



Exploring social desirability and impression management amongst Afrikaans coloured employees

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Management](#) at the North-West University

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READERS NOTE

The reader is reminded of the following:

- The references as well as the editorial style followed the prescribed format of the Publication Manual (6th edition) of the American Psychological Association (APA) as a framework for the editorial style and references. This practice corresponds with the policy requiring that all scientific documents must employ the APA style as from January 1999, as stipulated by the Programme in Industrial Psychology of the North-West University (Potchefstroom Campus).

This research study is submitted in the structure of a research article. The specified editorial style is used as set out by the *South African Journal of Industrial Psychology* (which is mainly in agreement with the APA style), but the constructing tables were designed following the APA framework and guidelines.

- Each chapter in the dissertation has its own reference list.
- The Afrikaans Coloured term is defined for the purpose of this study, referring to the culture in a South African perspective. As the term employees are used in the research title, other terms were also used to define different perspectives throughout the present study.
- This current study forms part of the South African Personality Inventory (SAPI) project, therefore this research does not have a sole purpose.

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DECLARATION BY RESEARCHER

I, Lauren Delpont, hereby declare that this dissertation titled as:

“Exploring social desirability and impression management amongst Afrikaans coloured employees”

is my own work and that the views and opinions stated in this study are those of the author and relevant literature references as shown in the reference lists.

I further declare that the content of this research will not be submitted for any other qualification at any other tertiary institution.



Lauren Delpont

29 November 2019

DECLARATION BY LANGUAGE EDITOR

CERTIFICATE OF CONFIRMATION: LANGUAGE EDITING AND PROOFREADING

This certificate confirms the proofreading and language editing of:

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A handwritten signature in black ink, appearing to be 'L. Delport', written over a horizontal line.

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LIST OF ABBREVIATIONS

- WAG – White Afrikaans group
- SA – South Africa
- SD – Social desirability
- IM – Impression management

SUMMARY

Title: Exploring social desirability and impression management amongst Afrikaans coloured employees

Keywords: social desirability, Afrikaans Coloured employees, social constructivism, emic perspective, impression management, informal and formal setting

As the decades passed, the workforce changed tremendously in becoming more diverse amongst employees. Employee diversity became more challenging in organisations as the different cultures and backgrounds of employees were not understood. Understanding employees' culture, perceptions, and opinions are a crucial aspect of diverse management in order to reach organisational goals. These different cultures and backgrounds includes features such as language and behavioural differences. If these are not taken into consideration it leads to unclear communication, misunderstanding, and conflict amongst employees in the organisation. This creates pressure in the organisation to manage personnel, decision-making, and problem solving effectively. In order to understand cultural differences amongst employees in the organisation, management needs to explore the context of social desirability and impression management of different cultures to inform organisational decision-making. Although several research studies have been conducted on social desirability, however limited research has been conducted on social desirability in South Africa, specifically in the Afrikaans Coloured culture. Previous studies on social desirability and impression management focussed on the White Afrikaans group and the Zulu culture. This lack of research necessitates this study.

The purpose of the study was to explore social desirability and impression management within the Afrikaans Coloured culture in a formal and informal setting, using the emic perspective. A qualitative research approach has been followed, conducting semi-structured interviews with 11 participants. The population sample consisted of Afrikaans Coloured employees in organisations holding more than 50 employees in the Western Cape and the Northern Cape. Data was captured and analysed. The results of the study indicated that the most common social desirable features in the Afrikaans Coloured culture include: *the presence of others; the display of respect; the display of supportive behaviour and language use.* This imply that in order for management to successfully apply diversity management initiatives the above-mentioned social desirable features need to be taken into account in organisational decision making. The results

of the impression management (IM) tactics that were applied during Afrikaans Coloured employees' interaction in their formal and informal settings, confirmed the following fundamental characteristics and behaviour all Afrikaans Coloured culture should display when impressing others, namely IM tactics such as *displaying respect; providing different support to people one encounters*, and *being hardworking*. Several researchers and the participants of this study perceived the behaviour and ways of living originates from their culture. Recommendations were formulated with regard to future research and practice.

OPSOMMING

Titel: Die ondersoek van sosiale wenslikheid en indrukbestuur onder Afrikaans Kleurling werknemers.

Kernwoorde: Sosiale wenslikheid, Afrikaans Kleurling werknemers, sosiale konstruktivisme, emiese perspektief, indrukbestuur, informele en formele omgewing

Namate die verloop van dekades, word die arbeidsmag al meer gekenmerk deur 'n toename in diversiteit onder werknemers. Organisasies word meer uitgedaag deur hierdie verskynsel van diversiteit van werknemers, aangesien die verskillende kulture en agtergronde van werknemers nie noodwendig onderling verstaan word nie. Die begrip van werknemers se kulture, persepsies en opinies is 'n belangrike aspek van diverse bestuur ten einde organisatoriese doelstellings te bereik. Die verskillende kulture en agtergronde van werknemers behels onder andere kenmerke soos taal- en gedragsverskille. As dit nie in ag geneem word nie, lei dit tot onduidelike kommunikasie, misverstand en konflik tussen werknemers in die organisasie. Dit plaas dan weer druk op die organisasie om personeel, besluitneming en probleemoplossing effektief te bestuur. Ten einde kulturele verskille tussen werknemers in die organisasie te verstaan, moet die bestuur die konteks van sosiale wenslikheid en indrukbestuur van verskillende kulture ondersoek. Dit sal daartoe lei dat ingeligte organisatoriese besluitneming kan plaasvind. Alhoewel verskeie navorsingstudies oor sosiale wenslikheid uitgevoer is, is daar in die Afrikaanse Kleurlingkultuur beperkte navorsing hieroor in Suid-Afrika uitgevoer. Vorige studies oor sosiale wenslikheid en indrukbestuur het op die Blanke Afrikaanse kulture en die Zoeloe-kultuur gefokus. Dus noodsaak hierdie navorsingsgaping hierdie studie.

Die doel van die studie was om sosiale wenslikheid en indrukbestuur binne die Afrikaanse Kleurlingkultuur in 'n formele en informele omgewing te ondersoek deur middel van die emiese perspektief. 'n Kwalitatiewe navorsingsbenadering is gevolg en semi-gestruktureerde onderhoude is met 11 deelnemers gevoer. Die bevolkingsteikengroep het bestaan uit Afrikaanse Kleurling werknemers in organisasies met meer as 50 werknemers in die Wes-Kaap en die Noord-Kaap. Data is ingewin en ontleed. Die resultate van die studie het aangedui dat die mees algemene sosiale wenslikheidseienskappe in die Afrikaanse Kleurlingkultuur die volgende insluit: 1) Die teenwoordigheid van ander; 2) Die vertoon van respek; 3) Die vertoon van ondersteunende gedrag en taalgebruik. Dit impliseer dat organisasie se bestuur

bogenoemde sosiale wenslikheidseienskappe van die Kleurlingkultuur in ag moet neem tydens besluitneming ten einde inisiatiewe suksesvol toe te pas. Die resultate van die indrukbestuurstechnieke wat tydens die interaksie van Afrikaanse Kleurling-werknemers toegepas is binne hul formele en informele omgewing, toon die volgende fundamentele eienskappe en gedrag wat deur die Afrikaanse Kleurlingkultuur vereis word. Dit behels die verwagting onder alle Afrikaanse Kleurling-werknemers wat aan die studie deelgeneem het, dat die volgende vertoon moet word: a) Mens beïnvloed deur ander te beïndruk, naamlik die gebruik van indrukbestuur taktieke soos om respek te toon; b) Verskillende ondersteuning te bied aan mense tydens 'n eerste ontmoeting; en c) Hardwerkend te wees. Verskeie navorsers en die deelnemers aan hierdie studie het tot die insig gekom dat mense se gedrag en lewenswyse deur mens se kultuur beïnvloed word en dikwels afkomstig is. Aanbevelings is gemaak met betrekking tot toekomstige navorsing en praktyk.

CHAPTER 1

INTRODUCTION

1. Problem statement

Until 1994, South Africa's political system and state institution were explicitly designed at the advantage of one dominant racial group and at the disadvantage of the rest of the population (Southall & Daniel, 2009). The state of racial turmoil caused division amongst people, not only within a social setting but also within the workplace. However, since 1994, our nation has been working through these racial issues, to rectify past imbalances and bring about solutions. The year 2014 marked 20 years of democracy, which was the celebration of a non-racial, economically developing country, where there are equality and freedom for all races (Du Preez, 2013). Ultimately, this changed the face of the workplace and social environments in which we find ourselves currently.

South Africa has introduced a number of laws to address past inequality and eradicate historic discrimination (Booyesen & Nkomo, 2010). Some of the laws that were introduced from an early stage after the apartheid era include the Employment Equity Act, no. 55 of 1998 of which the Promotion of Equality and Prevention of Unfair Discrimination Act, no.4 of 2000 came into practice in a later stage. Due to these acts being implemented, organisations and social environments have drastically become heterogeneous in nature and therefore become much more diverse. Accordingly, Nkomo and Hoobler (2014) are of the opinion that this new legislation created equal opportunities in organisations, but that these changes created challenges in the work environment since employees had to learn to adapt to these changes as the above acts were conceptualised.

South Africa is a diverse and multi-cultural society with 11 official languages, and consequently a melting pot of different cultures (Bongwe, 2010). Diversity can be conceptualised in a variety of ways. It can refer to differences among a group of people and individuals based on their religion, race, gender, culture, personalities, and/or languages (FASSET, 2013). According to the Information Resources Management Association (2014), the concept, diversity, is seen as individuals with different backgrounds and beliefs who work as a team in reaching the organisation's highest productivity levels and successes.

The importance of valuing employees' different cultures, creates effective people management in the organisation, which can improve workplace productivity (Saxena, 2014). Cultural diversity has countless ways in which it can benefit the organisation, and as a result, contributes to efficiency in the work place and creates a competitive advantage. In doing so, it can increase the profitability and opportunities for workers from different cultures and behaviours within the workplace (Mazur, 2010). However, the overall success of implementing and managing employees' differences in the workforce has many challenges in the South African context due to the various cultural groups (FASSET, 2013).

As seen from the diverse history of the South African context, there seems to be a lack of understanding the different cultures and behaviours that is inherent to employees. Sultana and Aleem (2018) emphasise how important it is to understand cultural diversity in the workplace as employees have different backgrounds influencing their work behaviour and productivity. This researchers also indicate that employees must have a level of understanding about each other to simplify teamwork and create a supportive enviroment. According to Vashanti (2012), difference amongst employees can be used to achieve high productivity levels if a supportive culture in the organisation is created where all employees can be effective in learning about other cultures.

When cultural diversity is assessed in the organisation, employees who are more culture-oriented will display their social behaviour mainly through the goals, attitudes and values shared with one's in-groups (a social group that a person psychologically recognises as being a member of) whereas when within individualist cultural contexts, social behaviour is largely determined by one's personal goals and attitudes (Lalwani & Shavitt, 2006). Consequently, it can be understood that there is a link between cultural diversity and socially desirable behaviour, as favourable behaviour and attitudes in culture result in what individuals see as socially desirable. Masumoto (2007) argues that culture influences socially transmitted behaviours in a way of doing things and forming an understanding of world views. Mtshelwane (2015) agree that an indivudual's background cultural background can have an influence on their behaviour displayed in both a formal or informal environment.

Paulhus(1991) describe socially desirable behaviour as the evidence when individuals display behaviour which other people perceive as positive. In agreement, Robbins, Judge, Odendaal andRoodt (2009) states that being perceived positively has always been essential to people, from wanting to be physically attractive to having good connections with other employees in

the workplace. Feldman (2011) added to the conceptualisation of social desirability and explained that the opinions and/or perception of people about individuals, forms the basic motivation that drives those individuals. Mesmer-Magnus, Viswesvaran, Deshpande, and Joseph (2006) also debate the issue of responding in a socially desirable manner because of the challenges due to individual differences developing in an organisation as a result of several beliefs and attitudes that derive from the different cultures. This behaviour could lead to misinterpreted forms of how individuals truly behave. Social desirability is an essential factor that could enrich an employee in the workplace when he/she is positively perceived and can result in obtaining certain positions through performance measurements in an organisation, i.e. a promotion or wage increase (Robbins *et al.*, 2009). Drawn from the above, it can be understood that when operating in different settings, such as your informal and formal setting, one must understand the different behaviour that employees display towards their colleagues, management and clients in a formal setting (Clegg, Kornberger, & Pitsis, 2016). The formal setting creates a framework for the individual's behaviour at professional level, as it is appropriate to make a good impression on your colleagues (Choi, Moon, & Chun, 2015).

Drawn from the above discussion regarding social desirability, social desirability can be seen as a dimension of impression management, since impression management can be viewed as behaving in a certain manner to make a positive impression on other people (Norris, 2011). An individual that applies impression management tactics, can mislead a group or person by showing certain abilities and knowledge of a specific situation (Choi *et al.*, 2015). For example, in a group training session a particular individual might give more feedback in the session than others, but on organisational level, the individual's abilities and knowledge are much less. Consequently, this individual only tried to impress the trainer and other individuals at the training session. Apart from the definition, this behaviour is not always viewed positively, as individuals sometimes tend to willingly misrepresent themselves (Robbins *et al.*, 2009). As Bolino, Long and Turnley (2016) state, the main motive behind people using impression management is that they hope to decrease the way they are currently seen in the organisation to a way and/or picture they hope others will see them. Therefore, when employees feel they are unlikeable, they engage more in alternative ingratiation (e.g. complimenting others a great deal), than when they feel they are considered incompetent, they may engage more in self-promotion tactics (e.g. boasting, taking credit). Furthermore, using impression management appropriately in each situation is essential, as it is not always correctly

interpreted and can therefore be recognised as inappropriate behaviour as seen above (Bott & Spillius, 2014).

According to Mtshelwane (2015), individuals also present themselves in the desired light as their cultures expect of them to behave in a certain way in both a formal setting at work and informal setting at home. In order to increase productivity in organisations and in cultivating good relations between employees, the different cultures should be explored and behaviours need to be understood within context. The research of Kemp (2013) on the white Afrikaans group (WAG) and the research of Mtshelwane (2015) on the Zulu culture in South Africa explored social desirability and impression management, the uniqueness of the cultures, and how each of these cultures, respectively add value to the South African work place. Although several research studies has been conducted on social desirability, limited research has been conducted on social desirability in South Africa regarding the Afrikaans Coloured culture.

The purpose of this research study to explore social desirability and impression management amongst the Afrikaans Coloured culture in order to develop a social model to highlight the different South African cultural groups.

Literature review

The following section contains a thorough literature focussing on exploring social desirability and impression management aspects, including the Coloured culture context as well as suitable research methodologies.

Social desirability studied from an emic perspective within the social constructivism paradigm

The study of social desirability was examined from an emic perspective within the framework of the social constructivism paradigm. Cottone (2007) states that social constructivism focuses on how change is structured, whereas other paradigms focus on how structures are changed. The application of the emic approach, depicts how one identifies the way in which people from a specific group, form their own perspective, think and perceive the world (Kottak, 2006). Through this approach, participants are able to share their own experiences as the emic approach aims to gather accurate, appropriate information from a specific group of research participants who create their own external behavioural assumptions (Punch, 2014). This

perspective and paradigm are suitable as the researcher was able to address the deep beliefs and perspectives of participants about the phenomenon under investigation. The objective of this study approach was to comprehend employees' own views by providing a description of human experiences as they are understood by the individuals themselves (Cameron, Schaffer, & Hyeon-Ae, 2001).

Social desirability

From an early stage, researchers have constructed different definitions of social desirability. Paulhus (1991) provides one of the earliest definitions which stated that social desirability can be outlined as a multicomponent personality trait. This includes: the tendency of individuals to control their response, creating a positive impression, avoid criticism and satisfying the need for social approval. With this in mind, social desirability can also be seen as a certain behaviour that people occasionally adopt to become acceptable among other people (Miller *et al.* 2014).

This behaviour implies that individuals sometimes avoid giving honest or accurate answers when assessing their attitudes and behaviour, especially when they are asked to reveal their preferences regarding socially sensitive topics (Knoll, 2013). Research of Hammett (2009) states that personal embarrassment plays a critical role in the behaviour of an individual. That is the reason why some individuals choose to behave in a specific way that displays socially desirable behaviour such as they fear being embarrassed.

The same effect could occur in an organisation where employees will display certain desirable behaviours as social pressure transpires in the workplace (Greaves, Zibarras, & Stride, 2013). For example, are employees being concerned about being judged negatively by fellow employees should they indicate for instance that they are against female employment, or gay marriage. Drawn from the aforementioned example by Bursztyn and Jensen (2015), it can be understood that minority groups engage in discriminatory actions shown among the majority of employees in the organisation. As a result of suppressing your own beliefs, the aforementioned behaviour is based upon the individual's perception of the expectation of a specific reference group that they hold to be important, and of their motivation to comply with these reference groups (Greaves *et al.*, 2013). Individuals will try to control information presenting about themselves in one-on-one encounters or in groups as they want to control people's social reactions (Mahmoud, 2018). To conclude, it can be stated that individuals are

sometimes afraid to be unique and express themselves in giving their opinions in various situations within their workplace, as this can be the lack of self-confidence that society created in the way people respond to others' opinions (Booyesen, 2007). All the cultural differences and backgrounds among employees in the organisation can also influence the aforementioned behaviour (Jones, Cannilla, & Slepian, 2015).

The following section explores different cultures and backgrounds.

The Afrikaans Coloured culture

Different cultures have various thoughts and beliefs on what is considered as socially desirable or undesirable (Norris, 2011). Social desirability is experienced among every individual, where differences are experienced in common cultural groups.

The culture of the Afrikaans Coloured individuals has become more ambiguous to South Africans than other cultures (Erasmus, 2001). According to the Apartheid Population Registration Act (1950), ethnic groups were acknowledged as black, white or Coloured to identify their legal definition in South Africa. The apartheid era stated that the Coloured group included people of mixed Bantu, Khoisan and European origin, with Malay ancestry, who are mainly found in the Western Cape, combined with some pure racially Khoisan. Erasmus (2001), Amoateng and Heaton (2007) found that Coloured individuals were recognised as a mixed race between black and white people, in the post-apartheid era. Post to the apartheid era, this mixed race has been addressed as Coloureds in the South African communities. The Afrikaans Coloured culture is seen as a midway culture between black and white cultures in South Africa (Hinrichsen, 2015). South African Coloured people's existence regarding who and what their culture is in today's society is not acknowledge. Because of this confusion and the lack of knowledge pertaining to their own culture, the Afrikaans Coloured culture has a propensity to merge into other cultures when functioning in different settings (Palmer, 2015, Adendorff, 2008).

South African Coloured uniqueness is exposed through their behaviour (ways of doing) that creates an exclusive identity belonging to the culture (Adhikari, 2008). Petrus and Isaacs-Martin (2012), point out from their study that demographic and contextual factors play a significant role in the behaviour and purpose of a group. The Coloured population is stretched all over South Africa, but the heart of this culture is in the Western Cape and Northern Cape,

where the Coloured culture mainly established itself (Palmer, 2015). The aforementioned can include historical, political, social and economic contexts. The historical and political contexts described above provide the origin of the Coloured culture and provides outlines of what can possibly be socially desirable or socially undesirable. According to Hammett (2009) these expectations are established through local and global influences rather than within their unique Coloured culture. Therefore, a confusion of ethnic entitlement resulted within the coloured group regarding their culture and their ethnical ownership (Palmer, 2015).

Consequently, the Afrikaans Coloured cultures experience a confusion of what their uniqueness is among South African cultures. As the South African apartheid era passed and continuous development took place along the years of democracy, this era still stained a backlog of poverty and disadvantages that became a trademark for Coloured people, having an influence when referring to some stereotypes, as mentioned earlier (Wilson, 2011). Coloured identities can therefore be seen as a continuous, self-motivated process where groups and individuals shape and re-shape their personal and social identities (Booyesen, 2013). In order for self actualisation of the Afrikaans Coloured it is essential to explore how the Coloured identity has emerged throughout the years and to indicate the complex ways in which it has found expression in their behaviour and perceptions (Adhikari, 2008). The understanding of diverse cultural groups are essential in the work place to establish a cooperative culture amongst employees. The lack of literature regarding the Afrikaans Coloured culture in South Africa necessitates the research to enable employees in the work place to understand socially desirable/undesirable features among Coloured people when interacting in a formal setting, as well as an informal setting.

Impression management

Brouer, Gallagher, and Badawy (2016) describe the term impression management as a conscious or unconscious process in which individuals attempt to influence the views of other people about a person, object or event. In doing so, the information in different social settings is adapted and controlled. Whatever the setting, formal or an informal, impression management occurs when people behave in a certain manner to make a positive impression on other people, which leads to people creating different identities for themselves to be accepted or to feel part of a group (Norris, 2011).

A formal setting can include one's workplace and an informal setting would include the home and social environment. When individuals are in a formal setting, such as the workplace, impression management can be used intentionally and strategically, as employees may consciously seek to encourage a specific image, e.g. likeability, competence and neediness among other employees (Jones & Pittman, 1982 as cited in Bolino, Long, & Turnley, 2016).

With this in mind, impression management may also be unconscious or expected, where some people may have a spontaneous habit to compliment others, as this behaviour can be considered as an ingratiation tactic (Brouer, Gallagher, & Badawy, 2016). Furthermore, different impression management tactics outline a broader set of behaviours as tactics, including ingratiation, consultation, rational persuasion, inspirational appeals, coalitions, sanctions, exchange, and upward appeals (Bolino *et al.*, 2016). The individual's motive is mostly hidden in the impression management tactic used according to a specific situation. Furthermore, the individual attempts to make a good impression on others, as they expect to be rewarded, whether it is intrinsic or extrinsic (Grant & Mayer, 2009). According to Newman (2009), an individual's position in the outside world can influence impression management as a variety of behaviours that have many different purposes related to the situations they are used in. As the outside world influences the individual's behaviour towards impression management, one's cultural group also stimulates the different behaviour in every situation. For example, in previous research, Kemp (2013) has proven the different features of a cultural group, where the white Afrikaans group (WAG) has shown warmth and sincerity when using impression management tactics in different environments. Consequently, this behaviour leads to humility among other cultural groups such as the Afrikaans Coloured culture. For example, as can be seen from the Zulu culture, being individualistically oriented among friends will impress people in an informal setting (Mtshelwane, 2015). When showing your independence and wealth by providing materialistic gifts and entertainment at your expenses, indicated that you are not humble in the way the white Afrikaans group understands the purpose of the term (Kemp, 2013).

Impression management tactics displayed in a formal setting are when you are trying to focus on impressing your colleagues by displaying openness, reassuring people to trust you and feeling comfortable working with you (Mtshelwane, 2015). Oppositely, expressing impression management in the Coloured culture, the focus of materialistic objects such as clothing, cars

and jewellery is more essential when trying to impress someone, especially if it is someone from the opposite sex (Ismail & Swart, 2015).

The next section contains the research question as set out for each article.

2. Research questions:

Against this background, the article aimed to answer the following research questions

Article 1:

- How is social desirability conceptualised in literature?
- What features of a person are socially desirable in the Afrikaans Coloured culture?
- What features of a person are socially undesirable in the Afrikaans Coloured culture?
- What recommendations could be made for the Afrikaans Coloured culture in terms of their socially desirable features, for future research and for practice?

Article 2:

- How is impression management conceptualised according to literature?
- What features of a person are displayed when impressing others in an informal setting within the Afrikaans Coloured culture?
- What features of a person are displayed when impressing others in a formal setting within the Afrikaans Coloured culture?
- What recommendations for future research and practice can be formulated for the Afrikaans Coloured culture regarding their impression tactics displayed in an informal and formal setting?

3. Expected contribution of the study

This study falls under the research entity WorkWell, and attempts to make the contributions mentioned below to both the organisation and the human resource management literature.

3.1 Contribution for the individual

Limited research has been conducted on social desirability specifically in South Africa and even more so in the Afrikaans Coloured culture. This study will provide individuals from other cultures with some insight into the Coloured culture, behaviours and attitudes that Coloured individuals display within a formal or informal setting. Individuals from the Coloured culture in South Africa will experience a clearer purpose and uniqueness stipulated in their own culture, as well as understanding their collective behaviours and meanings behind those behaviours. This then provides insight to the ambiguity that occurs among a significant portion of this culture. Additionally, readers will gain knowledge and meanings attached to certain behaviours or features that are displayed in the Coloured culture.

3.2 Contribution for the organisation

This study envisages to contribute towards the knowledge of the top management with regard to the conceptualisation of social desirability in the Afrikaans Coloured culture. Furthermore to determine what it is that Coloured employees regard as socially desirable and undesirable within the work setting. This will also shine light on the Coloured employees' different social desirable behaviour and impression management tactics for the organisation. Consequently the aim is to develop effective ways on how to manage individuals from this culture. As a result, the intercultural issues among employees will improve because the matter will be better understood, resolved and managed with a sense of affluence and ease. An inside examination of the organisation specifically, will provide employees from various cultures with a better understanding regarding the altered behavioural patterns and attitudes that the employees in the Afrikaans Coloured culture portray or display. This research thus attempts to study the different cultures in the organisation since it creates value amongst all employees as well as to generate different thinking or diverse evidence to create and combine information in innovative ways. This helps different types of employees with diverse backgrounds and ways of doing things, to find the middle ground in dealing with differences because they will understand each other better (Chang-Yan *et al.*, 2015). We can, therefore, conclude with the understanding that

organisations need to promote diversity management and involve every employee to participate in such an intervention. for tThis study specifically allows managers to understand the behaviour and attitudes of Afrikaans Coloured employees better.

