only predictor of success in terms of reputation, respect, and development opportunities. Jackson (2008) founded that neither mainstream nor co-ethnics variables are predictors of success in terms of meeting deadlines or success in terms of reputation, respect, and development opportunities, while Alli (2008) reported that only co-ethnics variables are predictors of success.

The fourth objective of the research project was to determine the impact of the acculturation context and individual intervening variables on psychological adjustment (physical and psychological health). Results obtained indicated that *Ethnic integration demands* were the only significant predictor of *Physical health* of the members of SAPS. The results of this study differ with previous findings by Molokoane (2007) in that neither mainstream nor co-ethnics variables were predictors of *Physical health*. Results of further regression analysis to determine the impact of the acculturation context and intervening variables on *Psychological health*, indicated that 20% of the variance were explained by the co-ethnic variables (*Ethnic social support* and *Ethnic integration demands*) and coping styles (*Approach coping style*, *Avoidance coping style*, and *Social support coping style*). *Tolerance* and *Ethnic integration demands* were the significant predictors of *Psychological health* of the members of the SAPS. These results are contrary to previous findings where neither co-ethnic (Molokoane, 2007) nor mainstream variables (Jackson, 2008) were founded to be predictors of psychological health.

LIMITATIONS

The first limitation of this research project is that the research questionnaire was too long, and this might have caused some participants not to complete the questionnaire. The second limitation is that the research questionnaire was only in English; however, the majority of the participants have English only as a second or third language. As such, until further research is conducted using samples from different languages, the results cannot be generalised to other language groups. The third limitation is that the results of this research project were obtained solely by self-report measures. Schaufeli and Enzmann (1998) indicate that self-report measures may lead to "method variance" or "nuisance". However, there are several arguments against the threat of this phenomenon in cases of interaction (Dollard & Winefield, 1998). The fourth limitation is that this research project used a cross-sectional survey design, which implies that no casual relationship influences can be drawn. Therefore, the casual relationships between variables were interpreted, rather than established. The final limitation is that the population used in this research project was only from the SAPS national head office in the Pretoria area. These police areas probably have some unique characteristics, such as a specific organisational culture, that could have influenced the participants' experiences.

RECOMMENDATIONS

Recommendations can be made for the organisation and also regarding future research on the effect of acculturation process on the individual's well-being.

Recommendations for the organisation

Apart from resolving the limitations mentioned above, the current study has important implications for the organisation. A clear picture of context and personal factors influencing the acculturation process and diversity management is important, in order to assist the development and implementation of effective intervention strategies that address the effects of acculturation process. The scales demonstrated sound psychometric properties making it an excellent diagnostic instrument for the identification of areas that need attention in cross-cultural contact. Possible intervention strategies may include individual coaching, training, and development

programmes, which focus on self-development, stress management, coping strategies, and team building. Organisations should focus on developing a healthy relationship between the majority and the minorities, in order to develop a multicultural ideology, which implies that both the majority and the minorities should promote integration strategy (Bourhis, Moise, Perreault, & Senekal, 1997). Awareness programs that focus on the acculturation process and diversity dynamics and their effect on intercultural relations should be part of the SAPS Training College curriculum for the new recruits.

Recommendations for future research

It is recommended that future research consider translating the questionnaire into languages other than English, in order to ensure that there are no language inefficiencies. The study could also be replicated and target the SAPS nationwide, in order to enable generalisation of the results to SAPS as an organisation nationally or even other professions.

Future research could also be extended to other government departments and/or different non-governmental organisations, in order to compare the manner in which other people experience the acculturation context.

The questionnaire used to collect the data could be shortened, in order to encourage participants to be honest and to limit errors.

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CHAPTER 3: CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS

3.1 INTRODUCTION

This chapter presents conclusions regarding the literature review and the empirical study in reference to the specific objectives laid out in Chapter 1. The results outlined in chapter 2 are also summarised. Thereafter, the limitations of the research project are discussed, and recommendations made for the organisation and future research.

3.2 CONCLUSIONS

In this section, the findings of the project are discussed in relation to the specific objectives of the project.

Objective 1 was to determine the psychometric properties of the measuring instruments used in this project. Results showed that the Cronbach alpha coefficients (>0.70) were obtained except for *Multicultural norms* and *Ethnic vitality* (both were excluded from the regression analysis). It is evident that of the majority of the scores exhibit relatively normal distribution, with low skewness and kurtosis. *Physical health* and *Psychological health* exhibit high skewness and kurtosis, which indicates that the data is not normally distributed.