3.3 Contribution for the human resource management literature

The contribution of this study forms part of a bigger SAPI project that aims to develop an instrument that is tailor-made for the diverse South African context on social desirability. In order for this instrument to be designed, data had to be collected from all ethnic groups in South Africa, where this data serves as a benefit conducting the SAPI project. Although research was conducted on social desirability in various cultures, limited research exists relating to the topic within the Afrikaans Coloured culture. This study attempted to contribute to the minimal research that had been conducted from a South African perspective of the behaviours, attitudes and emotions that Coloured individuals display, together with valued information and an improved understanding of the connotations attached to these elements.

4. Research objectives

The research objectives of this study are divided into general objectives and specific objectives.

4.1 General objectives

The general objective was to explore social desirability among Afrikaans Coloured individuals and the features that employees from this culture exhibited when impressing others in an informal and formal setting.

4.2 Specific objectives

More specifically, the research outlined the following objectives for Article 1 and Article 2:

- To conceptualise social desirability, by conducting a literature study.
- To identify the features of a person who is socially desirable in the Afrikaans Coloured culture.
- To identify features of a person who is socially undesirable in the Afrikaans Coloured culture.

- To formulate recommendations for future research and for practice on the Afrikaans Coloured culture in terms of their socially desirable features.
- To conceptualise impression management by conducting a literature study.
- To identify the features of a person that are displayed when impressing others in an informal setting within the Afrikaans Coloured culture.
- To identify the features of a person that are displayed when impressing others in a formal setting within the Afrikaans Coloured culture.
- To formulate recommendations for future research and for practice on the Afrikaans Coloured culture regarding their impression tactics displayed in an informal and formal setting.

5. Research design

5.1. Research approach

The researcher followed a qualitative approach and the interpretive descriptive research strategy was utilised for the purpose of this study. The interpretive strategy aimed to understand what employees experience and how they experience it when a certain situation occurs (De Vos, Strydom, Schulze, & Patel, as cited in Creswell, 2013). Researchers focusing on this strategy, study certain phenomena with the aim to identify patterns or themes among participants (Hunt, 2009). The views of participants are subjective and may vary from one another (Hunt, 2009). This strategy was therefore ideal for this study seeing that the goal of this study was to describe the phenomena of social desirability and impression management according to Coloured Afrikaans individuals.

According to Hunt (2009) the interpretive description as strategy provides strengths and challenges as evident from the work: Reflections arising from a study of the moral experience of health professionals in humanitarian work. Nieuwenhuis (2013) portrays qualitative research as research that seeks to collect rich descriptive data in respect of a specific phenomenon or context with the intention to grasp and understand what is being observed or studied. Qualitative research can also be seen as an approach for exploring and understanding the meaning that individuals or groups assigned to a social or human problem (Creswell, 2007), as it was approached in this study.

The qualitative approach followed in this research, is a paradigm seen as a set of assumptions regarding the world, as well as what constitutes proper topics and techniques to inquire into that world (Punch, 2014). It has an ontological dimension that was concerned with the nature of reality, an epistemological dimension, which was concerned with knowledge about reality, and a methodological dimension concerning methods with reference to building knowledge of the reality (Nieuwenhuis, 2013). A paradigm, therefore, serves as the lens or organising principles by which reality is interpreted. The real-life experiences gave the theory a better understanding of Afrikaans Coloured employees. According to Kim (2001), social constructivism underlines the importance of culture and context when assumptions about reality and learning of society construct knowledge based on this understanding. Social constructivism is, therefore, the most relevant paradigm to conduct this study, since the

outcome is to understand the behaviour of the Afrikaans Coloured culture when they experience life within a particular context among their own cultural group.

5.2. Research strategy

The phenomenon consists of Afrikaans Coloured employees, what they regard as socially desirable and undesirable, and how they feature in a formal and informal setting. The topics and themes that were identified in the literature review, informed the interview schedule. This research was conducted by means of semi-structured interviews. Intensiveness depends on the depth, richness, completeness and detail of the study, and it served as an indicator to determine the developing factors that were discovered in the particular environment, be it at home, work or in the family setting (Kabir, 2016). Therefore, the researcher could explore the features that were identified as socially desirable and socially undesirable in the Afrikaans Coloured culture. Theory also brought about meaning to the features the Afrikaans Coloured culture displayed in a formal (work) or informal (home) setting.

5.3. Research method

The literature review, as well as the empirical study discussion, form part of the research method, where the literature review, research setting, entrée and establishing roles, sampling, and data collection methods were discussed.

5.3.1. Literature review

A complete literature review was conducted in Articles 1 and 2 regarding social desirability and its dimension, impression management. The following keywords were used when relevant literature was searched: social desirability, impression management, social constructivism paradigm, emic perspectives and Afrikaans Coloured individuals. Relevant articles were consulted from the most prominent databases, which include scientific journals such as South African Journal of Industrial Psychology, South African Journal of Human Resource Management, Science Direct, EBSCOhost, and Emerald as well as Internet-based search engines such as Google Scholar, journal articles from numerous publications and relevant textbooks.

5.3.2. Research setting

The researcher conducted semi-structured interviews with various Afrikaans-speaking Coloured employees from various organisations in South African provinces, as Afrikaans is the majority language amongst Coloured culture. Most of the data were collected from employees from the Western Cape region, since this province holds the largest population of Afrikaans Coloured individuals (Palmer, 2015). Data was also collected in other provinces, such as employees from the Northern Cape, and interviews took place in a space that was suitable for all participants. A conference room or office was generally the perfect facility to be utilised for the collection of data for the purpose of this research study, where refreshments were available for participants in an access-controlled room. The identified organisations had at least 50 or more employees to ensure the socially desirable elements could be effectively assessed in the work environment as this employees are exposed to a more work diverse.. If the researcher focused on a larger group of organisations the employees would be too diverse, and a smaller group of organisations, the research objectives would not have been achieved as this employees is not always exposed to diverse employees from other cultures as well. When these elements were assessed, the participants' comfortability was ensured, as Hesse-Biber and Leavy (2004) indicated that when participants in a research study are relaxed during the process, ideal research success and validity will be obtained. Individuals are more likely to reach higher cognitive abilities and function when the environment is relaxing and warm-hearted. Therefore, the researcher ensured a relaxed environment and followed a friendly and welcome approach when facilitated the interviews for 30-45 minutes with each of the participants.

5.3.3. Entrée and establishing researcher roles

The researcher approached various organisations and requested permission to collect data for this research study. The manager placed the request for participation in the research study as an agenda point for the monthly staff meetings. At the meeting, an independent person (work colleague) informed the prospective participants about the research study. As the independent person was a work colleague, there was no connection to the research whatsoever.

During this session, the independent person clearly explained to the prospective participants the objectives of the research study and their role within the research process. The prospective

participants were informed clearly that participation is voluntary, that their identities will remain confidential and that they can withdraw from the study at any time. All the prospective participants were provided with the contact details of the researcher. Should they wanted to participate in this research study they could have contacted the researcher and a suitable date and time for interviews was discussed and scheduled for the participants.

The researcher clearly explained the goal of the research to the participant. It was also again explained to the participant that participation is completely voluntary, that their identities will remain confidential and that they can withdraw from the study at any time. It was indicated to the participants that the only persons that will have access to their information were the researcher herself, her supervisor and co-supervisor. Not only all of the above-mentioned information was provided verbally to participants, but participants were also issued with an informed consent form (which contained all the above information) that they needed to sign before the commencement of the interview. Seeing that the participants were all Afrikaans speaking, the informed consent form was also translated into Afrikaans. This ensured that the participants clearly understood the language of the informed consent form and that they did not give consent to information that they did not understand. All participants confirmed that they understand the information in the informed consent form, and that no unfamiliar words or phrases were used. However, the researcher did not pose any challenges with regard to participants understanding the interview questions and consent form. All of the signed informed consent forms were safely stored in a locked cabinet in the office of the supervisor of the researcher. The participants were not reimbursed financially, but received an NWU corporate gift for participating in this study and refreshments like water were also provided during the interview.

The researcher, supervisor and co-supervisor were the only people who had access to the data of the participants. The interview recordings were password protected and were stored on a computer which was also password protected. The data will be stored for five years for record management purposes as stated in the NWU record management policy. The interviews were conducted on dates and during times that were suitable for the participants. Interviews were conducted in offices or boardrooms. These offices or boardrooms were private and a 'do not disturb' sign was placed on the door handle/doorknob. This ensured that no disturbances occurred.

The offices or boardrooms in which the interviews were conducted was totally private and was not made of glass, which was soundproof, protecting the participant's privacy. Transcribed interviews were password protected and saved on a password-protected computer. Also, when transcribing the interviews, the researcher assigned a pseudonym to each participant, therefore the identities of the participants remained private and confidential. Also, with the data incorporated and reported in the dissertation, the names of the companies and/or the individuals who participated in this study remained confidential and were not mentioned. During the interview process participants who requested feedback regarding the findings of the study will be provided with a summary of the findings. A summary of the findings will be emailed to the participants only after the dissertation has been examined.

5.3.4 Sampling

The researcher made use of a combined purposive and quota non-probability sampling method for the data collection. Purposive sampling was applied as a non-probability sampling method and was used to reflect the particular feature of a selected group within the sample population, where quota sampling fulfils the need to draw a sample that is as close to a duplicate of the population as possible (Royse, 2007 & De Vos *et al.*, 2005). The methods in this study aimed to confirm the particular features participants displayed amongst the Afrikaans Coloured individuals, where information was extracted as accurately as possible. Particular categories of the characteristics of the participants were required, where participants who had met the requirements of the following criteria automatically were included in the sampling procedure. The participants had to meet the following criteria: (a) Full-time employed; (b) Employed by an organisation that has more than 50 employees; (c) Afrikaans-speaking Coloured individuals; (d) Must be employees from the Western or Northern Cape; and (e) Be willing, able and give consent to an interview with the researcher. Although the data collection took place until data saturation was reached, the proposed sample was $n=15$.

As the participants agreed to be part of the study, the following aspects were clarified:

- The participants had to be willing to participate in the research;
- The participant had to be able to complete a written consent, which gives permission and also that he/she understands the research and the purpose of it fully; and
- The participants had to be prepared to have their interviews recorded on an electronic voice recorder.

5.3.5. Data collection method

The purpose of the semi-structured interviews was to increase a detailed portrait of the participants' perspectives and beliefs within a particular context. Consequently it also enhanced the participants' flexibility to highlight other contexts that help the researcher to perceive a greater and , more detailed picture (Thabane *et al.*, 2010).

Semi-structured interviews involve a set of encoded questions, and the researcher is free to seek clarification through exploratory and additional questioning (Holloway & Wheeler, 2010). According to Gray (2004), semi-structured interviews allow the researcher to explore new concepts that have not been considered before, as they developed during the interview process. Interviews were planned properly and the development of an appropriate interview guide assisted to achieve a comfortable interaction with the participant (Holloway & Wheeler, 2010). The participant was expected to participate in a semi-structured interview session where he/she answered eight questions scheduled to be completed within 30 to 45 minutes. The duration of the interview depended on the amount of information the participant shared with the researcher.

The following interview questions were asked during the interviews:

- *What do you understand about the concept social desirability?*
- *In general, what features are socially desirable within the Afrikaans Coloured culture?*
- *In general, what features are socially undesirable within the Afrikaans Coloured culture? Which impression management tactics would you display, in order to impress people at home (children, siblings, parents and relatives etc.)?*
- *Which impression management tactics would you display, in order to impress friends?*
- *Which impression management tactics would you display, in order to impress people from the opposite gender?*
- *Which impression management tactics would you display, in order to impress colleagues from your work?*
- *What impression management tactics would you display, in order to impress your supervisor / mentor / manager?*

5.3.7. Recording of data

The semi-structured interviews were recorded on a digital voice recorder and directly after the interviews, the recordings were transferred to a password protected computer. The voice recordings on the digital recorder were then deleted. The interviews were transcribed into an Excel sheet and both the Excel sheet and the computer was password protected. All of the informed consent forms were safely locked away in a cabinet within the office of the supervisors. The only persons who had access to the data of the participants are the researcher herself, the supervisor and the co-supervisor.

5.3.8. Data analysis

The researcher utilised Braun and Clarke's (2006) six phases of thematic analysis to analyse the data of this research study. Thematic analysis structured this process included the themes that served as groups of codes that repeated through similarities or connections to another in a patterned way (Buetow, 2010). The phases of thematic analysis are discussed below:

Phase 1: Familiarise yourself with the data

The researcher familiarised herself with the data that were gathered by reading through it very thoroughly. The purpose of this phase was to obtain as much detail as possible to understand the data and the ability to interpret collected data correctly, by identifying possible patterns that occurred. Reading through the entire dataset once more before starting with the coding gave reassurance for the researcher.

Phase 2: Generating initial coding

Once the researcher familiarised herself with the data, the production of initial codes from the data started. The codes identified a feature of the data that occurred as interesting to the analyst, where it was important to recall interpretations that depart from the main story in the analysis (Braun & Clarke, 2006). The questions that were asked to the participant during the interview, determined the codes. The initial codes were pre-determined in order to continue with further thematic analysis, where the duration of the analysis included the organising of the data according to groups that hold similar responses from the participants. Separate codings were initialised for each theme, as thematic analysis can be pursued by hand or electronically via

computer programs. The researcher used the Microsoft Excel program to analyse, monitor and interpret the data.

Phase 3: Searching for themes

After the data was initially coded and the researcher had a list of identified themes in the dataset, this phase initiated the sorting of the different codes into possible themes and organising all the applicable coded data that were extracted within the identified themes. The above-mentioned technique was conducted to review the themes and organise them into smaller and more similar sub-themes with the assistance of co-coders. The co-coders were an industrial psychologist, a human resource management practitioner and an independent Afrikaans Coloured researcher.

Phase 4: Reviewing the themes

This phase consisted of the reviewing and refining of the themes. During this phase, it became clear that some potential themes were not relevant themes; therefore, the researcher wanted to ensure that the data collected properly supported the potential themes. When the researcher reviewed the themes, the different combinations of the themes that can unfold were recognised. The researcher also divided themes into separate themes if they differ widely. After this, the researcher read through the themes thoroughly to confirm that the selected themes resemble the primarily developed codes. This also indicates where problems could derive from the themes or the data that was used. The researcher needed to identify whether it is a good fit for the data or is it a better option to remove it from the data if not consistent with the initial dataset and codes. The completion of this phase informed the researcher of the different existing themes and how all fit together.

Phase 5: Defining and naming themes

This phase started with the defining and further refining of the themes where needed in order to conclude the data to be analysed. The researcher had to be certain and confident regarding the grouping of the data. The meaning of the themes and the relations between the themes had to be established in this phase, where the clarification between themes had to be constructed. It is important to state what the themes are and what they are not. Names must be assigned to the themes as it is critical to ensure that the names reflect the correct content of the data.

Phase 6: Producing the report

A dissertation format must be used to report the analysis of the data. The features that were identified as socially desirable and socially undesirable within the Afrikaans Coloured culture were discussed in Article 1. This article focused on a generalisation of social desirability within the Afrikaans Coloured culture. Article 2 reported the strategies that Afrikaans Coloured individuals use to impress others in a formal or informal setting. Specific contexts were emphasised in the articles to understand the features that are displayed in order to impress others. Table formats were used to report the data in both articles, where each code has their own table with the subsequent themes, sub-themes and characteristics. For the reader to understand how the characteristics were formulated, responses for each characteristic is included.

5.3.9. Strategies employed to ensure quality of data

The credibility of the researcher is one of the main instruments in qualitative research (Shenton, 2004). The researcher considered the participants' responses to the interview questions. Their perspectives were constructed within a social context to ensure consistency and integrity to support the quality of the study. Therefore, semi-structured interviews are an objective method to enhance consistency and integrity throughout the data collection process.

According to Terre Blanche, Durrheim and Painter (2006), proper qualitative research should adhere to the following criteria:

Credibility (internal validity): The accurate presentation of the particular context as described by the researcher can be seen as the internal validity (Mayan, 2001). Throughout the study, the researcher constantly searched for any disruptive evidence in the data collection and data analysis. The researcher also ensured the outlining of strategies to increase credibility such as peer debriefing, explaining what the outcome of the study measured, how it was analysed and

threatening observations, such as participants sharing their opinions before starting with the interviews. This peer debriefing consisted of an information session where the researcher informed the participants prior to the processes. Therefore, assurance was obtained through the aforementioned process, given that the different subjects had been accurately identified and described.

Transferability (external validity) indicates extended generalisations that can be made from the data and the context of the study to the general population. Therefore, the quality of transferability was guaranteed by providing enough information regarding the context and background of this research. The researcher also interrogated the findings of the research study to ensure transferability to another situation or case. To ensure transferability of this study, the objectives and definitions were well defined in order for future researchers to replicate this study.

Dependability: The research problem must be logical, well documented and audited. During the interviews, the same questions were asked to all the participants and all the material collected from participants was kept by the researcher to ensure the dependability of this study. Furthermore, the same questions to obtain the information were provided to all participants and clear processes were communicated to each participant with regard to co-coding procedures throughout to ensure the dependability of this research.

Confirmability: This construct captures the traditional concept of objectivity. Future researchers will be able to use this study. To ensure that the data will not be manipulated, the data were analysed systematically. The participants also had the freedom of expression in the interviews as the co-coder were supportive to ensure the data fulfils the purpose of the research through verification.

5.3.10. Reporting

Data can be described as a well-grounded, rich description source using a qualitative approach, which can be continuous minor actions identified within general contexts (Banzeley, 2013). Rewarding explanations can be derived from this data since a chronological flow can easily be identified where the interview results, codes, themes, sub-themes and characteristics were extracted and direct quotations was used as validation of the results. The qualitative researchers

depended on the manner in which the researcher feels the research questions must be answered, where assumptions ascend in answers (De Vos, Delport, Fouche, & Strydom, 2011). The perceptions and opinions of the participants reflected as the data were also reported in Table format to comprehend the different outcomes from the participants.

5.3.11. Ethical considerations

Ethical considerations are an integral part of conducting research, especially when research includes a human element. When creating an ethical climate during a research study, standard ethical aspects must always be considered. For this specific study, before conducting the research, necessary permission was requested and granted from the research and ethics committee of the North-West University.

Permission was also requested from various organisations as well as the relevant employees identified as participants in this study. Once the participants were identified, the purpose and background of this study were explained to the relevant participants, verbally and in a written document. Consent forms were provided to each participant to complete and the participants' identities remain confidential. Furthermore, the information that was collected was handled in a confidential manner.

It was also communicated to each participant that their participation is only voluntary and under no circumstances are they forced or should feel obliged to take part in this study. Participants were also informed that they may withdraw from this study at any given time should they feel uncomfortable. If needed, the researcher is able to give feedback to the organisations on a group level regarding the findings and future recommendations once the research was completed.

6. Chapter division

Chapter 2 and Chapter 3, discuss the findings of the research study in the form of two research articles. Chapter 4 closes with conclusions, concedes the limitations and makes recommendations for further research.

The chapters in the dissertation are presented as follows:

Chapter 1: Introduction

Chapter 2: Research Article 1 – Exploring social desirability within the Afrikaans Coloured culture: An emic perspective

Chapter 3: Research Article 2 – Exploring impression management tactics within the Afrikaans Coloured culture in a formal and informal setting

Chapter 4: Conclusions, limitations and recommendations

7. Chapter summary

This chapter presented the introduction and background to this research study, including a discussion of the problem statement and research objectives. The research method was explained in detail and a brief overview of the chapters in article format was provided.

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CHAPTER 2

RESEARCH ARTICLE 1

EXPLORING SOCIAL DESIRABILITY WITHIN THE AFRIKAANS COLOURED CULTURE: AN EMIC PERSPECTIVE

Orientation: Employees differ in behaviour in terms of how they display and react to different situations. It is therefore important to build an understanding of why employees behave in certain ways. The perception of social desirability and social undesirable behaviour differ from person to person. This is mostly due to employees' cultural influences, and how they were raised. In the workplace employees display social desirable and social undesirable behaviour which influence the diverse relationships between employees that come from different backgrounds and cultures.

Research purpose: The objective of this research study was to explore social desirability within the Afrikaans Coloured culture through an emic perspective, identifying the features displayed in this culture when situated in formal and informal settings.

Motivation for the study: There is limited research on social desirability in the Afrikaans Coloured culture both in a formal and informal setting. The current literature only focus on the history and the existence of Afrikaans Coloured culture in the South African context. In order to establish a diverse workforce where all types of cultures are required to work collaboratively towards an organisational objective. Social desirability features amongst all cultures need to be explored extensively. Previous research had focussed on the White Afrikaans group (WAG) and the Zulu culture, but a lack of knowledge exists regarding the Afrikaans Coloured culture which necessitates this study.

Research approach, design and method: A qualitative research design was utilised based on a phenomenological approach, following an emic perspective. The sample ($n=11$) consisted of Afrikaans Coloured individuals in a profession, who hold a higher education qualification and work within a South African organisations consisting of more than 50 employees. The population was situated in the Western Cape and Northern Cape provinces. Semi-structured interviews were conducted to collect data of which information was processed through thematic analysis.

Main findings: The main findings indicate that Afrikaans Coloured employees perceive certain behaviours and characteristics socially desirable and others socially undesirable. The most frequent themes reported include, *acknowledging the presence of others; display respect; display supportive behaviour and language use*. These were all mentioned as social desirable

features in the Afrikaans Coloured culture. These features were regarded as positive and acceptable features in the Afrikaans Coloured culture, and are also displayed and used as basis for their actions and behaviour. Themes that were perceived as negative amongst the Afrikaans Coloured employees included *displaying behaviour against the values as they were raised, disrespecting cultural tradition and the limitation of cultural expressions*. These themes were most likely seen as socially undesirable in the Afrikaans Coloured culture.

Practical/managerial implications: Enabling the workforce, more specifically management, to understand the diverse employees' social desirable behaviour in the workplace, will contribute to more effective decision making regarding employees in the organisation. It will also contribute to a better understanding between employees and their colleagues, as the social desirable features in the Afrikaans Coloured culture are displayed and therefore colleagues will be able to identify and know the culture.

Contribution/value-add: As extensive research has been conducted on social desirability, both locally and internationally, a gap in research has been identified amongst the Afrikaans Coloured culture, exploring the different social desirable and social undesirable features. The findings in the study will result that employees will be more informed and hopefully aware of other employees' preferences and how their perceptions are formed, based on what is socially desirable for them. Management will have guidelines to use on what the Afrikaans Coloured employees perceive as socially desirable, enabling the organisation to make more conscious decisions. Therefor this study provided a better understanding, awareness, guidelines and empirical knowledge on social desirability amongst Afrikaans Coloured employees within the South African context.

Keywords: social desirability, Afrikaans Coloured culture, social constructivism, emic perspective, culture diversity

Introduction

The organisation is portrayed as an environment where the perceptions of employers, co-employees and external stakeholders are considered important, with the work environment the most powerful place as change is constantly transpiring (Saxena, 2014). Change in the workplace globally is not new for employees as the organisation tends to value employees which gives the organisation value (Usmani, 2019). In a diverse world, and especially in a country like South Africa that consists of 11 official languages and many cultural groups, a cultural background tends to influence an individual's behaviour and value added to the organisation (FASSET, 2013). According to Lippmann (2017) culture determines an individual's behaviour. Examples of typical cultural behaviour are the way different cultures greet, or react to different situations such as greeting elder people. Mesmer-Magnus, Viswesvaran, Deshpande, and Joseph (2006) is of the opinion that a certain socially desirable action in one culture might have the opposite meaning for a different culture. For example, Mtshelwane, Nel and Brink (2016) stated that Zulu men can be married to more than one women, whilst the Afrikaans Coloured culture might experience this behaviour as socially undesirable. It is evident that individual differences exist as a result of different cultural backgrounds, and the manner in which people were raised. Therefore it is important to create platforms in the workplace for employees to understand these differences to ultimately improve relationships (Larson & Bradshaw, 2017). Reynolds, Subasic and Tindall (2014) indicate that individual's need for social approval can be attained from cultural acceptance and by displaying appropriate behaviour in the workplace. Social desirability also refers to a basic motivation that drives and motivates individuals by means of what others think of them (Feldman, 2011). This results in behaviour that for some people may seem favourable in their work and home environment.

Individuals adopt behaviour from others in the workplace to find innovative ways of seeking new information or approaches to handle work processes (Carmeli, Brueller & Dutton, 2018). The world requires people to engage with each other on a daily basis. Furthermore expecting employees to engage unexplored cultural environments in order to work collaboratively towards organisational goals (Eller, 2015). The workforce is a formal setting where individuals encounter employees from various cultural backgrounds that have different norms and values. A diverse nation like South Africa, managing various employees from different cultural groups in a work setting, may cause many obstacles in the areas of communication and collaboration in the workplace (Hussain, 2018). Furthermore, one of the challenges that might

occur in managing diverse groups in the workplace include the differences in the language usage of cultures. For example, the Afrikaans Coloured culture is known for their mixture of Afrikaans and English when they communicate which is acceptable in their terms of reference (February, 2014), whereas in the White Afrikaans group the mixing of languages when communicating is regarded as socially undesirable (Kemp, 2013). The White Afrikaans group were brought up in an environment where pure Afrikaans was spoken when communicating. Marco (2009) also confirms that the Afrikaans language which the WAG speaks in South Africa, originated from the Western Dutch culture. Other examples include, the Japanese culture that feels it is respectful to bow in front of older people, while the employees in the United States consider a firm handshake as respectful enough (Krieg, Ma & Robinson, 2018). In the Japanese culture greeting people in a formal setting like that is regarded as socially undesirable. This does not imply Japanese culture perceives a handshake as socially undesirable, but for the Japanese the social preference for greeting is a respectful bow. For employees in France and the United States, it is socially desirable to be more self-centred and to focus on reaching their individual goals. In an organisation of the Asian cultures it is socially desirable to function in groups (Hussain, 2018). Thus, from this single aspect, it is evident that for Asian cultures, harmony and loyalty are important social desirable characteristics to display. The Chinese culture believes that confrontation in public is socially undesirable, as you have to address the disagreement in a private setting to protect the person from humiliation (Ma, 2007). An employee coming from a totally different culture will find it uneasy to understand the depth of this type of behaviour as it is not familiar to them. Employees bring different expressions of their culture, to the workplace and expects everyone to understand this type of behaviour.

An important characteristic of organisations in the 21st century include workforce diversity and the level of openness to different cultures in the workplace (Patrick, 2012). A culture's perspective and beliefs of openness can influence an employee's perception of decision making in the organisation as their values and beliefs originate from their cultural background. Different cultures do not necessarily have the desire towards aloneness for example, Americans prefer to be in public rather than secluded (Hussain, 2018). This implies that they like to interact, engage with friends and colleagues in public. On the contrary, more reserved interaction is socially desirable and more prevalent amongst the German, France and Chinese cultures as they prefer to be on their own rather than the public lime light (Krieg *et al.*, 2018). Understanding each other and move towards simple tolerance to embrace and celebrate the rich

dimensions of diversity should be included in the value and norms of all organisations (Poulson, 2000). Cultural preferences can influence decision making of management, for instance compatibility in employees sharing an office (Lin, 2007). These cultural preferences can have a direct influence on management decision making.

Diversity management is the study of cultural differences in a safe, positive and nurturing environment (Vashanti, 2012). According to Kundu and Mor (2016), diversity management seeks to harness this uniqueness in the pursuit of more creative environments. Managing diverse groups in the organisation is more than just solving differences between employees (Joubert, 2017). This involves identifying the value of differences, contend with discrimination and encouraging inclusiveness amongst people with respect to age, race, ethnicity and gender (Green *et al.*, 2015). Diversity management initiatives also include specific activities, programmes, policies, and any other formal processes or efforts designed to promote organisational culture (Wentling & Palma-Rivas, 2000), with individuals having different cultural backgrounds, values, and norms. Little knowledge is available for specific diversity training to deal with these differences, as cultural and religious diversity in an organisation is not implemented and/or addressed that often (Syed *et al.*, 2017).

According to Horwitz & Horwitz (2017) successful management of diversity will improve an organisation's effectiveness by reducing conflict between employees. Yet, poor management of diversity will damage an organisation's competitiveness as employees cannot reach their ideal work potential (Joubert, 2017). An organisational environment is created so diverse employees with their similarities and differences can function together to increase productivity in the organisation. Drawn from the aforementioned, prior to managing diverse cultures in a workplace, it is imperative to be aware of the present cultural differences (Joubert, 2017). Therefore, cultural diversity management can only be effective when differences identified are recognised as ways to improve the competitiveness of the organisation (Green *et al.*, 2015).

From a Human Resource Management perspective better relationships can be built amongst employees, if organisations: 1) Recognize and gain an understanding of socially desirable behaviour which various cultural groups display; and 2) Develop effective ways to manage individuals from the various cultures. Subsequently intercultural issues amongst employees will improve as this matter will be better understood, resolved and managed, with a sense of influence and ease. The behaviour of employees in certain situations will have a socially

desirable or undesirable effect amongst the organisations' name and employees, as social pressure always transpires in the workplace when employees care about what other people think of them, and will then act accordingly. The understanding of different behaviour deriving from cultural backgrounds may result in the recognition of all cultures' social desirability. This will enable organisations to manage diversity effectively.

This study aims to explore what is regarded as socially desirable and socially undesirable within the Afrikaans Coloured culture to be able to gain understanding of certain behaviours, and attitudes displayed within the Afrikaans Coloured culture. This study followed the emic perspective within the social constructivism paradigm which are discussed in the next section.

Literature review

Social desirability

Displaying specific behaviour, individuals might consciously or unconsciously decide what is socially desirable and undesirable for them (Kaminska & Foulsham, 2013). In earlier research of Crown and Marlowe (1960) social desirability was conceptualised as the possibility to over-report the positive and under-report the negative behaviours and characteristics, so others will have a favourable view of them. In later research Paulhus (2001) discovered the role social interactions has in the perception of what others see as likeable or not. It is evident that an individual tends to group certain behaviours that others perceive it positively. Social desirability is not always perceived positively in situations, as some people will see perceptions as undesirable, keeping their framework in mind. Social desirability can be seen as individuals' need for social approval and acceptance, including the belief that this can be achieved by means of culturally acceptable and appropriate behaviours (Holtgraves, 2004). According to Ones, Reiss and Viswesvaran (1996) people's reactions in situations also stem from the cultural background. This, however, depends how that specific culture perceives a certain situation, for instance the different greeting-ways in cultures.

Afrikaans Coloured culture

The term Afrikaans Coloured culture needs to be discussed for the reason that socially, a racial concept has originated and established since the Apartheid era. The concept of being "Coloured" means that it can be regarded as less "white", while "not black" enough. In addition, since this concept had been established, this perception got socially accepted (Mayer & Viviers, 2017). Although the Coloured culture was classified as a race on its own in South Africa

during the Apartheid era, people from this culture experienced a disregard in terms of acknowledgment from other races and cultures. Thus it is relevant to ask, what it means to be Coloured (Mayer & Viviers, 2017). Being Coloured is not determined according to skin colour or race, although the Coloured people did not fit into the black nor white classifications of the race (Erasmus, 2001; Amoateng & Heaton, 2007). A culture involves how a group of people behave, how they perceive things, how they function within their specific cultural group and their ways of doing things (Idang, 2015). Consequently, the Coloured culture has an incredibly diverse heritage (Adhikiri, 2008) as this group of people may adopt behaviour and beliefs from other dominant cultural groups in South Africa, depending on the setting they are functioning in.

The Coloured population has different settings in which they function and are widely spread over South Africa, though mostly situated in the Western Cape and the Northern Cape (Palmer, 2015). The South African National Census of 2011, indicates the following biographic information on Coloured people: 45.4% of the Coloured population are located in the Western Cape of which the majority (81.0%) are Afrikaans speaking (De Wit *et al.*, 2010). From this information it is clear that Afrikaans is the core and basic language of this culture. However, it is not unusual for Coloured individuals to combine Afrikaans and English in both formal and informal discussions as this culture portrays it as socially desirable.

Cultural values are the core principles and ideals upon which an entire community exists (Blau, 2017). Cultural values comprise numerous elements like customs, which refer to traditions and rituals; values refers to beliefs; and culture represents all of a group's dictating values. The Afrikaans Coloured culture is well-known for how they behave or react in a unique way towards situations, and other cultures may misunderstand the intensions of reactions from Afrikaans Coloured individuals (Cupido, 2018). An example of the unique characteristics of this culture is the combining of Afrikaans and English in their language. This is mostly heard in humour and light-hearted engagements, but also transpires unconsciously during formal discussions (Jorritsma, 2006). It is because of actions like the aforementioned that provides the culture with a sense of uniqueness, humour and purpose, ultimately forming part of social collectives of the culture. Social collectives are a grouping of elements or entities that are affected by other elements or situations, that holds a common outcome or understanding of the self as part of a collective (Von Scheve, 2018). This collective group of entities shares or are motivated by at least one mutual issue or interest, or work together to achieve a mutual objective.

As the focus of this study is on the Afrikaans Coloured culture, a closer look into their heritage has been executed. They are known for their diverse heritage which is evident in behaviour (ways of doing) that creates an exclusive identity for the Afrikaans Coloured culture (Adhikari, 2008). Various elements are perceived to be influencing work ethics of employees. This study is based on the characteristics of culture as identified in the report "What Are the Six Basic Elements of Culture?". In this document basic elements of culture are seen as beliefs, values, norms, language, roles and social collectives. Focusing on the aforementioned elements of culture of the Afrikaans Coloured culture can possibly contribute towards a better holistic understanding of this culture.

Over the decades the cultural features and perspectives which have emerged reflect negatively on the culture of Coloured people, which can be seen as socially desirable behaviour, yet they are actual stereotypes. These stereotypes have become an obstacle in organisations as the Coloured culture is viewed through the lens of characteristics such dagga-smokers and laziness (Pistorius, 2018). This negative stereotypes further limited Coloured individuals to follow certain occupations. This limited occupations included positions in the health and education sectors like nursing and teaching (Pistorius, 2018). As the political system made more provision for non-white cultures in the South African work force, more opportunities became available and less limitation existed as in the past. This implies that transformation transpired over the years within organisations. Culture is a complex process to manage; therefore organisations must have a broader knowledge and understanding of social desirability in different cultures, in order to manage diversity more effectively. Leadership also needs to understand the features of behaviour within any given context (Dalglish, 2017).

The purpose of this study was to explore social desirable features amongst the Afrikaans Coloured culture. Furthermore this research aims to provide guidelines to manage diversity in the workplace.

Research design

The research design of the study provides a framework as a plan of action to fill the gap between the research questions and the application and relevance of the research. The research design in this study consists of the research approach, research strategy and research method, by the way that the data collection method was executed, as well as per semi-structured interviews with Afrikaans Coloured employees.

Research Approach

In this research study, a qualitative approach has been followed due to the exploratory nature of the study. As the qualitative research approach has different characteristics, the aim is to focus on phenomena that takes place in a person's comfort setting, the real experience of the world (Austin & Sutton, 2014). As the qualitative research approach involves a systematic approach to research design and data analysis, being consistent in data collection, this approach provides trustworthiness, goodness and validity to name a few (Hayes *et al.*, 2016). In support of the qualitative approach, the phenomenological approach aims to understand what people experience and how they experience it when a certain situation occurs (De Vos, Strydom, Schulze, & Patel, as cited in Creswell, 2013). Percy, Kostere, K. and Kostere, S. (2015) also describe the phenomenological studies as the inner essence of cognitive processing. This means to be able to determine the thoughts that are found across the reports of many similar experiences from people. This approach, revealing the real-life experiences is foundational for the emic theory to better understand how Afrikaans Coloured employees perceive things. A dynamic approach is also offered when following a qualitative research approach, as the researcher has the opportunity to follow up on responses of participants in real time, generating valuable conversation around a subject, something which is not possible with a structured survey with closed ended questions (Teherani, 2015). Qualitative research also includes the exploration and observation of this phenomena with all their difficulties.

According to Kim (2001), social constructivism underlines the importance of culture and context when assumptions about reality and learning of society construct knowledge based on this understanding. Social constructivism was, therefore, the most relevant paradigm for conducting this study, since the objective was to understand the behaviour of the Afrikaans Coloured culture when they experience life within a particular context among their own cultural group.

Research Strategy

The focus of the study was on the Afrikaans Coloured employees, exploring what they see as socially desirable and undesirable, and what features they display in a formal and informal setting. A qualitative approach was effective and allowed different Afrikaans Coloured employees to freely express their views and perceptions on the research questions. Semi-structured interviews were conducted to obtain the information. This approach allowed intensive depth, richness, completeness and detail of the study, as it served as an indicator to determine the developing factors that was discovered in the particular research environment, whether it was at home, work or with family. Due to the lack of research on the subject matter about the Afrikaans Coloured culture, an exploratory study within the qualitative research approach were followed.

Research method

Social constructivism within an emic perspective

A social constructivism paradigm was followed to explore the emic perspectives in the Afrikaans Coloured culture. Emic perspective imply experiencing real-life opinions of individuals in a specific culture (Murray, 2017). Social constructivism is based on sociology and communication theories that examines the knowledge and understandings of the world which individuals develop mutually (Amineh & Asl, 2015). As McKinley (2015) mentioned, that the social constructivism paradigm ensures that people's ideas correspond with their experiences. Therefore the social constructivism is applicable for this study as the main objective of the study is to explore peoples' first hand experiences. According to Roth (2000), the origin of individuals' knowledge is found in their interactions with their environments and other people. The use of an emic perspective explored the social group from within, as this brought out the most real experiences amongst Afrikaans Coloured individuals. On the other hand, if an etic perspective were used, the researcher would only capture an observer's opinion and therefore the research objectives would not have been reached.

Research setting

The researcher conducted semi-structured interviews with various Afrikaans-speaking Coloured employees from various organisations in the South African provinces. Most of the data were collected from the Western Cape region since this province holds the largest population of Afrikaans Coloured individuals (Palmer, 2015). Data were also collected in other

provinces, such as the Northern Cape, and interviews took place in a space that was suitable for all participants. A conference room in the organisation were used consisting of a welcoming, open, noise-free and comfortable setting. The conference room allowed privacy for the participants as the room was soundproof, which was the perfect setting to collect data for the purpose of this research study.

Entrée and establishing researcher roles

An independent person approached the human resource manager of the organisations, with a request for permission letter to enter the organisation's property and the building to conduct interviews for research purposes with Afrikaans Coloured employees. Consent forms were provided beforehand as well as permission for an electronic voice recorder that were used as part of the data collection. Semi-structured interviews were conducted as the researcher's different roles came forward in the interviews, such as the researcher planner, data collector and facilitator. After access was granted for all requests, and the participants agreed to partake, the independent researcher explained the purpose of the study and the framework of the interview. Proposed dates were scheduled and times that suited the participants best to conduct the interviews. The explaining of the research, what it entails and the discussion of the consent forms, created mutual trust between the researcher and participants. The researcher created the environment to achieve mutual respect, since the researcher and participants were working professionals in their own respective fields of expertise.

Research participants and sampling

The researcher made use of a combined purposive and quota non-probability sampling method during the data collection. A qualitative purposive sampling was applied through the non-probability sampling method to reflect the particular feature of a selected group within the sample population. Afterwards quota sampling was used to fulfill the need to draw a sample that was close enough to possibly duplicate the population (Royse, 2007 & De Vos *et al.*, 2005). The aim of this method in the study was to confirm the particular features participants showed in different settings amongst the Afrikaans Coloured individuals, where information was retrieved as accurately as possible. As the interview schedule unfolded, the number of participants who were scheduled for interviews was $n=15$, but data saturation was reached at $n=11$, with participants ranging between the age of 20 and 45 years.

The following criteria was applied to select the participants for the interviews, namely the participants who:

- Were willing to voluntarily, with consent partake in the interviews;
- Are employed at an organisation with more than 50 employees;
- Are Afrikaans Coloured employees;
- Originated from the Western cape and Northern cape;
- Are professional employees;
- Are full-time employed,;
- Gave permission that the interviews be recorded with a digital recorder; and
- Completed a consent form, indicating they understand the purpose of the research interviews.

Table 1 provides the characteristics of participants which forms the sample of this study.

Table 1

Characteristics of participants (N=11)

Item	Category	Frequency (f)	Percentage (%)
Age	20-25	2	18.0
	26-30	5	45.0
	31-40	3	27.0
	41 >	1	10.0
Gender	Female	4	36.0
	Male	7	64.0
Language	Afrikaans	11	100
Race	Coloured	11	100
Highest level of qualification	Higher education and training	11	100
Province	Western Cape	6	55
	Northern Cape	5	45

The research project was conducted with 11 Afrikaans Coloured employees from various South African organisations. Table 1 provides the demographic information of the participants. It is evident that the most Afrikaans Coloured participants (55%) were from the Western Cape, with a great percentage (45%) of participants from the Northern Cape. As all participants were Afrikaans speaking and obtained training in higher education, only 36 % were females and 64% males. The majority participants were between the ages of 26 and 30 years (45%), while

27% of the participants were between the ages of 31 and 40 years old, with only 10% participants over 40 years.

Data collection methods

For this article the researcher utilized semi-structured interviews as a data collection method. This is in accordance with Adams (2018) that explains the use of semi-structured interviews is an effective method to provide reliable, similar qualitative responses with different participants, enabling first hand experience information from participants. The conducting of qualitative interviews, requires good interview questions structured to be open-ended, neutral, sensitive and understandable. The atmosphere for the interview had to be comfortable. Therefore the interview started with more general questions that were easy to answer, and only then moved to the more difficult and/or sensitive questions. The semi-structured interviews involved a set of encoded questions and the researcher was free to seek clarification through exploratory and additional questioning when necessary. Interviews were planned properly and the development of an appropriate interview guide provided assistance to achieve relaxed and comfortable interaction with each participant. All participants were asked the same questions as stated below:

- What do you understand about the concept of social desirability?
- In general, what features are socially desirable within the Afrikaans Coloured culture?
- In general, what features are socially undesirable within the Afrikaans Coloured culture?

Before the interviews commenced, the researcher discussed with the participants the form for informed consent which participants had to sign before starting the interview as it also included to give permission for the recording of the interviews. All participants was also requested to complete a biographic questionnaire, to provide their gender, race, age, province and highest qualification for research purposes. The interviewer briefly discussed all the interview questions with the participants before the interviews started. The first questions were more general to determine if the participant understand the concept, social desirability. As most of the participants did not understand the question, the researcher elaborated on the concept to help the participant to understand the question. The questions of the features on social desirability and social undesirability in the Afrikaans Coloured culture, expected participants

to give more detailed answers than the first question. The researcher elaborated on these questions with synonyms like “the good and the bad in a culture” to assist in understanding the word “*feature*”.

Recording of data

As a tape recorder was used in the interviews to capture the participants responses, all answers were captured into an Excel spread sheet in order to analyse the data. The data was then sorted according to the interview questions and responses from participants. Themes were then extracted into another separate Excel spread sheet.

Data analysis

For this study, the researcher made use of Braun and Clarke's (2006) six phases of thematic analysis to analyse data that was gathered from the semi-structured interviews. Hannam and Know (2005) identify the value of thematic analysis for its ability to unpack the nature of cultural meanings when conceptualising literature. Thus, phases of thematic analysis are discussed below:

Phase 1: Familiarise yourself with the data

During the first stage, the researcher listened to each interview on the recorder that was used during the interviews. As the researcher played the recordings, the responses were transcribed into an Excel sheet. As all the responses were captured on the Excel sheet, the researcher read thoroughly through the data to grasp a general idea of the data and to confirm the accuracy of the captured data. Probing participants were necessary to obtain the information from the two interview questions regarding socially desirable and undesirable features. The information captured was divided into separate Excel worksheets containing the social desirable features and the other worksheet, the socially undesirable features.

Phase 2: Generating initial coding

The initial coding of the data started after the researcher gathered the main ideas from the participants' responses. The questions that were asked during the interviews determined the coding, namely: a) Code 1 - Social desirable features; b) Code 2 - Social undesirable features. Themes were clustered under each code. Thematic analysis was done by hand, and the Excel program structured the data/themes for interpretation.

Phase 3: Searching for themes

As the data was coded, central themes were developed for the different codes. The different themes were organised according to the most suitable codes, also clustering them to meaningful categories. The above-mentioned technique was used to review the themes and organise them into smaller themes, with assistance from the co-coders. The co-coders assisted with this process. An industrial psychologist, a human resource management practitioner, an

independent Afrikaans Coloured researcher, as well as a language editor assisted with the process to ensure the translation is done correctly and transcribed from Afrikaans to English.

Phase 4: Reviewing the themes

As the themes were extracted and defined in this phase, collaborative discussions took place with the co-coders and language editor that assisted with the analysis of the data and the coding of the themes. As the researcher wanted to ensure all themes identified connect with the data that were gathered, some themes were combined and others were separated through the process. The researcher read the themes repetitively and checked if themes selected corresponded with the initially developed codes, to ensure no repetition of data occurred.

Phase 5: Defining and naming themes

The last phases comprised of defining the themes, and further refining the themes and then concluded during the analyses of the data. The meaning of the themes and the relations between the themes were established during this phase. This entailed that themes were clarifications to determine the differences between themes. Names were also assigned to the different themes, to ensure no overlapping of themes could be identified. Comparable themes with the same response were combined into one theme to limit the themes and prevent too many themes explaining the same thing.

Phase 6: Producing the report

A dissertation format was used to report the analysis of the data. This chapter provides the features that were identified as socially desirable and socially undesirable within the Afrikaans Coloured culture. This article focuses on an overview of social desirability with the Afrikaans Coloured culture. The data are reported in a table format, as each code displays the themes that were extracted from the data. Responses for each characteristic were included for a clear understanding of how the characteristics were formulated.

Strategies employed to ensure quality data

Semi-structured interviews were used to gather information from participants. This allowed the questions to be based on research, experience and theory. The interview questions were formally structured and the same questions were asked to all participants (Coetzee & Schreuder, 2012). Therefore, semi-structured interviews was an objective method to enhance consistency and integrity throughout the data collection process.

According to Terre Blanche, Durrheim and Painter (2006), proper qualitative research should adhere to the criteria discussed below.

Credibility: The researcher needs to assure the data and results are credible and believable throughout the study, reflecting the perspectives of the participants. This also entails that the researcher have constantly searched for any disruptive evidence in the data collection and data analysis. The researcher also outlined the strategies to the participants such as explaining what the outcome of the study will measure, how it will be analysed, intimidating observations, such as participants sharing their opinions before the interviews started. Therefore, assurance was obtained before the interviews commenced through the aforementioned, believing that the different subjects have been accurately identified and described.

Transferability: Transferability refers to the extended generalisations that can be made from the data and the context of the study to the general population. Therefore the researcher provided sufficient information regarding the context and background of this research study. The researcher also cross-examined the findings of the research to ensure transferability to another situation. The objectives and definitions were defined to participants beforehand, ensuring transferability, also to prevent future researchers from replicating this study.

Dependability: As the research problem is logically explained and well documented to all participants of this study, dependability was assured concerning repeatability and replicability in the research study. During the interviews the same questions were asked to every participant, and all data collected from participants were kept safe by the researcher, with limited access, to ensure the dependability of the study. Furthermore, the same information was provided to all participants and clear processes were throughout communicated to each participant with regard to the co-coding procedures, ultimately ensuring the dependability of this research.

Confirmability: This refers to the degree the results could be confirmed. The researcher ensures that the data cannot be manipulated, by analysing the data systematically. The participants had the freedom of expression in their interviews as the co-coder was supportive with verification of definitions to ensure the data fulfils the purpose of the research. Furthermore, future researchers will be able to use this study for other and/or follow-up research.

Reporting

Qualitative reporting includes the gathering of themes and categories from the data that were gathered. The results were captured and entered into an Excel sheet. The interviews were translated from Afrikaans to English for research purposes. The most critical part of this research process, namely the identification and exploring of the categories and themes from the data, was also executed.

Findings

The findings are based on the interview questions that were asked to the research participants during the interviews. The reason for this is that the questions were structured in such a way to address and achieve the general objective of the study. A brief summary of each theme is provided below in the relevant and respective tables, to also assist the reader with the interpretation.

Category 1: The meaning of social desirability

The Afrikaans Coloured participants were asked about the meaning they attached to the term ‘social desirability’. Most of the participants did not know the meaning of social desirability as a term. As participants were unsure of the meaning, the researcher provided them with an explanation of the term; using different scenarios and synonyms to motivate engagement from the the participants. The participants’ responses are tabled below:

Table 2

The meaning of social desirability

Categories	Themes	Responses
Meaning of Social Desirability	Desired perceptions by individuals	<p><i>“Someone you can look up to and how you would like other people to see you”.</i></p> <p><i>“The term refers to how you just really want to fit in with other people and how desperately you want to convey a good image to others”.</i></p>
	Displaying behaviour to be accepted by others	<p><i>“I think it is what people say and do in order to fit in with others, as well as keeping people happy” .</i></p> <p><i>“You will not give your own opinion and you will hide the way you really feel, because you do not want to disappoint other people and you rather want to keep them satisfied”.</i></p>
	Distinguish between right and wrong behaviour	<p><i>“It is that which is acceptable for individuals in the community and what is right and wrong for them in the world of today”.</i></p>

	<i>“What you observe and what is known to you, what you see as right and wrong”.</i>
Expectations of society	<i>“The term refers to what the community expects from you to do”.</i>
	<i>“Everything that is socially accepted to other people, for example: Your manners and that you must be respectful towards others, as well as a reliable person”.</i>
Individual’s perceptions of you	<i>“It is how other people see you and how they accept you”.</i>
	<i>“It can also be a basic motivation that drives other people, because of what others think about you and how it is already accepted in the community”.</i>
Social interaction	<i>“It is for me how I am socially when with other people, how I interact with other people”.</i>
	<i>“It is for me social being, how I, in different settings, interact with people”.</i>

Desired perceptions by individuals: The Afrikaans Coloured individuals reported that social desirability means that you want other people to see you in a positive light.