Objective 2 was to determine the relationship between acculturation context variables and the acculturation outcomes variable. The results obtained indicate that Multicultural practices and tolerance experienced in the workplace as well as an approach and an avoidance coping style correlated positively with demands from co ethnics to integrate and participate in the mainstream. These positive mainstream characteristics and coping style preferences also correlated positively with successful socio cultural adjustment (Effectiveness and efficiency at

work and Status and reputation at work) as well as with successful psychological adjustment (physical and psychological health).

Objective 3 was to determine the impact of acculturation context and individual intervening variables on the socio cultural adjustment (Success 1 and Success 2). Ethnic social support, Ethnic integration demands, Approach, and Social support coping styles predicted Effectiveness and efficiency at work. Tolerance, Ethnic integration demands and Approach Coping were the only significant predictors of *Status and reputation at work* of the members of the SAPS.

Objective 4 was to determine the impact of acculturation context and individual intervening variables on Psychological adjustment. Ethnic integration demands and Avoidance Coping was significant predictors of *Physical health* of the members of SAPS in the head-office. *Tolerance, Ethnic integration demands* and *Avoidance Coping* were significant predictors of *Psychological health* of the members of the SAPS in the head-office.

3.3 LIMITATIONS OF THE RESEARCH PROJECT

The following limitations with regard to this research project were identified:

- Firstly, the research questionnaire was too long and this might have caused some respondents not to complete the questionnaire.

- Secondly, the research questionnaire was only in English; however, the majority of the respondents have English as a second or third language. This could have influenced the results of the project.

- Thirdly, the results of this project were obtained solely by self-report measures. Schaufeli and Enzmann (1998) indicate that self-report measures may lead to "method variance" or "nuisance". However, there are several arguments against the threat of this phenomenon in cases of interaction (Dollard & Winefield, 1998).

- Fourthly, this project used a cross-sectional survey design, which implies that no casual relationship influences can be drawn. Therefore, the casual relationships between variables were interpreted, rather than established.

- Lastly, the sample used was only from the SAPS national head office in the Pretoria area. These police areas probably have some unique characteristics, such as a specific organisational culture, that could have influenced the participants' experiences. Therefore, the results cannot be generalised to other provinces and/or organisations.

3.4 RECOMMENDATIONS

Recommendations pertaining to the specific organisation examined in this project, as well as recommendations for further research are made in this section.

3.4.1 Recommendations for the organisation

Apart from resolving the limitations mentioned above, the current study has important implications for the organisation. Recommendations can be made to the organisation and also regarding future research on the effect of acculturation process on the individual's well-being. A clear picture of context and personal factors influencing the acculturation process and diversity management is important, in order to assist the development and implementation of effective intervention strategies that address the effects of acculturation process. Possible intervention strategies may include individual coaching, training, and development programmes, which focus on self-development, stress management, coping strategies, and team building. Organisations should focus on developing a healthy relationship between the majority and the minorities, in order to develop a multicultural ideology, which implies that both the majority and the minorities should promote integration strategy (Bourhis, Moise, Perreault, & Senekal, 1997). Tolerance is also needed for a healthy and lasting relationship between the mainstream and the minority groups (Ait Ourasse & Van de Vijver, 2004). Awareness programs that focus on the acculturation process and diversity dynamics and their effect on intercultural relations should be part of the SAPS Training College curriculum for the new recruits.

3.4.2 Recommendations for future research

- It is recommended that future research consider translating the questionnaire into languages other than English, in order to ensure that there are no language inefficiencies.

- The study could also be replicated and target SAPS nationwide, in order to enable generalisation of results to SAPS as an organisation nationally.

- The questionnaire that has been used to collect data can be shortened in order to encourage respondents to be honest and also to limit errors.

- Future research can also be extended to other government departments and/or different non-governmental organisations, in order to compare the manner in which other people manage diversity dynamics.

3.5 CHAPTER SUMMARY

This chapter summarized the results of the research article. This was done by explaining the five objectives of this study. Limitations, recommendations for the organization as well as recommendations for future research were also discussed.

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Annexure 1

Figure 1. Elements of The Acculturation Process

Acculturation context

- Co-Ethnic Characteristics
- Mainstream Characteristics

Individual Differences

- Individual Acculturation Strategies
- Individual Characteristics

Acculturation Outcomes

- Socio cultural adjustment - performance
- Psychological adjustment – feel in the new environment