Displaying behaviour to be accepted by others: What people say and do to fit in with other people and also to keep other people happy.

Distinguish between right and wrong behaviour: You should display behaviour which is accepted by society and also display behaviour which society perceives as right or wrong.

Expectations of society: You behave according to what is expected by society, how they react towards certain things, how things should be according to society, like your social behaviour. How you behave, displaying manners that are accepted by society. How you dress according to what is acceptable, dressing properly or not. You can also see it as how you fit into a diverse environment, how you socially interact with others in an acceptable manner.

Individuals perceptions of you: It is important how other people see you, as well as the opinions of others of you.

Social interaction: How you as an individual interact with other people in any setting and/or environment.

Category 2: Social desirable features

When this category was discussed, participants were asked a question about what they perceive as social desirable features in the Afrikaans Coloured culture. As the participants responded, most of them asked if social desirable features has the same meaning as what is acceptable and seen as good in the culture. The participants needed to associate the term desirable with more familiar terms like acceptable and/or good, to answer the question in the correct context.

When the data was analysed 24 social desirable feature themes were found in this study. The themes are as follow: *acknowledging the presence of others, adaptable, being helpful, be cognisant of behaviour you display in front of others, community engagement, discipline, display respect, display supportive behaviour, displaying financial support, displaying value as you were raised, display values of culture, cognisant of attire, food tradition, friendliness, funeral tradition, humbleness, living according to your religion, protective behaviour, role model, socialising at home rather than in social clubs, viewed as a child of the community, and well educated children.*

Table 3

Socially desirable features

Categories	Themes	Responses
Socially desirable features	Acknowledging the presence of others	<p><i>“My grandmother always said one should greet all people, does not matter what their social class is. It is good manners to always greet, although you do not know the people. You never know when you will need other people”.</i></p> <p><i>“You are raised with the principle to always greet everyone, you that is young must greet older people first, especially the elderly in our culture”.</i></p>
	Adaptable	<p><i>“If I look at the personalities of our people, I will say that we can easily relate with other people from different cultures. We are friendly, adaptable and flexible to adapt to the environment/setting where we find ourselves in”.</i></p> <p><i>“If I think about dance in our culture, I think we are very adaptable to other cultures, we can sokkie, dance the ‘lang-arm’, jazz, and the on-house dance”.</i></p>

Being helpful	<p><i>“Help always where you can, if you see an older ‘auntie’ in the street and she carries heavy groceries or something heavy, always ask to help and never expect something back”.</i></p> <p><i>“My mom always said that you must help where you can, it does not matter how small, you mak a difference”.</i></p>
Be cognisant of behaviour you display in front of others	<p><i>“And to always put the best foot forward in the company of unfamiliar people .Do not clean your house in the presence of other people (sorting your differences)”.</i></p> <p><i>“I do not know if it is the same with everyone, but we were taught to not always say what you think when you are still a child. To not react in every situation, especially if it is negative. You must guard your mouth – especially in the presenceof older people”.</i></p>
Community engagement	<p><i>“You must always give back to your community, because they look up to you, for example, I was the first one of our family that went to university, thus I am a hero in their eyes. There are other reasons too for them to look up to me, to give them sometimes a better insight into a situation, while in the situation, as well as being financially stronger than they are”.</i></p> <p><i>“Our people always believe that tthe positive knowledge that you have learned in the world, to be taught to the children in the community to help the children build their future”.</i></p>
Discipline	<p><i>“The way we were raised, you were raised as everyone’s child. Any “auntie” could send you to the store. If you did something wrong, any adult in the community may reprimand you, give you a hiding although you are not their child”.</i></p> <p><i>“You are everyone’s child in the street, thus another “auntie” will spank you if you are wrong”.</i></p>
Display respect	<p><i>“You were taught to never address an adult as “you” or on their names, although they are not family”.</i></p> <p><i>“Never back chat older people, although you are wrong, always show that you have respect for others”.</i></p>
Display supportive behaviour	<p><i>“Our Coloureds share a lot of caring and have supportive relationships too. For an example our relationships with neighbours – you always look out for each other’s belongings as well as each other’s children”.</i></p>

“We care a lot for each other, and show it by taking each other’s part and to stand up for each other”.

Displaying financial support

“If you were brought up in a Coloured Afrikaans community, there is an automatic expectation that you have to give back to the people who raised you (like parents, siblings etc). The word that is used today is ‘Black Tax’ as if you pay your parents because they had brought you up and/or pay for their sin”.

“Your people expect you to ‘look back’ (as they refer to it), at the people who brought you up as soon as you start to earn money”.

Displaying the values according to which you were raised

“But what I can say is that our culture is very value-steady, everything you do must be according to the values that you were raised with”.

“Coloured people always believe that you have to show your manners in the way your parents have brought you up”.

Display values of culture

“I repeat again, we have to be well educated with the necessary values and principles in the culture. This goes together with a good personality, you have to be a good person with good characteristics”.

“You must always show you respect the culture by not turning from the specific ways of doing things when you were raised”.

Cognisant of attire

“Coloured people are very focused on wearing clothes that are in fashion”.

“Our Coloureds are focused to always dress according to the event and we are much more laid back in our way of dressing”.

Food tradition

“We as Coloured people has certain ways how we prepare and cook our food. For example, in our culture it is necessary to eat a decent plate of cooked food on a Sunday, does not matter where you are or if you have guests. Whereas other cultures it does not matter, like the White people will eat anything”.

“We have a very rich tradition regarding food like coconut koeksisters, to make roti’s and breyani, which everyone make at their own homes”.

Friendliness

“Our people are very friendly in general, if I look at the personalities of our people, we can easily match with other people”.

“Plenty Coloureds have light personalities, if one can say it like that, we always find a way to be friendly and full of humor with other people”.

Funeral tradition

“Like with funerals, we as Coloureds are different. We are strict in keeping funerals only on a Saturday, where other cultures like the White culture it will do during the week. The ceremony, caring and support that our people give to the family are just stronger, genuine and different than in other cultures. In the Coloureds culture, we prepare a decent plate of food (a Sunday plate) for the people at the funeral to enjoy time together afterwards”.

“We as Coloureds also express our emotions much more at a funeral and we believe to show your sadness and to give expression to it at the funeral. And to wash your hands before you join the meal”.

Humbleness

“You must never forget where you came from, as a Coloured. Especially if your grandparents had brought you up”.

“Always stay humble, and down to earth, never become haughty”.

Language use

“We as Coloureds, code switch a lot when we talk. The mixing of Afrikaans and English in one sentence is usual for us, it is unique to our culture which is not seen as a problem”.

“We as Coloureds like to mix Afrikaans and Engels, and to use word that only us understand”.

Living according to your religion

“Everything you do, how you are, originates from your believe in the culture, according to my framework, is this the strongest value to live by. For an example as a child, it is important to go to Sunday church-school, you have to go to the youth group and church”.

“As Coloured child, you are obliged to go to Sunday church-school and church”.

Protective behaviour

“Under our Coloureds are there a lot of protective relationships too. For example, your relationship with your neighbours, you lookout for each other’s belongings, as well as for each other’s children if the one is not at the house”.

“The people that lives around you, always keep an eye on your house if your are not there, or give your dog food while you are away”.

Role model

“You must always give back to the community in which you were raised, because they look up to you. For an example, you will always be watched (keep an eye on you)”.

	<i>“Children have to be able to look up to you, your manners must always be a good example for the children”.</i>
Socialising at home, rather than in social clubs	<i>“I think that, with all that is happening in the community, and an incident specifically with my grandfather, it is better for our parents that we socialise with friends and drink our drinks at home. Because the crime is so high in the community, our parents have become more relaxed and given us space to rather socialise and braai, rather than to go out with friends and become one of the statistics”.</i>
	<i>“These days our parents prefer that we socialise at home rather than to be safe in a club”.</i>
Viewed as a child of the community	<i>“You must understand that you are the child of everyone that lives in the street, because everyone looks out for each other”.</i>
	<i>“You are not only your mom’s child, but also the community’s child because everyone looks out for each other”.</i>
Well educated children	<i>“It is desirable in our Coloured culture to raise well educated children and we strive to send them to university”.</i>
	<i>“Education and to study further is important elements which our people always strive for and try to raise their children likewise”.</i>

Table 2 displayed the social desirable features as the Afrikaans Coloured employees perceived it. Many themes that are displayed as social desirable features, are based on the way a person was raised and the principles people should live by, acting accordingly in different environments. The definition of the themes are discussed below.

Acknowledging the presence of others: The Afrikaans Coloured employees were taught to always greet others, no matter who they are or in what social class they are. This is a characteristic embedded in this culture, which is perceived as always acknowledging other people around you as this is a form of good manners.

Adaptable: This characteristic refers to Coloured people who are open to diversity amongst individuals, and who can easily relate to other people. These people have good relationships with others since they accept different people more easily. The nature of flexibility in the culture makes it easier for individuals to associate themselves with other cultures and accept everyone’s uniqueness.

Being helpful: This characteristic usually includes individuals who do not look the other way when they see people are in need of help. This characteristic is part of the culture's upbringing, as this is part of the culture's manners to help others in the simplest ways. The people also believe this is how something good will come back to you.

Be cognisant of behaviour you display in front of others: What others think of you, is normally based on your verbal expressions to them.. People need to be careful before they speak up in a conversation where one can be labelled according to their verbal expression. Do not show other people that there is conflict in one's family. Do not humiliate or insult one's family in front of other people.

Community engagement: This is a characteristic that refers to giving. Giving back in different ways to the community you were raised in. This is a way of developing a social and role model relationship with community members, where all parties involved can understand and act on the burning needs and issues the community experiences, helping each other to achieve positive change.

Discipline: Discipline in the culture means everybody in the community is involved in educating a person to obey rules and guide a person on what is right or wrong. When someone are disobedient, people in the community have the right to correct the person, as this will guide him/her in the right direction, as Coloureds believe a whole community is part of a child's upbringing.

Display respect: When referring to respect in this context, it consist of the way you treat other people in the Coloureds culture, especially the elder people in the culture. Do not address an elder person by name or talking back at them when they correct your actions. Admire them and treat them well as they are respectable people in the culture.

Display supportive behaviour: Analysis shows that this means to be supportive of their family and friends, and to the people surrounding them. To give help or assistance towards them to achieve more than they could on their own. This includes financial and emotional support to the family and building neighbourly relationships in the community, based on the support they give to one another.

Displaying the values according to which you were raised: Behaving towards one's values and beliefs as they were raised in the culture is important as the principles influence for the way you live and interact with other people. One's parents and elder people in the culture expects

of them to live according to the “right” and “wrong” ways in which they were raised, such as their manners.

Display values of culture: Living according to the values that one was brought up in, and also respecting the culture’s values as this is the core principle and ideal upon which a community exists. This cultural value consists of several components to obey and live by, like traditions, rituals, beliefs, and respect.

Cognisant of attire: People from the Coloured culture like to dress up and according to the occasion. As this is an important characteristic to display in the culture, Coloured people are name brand centred and must always be updated with the latest trends.

Food tradition: Food is an important part of the culture as it displays the expression of cultural identity. The nature of the Coloured culture is very rich, because the culture comprises also a variety of people like the Cape Malaysians and the Khoisan groups. The Coloured culture has a certain way of preparing food and crockery choices with food preferences. Especially on a Sunday, it is compulsory to eat a proper home-cooked meal, with their best crockery and not to eat in paper plates.

Friendliness: This characteristic refers to one of the values the culture is built on. It describes the kind of people in the Coloured culture, such as kind and caring that will make people feel comfortable. Ultimately, they are treating people with warmth and respect.

Funeral tradition: In the Coloured culture, when expressing your deepest thoughts and feelings about the death of a loved one, there are symbolic activities that assist. The Coloured culture has funerals strictly on Saturdays only; the community engages and supports the family during the week until the funeral are held on a Saturday. Different supporting mechanisms are displayed during this week, like making food for the prayer hours held at the house of the deceased person, during the week. Assistance is given with the arrangements for the Saturday and the preparation of the food for the gathering after the funeral.

Humbleness: The characteristic, humbleness, is what keeps Coloureds from bragging about all their achievements in life. Being reserved about their achievements in life makes them humble and not letting success go to their head. It is important the Afrikaans Coloured culture to stay down to earth.

Language use: the Coloured community, not just Afrikaans-speaking people, but English-speaking people as well, has a unique way of mixing Afrikaans and English in one sentence

when they communicate with other people. The manner in which they write and speak Afrikaans and English is unique and acceptable in the South African context. The Coloured people use unique words to express the cultural beliefs. There are also the way of the pronunciation of words that only occurs amongst the Coloured community group.

Living according to your religion: It is believed amongst the Coloured community, that everything about them, how they carry themselves, is based on their religion in the upbringing they relate with. So it is expected of them to live according to these values that they were raised with, such as attending religious and church activities like Sunday school.

Protective behaviour: The analysis shows that the Coloured community is looking out for each other's belongings and will identify dangerous behaviour in the community. They also support each other to resolve challenges in the community such as violence and abuse.

Role model: The context of a Coloured community, emphasises that when they are successful in life, in other word achieving their goals, they are an example to younger people in the community, who look up to them as a motivation to achieve their goals and dreams as well. The analysis informs that regarding a rolemodel, they have to always display good manners.

Socialising at home, rather than in social clubs: As violence and abuse increases in the Coloured communities, the parenting style has adapted over the years. It is now more acceptable and elder people prefer that younger people social with their friends responsibly at home rather than to go out to clubs to social and then being exposed to danger and/or that something bad might happen to them.

Viewed as a child of the community: Being raised in a Coloured community, means that Coloured children are part of a group of people and are not viewed as only the parents' child or someone else's child. This means that, anyone from the community can correct the children when they are wrong. People from the community may also ask children to do favours, like r asking them to buy somethings at the shop.

Well educated children: The analysis confirms that it is expected of Coloured people to educate themselves further with qualifications and a stable work to provide for their family, based on all the values, beliefs and manners their parents had raised them.

Category 3: Socially undesirable features in the Afrikaans Coloured culture

During the interview when participants were asked to answer the question with regard to social undesirable features of this culture, participants made their own conclusion on what undesirable features referred to, in the same manner they answered the the previous questions regarding social desirable features. All participants referred to social undesirable features as negative features and manners that people dislike. Participants perceived this features as bad behaviour and opposite to the social desirable features.

The following 12 themes were as extracted: *absent father figure, undesirable appearance in public, displaying behaviour against values not as you were raised, displaying undesirable behaviour to be accepted by others, disrespecting cultural tradition, disrespecting other individuals, disrespecting the cultural language, divorce, greediness, jealousy, not acknowledging others' presence, and being unsupportive.*

Table 4

Socially undesirable features

Categories	Themes	Responses
Socially undesirable features	Absent father figure	<i>“In the household of several Coloureds, the fathers are mostly absent. Thus, most of the time the children are raised without a role model, who was never involved in their lives. This has negative results in most cases, and children do not turn out well, and thus it is undesirable for the culture”.</i> <i>“Though it presents a lot in our culture, it is the worst thing and influence (affect) a child growing up without a father”.</i>
	Undesirable appearance in public	<i>“Among the Northern Cape Coloured people, it is bad to walk after noon with curlers in the street or in town. It is seen as demoralizing”.</i> <i>“It is the worst thing if an aunty or lady walks with curlers in town”.</i>
	Displaying behaviour against your values how you were raised	<i>“Our Coloured-parents are against the norm of drinking, smoking and sex before marriage, pregnancy before marriage, drug abuse etc. Coloured people, especially the older people, see these deads as things that destroy God’s</i>

temple, because they see your body as God's temple. For example, Coloured-adults view the hubbly as something from the devil, and thus will always tell you to not use it".

"As you know, when you go to university for the first time, then many of us start to drink and smoke, not at all the way your parents have raised you. You know it is against the values and principles your mom and dad used to raise you, but the older you get, the more you build on your own values and principles and your parents realise that you yourself is now an adult".

Displaying
undesirable
behaviour to be
accepted by others

"To be negatively influenced by other people is not desirable in the culture, as well as behaviour that your parents will not encourage, yet much group pressure takes place in our community".

"The youth in our culture loves it a lot to adopt their friends from other cultures' behaviour and ways of doing things".

Disrespecting cultural
tradition

"If you want to get married, you have to do it the correct way, that which are traditional to our culture. For example, if you ask someone to be your girlfriend, it has to be done the right way, and if you want to ask to get married, it must be done in the correct manner. You first have to go to her parents' house and ask her father and mother. If you disrespect the basis, you humiliate the culture and the woman's family".

"You are going to make angry friends with your family if you do not follow the correct way to get your parents' blessings before you get married".

Disrespecting other
individuals

"You must never disrespect your parents or the elderly".

"Never treat other people as if they are nothing".

Disrespecting the
cultural language

"If you are in an Afrikaans Coloured environment and an English Coloured person cannot speak Afrikaans, it is a humiliation, because Afrikaans is viewed as the culture's language. It is viewed that you have disinherited the language, which is embarrassing for the Coloured people".

"English-Coloureds who always act as if they cannot speak Afrikaans, and it is our Coloured people's mother tongue".

Divorce	<p><i>“As the culture’s people are so close to each other, it is undesirable for parents to divorce. The children are used to the norm of society that is linked to the perception of divorce. It is scarcely that Coloured parents get divorced”.</i></p> <p><i>“Our parents do not divorce easily, they will rather talk things through or live in disagreement than getting divorced”.</i></p>
Greediness	<p><i>“There is a trend of envy between our people in our culture. We push each other down when we see there is someone else with more success in life”.</i></p> <p><i>“Our people tend to get greedy if they get used to a thing and other people do not favor it”.</i></p>
Jealousy	<p><i>“Other Coloured people will be jealous when they see you succeed in life, rather than compliment you.</i></p> <p><i>“Our Coloured people like to get jealous when the other achieves success in life”.</i></p>
Not acknowledging others presence	<p><i>“In the Coloured culture it is important to always greet, thus it is undesirable if you do not greet. Other people in the culture then feel that you had lost your manners”.</i></p> <p><i>“It is very important for us to always greet, it is seen as bad manners if you do not greet other people”.</i></p>
Unsupportive	<p><i>“As Coloureds, we do not always stand together, the support basis is not always good. We do not give enough support”.</i></p> <p><i>“As our people get greedy and jealous, they do not care anymore to support you, just really because they are jealous and do not grant you anything”.</i></p>

Table 4 displays the different socially undesirable factors amongst the Afrikaans Coloured individuals, where the factors are divided into themes. The different meanings of the themes are discussed below.

Absent father figure: It is evident that amongst the Coloured culture, absent father figures is a general occurrence. An absent father figure is perceived as harmful towards a child's development as there is no example being set on how children should perceive good behaviour

from a father. Also viewed as undesirable in the Afrikaans Coloured culture are the many teenage pregnancies and pre-marital pregnancies.

Undesirable appearance in public: How you appear and dress in public is a form of non-verbal communication to the public. Your appearance in public can impress people, or not. Amongst the Coloured community, it is undesirable to appear in public with pajamas and curlers in your hair after Noon. People in the Coloured community is attentive on appearance in public and how you should not be seen in public.

Displaying behaviour against your values how you were raised: To display your behaviour as to how you were raised is desirable, therefore to display behaviour against the values you know, like smoking and drinking is not good in the Coloured culture.

Displaying behaviour to be accepted by others: This type of behaviour refers to the negative influence of others, to do things that are not acceptable in the culture, actions your parents will not encourage you to display. An example of unacceptable behaviour is to address an older person rudely and by name in front of other people, just to be accepted by your friends.

Disrespecting cultural tradition: When addressing something like marriage arrangements or simply asking a woman to be your girlfriend, specific procedures need to be followed that are explicitly outlined in the culture. Not following the procedures, is a form of disrespecting the cultural values and beliefs.

Disrespecting other individuals: By not greeting elder people and your parents in the desired manner and not giving them the necessary acknowledgement is disrespectful.

Disrespecting the cultural language: As Afrikaans is the core language of the Coloured culture, it is seen as an embarrassment to the culture if people are in an Afrikaans environment and English Coloured individual's cannot speak Afrikaans. The elder people in the culture will feel that you have abandoned your culture.

Divorce: As the Coloured culture families are very close with their immediate family, parents do not divorce easily when they have problems. As children are used to the negative picture that society displayed about divorce, parents rather stay together to maintain a social perception to other people. A good example of sticking together regardless hardships, are the elder people in the culture, as they learned to solve their problems.

Greediness: This is a very negative characteristic that tends to develop when one sees other people are more successful than yourself, and portrays the excessive desire for wealth, resulting from a concern for your own welfare, which then turn into a disregard of others.

Jealousy: Jealousy amongst the Afrikaans Coloured individuals refer to the thought, actions and feelings of insecurity, fear and concern over a relative lack of possessions when you see the other one has more prosperity in life than you.

Not acknowledging others presence: In the Coloured culture it is important to always greet, so it is undesirable if you do not greet people. Other people in the culture then feel you have lost your manners.

Unsupportive: The Afrikaans Coloured culture does not always stand together and support each other to achieve their goals and successes. There is not always enough support to uplift each other, the characteristics of jealousy and greediness often come in the way of support.

Discussion

This chapter points to the specific objectives of the research study, and incorporates a discussion of the findings of the research study. The general objective of the research study was to explore social desirability amongst Afrikaans Coloured employees in their different settings, and to determine what features the Afrikaans Coloured people perceive as socially desirable and undesirable. The specific objectives were as follow: 1) To conceptualise social desirability by conducting a literature study; 2) To identify the features of a person who is socially desirable in the Afrikaans Coloured culture; 3) To identify the features of a person who is socially undesirable in the Afrikaans Coloured culture; and 4) To formulate recommendations for future research and practice on the Afrikaans Coloured culture in terms of their socially desirable features.

After the semi-structured interviews were conducted to gather responses from the participants, detailed analysis of the findings was completed to identify the different themes from the responses. It is evident that specific social desirable and undesirable features are unique to the Coloured culture, despite their home language being Afrikaans or English. As the data was analysed, 24 themes depicting social desirable features were formed, and 19 themes representing the social undesirable features were created. The discussion further elaborates on the findings and explain the features that were most evident in the Afrikaans Coloured culture. The categories consist of social desirable features and social undesirable features.

Conceptualisation of social desirability

The first specific objective was to conceptualise social desirability in literature, which was discussed in the literature review. Feldman (2011) describes social desirability as a basic motivation that drives individuals by means of what others think of them. Larson and Bradshaw (2017) believe social desirability is displayed as an individual desire for social approval and acceptance. These researchers believe cultural acceptance and appropriate behaviour can attain social desirability. As this research study explores what the Afrikaans Coloured culture deems as social desirable and undesirable, the definition of Larson and Bradshaw (2017) describes this study more suitably. As interviews with participants unfolded, and the observation of the different responses from participants, it became evident that social desirability is a general impression or certain behaviour that people display in order that other people see them in a positive light. It also indicates the behaviour that a person shows to the

world to gain advantage in some or other way. As the aim of the conceptualising social desirability was to address research question one and two.

Social desirable features within the Afrikaans Coloured culture

The second specific objective was to explore what features are social desirable amongst the Afrikaans Coloured culture. In the present research, it was found that Afrikaans Coloured individuals emphasises certain features. These features were created into themes that is profound and unique in the Coloured culture. The view of Mesmer-Magnus, Viswesvaran, Deshpande, and Joseph (2006) is that your cultural background determine the manner in which your response is social desirable, and another culture will perceive the same behaviour as undesirable. With this being said, the features from which the themes were created, consists of types of behaviour, patterns, manners and attitudes people are likely to display in various situations. The social desirable feature themes are as follow: *acknowledging the presence of others, adaptable, being helpful, be cognisant of behaviour you display in front of others, community engagement, discipline, display respect, display supportive behaviour, displaying financial support, displaying value as you were raised, display values of culture, cognisant of attire, food tradition, friendliness, funeral tradition, humbleness, living according to your religion, protective behaviour, role model, socialising at home rather than in social clubs, viewed as a child of the community, and well educated children.*

Acknowledging the presence of others, display respect, display supportive behaviour and language use are the themes that displayed the most comments. *Acknowledging the presence of others* is the theme that showed the most responses, and was explained with responses like it is seen as good manners and an indication that you were raised well when you greet other people, acknowledging their presence. This theme also included the emphasis of greeting older people in the Coloured culture. No matter how old or successful you become in life, if you step into a room with older people, you are the one to greet all the older people first. Trotter (2009) supports this type of behaviour, manners and attitudes as part of the Coloured culture and indicates that it is a way of raising children in the Coloured culture. Also, if children do not display this positive behaviour, they would get a hiding from their parents in order to teach positive behaviour. Consequently, any Coloured culture value the acknowledging of other people's presence so much, because of the result when people are not acknowledged.

Display respect is an important characteristic that any culture nourish, as respect forms part of all principles (Haydon, 2006). By displaying respect as an Afrikaans Coloured individual entails handling the elderly with the necessary respect, respecting other people's values and norms, not back chatting older people and not addressing older people by their name, but rather as aunty or uncle, even when you are not related. As a cultural norm of the Coloured communities, this behaviour is seen as a shame when you do not respect older people in your culture accordingly (Mayer & Viviers, 2017).

The theme, *display supportive behaviour*, consists of a variety of elements. The nourishing of a caring and supportive relationships amongst your community show supportive behaviour, looking out for each other's children and belongings was also mentioned and depicts supportive behaviour. The ability to support your family financially and emotionally is a strong connotation and link for support in the Coloured community. In the broad South African context, this type of support is referred to as Black Tax. Magubane (2017) describes this term as an obligation an individual has to support their extended family, after his research study to determine the meaning of this term used commonly in South Africa during the 21st century. The Coloured community expects this type of support, and the family measure the impact of support through evaluating if enough was done to give back and support the family financially.

The *language use* theme was very popular amongst the participants' responses. This especially forms part of the Afrikaans Coloured culture's uniqueness. The *language use* theme unfolds different aspects of language use, which includes the *slang* of this culture, the pronunciation of words, the word choice of Coloured individuals, and ultimately the mixing of Afrikaans and English when verbally communicating with others. It is also evident that the participants do not see English as the root language of this culture. Many other languages were used in the previous centuries, like Khoi, and Nam languages, whereas moving onto the 20th and 21st centuries the researcher Jorritsma (2006) concludes Afrikaans as the mother tongue of the Coloured community. The reason being that it is the most common language used amongst the majority of South African Coloured people. This being said, a conversation often contained both Afrikaans and English to grasp the understanding of the conversation and often to acknowledge the presence of other languages. As most literature describes the Coloured culture as a mixture of black and white, of which society formed the acceptance of perception, the mixture of languages will always be identified as the culture's uniqueness and how individuals are able to express themselves in their "Coloured language".

Socially undesirable features within the Afrikaans Coloured culture

The results of the present research indicated that social undesirable features can include any form of negative behaviour, attitudes and manners that the Afrikaans Coloured culture individuals dislike, and/or disagree with. The researcher analysed the social desirable features, and the opposite meanings were grouped as themes for the social undesirable features for the Afrikaans Coloured culture. The themes were as follow: *absent father figure, undesirable appearance in public, displaying behaviour against values not as you were raised, displaying undesirable behaviour to be accepted by others, disrespecting cultural tradition, disrespecting other individuals, disrespecting the cultural language, divorce, greediness, jealousy, not acknowledging others' presence, and being unsupportive.*

As themes were analysed, the following themes occurred more frequently than others: *displaying behaviour against values not as you were raised, disrespecting cultural tradition and limitation of cultural expressions.* *Displaying behaviour against values not as you were raised* refers to an individual's behaviour, manners and attitudes that are not desired in the Afrikaans Coloured culture. Examples that participants gave include drinking and smoking in the presence of parents and older people, pregnancy before the marriage, drug abuse etc, while one knows it is against parents and the elderly's norms. Coloured people see all of this behaviour as behaviour against how one was were raised, since older people believed to raise children according to strong religious believes (Jorriema, 2006).

Disrespecting cultural tradition contains your attitudes and believes according to what is the right thing to do, but still disobeys the rituals. For instance, not following correct procedures with marriage rituals, knowing there is a certain way to do things in the Coloured culture. As generations changes through the centuries, this characteristic is not respected amongst the younger generations and faded to a point where some children forget their cultural upbringing (Adhikiri, 2013). The *limitation of cultural expressions* is often experienced in formal and public environments where an individual needs to suppress their own personal expressions to fit into the social group. Very often, Afrikaans Coloured employees feel limited to express themselves as they are used to in their culture. The importance of behaving professionally at all times forces employees to be more tolerant in organisations. Patel and Jain (2008) discovered that the ability of an individual to adapt their behaviour according to the environment where they work, is a form of social acceptance. Consequently, an important gesture for Afrikaans Coloured employees is that individuals from other cultures learn about

the characteristics and abilities of the Coloured culture, and not judging them on preconceived ideas.

The findings indicates that different characteristics and behaviour of Afrikaans Coloured employees are introduced from their informal setting (home) to the formal setting (work environment), that does not only influence the behaviour of other employees, but also influences the culture and climate of the organisation.

Practical implications

The practical implication of this study was to provide recommendations for future research, including guidelines for South African organisations that may educate their employees from other cultures on social desirability features and social undesirable features from an Afrikaans Coloured employees perspective.

From the findings it became clear that the Afrikaans Coloured culture is more focused on displaying supportive behaviour towards other people rather than an individual approach to success. This feature needs to be considered by diversity management in decision making.

Familiarising yourself with all employees' behavioural differences and preferences has become crucial for organisations to function effectively and succeed in the 21st century. These research findings will be beneficial to organisations, since the South African workforce needs an instrument and guidelines to measure their employees' social desirabilities. Furthermore, it will contribute to the overall success of an organisation influencing employees' commitment to their workplace. Organisations can also use this research findings, to educate management and other employees to improve diversity management and problem solving skills in the organisation.

Recommendations and Limitations

The last objective of this study was to formulate recommendations for future research. It is important to take note of the various limitations that can be emphasised that influenced the research study. Firstly, the sample size were only 11 participants (n=11), consequently the results cannot be generalised to the entire Coloured culture in South Africa, even if generalisation is not the objective of qualitative research. The second limitation focuses on the specific home language of participants, which is Afrikaans. Not all Coloured individuals are

Afrikaans speaking, but as this language is the core of the culture the researcher decided to choose Afrikaans. English-speaking Coloured individuals may feel their experiences are excluded from this study. The majority of the Coloured culture population that participated in the study, used Afrikaans as home language. As certain verbal expressions is much more Afrikaans, than English, the participants felt more comfortable in elaborating on their experiences in their mother tongue. Furthermore, only Afrikaans Coloured individuals participated in the study who is employed in a profession that required tertiary education. This resulted in not gathering all Coloured individual's opinions and experiences. The people without a tertiary qualification may feel less valued and as if their voices do not count. Lastly, the study was conducted in the provinces holding the largest Coloured population according to the Sensus statistics. Thus, the focus was only on the Western Cape and the Northern Cape provinces in selecting the target audience. It is recommended that a quantitative research study can be applied to determine the significance between participants' experiences and responses, within different provinces. This will allow a better understanding of Coloured employees' social desirable and social undesirable features on all organisational levels, and enabling a mechanism to manage different cultural perspectives.

Furthermore, it is recommended that future researchers make use of field workers in the different settings to assist with interviews and communicating the purpose and information of the research to enhance the understanding of every participant, despite their educational level.

Organisations can also use the research findings to educate management and other employees to improve diversity management and problem solving skills in the organisation.

Conclusion

By participating in this research study, the Afrikaans Coloured employees became more aware of the uniqueness of the people from this culture. They became aware of how Afrikaans Coloured people express themselves and how they display behaviour similarly. Literature states the history of the Coloured culture, and reported on how this culture's existence was defined in the South African context. Literature also indicates how the Coloured culture is perceived by the rest of the world. By exploring the social desirable and undesirable features amongst the Afrikaans Coloured employees in the Western Cape and Northern Cape, this study could help employees in the formal setting and the rest of the cultural group in the informal setting to realise that their perceptions about the culture and what others think of the culture, is

not always correct and justified. This will motivate employees from other cultural groups to get to know the Afrikaans Coloured culture and all other cultures employees bring to the workplace, before conceptualising their own perceptions based on generalised views.

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CHAPTER 3

RESEARCH ARTICLE 2

EXPLORING IMPRESSION MANAGEMENT TACTICS WITHIN THE AFRIKAANS COLOURED CULTURE IN A FORMAL AND INFORMAL SETTING

Orientation: People's impression management tactics displayed, will somewhat be influenced or dependant on the situation individuals find themselves in. The different situations can be an informal setting, which include interaction and time with you family and friends. The formal setting is within the work environment, referring to interaction and time spent with colleagues and supervisors, where people are likely to display certain impression management tactics as well.

Research purpose: The objective of this research study was to explore impression management (IM) within the Afrikaans Coloured culture and identifying the IM features displayed in this culture in both formal and informal settings.

Motivation for the study: As individuals can display impression management tactics to influence the perceptions of others in the workforce, organisations need to understand and be able to identify the different IM tactics that employees display. Diverse workforces and cultures, lead to managements that struggles to find a balanced method to ensure employee wellness in order to keep the productivity levels high. IM tactics can be used in an informal setting where employees are much more relaxed and have other focuses like seeking acceptance from other people.

Research approach, design and method: A qualitative research design was utilised based on a phenomenological approach, following an emic perspective. The sample ($n=11$) consisted of Afrikaans Coloured individuals that already holds tertiary qualification within South African organisations consisting of more than 50 employees, situated in the Western Cape and Northern Cape Provinces. Semi-structured interviews were conducted to collect data. The information was processed through thematic analysis.

Main findings: The present study focused on the impression management tactics that Afrikaans Coloured individuals use when impressing other people in an informal (home) and formal (work) setting. The results were divided into different categories and themes, which included 70 themes overall. The categories included family, friends and opposite gender, which formed the informal setting. The formal setting included was made up of colleagues and supervisor. More specifically, 19 themes were extracted from the objective displaying impression management tactics in a home setting. The impression management displayed in an informal setting (friends) amounted to 12 themes as the impression management tactics in an informal setting (opposite gender) displayed 14 themes. The impression management tactics in

a formal setting (colleagues) generated 15 themes, of which impression management tactics in a formal setting (superior) amount to 10 themes. The findings indicated that IM behaviour such as *spending quality time with family; live according the values your parents taught you; providing financial support to family; showing respect towards the elderly; spoiling the family with gifts* are displayed more frequently amongst Afrikaans Coloured individuals with their family at home. The themes that the Afrikaans Coloured individuals mostly reported on, involved their friends and are *associate yourself with friends that have the same values as you; being helpful towards friends; doing favours for friends*. The opposite gender IM tactics included themes such as: *be true to yourself; showing respect towards the opposite gender; display trustworthiness; do not judge others*, and all participants emphasised these themes. The behaviour of Afrikaans Coloured individuals in a formal setting was split into two categories, namely a) colleagues, and b) supervisors. The following themes were most common amongst the responses. Colleagues: *being hardworking; do your work correctly; interaction with colleagues at work and social level; to put your best foot forward*. Supervisor: *being hardworking; displaying good work ethics; go the extra mile for people at work*. These behaviour can be regarded as types of tactics and attitudes people display when they try to impress others.

Practical/managerial implications: Organisations must be more aware of the different cultural backgrounds, and understand behaviours. The behaviour that are displayed at work translates and influences employees' work, productivity, and employee relations. Therefore, this study provides organisations and management the necessary knowledge on the IM tactics that Afrikaans Coloured employees display in informal and formal settings. This research also enables management to not misinterpret the use of IM tactics amongst Afrikaans Coloured employees. Organisations will be able to better understand their employees' cultural backgrounds as well as the perceptions it is based on.

Contribution/value-add: This study addressed the lack of knowledge and understanding that organisations have about IM tactics Afrikaans Coloured employees' display. The contribution of the present study will enable management to create guidelines and practical tools effectively, to identify IM tactics in all cultures in the South African workforce, and not only for the Afrikaans Coloured employees.

Keywords: impression management, Afrikaans Coloured culture, social constructivism, emic perspective, formal setting, and informal setting

Introduction

Organisations are seen to implement Human Resource Management (HRM) systems to align the workforce's goals and values with the objectives of the organisation, the efforts and productivity of the employees (Korff, Biemann & Voelpel, 2017). To ensure that these HRM systems functions effectively, management must also consider the social interaction amongst employees. When individuals, who are the employees as well, find themselves in social interactions with others, they tend to display certain behaviours and adopt beliefs of these people, based on their interaction, knowledge and understanding built around certain situations (Leary & Tangley, 2012). The individual development into mutual knowledge and understandings of the society it is known as social constructivism created through sociology and communication (Amineh & Asl, 2015). This can attribute to the adoption of observations individuals make to perform positively in front of others. The distinctive power of group insight created in their social identities, can also shape the individual's way of thinking (Rebello *et al.*, 2015). These behaviour adopted from different social interactions lead to forming a certain perspective and opinions amongst individuals, prior to familiarising themselves with the content of a situation. Globalisation in the workplace also encouraged employees to be more aware of the different social interactions and interpretations existing in the organisation.

The social context which influences an individual's behaviour is usually because of an individual's different needs, specifically the need to belong, the need to retain self-esteem, the need to exercise control over an individual's reactions and the need to feel that one has a meaningful existence (Rebello *et al.*, 2015). To fulfil these needs, individuals have a tendency to adopt the social perceptions formed in a mutual setting, as people are motivated to reserve a positive social and personal identity towards their self-esteem to impress others.

Impression management is when people behave in a certain manner in different situations, to shape or influence other people's perspectives of them (Bourdage, Wiltshire & Lee, 2015). When individuals display certain type(s) of behaviour, certain impression management tactics become evident, depending on the situation. People care about how others perceive them, which is a critical factor for an organisation and in the general social setting. The reason for this is that people will create or behave according to a certain impression they wish employees, friends and family should perceive them (Bolino, Long & Turnley, 2016). For example, in a formal setting, the employees' willingness to speak up depends on whether the employee is concerned about their image portrayed to other employees, or they can be concerned of what

others will think of their opinion. Employees' impression management behaviour may affect their performance or how others perceive their performance and actions when seeking information or providing feedback. As individuals always have a need for something, it is evident some individuals tend not to draw themselves to behaviour formed amongst social interactions. These individuals use impression management tactics more often, as they do not have preconceived ideas towards something.

The use of impression management tactics is not always positive, however, some individuals use this strategically to their own advantage. This is done, as individuals are deliberately pursuing to nurture a specific image, such as likeability, competence and neediness in an environment (Shoko & Dzimir, 2018). Although impression management is sometimes composed as controlling or misled behaviour, researchers have argued that impression management does not essentially reveal that employees are creating incorrect impressions or acting for the wrong reasons (Bolino *et al.*, 2016). For instance, when an individual is doing a job interview, one portrays the perfect behaviour and attitudes for the panel to fit into the organisations' values, but only displays this behaviour to obtain the panel's trust. The individual convinces the panel through impression management tactics that are suitable for the relevant position and situation. Using impression management tactics appropriately in a unique situation is important, as it can be interpreted as inappropriate behaviour as perceived above (Bott & Spillius, 2014).

Opposite the positive intentions of impression management tactics, inappropriate intentions ought to be utilised within an organisation, it might contribute towards losing one's own sense of identity and beliefs, that is unique to the person's culture (Melloni, Stacchezzini & Lai, 2015). It is thus key that in a professional, but diverse environment, employees be granted the opportunity to be themselves. This means that employees should be able to be themselves, in themselves, without sacrificing their core values and beliefs. Conformity, excuses, apologies, self-promotion, flattery, favours and association are perceived as being the most common impression management tactics sacrificed within organisations (Gwal, 2015). Agreeing with the view of another employee is a form of conforming oneself to obtain approval. In addition, having to come up with excuses when making mistakes, and admission of responsibility for an undesirable event to ultimately receive an apology for the action, are some actions contributing towards individuals losing the uniqueness of their culture (Malham & Saucier, 2016). In a formal setting the appearance of highlighting one's best qualities while downplaying shortfalls, are actions that enhances self-promotion in the organisation, while shrinking one's self-esteem

(Gwal, 2015). Moreover, when doing favours for other employees (other cultures) to gain their approval by sacrificing your own, also contribute towards nurturing an inappropriate impression towards diverse cultures in an organisation. These actions ultimately contradict the principles, values and beliefs on which an individual's culture is based (Chaubey & Kandpal, 2017). Drawn from the foregoing, implies a continuous challenge in organisations since all employees are confronted with this phenomenon in the workplace, but the majority does not know how to address the different issues. The type of impression management behaviour and tactics individuals use depends on their environment, whether it be in a formal (work) environment with colleagues, or an informal setting (family and friends). This implies when functioning in a formal setting where individuals interact with colleagues and superiors, they feel the need to be in line with the organisations' values and norms, contributing to the organisations' objectives and achievements (Saxena, 2014).

When situated in a more relaxed setting like your home, you need to respect and abide by the collective point of views of individuals. Some individuals' perceptions are usually drawn from social norms as displayed in cultural-based opinions and how things are perceived throughout the culture. An individual instantly follows the way the culture is, if it is what they are conditioned as correct (Malham & Saucier, 2016). The so called correct would rather be perceived as incorrect, based on the tactics learned in the formal setting. This implies a correlation between formal and informal impression management, since the informal impression management tactics used has an influence on the formal impression management when people brings the different tactics to the workplace.

Drawn from the foregoing arguments, the researcher strived to comprehend the use of impression management tactics displayed depending on a formal and informal setting. The ultimate objective, therefore, is to explore impression management tactics that individuals display to the Afrikaans Coloured culture utilise. However, this is discussed in detail later in this article. The knowledge generated through this study will provide insight into impression management tactics that individuals in this culture utilise and provide meaning to certain behaviours and attitudes displayed in this culture. Ultimately, this will provide insight to employers, managers and other employees within the organisation to be able to identify impression management tactics in the workplace and the meaning attached to the tactics used within the culture. The next section discusses the framework and perspectives of impression management in the Afrikaans Coloured culture and conceptualises the impression tactics.

Literature review

Social constructivism from an emic perspective

To understand impression management based on a social constructivism framework through an emic perspective, one must discuss the importance of the framework as well. One of the earliest term for social constructivism is identified by Vygotsky (1978), as interaction with others constructed through socially knowledge as part of human development. The more society changes along the millenniums, researchers as Creswell (2009) is of the view that social constructivism describes how people interact with the world. The interaction with other individuals in the world is mostly grounded on impression management tactics build on different realities. The different realities will thus also be based on the environment individuals function in, as an individual`s cultural background also influence the impression management tactics used. As mentioned earlier, this study focuses on the Afrikaans Coloured culture. The perspectives and perceptions of the Afrikaans Coloured participants will be explored, as well as the impression management tactics individuals in this culture utilise.

When focusing on culture perspectives and perceptions it is more applicable to follow an emic perspective, as this approach gives real-life opinions and not statistics like etic perspective (Kabir, 2016). According to Weng and Clarke (2017), the emic perspective reflects the subjective experience and specific behaviour and attitudes of a person or group. A key assumption of the emic perspective is that cultural context and human thoughts and behaviours are linked, which can only be understood through the people`s experience. This study will draw on the experiences of the identified cultural group. An emic perspective also recognises all thoughts and assumptions that depend upon the culture of the person experiencing it. Through this perspective the researcher explored the Afrikaans Coloured culture`s impression management tactics. The following section, discusses impression management.

Impression Management

People will always remember your behaviour and the contribution to conversations in a social setting. When people explore impression management as an element of social desirability as discussed earlier, one needs to investigate the characteristics in both these behaviours displayed. While impression management refers to behaviours that individuals display to influence the perceptions that others might have of them, social desirability refers to the basic motivation that drives and motivates individuals by means of what others think of them

(Feldsman, 2011). These behaviours are very similar since individuals need know when and how to use impression management tactics. With impression management, one`s intrinsic motivation is often used. Brouer, Gallagher, and Badawy (2016) describes this as a conscious or unconscious process in which individuals attempt to influence the views of other people about a person, object or event.

When utilising impression management tactics in a conscious process, people can see the use of impression management tactics as a negative intension, since behaviours may be consciously manipulative and deceptive (Kemp, 2013). People will use tactics by claiming intentionally to have positive attributes they know they do not usually have. Furthermore, these individuals will also deny or downplay negative attributes, as they know they have to impress those around them (Holtgraves, 2004). An example includes self-handicapping. Self-handicapping refers to when people place obstacles in their own way, so if an individual does not succeed, it could be blamed on the obstacles, whereas if successful, they can blow their own horn regarding their successful performance in spite of these barriers (Picker, 2017).

As individuals have a tendency to present themselves in a more favourable light, it is imperative to keep this in mind when discussing social perception. Picker (2017) describes social perception as individuals see others and how others perceive an individual. These perceptions are shaped through various means. This includes classifying an individual based on a single characteristic, evaluating a person`s characteristics by comparison to others, perceiving others in ways that really reflect a perceiver`s own attitudes and beliefs. Consequently judging someone on the basis of an individual`s perception of the group to which that person belongs, causing a person to act incorrectly based on another person`s perception, or controlling another person`s perception of oneself. By using these different tactics to conceptualise how individuals behave, individuals tend to focus on the other party`s weaknesses. This is done by highlighting their strengths by coaching others to focus on what they recognize best, drawn from their experiences. Furthermore, these employees would also emphasise their abilities, and how they can help other employees to accomplish the same. For instance, if a certified financial consultant wants to ensure clients and potential clients that she/he is trustworthy and knowledgeable, they refer to other popular projects in the industry she/he has managed successful (McKenna & Thomson, 2015).

Being helpful to others always sets the individual into a positive light in any social setting as this behaviour is exposed as desired. Such behaviour is described as characteristics based on

the values and norms people were raised by and your cultural background. When referring to cultural background Coady, Harper and De Jong (2016) states that as the context in which individual's life experience are shaped. Normally people in groups' shape this based on ethnicity, race, socio-economic status, gender exceptionalities, language, religion, sexual orientation, and geographical area. The entire socially conducted behaviour patterns, arts, beliefs, and all other features of human behaviour that a person were raised by, are associated with countries and regions (Kundu & Mor, 2016). Based on the aforementioned, people should adapt and remain adaptable with regard to other cultures' impression management tactics.

When adopting other culture's impression management tactics, people tend to enhance others' perceptions of their likability, competence and attractiveness. The success of a certain impression management tactic depends on the cultural environment, since specific tactics are appropriate in some cultures but not in others (Kamau, 2009). For instance, the comparison of using the IM tactic ingratiation, amongst the East Asian cultures (Japanese and Korean individuals) and United States (US) cultures and work environment. The Japanese employees recommend using ingratiation (IM tactic) more with employees and less with supervisors as compared to their peers. This behaviour contributes and leads to suitable workplace behaviour within a hierarchy, where reaching out on a friendship level is expected to be initiated from management downwards (Krieg, Ma & Robinson, 2017). Korean employees are more likely to use self-promotion with supervisors, and less likely to use it with ground level employees. Furthermore, Japanese employees use it with dependents as compared to other targets. For Krieg *et al.*, (2017) employees can see the use of two IM tactics from the United States and East Asian differently. The United States seeks to make a good impression at work differently than employees from East Asian (Japan and Korea).

Finding a way into an organisation requires impression management and performance (McKenna & Thomson, 2015), therefore you need to adapt to the workplace's values and beliefs. An additional example of cultural influences is how different cultures see the role of women and men in the workplace. For instance, women in the Middle East (Saudi Arabi), who choose to follow careers outside their home are often perceived as social deviants who challenge cultural traditions (Al-Asfour, Tlaiss, Khan, Rajasekar, 2017). Society in this particular demographic and religious area, expects women to be housewives and raise children, as men must be the provider of the household. Merchant (2012), describes the opposite as the workplace is seen as an equal platform for men and women in the United States.

The above examples indicate the different perceptions derived from diverse cultures and what are perceived as behaviour to impress others. It can be understood that the world's views influence an individual's behaviour towards impression management, whereby cultural groups encourages the different behaviour in each situation. If one investigates diverse cultural groups in South Africa, one can even distinguish different meanings and behaviour amongst the various cultural groups of a certain object. When a formal environment (workplace) is explored, employees often adjust their working hours, dress code and timely communication expectations, so other employees could be impressed by the behaviour they display (Anjum & Shah, 2017). Employees also uses impression management tactics such as self-promotion and flattery to favour themselves at work, by creating a buzz about their tasks completed and praise themselves when management compliments their work. Employees using this tactics accept compliments and acceptance from other employees differently as well (Merdin, 2011).

For South Africans, people expect such differences of each culture, but how individuals take it to the workplace makes a difference. According to Spong and Kamau (2012) impression management also involves adapting to non-verbal prompts such as facial expressions, smiling, eye contact, physical closeness and touching. This non-verbal prompts also have different meanings in each culture. Some cultures view it as an insult when an individual does not express these social gestures, but another culture will not be concerned by whether it is followed or not. The adaptation of communication norms of majority culture is debatable amongst different cultures as the importance thereof depends on the social situation and how specific cultures` views are formed. For instance, the amount of eye contact, the type of hand gestures and the tone of the voice during communication, are some of the norms that vary from culture to culture. It is evident that all cultures contribute their own flavour of uniqueness to the organisation and work environment. In light of that, we can say that all cultures have their own perspective of what is impressive and what is not impressive.

Since other cultures have specific myths and beliefs they live by, the Afrikaans Coloured culture also expresses this type of cultural beliefs. Due to the lack of literature found in the Afrikaans Coloured culture in the current world, the researcher is not able to state sufficient previous literature. The current literature found focused on the history of the Coloured culture in South Africa. Therefore, by capturing different opinions amongst individuals, stated from the Afrikaans Coloured culture the research objective would be addressed sufficiently.

Impression tactics in formal and informal settings

People around their family and friends in an informal setting, seen as the home environment, automatically become more relaxed as an environment can influence people's behaviour and reason to act (Mahmoud, 2018). For instance referring to music, this term comes as an ordinary way displayed when celebrations occur in the WAG, such as weddings and anniversaries. For black South African cultures (Zulu, Xhosa, Setswana etc.), music and rhythm forms part of their nature. This forms part of similarities that these cultures share with the Afrikaans Coloured culture. In research conducted by Jorritsma (2006) music has always been and continues to form a fundamental part of the social and religious practice of the Afrikaans Coloured culture as this was always ignored by other cultures. When functioning in a social environment people use different impression mechanisms to leave a positive image and feeling of themselves to others. A formal setting can include one's workplace, when individuals are in this setting impression management can be used intentionally and strategically, as employees may consciously seek to encourage a specific image, e.g. likeability, competence and neediness among other employees (Jones & Pittman, 1982).

Through these different perspectives from different cultural groups, it can be concluded that a variety of impression management tactics is used differently in each unique cultural group. In this study, the researcher will explore the various impression management tactics utilised in the Afrikaans Coloured culture from various individuals in a formal and informal setting.

Research design

The research design consists of the research approach, research strategy and research method.

Research approach

A qualitative research design was followed in this study, conducted through a phenomenological approach. Qualitative research entails capturing the reality in narrative manner, the way people think about things, and conceptualizing one's thoughts around things you experience yourself (Punch, 2014). By following the phenomenological approach the researcher had an opportunity to connect with the participant's background in a natural way, as this approach is based on people's interpretations of the situations they are in or have knowledge of (De Vos *et al.*, 2011). This research focuses on impression management tactics used by Afrikaans Coloured individuals in different settings.

The research objectives were explored through the research study in accordance with the social constructivism paradigm using the emic perspectives, as discussed earlier. Amineh & Asl (2015) describes social constructivism as a knowledge and communication theory probing the knowledge and understanding of the world that is developed mutually by people. The research objective with this study was to explore impression management tactics used in the Afrikaans Coloured culture when impressing others in an informal and formal setting. Therefore during the semi-structured interviews participants projected their own meaning, reality, understanding and experiences the questions were based on.

Research strategy

For this study, the researcher made use of semi-structured interviews. The semi-structured interviews consisted of several main questions, supported to describe parts of the research that needed to be explored. When using semi-structured interviews this method provided the research a flexible schedule of open-ended questions, allowing extended exploratory (Adams, 2018). The participants also felt more at ease to answer questions as this method set the grounds to elaborate on answers. The Afrikaans Coloured culture serves as the research focus group in this study. To obtain all participants honest experiences and thoughts semi-structured questions was a helpful instrument to lead participants in a structured direction.

Research method

The following will be discussed under research method: research setting, entrée and establishing researcher roles, sampling, data collection methods, recording of the data, data analysis, and strategies employed to ensure quality data, reporting style, and ethical considerations.

Research setting

The researcher conducted semi-structured interviews with Afrikaans Coloured individuals from various organisations, organisations employing more than 50 employees in the Western and Northern Cape provinces. The interviews were conducted in an environment that was conducive for interviews and comfortable for all participants. A conference room was used during the data collection process to conduct interviews as effectively as possible. As Hesse-Biber and Leavy (2004) indicated the importance of a relaxed setting for participants, it's more likely that the research will succeed and validity will be obtained. Consequently, the researcher ensured that a relaxed environment is created, which was warm and welcoming approach when facilitated the interviews, taking up to 30 minutes with each participant.

Entrée and establishing researcher roles

A proposal of the research study was presented to a research committee in the relevant research entity of the North-West University (NWU). After the proposed research study was accepted, ethical clearance was granted through an ethics process by the Ethics Committee of the NWU. Permission from the different organisations was granted to conduct the study and employees' voluntary participated in the study. The participants were contacted to schedule a suitable date and time for the interviews, as the researcher provided two dates of which they could choose from. The researcher was the planner of the interviews and also the interviewer in the interviews. To ensure that the research objectives were reached through the responses, the researcher also transcribed and analysed the data, together with an industrial psychologist and a human resource professional, acting as co-coders, where the researcher wrote up the report. The researcher undertook an ethical obligation to ensure that no harm can be done to the participants for voluntary participation in the research study.

Sampling

The research population consisted of Afrikaans Coloured employees in a professional environment, all participants holding a tertiary qualification. The participants were across the Western Cape and the Northern Cape, as this province holds the largest Coloured population in South Africa (Palmer, 2015). The researcher made use of a combined purposive and quota non-probability sampling method during the data collection. Purposive, non-probability sampling was used to reflect the particular feature of a selected group within the sample population, where quota sampling fulfilled the need to draw a sample that was as close to a duplicate of the population as possible (Royse, 2007 & De Vos *et al.*, 2005). The aim of this method was to confirm the particular features participants showed in different settings amongst the Afrikaans Coloured individuals, where information was retrieved as accurately as possible. As the interview schedule unfolded, the number of participants who were scheduled for interviews was $n=15$, but data saturation was reached at $n=11$, ranging between the age of 20 and 45.

The following criteria has been applied to select the participants for the interviews:

- The participants who were willing to partake in the interviews voluntary and give consent
- The participants who are in an organisation that employs more than 50 employees
- The participants are Afrikaans Coloured employees
- The participants who originate from the Western cape and Northern cape
- The participants are professional employees
- The participants who are full-time employed,
- The participants who gave permission for the interviews recorded on a digital recorder.
- The participants completed a consent form, indicating they understand the purpose of the research interviews.

Table 1 provides the characteristics of participants, as discussed above, which forms the sample of this study.

Table 1
Characteristics of participants (N=11)

Item	Category	Frequency (f)	Percentage (%)
Age	20-25	2	18.0
	26-30	5	45.0
	31-40	3	27.0
	41 >	1	10.0
Gender	Female	4	36.0
	Male	7	64.0
Language	Afrikaans	11	100
Race	Coloured	11	100
Highest level of qualification	Higher education and training	11	100
Province	Western Cape	6	55
	Northern Cape	5	45

Of the participants 45% were between the age of 26 and 30 years, 27% between 31 and 35 years and 18% were between 24 and 25 years of age. The minority were older than 41 years of age. The majority of participants were male (64%), while 36% were females. All participants were Afrikaans speaking Coloured employees who have already obtained a tertiary qualification, as this was part of the criteria for the sample of the targeted participants in the research study.

Data collection methods

Data was collected by making use of semi-structured interviews. This data collection method enables the researcher to gather rich data from the research participants giving the freedom to participants to answer in more detail or add more context to their responses (Longhurst, 2003). Before the interviews started, the participants were made aware that the interviews were recorded to ensure all the information is captured. A consent form was discussed in detail with participants, which the participants had to sign and familiarising themselves with before moving on to the questions. As the participants made themselves comfortable, the interviewer familiarised the interviewee's with the five questions that were asked during the scheduled interview session.

All participants were asked the same questions as stated below:

- *Which impression management tactics would you display, in order to impress people at home (children, siblings, parents and relatives etc.)?*
- *Which impression management tactics would you display, in order to impress friends?*
- *Which impression management tactics would you display, in order to impress people from the opposite gender?*
- *Which impression management tactics would you display, in order to impress colleagues at your work?*
- *What impression management tactics would you display, in order to impress your supervisor / mentor / manager?*

Recording of data

Before the interviews started, the participants were informed that a digital voice recorder will be used to help with the data analysis later on. This helped the interviewer to capture the exact words of the participants. After the interviews were completed, the data was transcribed in an Excel spreadsheet that was password protected. The researcher ensured that the data was kept safe at all times by using a password system. The researcher and the supervisors, which acted as the co-coders, were the only people who had access to the password and voice recordings.

Data analysis

The present study made use of thematic analysis to process the data that was gathered from the participants. The thematic data analysis method was used to help the researcher identify, analyse, and report collective themes or patterns that has been discovered within the data (Braun & Clarke, 2006; De Vos *et al.*, 2011). The process of thematic analysis is explained in more detail by discussing the steps that Braun and Clarke (2006) propose. These steps were utilised throughout the data analysing process.

Step 1: Familiarise yourself with the data

As all the interviews were transcribed into an Excel sheet, the researcher familiarised herself with the data by reading and reviewing each interview, searching for meanings and similarities, ensuring a general idea is created of the data. The information were gathered from the participants, and analysed to state the nature of the phenomenon.

Step 2: Generating initial codes

After the researcher familiarised herself with the data, the thematic analysis was done on an Excel program. The Excel program simplified the analysis and interpretation of the data. Five categories were initiated from the transcribed data. These categories were in line with the specific questions and objectives of this research study. The categories which the researcher identified were as follows: i) Impression management tactics in an informal (home) setting; ii) Impression management tactics in an informal setting (friends); iii) Impression management tactics in an informal (opposite gender) setting; iv) Impression management tactics displayed towards colleagues; and v) Impression management tactics displayed towards superiors. The data was analysed according to the questions presented to the participants. After analysis, themes were identified within each category.

Step 3: Searching for themes

After the researcher developed a general idea of the categories, the data were sorted. Only then the themes were captured and rounded up. The researcher and two supervisors, who acted as the co-coders in order to capture the themes correctly developed the themes that would support the responses and present accurate findings.

Step 4: Reviewing themes

During this phase, the research handles the fine-tuning of the themes that were established in the previous phase. The researcher and the co-coders discussed the themes not correlating, what themes should be merged or separated, to ensure that each theme had its own meaning. Furthermore, the researcher ensured that the responses of each theme reflect the theme correctly. After reading again through the data-set and generated themes, the necessary changes were applied.

Step 5: Defining and naming themes

As the themes were generated in the previous phase, the researcher defined and refined the themes further by using the data each theme represented. The researcher also pursued to determine how the themes transmit to the study and capture the data accurately. Furthermore, the researcher ensured that each excerpt allocated to a theme was accurate and relevant. After refining the themes and sub-themes, the researcher was able to discuss and describe each theme in a few sentences.

Step 6: Producing the report

During this final phase, the researcher produced the final write-up to explain the findings logically and accurately. The researcher and co-coders analysed the data before producing the report. The report is presented in a dissertation format, applicable to Article 2. The data in the article is reported in table format, where each category has its own themes and responses to ensure that the reader is convinced of the reliability of the report. This article specifically focussed on impression management tactics in the Afrikaans Coloured culture within an informal and formal setting.

Strategies employed to ensure quality data

To ensure the findings were trustworthy, the researcher adhered to specific criteria.

Credibility: Credibility refers to the overall believe of a study or the degree to which the research outcomes seem accurate based on the research process that has been followed (Hayes, 2016). To ensure the credibility of the data, co-coders was used in the study, who are registered professional, academic staff of the North-West University (NWU). The researcher and the co-coders analysed and coded the data. The responses of the participants were also included in the findings section of the study.

Transferability: Transferability relates to external validity, which indicates the degree of content and the researcher and two supervisors, who acted as the co-coders in order to cluster the themes correctly that data of this study can be repeated in other settings (De Wet, 2016). The researcher investigated and interpreted the findings of the research by defining the objectives clearly to ensure the study could be used for future research purposes.

Dependability: Dependability indicates that the research process is rational, well-documented and audited, which can be seen for reliability as well (Bryman & Bell, 2011). To ensure dependability the researcher asked the same questions to all participants and provided the same information to participants. The process was documented, indicating the decisions that were made and how the interpretation and coding was done.

Confirmability: Confirmability can relate to the accurate reflections of participants perceptions without researchers' views interfering with the findings (Nieuwenhuis, 2016). The researcher must also be aware of their own predispositions before commencing with the research and interacting with the participants. Therefore, the researcher ensured that all responses were

captured exactly as the participants responded and indicated to participants to elaborate on responses they provided.

Reporting

The findings were reported in American Psychological Association (APA) table format after data was analysed and documented onto an Excel spreadsheet. These findings were supported by direct responses from the participants, providing the assurance that the results were reported truthfully. Afrikaans quotes were translated into English by an accredited language practitioner in order to accommodate diverse language groups and reaching the objectives of this study.

Findings

The present study's research findings consisted of different categories, themes and responses (with direct quotations) to support the results. The categories were divided according to the five questions that were asked during the interviews with the participants. The tables below includes the themes, responses and descriptions of each category. Category 1 show what impression management tactics Afrikaans Coloured individuals will display when they are in an informal (home) setting. Category 2 indicates the IM tactics displayed to impress friends, as category 3 discussed the IM tactics displayed towards the opposite gender. Category 4 and 5 focussed on the formal setting, including IM tactics displayed to impress your colleagues (category 4), as category 5 explored the IM tactics used by Afrikaans Coloured employees displayed to impress a supervisor or management.

Category 1: Impression management tactics in an informal (home) setting

The participants were asked to indicate what tactics they use when trying to impress people in their home environment, like their family such parents, siblings and children. Responses from all participants showed similarities in behaviour towards certain themes.

The following themes responses are presented in Table 2 below: *accommodating family members; acts of service towards family members; always greet others; always want the best for others; be true to yourself; being hospitable; being inquisitive; caring for immediate family; go the extra mile for family; spending quality time with family; lighting up the atmosphere; listening to family members; live according the values your parents taught you; not drinking and smoking in front of parents and elderly; providing financial support to family; showing respect towards the elderly; showing support towards family members; spoiling the family with gifts.*

Table 2

Impression management tactics in an informal (home) setting

Categories	Themes	Responses
Impression management tactics displayed at home	Accommodating family members	<p><i>“It is important to accommodate everyone, no matter the different social statuses amongst your family”.</i></p> <p><i>“Accommodate and bear with your whole family just the way they are, even if they are not on the same ‘level’ as you”.</i></p>
	Acts of service towards family members	<p><i>“When you are at home, you must always help to serve the guests, and never be lazy at home when you have guests. For example; to serve your parents with tea and coffee”.</i></p> <p><i>“Our parents take pleasure in the children doing things for them, thus you never say no if your mom asks you to do a task in the house”.</i></p>
	Always greet others	<p><i>“Show your parents that you always greet everyone”.</i></p> <p><i>“Our people believe you must always greet other people, it does not matter if you do not know the people”.</i></p>
	Always want the best for others	<p><i>“One must never wish negative things for/ to other people”.</i></p> <p><i>“My mom always say, water other people’s tree too, that they can grow with you. Give other people their place in the son”.</i>”</p>
	Be true to yourself	<p><i>“If I think about the idea of ‘impress’, then the thought that one should never pretend comes to mind – people should be impressed with your personality”.</i></p> <p><i>“Always be yourself, never pretend to be someone you are not, or pretend you have things you don’t have”.</i></p>
	Being helpful towards family	<p><i>“We were raised to always help others where we can”.</i></p> <p><i>“First help you family if they are in need, or if they only need a hand for some help as these are the people that will always be in your life”.</i></p>

Being Hospitable	<p><i>“If you are at home, you must always play the good host when there is people at your house”.</i></p> <p><i>“Always stand ready when people visit your house, you have to give to them tea and biscuits, no matter how tired you are”.</i></p>
Being inquisitive	<p><i>“You always have to be different, always ask challenging questions, and be curious, in order that you can build on challenging questions if you cannot answer it immediately”.</i></p> <p><i>“People at home like people who ask a lot of questions and not just accept it as it is”.</i></p>
Caring for immediate family	<p><i>“Always show that you care and support each other, especially your siblings, because you always have a closer bond”</i></p> <p><i>“Always care about your siblings, be loving, because it is your family when your parents are no longer there”.</i></p>
Go the extra mile for family	<p><i>“When you look at family, you tend to go the extra mile, even though you know they will never go the extra mile for you, because you always think of the bigger picture of Ubuntu”.</i></p> <p><i>“Live the meaning of always doing more than expected”.</i></p>
Spending quality time with family	<p><i>“It is important for me to spend quality time with family, to bond with them, make time to chat with them to really see how they are doing”.</i></p> <p><i>“To make time for family and determine their wellbeing”.</i></p>
Lighting up the atmosphere	<p><i>“I am always the entertainer between everyone, the joker, to always keep the atmosphere light”.</i></p> <p><i>“Our people love to lighten up a stiff atmosphere with our jokes”.</i></p>
Listening to family members	<p><i>“I think it is important to always communicate and really listen to how your family feels about certain things”.</i></p> <p><i>“To really listen to your family, to ask their opinions on certain things”.</i></p>
Live according the values your parents taught you	<p><i>“To respect the values and principles with which your parents raised you, e.g. to smoke and drink so that your parents do not find out that you are against their principles”.</i></p>

	<i>“One must live with the values and principles as your parents raised you”.</i>
Not drinking and smoking in front of parents and elderly	<i>“When referring to adults it is important that you always respect and never drink in front of them, even if they give permission, you urge not to” ”</i> <i>“To show you have respect for the older people, I will never smoke and drink before them or my parents”</i>
Providing financial support to family	<i>“Hum...Doing the black tax thing and giving back to your parents will impress them and the rest of the family”</i> <i>“If you can give money to the household and take care of your parents, you are the best in the family”.</i>
Showing respect towards the elderly	<i>“To always respect older people, and everyone else at home, no matter who they are”.</i> <i>“Always respect the older people, do not act disrespectful and unkind to them”.</i>
Showing support towards family members	<i>“To impress your family, you must always show that you support their goals too, and help them achieve their goals in life, make them feel valued, show that they are important”.</i> <i>“Support your brother, sister, nephew and niece in the goals they want to achieve, see where you can help them”.</i>
Spoiling the family with gifts	<i>“When I visit home, I always take gifts for the children and the family to steal their hearts, but it is also expected, as you do not live at home. The perception of the Coloured culture is that you must always bring gifts for everyone”.</i> <i>“Always take a gift for the children at home, for your parents, and your siblings if you can, when you go home after a long time being away”.</i>

Table 1 consists of the different impression management tactics when an Afrikaans Coloured individual function in an informal setting such as the home environment. The different themes in this category were described as follow:

Accommodating family members- As all cultures, families has different social levels, amongst the Afrikaans Coloured culture, the different family members are respected, despite their different social levels as everyone is still family. The social levels refers to the different social

categories people are grouped into, most commonly as upper class, middle class and lower class, depending on your material wealth, job and how much money you have.

Acts of service towards family members- The love for family is displayed through acts of service to show each other you care for them. The Afrikaans Coloured culture regards acts of serving others highly, as you care too much about serving others, you forget about yourself being served. Not being lazy around the house and serve your parents with tea or coffee.

Always greet others- It is expected in the Coloured culture to always greet other people, especially the elder people in the culture.

Always want the best for others- As it is socially undesirable to be jealous, greedy in the Afrikaans Coloured culture, it's impressive to always want success and prosperity for other people, not wishing something bad to happen to others.

Be true to yourself – Always be yourself, to show people your true personality, when people see your personality, they already impressed with you or not.

Being helpful towards family- Always help your family where you can, when you see someone is in need, as your family are the people who will always be there.

Being Hospitable- Showing the characteristic, hospitality, is important in the Afrikaans Coloured culture. This is a way of showing to friends and family that they are welcome in your house, where you create an environment that is comfortable and enjoyable for them, rather than displaying a perfect home.

Being inquisitive- Amongst the Afrikaans Coloured culture, individuals are eager for knowledge, wanting to know more about a subject and also very curious when something happened in the community.

Caring for immediate family: As the Afrikaans Coloured culture is very close-knitted towards their immediate family members, it's important to put in extra effort to make sure that something works for you or the other person you care about, especially towards your siblings. There is a difference in effort when you care for your immediate family as for your extended family.

Go the extra mile for family- Afrikaans Coloured individuals are always willing to make a special effort to do or achieve something for family. For example “*Coloured people go the*

extra mile in attending a family member's funeral, no matter what the distance or for how long you haven't spoken to that person".

Spending quality time with family: As individuals have a strong relationship with their direct family, like their siblings, to maintain this relationship they care for each other, support each other, and spending quality time with each other.

Lighting up the atmosphere: It is likely for Coloured individuals to light up a room with their jokey personality so an atmosphere could be more relaxed, especially amongst family.

Listening to family members: When visiting your parents' home, or the home you were raised in, always make time to listen to your family, how they really are doing and engaging with them to let them feel appreciated.

Live according to the values your parents taught you: It is impressive for parents and other people in the culture to see you live according to the values and beliefs you were raised by. This type of behaviour makes the elder people proud of you.

Not drinking and smoking in front of parents and elderly: To never drink and smoke in front of elder people in your culture or your parents, even if they give you permission to do so.

Providing financial support to family: This is a non-verbal rule made in the Coloured culture. If you visit home, to provide financially to your family where you see the need exists, to fulfil this need. Also referred to as Black Tax in South Africa.

Showing respect towards the elderly: Always show respect to the elder people, note on how you behave towards them.

Showing support towards family members: Amongst the Coloured culture, it is critical to show support towards your family members' goals and help them in order to achieve it, also helping when there is a need in the family.

Spoiling the family with gifts: When one as an Afrikaans Coloured individual visits home, you must take along gifts for the family, for your immediate families such as the children and your parents.

Category 2: Impression management tactics in an informal setting (friends)

During this question, Afrikaans Coloured individuals were asked what IM tactics they display when impressing their friends. Table 3 below, includes the descriptions of the category and themes derived from participants responses.

The themes derived from this question in the interviews were clustered as follow: *associate yourself with friends that have the same values as you; be true to yourself; being helpful towards friends; caring for friends; display protective behaviour; displaying personal value system; doing favours for friends; providing support to friends; sacrificing for friends; serving traditional food at gatherings; showing loyalty to friends; to make effort with friends.*

Table 3

Impression management tactics in an informal (friends) setting

Categories	Themes	Responses
Impression management tactics displayed amongst friends	Associate yourself with friends that have the same values as you	<i>“You associate yourself with the most appropriate Coloured people according to the needs in your culture. Your social class is important in the culture”. “To choose my friends who lives the same values as I”.</i>
	Be true to yourself	<i>“Just be yourself, be who you are and your personality will attract and impress the right people”. “Never pretend, be yourself and the right people will come to you as friends”.</i>
	Being helpful towards friends	<i>“I believe to always be helpful where I can be, whether it be financially, or transport, or to do favors for friends, because maybe you will need them to do it for you one day”. “Help your friends where you can, with their children etc.”</i>
	Caring for friends	<i>“To cook for your friends when needed, for example when they are sick or have a busy schedule”. “To show your friends you care when they are in need or going through a difficult time”.</i>
	Display protective behaviour	<i>“To always try your best to protect you friends against any dangers” “By always stand up for your friends when they are not there to defend themselves, or to walk with them home and protect them against danger”.</i>
	Displaying behaviour against your values to be accepted by others	<i>“It is sometimes to do something that is desirable for your friends, but not always for yourself, e.g. to smoke”. “When you socialise in a group, I will take a drink or two and smoke a cigarette because my friends sometimes do it”.</i>
	Doing favours for friends	<i>“To do favours for each other, e.g. to blow each other’s hair for no payment”. “To roll a stone out of the way, e.g. to pick up his child at school because he gets stuck at work”.</i>

Providing support to friends	<p><i>“To help your friends bring out the best qualities in themselves by supporting them”.</i></p> <p><i>“Help your friends to bring out their best qualities, by way of getting them involved in community youth development etc.</i></p>
Sacrificing for friends	<p><i>“To sacrifice for your friends means to me to really give your time and effort with them, e.g. to make the effort to get to your friends’ wedding that is far away from you, even though you don’t have a car, just to support them one day and be proud of their wedding day”.</i></p> <p><i>“To put your friends’ needs sometimes first and do things that you know you will not usually like”.</i></p>
Serving traditional food at gatherings	<p><i>“It is important in our culture to socialise as Coloured culture, to eat traditional Coloured’s food when you have guests and together enjoy the music of the culture. Thus, there must always be meat in our food, and not a little bit of meat. For example to make breyani when people visit and especially for family gatherings, like weddings and funerals”.</i></p> <p><i>“It is important to serve meat with proper food such as breyani or chicken curry at funerals and weddings. People judge you on the food you give them”.</i></p>
Showing loyalty to friends	<p><i>“To be loyal to your friends, event in their absence”.</i></p> <p><i>“To always be loyal to your friends, to not betray them and gossip about them”.</i></p>
To make effort with friends	<p><i>“Always make time for each other and make effort with each other as friends”.</i></p> <p><i>“Make an effort with your friends”.</i></p>

Associate yourself with friends that have the same values as you- As social classification is important in the Coloured culture, you have to choose wisely who you associate yourself with amongst your friends. You have to ensure that your friends have the same values, principles and goals as you as you are easily classed in a social group identified with the people you interact with.

Be true to yourself: It’s important to portray your true personality to people, so they will be impressed by your personality or not.

Being helpful towards friends: Always use your knowledge and skills to help others where you can, providing assistance for your friends where you can.

Caring for friends: By showing supportive behaviour towards your friends, proves to them that you care for them, for instance cooking for your friends when you know they have a busy schedule or supporting them when they have lost a family member.

Display protective behaviour: To always try and protect your friends against any harm, this is also showing to them that you care.

Displaying behaviour against your values to be accepted by others: Your friends become attracted to the things you do, so to live according to what your friends do, even if it is against your personal value system, for instance to drink and smoke.

Doing favours for friends: Assisting your friends with tasks if they struggle to attend to it in time, or needs assistance, as they will not be able to manage on their own. For instance, helping a friend to move or fetching their child from school.

Providing support to friends: To help friends bring out the best characteristics by supporting them in what they do.

Sacrificing for friends: All individuals do not have the same characteristics, even when you are friends, so to adjust your behaviour in a situation to find a solution is seen as sacrificing behaviour in a friendship. For instance, you know you do not like to socialise with a particular group of people, but as your friend is the host you give sacrifice your opinion or feelings for your friend.

Serving traditional food at gatherings: When serving food to people at a gathering in the culture, whether it's a funeral, wedding or church confirmation, it is expected that proper and enough meat should be served for everyone, if small portions are served, people would not be impressed by you. People judge you based on the food you serve them.

Showing loyalty to friends: Always be devoted and faithful towards your friends, defending them in situations where they are not present to defend themselves.

To make effort with friends: To make time to spend with friends is important, even if it means you have to go the extra mile to drive an hour to see your friend for a half an hour.

Category 3: Impression management tactics in an informal (opposite gender) setting

The themes discussed in the table below rooted from the question the participants answered regarding the IM tactics they display to impress the opposite gender. All IM tactics relevant to the opposite gender are subsequently described in Table 4 below.

The themes identified in this category were as follow: *be helpful towards the opposite gender in the workplace; be true to yourself; display trustworthiness; do not judge others; doing favours for friends; focus on your personal development; motivating the opposite gender; mutual problem solving within a relationship; respecting men as the head of the family; serving food to men first; showing respect towards the opposite gender; showing your strengths to the opposite gender; to put your best foot forward; use appropriate crockery when serving men.*

Table 4

Impression management tactics in an informal (opposite gender) setting

Categories	Themes	Responses
Impression management tactics displayed towards opposite gender	Be helpful towards the opposite gender in the workplace	<i>"In a work environment, older women tend to be more technologically disabled, so if you are good at computers, always try to help them where you can".</i> <i>"Always help the women carry heavy things at work".</i>
	Be true to yourself	<i>"Never change who you are to other people. Always be yourself and people will like you or not".</i> <i>" Never change yourself to fit in with your girl".</i>
	Display trustworthiness	<i>"To trust each other, you must always create a safe environment for the other person".</i> <i>"Show your girl she can trust you by not revealing her secrets to other people".</i>
	Do not judge others	<i>"I always try to be a good listener and never judge the other person, especially not for her past".</i> <i>"Don't judge your partner for mistakes in their past".</i>
	Doing favours for friends	<i>" To help your boyfriend with something you are good at, e.g. help them with an assignment".</i> <i>" I will always cook for my male friends and invite them because they cannot cook".</i>
	Focus on your personal development	<i>" I think a man is impressed when you start with yourself, to take care of yourself and build yourself first. You must have your own goals and accomplishments, not live by your partner.</i> <i>"If a man sees that you also have goals you want to reach, he is always impressed with you because it tells him you can build a better future for yourself on your own".</i>
	Motivating the opposite gender	<i>"You should always strive to have a balanced life, to encourage people to constantly improve themselves".</i> <i>"Encourage your partner to jog or finish her course she has been postponing for so long".</i>
	Mutual problem solving within a relationship	<i>"You have to work on problems together if you are married or in a relationship, a problem cannot be solved on its own".</i>

		<i>"To want to solve a problem and not just search for problems".</i>
Respecting men as the head of the family		<i>"I believe the man (father) is the head of the house and the necessary respect must be given and shown to him".</i>
		<i>"Always respect your husband as the man of the house as stated in the Bible".</i>
Serving food to men first		<i>"In our colourful culture we believe that the father or the men in the house should always be given food first when eating".</i>
		<i>"Always give your husband food first before serving other people, which is a sign of respect".</i>
Showing respect towards the opposite gender		<i>"You have to treat all women with respect and women also have to treat men with the necessary respect".</i>
		<i>"There must always be mutual respect".</i>
Showing your strengths to the opposite gender		<i>"I like to cook for my boyfriend because I'm good at making food and enjoying it, like I show off with my skills"</i>
		<i>"Show off at your partner with the skills that you have".</i>
To put your best foot forward		<i>"If it's an acquaintance, you tend to always put your best foot forward and show your best manners to people".</i>
		<i>"To always show your best manners to others" .</i>
Use appropriate crockery when serving men		<i>"We always use decent crockery when we cater for men, you pick the best to serve them".</i>
		<i>"Always dish up in decent plates for the men (not paper plates), even if we only have a nice braai at home".</i>

Table 4 consists of the themes on the perceived IM tactics displayed towards the opposite gender by Afrikaans Coloured individuals. The themes were discussed below.

Be helpful towards the opposite gender in the workplace: Always try and help others where you can in the workplace.

Be true to yourself: To be comfortable in your own being and personality, and not to change for anyone, makes other people be impressed with you.

Display trustworthiness: You must be honest with one another, to create a safe environment of trust amongst each other.

Do not judge others: Do not be quick to form a specific bias or personal opinion about someone or something the other person did in their past.

Doing favours for friends: As it is favourable to do things for your friends, it's also impressive in assisting your friends with tasks they can't manage on their own.

Focus on your personal development: If an individual focuses on their own personal development first, it gives the opposite gender an indication that you also have ideals and goals and can function individually, reaching their potential, not depending on their partners the entire time, being dependently.

Motivating the opposite gender: Encourage other people to always improve their lives, supporting them to reach their goals and strive to live a balanced life. To motivate and encourage your partner to join a jogging club or to jog with your partner as you know they need it, but does not want to do it alone.

Mutual problem solving within a relationship: You and your partner must work on solutions of problems together, as you must engage as a team to make your marriage a success. The elder people in the culture is a good example of marriage, as they learned to solve problems, it's rare that they get divorced. The younger generation easily forget their roots as they easily cheat in the marriage and get divorced

Respecting men as the head of the family: The man (father) in the house is regarded as the head of the house. Treat him with the necessary respect as your superior in the house if you are a woman.

Serving food to men first: As men are regarded as the head of the house and are placed at the top of the family hierarchy, it's important to serve their food in this order as well, no matter where you are, always serve the men, especially your husband first.

Showing respect towards the opposite gender: When in a marriage or relationship, one must show the necessary respect towards each other, not undermining each other and to fulfil each other's shortcomings.

Showing your strengths to the opposite gender: Always show off with what your good at to your partner, as this characteristics displayed will encourage a stronger relationship with each other, for instance if you like to cook and are good at it, cook your partner's favourite dishes to impress them.

To put your best foot forward: when you are amongst people of the opposite gender you don't know, always display your best behaviour and manners, so others will like you.

Use appropriate crockery when serving men: As indicated men are the head of their families, and serving their food first, proper crockery must always be used, even if the rest of the guests are using paper crockery.

Category 4: Impression management tactics in a formal (colleagues) setting

In this section, all IM tactics Afrikaans Coloured employees display when impressing their colleagues at work, were discussed.

The themes this category displayed included: *accepting organisational values; be a team player; be true to yourself; being hardworking; display cognitive abilities; display professional behaviour; displaying good work ethics; do your work correct; don't act inferior to colleagues; go the extra mile for colleagues; interaction with colleagues at work and social level; show pride in your work; showing interest in colleagues; to compliment your colleagues; to put your best foot forward*

Table 5

Impression management tactics in a formal (colleagues) setting

Categories	Themes	Responses
Impression management tactics displayed towards colleagues	Adapting to organisational values	<p><i>“Suppress your behavior at work, you cannot be your true self according to your culture. You cannot be the way you are at your home, you must act according to the organization's values”.</i></p> <p><i>“Act decent at work, don't come out with your home manners”.</i></p>
	Be a team player	<p><i>“You are always part of a team at work and so you have to learn that you can never function alone, you are going to need a lot of your colleagues' help and cooperation”.</i></p> <p><i>“Work in a team, you are not on your own at work”.</i></p>
	Be true to yourself	<p><i>” I can be who I want to be, not through others, but through who I want to be”.</i></p> <p><i>“Be yourself, don't let other people oppress you”</i></p>
	Being hardworking	<p><i>“I always tell colored people, especially the young people in the profession that you always have to work hard, because by doing this you never have to stand back for other people. Your dedication in your work speaks for itself”.</i></p> <p><i>“Always be hard working, it is rewarded in ways other than money”.</i></p>
	Display cognitive abilities	<p><i>“You need to impress other cultures with your hard work, work ethic and your cognitive ability so they can accept you”.</i></p> <p><i>“Show other people that you have brains and can solve problems, not just be a puppet”.</i></p>
	Display professional behaviour	<p><i>“You always have to show your professional behavior, and so communicate, to keep the professional boundary at work with your colleagues ”.</i></p> <p><i>“Always be professional”.</i></p>
	Displaying good work ethics	<p><i>“Always show others your work ethic, never drop your flag”.</i></p> <p><i>“Always maintain your work ethic”.</i></p>

Do your work correct	<p><i>"Nothing, prove yourself in the work that you do better than to do your job as accurately as possible".</i></p> <p><i>"Do your job right and nobody can say anything about you".</i></p>
Don't act inferior to colleagues	<p><i>"Each of us has our own talents, use them so you never have to feel inferior to other people. Never stand back for other people who make you feel this way".</i></p> <p><i>"Never stand back for your colleagues if you know you are right".</i></p>
Go the extra mile for colleagues	<p><i>"Going the extra mile for other people is an important trait that you always have to show".</i></p> <p><i>"Show people your characteristics by always going the extra mile for others, because it's in our culture".</i></p>
Interaction with colleagues at work and social level	<p><i>"Always keep abreast of the latest general news. Watch the news to see what's going on around you, and use it to take part in social conversations with your colleagues".</i></p> <p><i>"For me, it's important to interact with your colleagues in a professional easy and a comfortable way E.g. hook up chats in the kitchen about what's currently in the news, at functions, etc.".</i></p>
Show pride in your work	<p><i>"I show pride in my work, people are always impressed when they see you are proud of your work".</i></p> <p><i>"Be proud of your work, because it says who you are".</i></p>
Showing interest in colleagues	<p><i>"Asking your colleagues how they are doing, having informal conversations about how things are going in their personal lives, asking about their children, or an event in their lives".</i></p> <p><i>"Ask how your colleague's children are, ask if the problem has already been solved with the garage door, etc.".</i></p>
To compliment your colleagues	<p><i>"I believe in flattering other people with compliments. If your colleagues have done a presentation, compliment them and how they handled a difficult situation".</i></p> <p><i>"Tell a colleague that you are proud of the way they have handled a task – tell them well done with their achievements".</i></p>

To put your best foot
forward

“Since you are afraid people will not accept you with your mistakes, so you always pretend. Not everyone accepts the Coloured people’s use of language and choices”.

“Always show your colleagues your best ways and use better language than you use at home”.

The themes derived from this category are discussed below:

Adapting to organisational values: Employees suppresses their behaviour at work to fit into the behaviour the organisation believes in, even though it is not always what they believe in.

Be a team player: Individuals showing the necessary support towards other team members to achieve a common goal, getting the job done. A team player provides assistance anytime and will share their knowledge to contribute to the success of the team.

Be true to yourself: To just be yourself, your colleagues will be impressed by your personality or not.

Being hardworking: Always show your strengths and what you are capable of through your hard work, colleagues and superiors will automatically see you have potential if you are a hard worker.

Display cognitive abilities: In order for other people to see your cognitive and intellectual abilities you must be able to perform various rational activities related to learning and problem-solving skills. This is to show people from other cultures the intellectual abilities of Coloured individuals.

Display professional behaviour: The executing of a certain etiquette in the workplace, is important for Coloured employees to show professionalism in the workplace. This is a sign of respect and courtesy towards your colleagues, clients and all other stakeholders.

Displaying good work ethics: Holding a high value of work ethics indicates that hard work and diligence have a moral benefit. People see this as a skill to always strengthen your character and individual abilities.

Do your work correct: Prove yourself and your capabilities in the work you do, and it will speak for itself.

Do not act inferior to colleagues: When your work is done correctly and you show perseverance in your hard work, never feel less valued than other colleagues.

Go the extra mile for colleagues: To make special and extra effort for colleagues is one of the Coloured culture's characteristics and displayed in different environments, based on the value to always help others where you can.

Interaction with colleagues at work and social level: To be able to interact effectively with colleagues at work, you have to ensure that your social skills are also developed, soft skills such as tactful communication, mediation and negotiation.

Show pride in your work: Working hard and implementing your work correctly, the employee must be able to show pride in his/her work as this builds a good reputation of who the employee is as a person.

Showing interest in colleagues: Showing interest in colleagues, leads to the empowering of people to feel valued as it is an indication that as an employee, one cares about colleagues as human beings and not just the work they deliver.

To compliment your colleagues: Complimenting colleagues gives them an indication of one's appreciation towards their work and also displaying a caring relationship towards them.

To put your best foot forward: Acting or appearing at your best, in order to impress other people that they do not see you in a bad light, but only perceiving positive things of you.

Category 5: Impression management tactics in a formal (superiors) setting

The last category consists of the question addressed to the participants concerning the IM tactics used as Afrikaans Coloured employees displayed when impressing their supervisor or management in the formal setting (the workplace).

This category provided the following themes: *being hardworking; contribute to conversations with superiors; display professional behaviour; display your uniqueness; displaying good work ethics; follow organisational guidelines; go the extra mile for people at work; good time management; raising your opinion; to put your best foot forward.*

Table 6

Impression management tactics in a formal (superiors) setting

Categories	Themes	Responses
Impression management tactics displayed towards superiors	Being hardworking	<p><i>“ We all know your reputation speaks for itself, but only to a certain point, as you work extra hard to impress management”.</i></p> <p><i>“Always work hard to prove your ability to manage, that which you are capable of”.</i></p>
	Contribute to conversations with superiors	<p><i>“Never be afraid to engage and express your opinion in a conversation around a certain topic. Engage in the conversation with the latest news”.</i></p> <p><i>“Always make sure you can add valuable information to a conversation by always keeping up to date with what's going on in the news”.</i></p>
	Display professional behaviour	<p><i>“Always be on time, apply good time management, show professionalism in the workplace at all times”.</i></p> <p><i>“Always be professional in your work with colleagues and clients”.</i></p>
	Display your uniqueness	<p><i>“You must always remember to show your uniqueness in what you do and how you do it; in order to impress management when they see how you bring your personality into your work ”.</i></p> <p><i>“Show your supervisor what unique trait you can bring to the workplace”.</i></p>
	Displaying good work ethics	<p><i>“You need to follow procedures and guidelines to show in a positive way that you have a good work ethic, in this way you show management that you adhere to organizational guidelines”.</i></p> <p><i>“Always show your integrity and honest way of doing things and handling situations in the workplace”.</i></p>
	Follow organisational guidelines	<p><i>“You need to follow procedures and guidelines to show in a positive way that you have a good work ethic, and show management that you adhere to organizational guidelines”.</i></p>

	<i>"Make sure you always follow protocol, and show your supervisor that you follow the organization's rules".</i>
Go the extra mile for people at work	<i>"Always do more than expected from you, and your success will continue".</i> <i>"Go out of your way to help other people where they are struggling and you will be rewarded in other ways".</i>
Good time management	<i>"... Always be on time, do effective time management".</i> <i>"Time is important in your job, make sure you are on time, show that you can complete your work tasks on time".</i>
Raising your opinion	<i>"Many people feel afraid to express their opinions when working under certain management".</i> <i>"Express your opinion when needed, not to impress management, but to show people not to be afraid to voice their opinions".</i>
To put your best foot forward	<i>"Always show that you are working, or doing something to put your best foot forward".</i> <i>"Keep in touch with your supervisor so they are always impressed that you are doing your job and you know what is going on".</i>

The themes as indicated in the category are discussed. It is evident that most Afrikaans Coloured employees had very similar responses to what they regarded as IM tactics to impress their supervisor and management at work.

Being hardworking: Afrikaans Coloured individuals have a tendency to be hard-working employees, as this is a form of proving themselves to other people, especially management. In return they expect to be compensated in some way later. Their dedication towards their work also shows their effort and the time they put in completing and doing tasks.

Contribute to conversations with superiors: To always engage in relevant conversations and topics when having a discussion with your superiors

Display professional behaviour: It is important to always behave in a respectful manner towards your superiors as this is a form of respecting authority in the culture. Professional behaviour also includes dignity, integrity and respect.

Display your uniqueness: When incorporating your personality into your work to contribute to the organisation's performance, taking initiative in situations, management sees this type of behaviour as bringing your uniqueness to the organisation.

Displaying good work ethics: The display of behaviour that emphasises set moral principles, an individual internalise into their work characteristics such as reliability, dedication, integrity, quality, and determination.

Follow organisational guidelines: The following of specific procedures as set in the workplace to complete tasks successfully, such as filling and submitting forms correctly, is an indication of compliance to management.

Go the extra mile for people at work: By displaying these characteristic, an indication of dedication, determination and caring, management notices these efforts and contribution towards the success of the organisation. For example when the manager asks an employee to assist someone with a task, the employee goes beyond of what is expected of him/her to impress the manager.

Good time management: When you organise and plan according to time to work on tasks, this enables you to work smarter, especially when you can also function effectively under pressure.

Raising your opinion: Afrikaans Coloured individuals are sometimes afraid to raise their opinion in the workplace, as they are worried about what others will think of them, it is important to raise your opinion when necessary in the workplace. This is an indication to management that you are not afraid of standing up against other people's opinions.

To put your best foot forward: Always display your best behaviour in front of management, the same way you act towards your colleagues.

Discussion

The general objective of this study was to explore impression management tactics within the Afrikaans Coloured culture in both a formal and informal setting.

Outline of the findings

In the discussion below, the specific objectives of the study is validated with the findings of the present research. The objectives of this study was: 1) To conceptualise impression management through a literature study; 2) To identify the features the Afrikaans Coloured

culture use when impressing others in an informal setting; 3) Identifying the features of the Afrikaans Coloured culture when impressing others in a formal setting; and 4) To formulate recommendations for future research and practice regarding the Afrikaans Coloured culture about the tactics they display when impressing others in a formal or informal setting.

As the findings were analysed in detail to address these objectives, 70 themes were extracted. More specifically, 19 themes were extracted from the objective displaying impression management tactics in a home setting. The impression management displayed in an informal setting (friends) amounted to 12 themes as the impression management tactics in an informal setting (opposite gender) displayed 14 themes. The impression management tactics in a formal setting (colleagues) generated 15 themes, of which impression management tactics in a formal setting (superior) amount to 10 themes. From the themes generated from all off the above objectives, the discussion aimed to elaborate on the findings the Afrikaans Coloured culture displayed when impressing other people in the different settings. These themes were divided into different categories, which consisted out of five. The categories are:

- Impression management tactics displayed in order to impress people at home (children, siblings, parents and relatives etc.).
- Impression management tactics displayed in order to impress friends.
- Impression management tactics displayed in order to impress people from the opposite gender.
- Impression management tactics displayed in order to impress colleagues from your work.
- Impression management tactics displayed in order to impress your superiors (like your mentor, manager etc.)

Conceptualising impression management

The *first objective* of the study was to conceptualise impression management through a literature study. As Terrell and Kwok (2011) argue, the aim of impression management is to direct others' opinion or impression with the use of guiding information in any personal or social situation. Schlenker (2006) is of the view that impression management is not merely a type of behaviour that are displayed in certain situations, such as a job interview or on a date. Subsequently, Schlenker (2006) sees impression management as a central feature or characteristics of interpersonal experience. People does not handle information accidentally,

opinions formed based on what the truth is, influences our own agendas in situations. When people form their own opinions it also depends on how they categorise others based on how they perceive a group, rather than on individual characteristics (Passer & Smith, 2009). Consequently, self-presentation can also be identified amongst impression management tactics as a person tries to control impressions of themselves as opposed to other people or groups (Leary, 2019). This behaviour can be seen as intrinsic motivation to affect the view of how others see you, or how you want them to see you (Cook & Artino Jr, 2016). The following sections consists of impression management features within a formal and informal setting, identified during the data collection of this present study.

Impression management features in an informal setting (home)

The *second objective* of this research study was to explore impression management features in an informal (home) setting, amongst Afrikaans Coloured people. Impression management that are related to the informal setting refers to interacting with parents, children, relatives. How people react in situations, whilst displaying certain behaviour in their comfortable environment and amongst their community, is the easiest way to get to know an individual or a group of people (Kollmuss & Agyeman, 2002).

The themes resulted from responses included: *accommodating family members; acts of service towards family members; always greet others; always want the best for others; be true to yourself; being hospitable; being inquisitive; caring for immediate family; go the extra mile for family; spending quality time with family; lighting up the atmosphere; listening to family members; live according the values your parents taught you; not drinking and smoking in front of parents and elderly; providing financial support to family; showing respect towards the elderly; showing support towards family members; spoiling the family with gifts.*

The most themes reported on was *spending quality time with family; providing financial support to family; spoiling the family with gifts; live according the values your parents taught you; showing respect towards the elderly.* These were favourable behaviour that Afrikaans Coloured individuals display when they care on building a strong relationship with their immediate family. This normally becomes obvious by caring for them, supporting them, as well as spending valuable time with them. An example hereof includes doing fun and relaxing activities with family. Shira (2013) supports this view on family time, since family time and activities conducted during this time have a direct influence on the well-being of individuals.

This well-being is further transferred into the workplace because it has a direct influence on the professional well-being on individuals at work.

Another theme that were notable amongst the Afrikaans Coloured individuals were the caring characteristic, including the behaviour of *spoiling the family with gifts*. This theme refers to taking gifts home to one's family for instance when visiting one's parents' house or any other family members. It was emphasised that the gifts are normally most of the time for the younger children and parents being the elders at home. This implies the best care at the lowest cost, since it focuses on creating a sense of appreciation and feeling valued as the parents and children at home receive these gifts. Such practices portrays an important role in enhancing and nurturing relationships, including those between families to portray appreciation (Takayama, 2001).

An added theme the results outlined concerning the portrayal of appreciation is *providing financial support to family*. In a South African (SA) context, this is also acknowledged as Black Tax. As most of the Coloured and Black cultures in SA have a previously disadvantaged background, and most of these families are not financially stable. This theme defines the responsibilities the Afrikaans Coloured employees have towards their family when they are in the position of permanent employment and earning a stable income. Ngoma (2015), labelled these people as the sandwich generation, who supports, not just themselves, but also their children, parents and other extended family members. If people display this type of behaviour by providing financially towards family, the rest of the community and family perceives this as impressive, which is often also described as a "good child".

Participants frequently used the theme *living according to the values your parents taught you* in their responses, the term a "good child" was also used when an individual's behaviour has impressed the community, for example not to smoke, drink and treating people bad, by back chatting. Robinson (2003) describes the values you live according to, as part of people's culture and how generations has been raised. This describes the theme as doing the right thing as set out in your culture, by displaying behaviour that uplifts others, living in peace with others as your parents religiously raised you.

In general, all cultures displayed the theme *showing respect towards the elderly*, indicating it as a usual behaviour. The Afrikaans Coloured culture have specific behaviour to which the culture expects people to never forget, but as generations passed on, some people tend to forget some of this behaviour. Adhikiri (2008) states that being respectful towards the elderly people,

includes not addressing them by their name, but always as “uncle” or “aunty”. When elder people enters the room, offer them a seat, offer them something to drink. When living in the 21st century, this is still an impressive gesture to display in a home environment.

Impression management features in an informal setting (friends)

The *third objective* of this present study was to explore the features an Afrikaans Coloured individual would display to impress their friends in an informal setting. The themes derived from this question in the interviews were clustered as follow: *associate yourself with friends that have the same values as you; be true to yourself; being helpful towards friends; caring for friends; display protective behaviour; displaying personal value system; doing favours for friends; providing support to friends; sacrificing for friends; serving traditional food at gatherings; showing loyalty to friends; to make effort with friends*. The most common themes reported on were: *associate yourself with friends that have the same values as you; doing favours for friends; serving traditional food at gatherings*. When exploring these themes, the Afrikaans Coloured individuals’ behaviour and values are reflected in the way they were raised, supporting the theme previously discussed, *living according to the values your parents taught you*.

The theme *associate yourself with friends that have the same values as you*, connects with the manner in which you were raised. As society would cluster the Coloured culture in a negative light in the past, concerning doing drugs and being gangsters (Hammett, 2009), the community would also make a bad or a good connotation when an individual associate themselves with people doing bad things. Individuals that associate with friends having similar positive values and principles as they has been taught, impresses other people like acquaintances and community members, which can eventually become their friends in the future.

All participants discussed the theme *doing favours for friends*, as an important behaviour to display in a friendship, as all participants were professionals. Afrikaans Coloured individuals’ belief if their friends do this, it indicates their friends support and care for them. When individuals do favours for friends, they live the true meaning of Ubuntu, stating that you are a person through another person (Lefa, 2015). Displaying this behaviour includes any gesture which helps and assists the friend in solving a problem or situation. This behaviour creates an understanding between individuals and their friends in contributing towards a happy friendship (Bollen, Goncalves, van de Leemput & Ruan, 2016).

The last theme of the features to display toward friends in order to impress them is *servicing traditional food at gatherings*. The Coloured culture through a South African lens, regard traditional food as an element that could either impress other people or result in a negative experience (Field, Meyer & Swanson, 2007). The serving of traditional food at gatherings between friends or family, results in people feeling a sense of comfort and acceptance as the culture's people enjoys the same food (Roman, 2019). The Coloured culture expects of a young woman to learn and master the cooking skills to prepare and cook the traditional food in a cultural way as their elders prepared it (Baderoon, 2007). Consequently, young woman preparing and serving traditional dishes impress the people from the Coloured culture. As the Coloured community values food, it is important to understand the necessity of categories regarding the serving of food at different gatherings. For instance, the traditional dishes like pickled fish and hot cross buns is prepared during Easter; *breyani, curry and rice* with meat is prepared at a funeral lunch in this culture (Roman, 2019). This aligns with Field *et al.* (2007), stating that the wealth of sharing in food is connected to the impression of the Coloured (culture) and Muslim (religion) identities.

Impression management features in an informal setting (opposite gender)

The themes identified in this category were as follow: *be helpful towards the opposite gender in the workplace; be true to yourself; display trustworthiness; do not judge others; doing favours for friends; focus on your personal development; motivating the opposite gender; mutual problem solving within a relationship; respecting men as the head of the family; serving food to men first; showing respect towards the opposite gender; showing your strengths to the opposite gender; to put your best foot forward; use appropriate crockery when serving men*. The themes reported on mostly were *be true to yourself; showing respect towards the opposite gender; display trustworthiness*.

By *being true to yourself* refers to individuals accepting themselves first, valuing themselves, before considering other people's happiness. For instance, it was reported that male's appreciate a woman more if they are themselves in front of other people and accepting who they are as a person. When individuals carries this characteristic boldly, they tend to stand firmly in any situation based on their values and beliefs (Robinson, 2004). These individuals also finds it easier to relate to others' behaviour in line with their values. By *showing respect*

towards the opposite gender entails understanding the other person's opinion, expressing love and care as appropriate attitude when engaging with people. According to Haydon (2006), an individuals' openness to interpret other people's moral roots and beliefs that already exists can be seen as a guiding characteristic to display in order to remain respectful towards others. Cultures displays respect differently towards women and men in uttering behaviour towards them. Amongst the Coloured community, the perception of men being in power positions and the women being submissive to them is perceived negatively (February, 2014). The Coloured culture believes that women and men should have equal respect in various aspects, and where the respect is unevenly spread, should be handled with more care towards the other person. When people *display trustworthiness*, the meaning surfaces in individuals' actions and behaviour towards others. By being trustworthy, individuals' needs to create a caring, nurturing relationship with the opposite gender, earning their trust by keeping conversations and information shared with them, private. Wilkins (2018) indicates the importance of building and maintaining mutual trust and respectful relationships with others, especially involving partnerships, by making a simple mistake this trust and respect can be broken easily as well. The influence of commitment individuals have towards a relationship can be determined by the trust another person have in you (Sekhon, Ennew, Kharouf & Devlin, 2014). Therefor being trustworthy impresses the opposite gender in the Afrikaans Coloured culture, as building relationships with others and being committed towards a friendship is essential to these individuals.

Impression management features in a formal setting (colleagues)

The themes this category displayed included: *accepting organisational values; be a team player; be true to yourself; being hardworking; display cognitive abilities; display professional behaviour; displaying good work ethics; do your work correct; don't act inferior to colleagues; go the extra mile for colleagues; interaction with colleagues at work and social level; show pride in your work; showing interest in colleagues; to compliment your colleagues; to put your best foot forward*. The themes mostly reported on in this formal setting amongst colleagues, included: *being hardworking (all participants mentioned this); do your work correct; interaction with colleagues at work and social level;*

Being hardworking was a theme that repeated in all responses of participants. When keeping the cultures' rich historical background in mind, a sense of strong characteristics are created, such as being determined, and making sacrifices to reach goals. This ultimately enable

Afrikaans Coloured employees to financially support their families. To be hard working is a characteristic embedded in this culture's values as the elder people carried this principle throughout generations. In support with this finding, Adhikiri (2008) emphasised the motivation why the elderly worked so hard, towards their goals and to provide for their families, despite of the historical living circumstances. The motivation to work hard automatically relates to the next theme in the category, by *doing your work correct*. When an individual's mind is set towards a goal and they are motivated, a "criteria" of doing your work correct is the result of your hard work as well. As the Afrikaans Coloured employees are also focused on what others think of them, especially their colleagues and management, these individuals have a tendency to put pride in their work. This behaviour can be misled as intentional impression management tactics towards your colleagues, but it will not necessary be the case as one needs to distinguish between intentional IM tactics and cultural IM tactics. The Afrikaans Coloured culture is fond of entertainment, which includes music, dancing and socialising with other people (Hammett, 2009). As this behaviour is known in a home environment amongst family and friends, the element of *interaction with colleagues at work and social level*, surfaces in the work environment as well. As the findings stated that Afrikaans Coloured individuals are light-hearted people with loads of humour, socialising with colleagues keeps the atmosphere light at work and unites people across different borders. For instance to have humoured conversations during tea breaks, or preparing a light lunch like roti's once in a while for a staff meeting. Roman (2019) states that food gatherings are one of the South African Coloured culture's love and caring language. These interactions with colleagues creates a human bond between colleagues as they share their personalities and personal challenges and joys, creating courage and motivation again.

Impression management features in a formal setting (supervisor)

The last category provided the following themes: *being hardworking; contribute to conversations with superiors; display professional behaviour; display your uniqueness; displaying good work ethics; follow organisational guidelines; go the extra mile for people at work; good time management; raising your opinion; to put your best foot forward*. The themes reported on mostly were: *being hardworking displaying good work ethics; follow organisational guidelines, good time management*.

The theme *display your uniqueness*, entails the incorporation of an individual's personality into their work, contributing towards the organisation's performance and taking initiative in situations. Management sees this type of behavior as an employee bringing his/her uniqueness to the organization, which forms part of talent management. Scullion and Collings (2006) see the significance of talent management in the organisation has become retaining talent. This is a result of a number of factors such as globalisation of workforces, demographic and different cultural changes brought to the workplace, which has enabled employees to become more aware of and knowledgeable about suitable employment in organisations. By *displaying good work ethics*, an individual's behavior emphasises a set of moral principles that they display in their work environment, covering many characteristics such as reliability, dedication, integrity, quality and determination. In addition, to live according to these characteristics and fulfill the purpose of displaying good work ethics, motivation needs to transpire amongst individuals. As Lussier (2008) describes motivation as the internal processes that cause behaviour to satisfy needs, Kreitner and Kinicki (2010), view motivation as a psychological process that provokes directed goal orientated behaviour. As a result, organisations need to keep employees motivated in order to attain goals of the organisation. Furthermore, motivation plays a major role in organisational culture because it benefits the organisation. In support to the aforementioned Moorhead (2007) is also of the opinion that motivated employees perform at high levels and make a positive contribution to the organisation; therefore, motivation has an impact on organisational culture.

When describing the theme *follow organisational guidelines*, specific procedures as set in the workplace needs to be followed to complete tasks successfully. This includes tasks that serves as compliance to management in fulfilling the organisational goal. As Kondalkar (2009) describes an organisation as a system of consciously coordinated activities of two or more people, the organisation needs to function efficiently where a structure is in place. In order for organisations to function optimally, employees and management needs to have *good time management*, and a theme was also generated from this category. Having good time management enables employees to work smarter under pressure, managing this, higher productivity is created amongst the employees (Jackson, Schuler & Werner, 2011). Good time management helps organisational objectives, as employees need something to work towards. For instance, employees might qualify for a bonus if they reach certain targets. No objectives might result in organisations not having the motivation needed to keep on running as this skill

is not implemented effectively in the workforce. The next division discuss the implications of the present study.

Practical implications

As organisational goals must be reached successfully, employees need to be motivated, resulting in employees transferring from home to their workplace the desire to be accepted by other people. When individuals are employed in the workforce, they have a perception that the organisational culture and colleagues have a high quality-relationship based on care, commitment and positive regard, as this behaviour is seen in the home environment (Lemay & Spongberg, 2015). When people feel satisfied in their work and endorse pro-relationship behaviour, they tend to believe that others value them for their contribution to the workforce (Clark & Lemay, 2010). Being satisfied in your work does not necessarily fulfil your desire to be accepted by others, implying that people have different motivations for acceptance. The findings in the present study indicates that Afrikaans Coloured individuals desire to nurture a caring, helpful relationship with other people as these characteristics is common in all settings, be it at your home or at work. Maintaining respect, giving acknowledgment to others and being hard working are displayed to positively build relationships with other cultures at work. In this way, the specific behaviour at home is transferred to the workforce environment.

To maintain these relationships amongst employees in the workforce, management needs to consider the different impression management tactics displayed by employees, keeping their different cultural backgrounds in mind. As individuals brings the behaviour nurtured by their cultures, to the workplace. The desire to be valued may trigger individuals displaying different IM tactics as they consider self-esteem and social acceptance (Leamy & Spongberg, 2015). When management understand the different cultural IM tactics used by the employees, this will help to plan the organisational structure effectively, as an organisational structure needs to be in place and innovate. Displayed in the findings as well, all employees wants to maintain a positive image of themselves towards their colleagues and management in the workplace (Kondalkar, 2009). If the organisation explores and familiarise themselves with the IM tactics desired and displayed by the employees from different cultures, it would contribute toward creating a more diverse culture within the organisation. In addition, highlighting the Afrikaans Coloured individuals, would provide organisations with an opportunity to comprehend and distinguish between the different behaviours and implication of their actions. . Drawn from

the foregoing discussion, implies that organisations should remain to stay in touch with trending communication of various information.

Recommendations and limitations and of the study

The last objective of the research study was to formulate recommendations for future research. By addressing and indicating the types of behaviour and characteristics the Afrikaans Coloured individuals display to impress others in their informal and formal environment, the workforce will be able to implement realistic decisions and solve problems existed based on different opinions and perceptive of employees. Management can be misled by employees when they use IM tactics to set a positive image of themselves, so supervisors need to be informed about the IM tactics displayed by employees (Jackson *et al.*, 2011). To be informed, information should be gathered and reasons on IM tactics used by all gender and employees from different cultures. Guidelines can be drafted by management stipulating all the IM tactics, and for what purposes they are used. Resulting from the themes conducted amongst the Afrikaans Coloured culture and other cultures where the same studies were conducted, guidelines and policies can be developed to use during performance evaluations as concrete measure, and not depend on the employees' IM tactics.

Management can use this research to contribute towards the strengthening of each employees personal development plan incorporated into their performance evaluation. This can be done by means of hosting interactive workshops for all employees where practical guidelines can be given to employees on IM tactics, and how to use it effectively. The result of such workshop can be discussed afterwards in feedback session, in terms of how it can contribute to the organisations' productivity, employee wellness, and reaching the organisational goal effectively.

As with any study, limitations occurred in the present study. The sample size of n=11 Afrikaans Coloured individuals was too small could have been larger by including more participants from other provinces. By including more participants, the criteria should not be limited to only Afrikaans-speaking individuals; two provinces and professionals, but include all South African Coloured individuals, across all provinces, involving different levels of workers and employment, such as domestic workers, retail workers, carpenters, creating various responses and findings that can be relevant to all South African Coloured employees and students. When the sample and criteria are based on the information as outlined above, a mixed method research

design can be followed, to build a stronger research objective that can be addressed from quantitative viewpoints as well. The study can then be used as an independent study to open the way for an in depth research study, focusing on all South African Coloured individuals.

Conclusion

This study explored the impression management tactics the Afrikaans Coloured culture displays to impress other people in a formal and informal setting. Through this study, the relevance of understanding employees from various and different cultural backgrounds and how they display different approaches, perspectives, opinions, tactics and behaviour, surfaces through the findings of the study. Therefore, the present study has contributed to the existing research on human resource management. The gain is an increased insight and knowledge of Afrikaans Coloured employees' preferred display of IM tactics in different settings within a South African context.

The findings of the research study will also guide the South African workforce to change their rationale on how they currently manage their employees' differences, needs and expectations of their company. Organisations may use the findings of this research study as a guideline to develop workshops, guidelines and strategies to improve current management processes. These research findings will be helpful to South African organisations, since every organisation wants to survive in a competitive world, retaining their employees, who contributes towards the organisations' objective.

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CHAPTER 4

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

This chapter presents the conclusions of this study, which are based on the literature review study and the findings of the content analysis that was done according to the general and specific objectives of the this study. This chapter also discusses the limitations of this research study. Then the chapter concludes with recommendations for future research.

4.1. Conclusion

Specific objective 1: To conceptualise social desirability and impression management, by conducting a literature study

The first objective for articles one and two was to conceptualise social desirability (Chapter 2) and impression management (Chapter 3) by way of a literature review. Throughout the research study, it became clear that social desirability consists of several elements. The study focused especially on the general concept of social desirability which was discussed throughout the study. Marlowe and Crown (1960), from the earliest definitions, described social desirability as an assessment of how people respond concerning social approval. Paulhus (1984) defined social desirability as the tendency to give positive self-descriptions, referring to the different behaviour people display that other people perceive them in a good light. A further literature study focusing on this concept, Malham and Saucier (2016) show support of the definition of Paulhus. Malham and Saucier (2016) define and view social desirability as displaying behaviour, which is favourable to others, so you will perceive them positively. Based on the previous chapters' discussions, it is possible to conclude that various perspectives and behaviour covers a wide range of intentions to impress others, which ultimately lead to displaying different impression management tactics (Hogan and Barret & Hogan, R., 2007).

Impression management also formed part of the objective to conceptualise the concept through a literature review. According to literature, impression management can be seen as a way an individual attempt to manipulate or control other people's impressions and perception towards them (Tedeschi & Riess, 1981). Jones and Pittman (1982) explained that this behaviour frequently result in an individual having power over their audience through their self-presentation in different settings. People attempt to control other people's perceptions to influence their perception about a certain person, a material possession or an event, trying to

keep the perception in line with their own goals. Mtshelwane, Nel and Brink (2016) state that impression management can be summarised as behaviour displayed deliberately to reach a particular goal.

When individuals display impression management tactics towards other people, different impression management tactics are used. The different settings individuals function in will determine the tactics they will use. An individual will adapt tactics for their home environment, opposed to friends and again also for a formal setting like the work environment which include colleagues and supervisors (management). . Individuals have different motivation mechanisms in the workplace compared to the home environment. Also, employees has different roles to fulfil in their every day and professional lives. Krieg, Ma and Robinson (2018) is of the view that many factors influence the efficacy of using different IM tactics to accomplish professional goals, such as creating awareness of their dedication towards their work, working towards a promotion or simply to build positive relationships with other employees. Building positive relationships with management through contributing to conversations with colleagues and superiors, shows the employees' dedication, and diligence towards their work. Management also takes note of the employees' motivation through their hard work and work ethics displayed. This behaviour is believed to contribute to both performance and talent management in organisations to retain talent (Scullion & Collings, 2006). Thus employees are motivated to use impression management in the workplace.

Individuals behave differently when they are amongst their friends and family in a home environment, as they are much more relaxed. As limited literature is available regarding impression management in the Afrikaans Coloured culture, Adhikiri (2008) indicated that displaying respect towards the elderly in the Afrikaans culture, always had a significant impact on all generations. People always strive to show respect towards elders in all cultures, seen as basic values taught at home. As impression management focuses on the tactics displayed so other people can perceive you positively, individuals tend to group themselves positively and possibly assign more negative tactics to other groups, to which they do not belong (Passer & Smith, 2009).

Specific objective 2: To identify the features of a person who is socially desirable in the Afrikaans Coloured culture

In the view of social desirability features displayed by the Afrikaans Coloured culture, the researcher explored what these individuals perceived as socially desirable. The social desirable features specifically referred to were behaviour, attitudes and manners that individuals tend to display in a positive light and are deemed acceptable in the specific culture (Van de Mortel, 2008). The findings revealed that most Afrikaans Coloured individuals associate social desirable features to the Afrikaans Coloured principles according to which they were raised. Amongst the features that were identified, the following social desirable features were reported mostly: *Acknowledging the presence of others, display respect, display supportive behaviour and language use.*

These features are regarded as significant positive behaviour and manners to be displayed in the Afrikaans Coloured culture. Individuals displaying these features, automatically receive respect since the people of the Coloured community are raised in such a manner. Thus, they admire these features to the extent that they will perceive the person positively too. For instance, by acknowledging the presence of others implies these cultures' individuals should always greet each other people, especially the elderly. Individuals must display the necessary respect to elderly people, if you do not adhere to these principles; they are regarded as disrespectful towards the family that raised you. It is evident from the findings that regardless of their biographical background, Coloured people use the same language to express themselves. Their actions and behaviour are also similar. Individuals will find the Afrikaans Coloureds' expression very unique when communicating, yet, for the Coloured culture it is normal and acceptable to mix Afrikaans and English in their sentences when they communicate with others. Roman (2019) elaborates on the *Vannie Kaap* memes that the Coloured individuals use to express themselves and to communicate to others. An example of this memes include: "*Standing by your tannie's bedroom at 2am en vra haar – mummy, is daai my kos innie microwave.*" Standing at your mothers' bedroom at two o'clock in the morning, asking her if the food in the microwave is yours. This implies that it is always a good time to eat, day or night when you come home from your friends, as food is an important element in the Coloured culture. Furthermore, the findings indicated that families expect individuals to provide support to the rest of the family at home, especially financially support to the younger children and the elderly. The support the Coloured community perceives as good behaviour

include to look after the family which involve emotional and financial support, being a role model for younger children and caring for your family.

Specific objective 3: To identify features of a person who is socially undesirable in the Afrikaans Coloured culture

After the researcher explored the social desirable features the Afrikaans Coloured culture display, the social undesirable features were explored to identify the behaviour, attitudes and actions the Afrikaans Coloured culture considers as unacceptable, inappropriate and wrong. The findings report that the features mostly mentioned, include *displaying behaviour against values not as you were raised*, *disrespecting cultural tradition* and the *limitation of cultural expression*. As previously mentioned, the Afrikaans Coloured culture is very focused on their principles (the ones their parents and family taught them). Thus, any features opposing these values and principles the Afrikaans Coloureds will view as socially undesirable. When individuals display behaviour against the taught values, the family perceives this behaviour and actions as an embarrassment to the family and the culture overall. An example that was found in the study, indicates that it is disrespectful to the elderly if the elderly are being *back chatted* and/or addressed on their names. In the Afrikaans Coloured culture it is expected that you address an elderly person as *uncle* and *aunty*, (Salo, 2006; Trotter, 2009 & Cupido, 2018) which is also stated in both the literature and the content analysis. An example from the findings include “*You were taught to never address adults as ‘you’ or on their names, but rather say uncle or aunty, even if they are not family*”. Meaning that you were taught not to address elderly people by name, even if they are not family. The Coloured community firmly believes that individuals represent their families when functioning in other environments (Hammatt, 2009).

Disrespecting the cultural tradition is a particular negative feature, since the Coloured culture believes in doing things the right way, and the right way is according to the principles that the family has taught the children. A few general findings include the specific cultural traditions regarding relationships and marriage. It is compulsory for the man to address the parents of the women, in asking permission to date their daughter and even later to marry her, which requires a more precise form of conversation. If the man does not follow this route, the family will not give any blessings and support towards this relationship and marriage. When a funeral occurs in the family, meat and breyani dishes need to be prepared for the funeral lunch, as it is cultural

tradition that cultural foods be served at the relevant gathering, the same principle goes for weddings (Roman, 2019).

From these findings, it is evident that all responses, included the social undesirable features in the Afrikaans Coloured culture, where all individuals experienced the same negativity and unacceptance of the features. Larson and Bradshaw (2017) also confirm that individuals are likely to respond positively to statements made in the company of others, which are acceptable in their culture. Individuals will agree to these statements in public, even to the result of opposing the features that is socially undesirable in their culture. For instance, to smoke and drink in front of elderly people are acceptable in some other cultures, but the Afrikaans Coloured youth still respect this behaviour as socially undesirable in their own culture, so they will never smoke and drink in front of elderly people in their culture.

Specific objective 4: To identify the features of a person displayed when impressing others in an informal setting within the Afrikaans Coloured culture

Researchers explored impression management in many dimensions, and identified a difference in the behaviour, attitudes and actions of individuals in the presence of other people. Kollmuss and Agyeman (2002) stated that individuals respond differently and display different behaviour when they are in their relaxed environment amongst their relatives and friends as opposed to being in their work environment. The features that were reported mostly in the section regarding impressing others in the informal setting (home, parents, siblings, children), are as follow: *spending quality time with family; providing financial support to family; spoiling the family with gifts; live according the values your parents taught you and showing respect towards the elderly*. Most common amongst all individuals' responses, is that the Afrikaans Coloured culture are often family and community orientated. A positive reflection is that individuals are also concerned of how the community will perceive these features displayed towards the family. When individuals are in the position to support their family financially and spoiling them with gifts, their parents and elderly people in the community will perceive them positively. This non-verbal responsibility Afrikaans Coloured individuals' take on, is seen as an appreciation to support their families. As this are often perceived as an enormous burden on Afrikaans Coloured individuals when they start to earn salaries, individuals prefer to work in a different location than their homes. When these individuals pay a visit home, the parents, elder people and children expect gifts on their arrival. The meaning attached to this impression

management tactic and behaviour is a contribution towards appreciation, displaying your love and care towards your family. Takayama (2001) portrays such behaviour as an important element to improve and cultivate relationships between families.

As the Afrikaans Coloured individuals strive to impress their friends, the following features were mostly reported: *associate yourself with friends that has the same values as you; doing favours for friends; serving traditional food at gatherings*. The prominent idea to impress friends in the Afrikaans Coloured culture is mainly to break the negative association of drug and alcohol abuse by way of displaying different tactics, and to cluster with people expressing values that correlates with theirs, especially living according to the culture's authentic values. The ability to support friends through doing favours for them is one such impression tactic that is used in this culture. Assisting friends with their daily activities when they cannot execute it, such as collecting the children at school, or attending a meeting on behalf of them at church, are support that lightens the friends' responsibilities. This impression management tactic and theme have led to the conclusion that the findings in this study represent the true meaning of a Zulu word, *Ubuntu* (Mtshelwane, 2015). This is also reflected in the characteristics of Afrikaans Coloured culture's people, as this is part of the culture's values: "*being a person through another person*". As different cultures have their uniqueness and traditional food, different food serves as a link between families and other cultures in South Africa (Gerhardt, 2013). By serving traditional food at gatherings and preparing the food as you were taught by the elders in the culture, it is an impressive tactic when other people like your friends will praise you highly and boast with your cooking skills. The specific food at gatherings such as family reunions, weddings, and funerals can be seen as a tradition of the Coloured culture, an element that brings unity and nurturing caring and loving relationships between people. Many researchers like Roman (2019), February (2014), Baderoon (2007; 2002), and Erasmus (2001) confirm the significance of food in the Coloured culture, whether you speak Afrikaans or English, this tradition remains the same. The tradition of the culture also implies that the culture's heritage reflects and shapes the values, beliefs and motivations as it nurture people's heritage and keep their integrity intact.

Focusing on the impression features that the Afrikaans Coloured individuals display towards the opposite gender, included mostly reporting of the following themes: *be true to yourself, showing respect towards the opposite gender, display trustworthiness*. Research participants perceived this features as essential behaviour, attitudes and actions to display in a relationship

with the opposite gender. Relationships starts with your family, then growth to friendships, and later to romantic relationships and marriage. The impression tactics that derived from cultural expectations, are: to display one's uniqueness and the person who you are, and not pretending to be someone else just to be accepted by others. As Afrikaans Coloured individuals were raised, the men are perceived as the head of the family, so the necessary respect must be given to men. Nonetheless, women are also respected, as they are regarded as the heart of the family. The different roles of the males and females as portrayed in the culture, includes the respecting of one another's roles. Also, both genders have always find it easy to accept to each other. Also carved into the Coloured Culture is the belief that showing trust towards the opposite gender will also enhance the reliability and dependability people will have towards each other.

Specific objective 5: To identify the features of a person displayed when impressing others in a formal setting within the Afrikaans Coloured culture

The researcher explored the impression management tactics the Afrikaans Coloured Culture displays in an informal setting. The question lingered as what features these individuals display when impressing others in a formal setting. As individuals always want their behaviour and actions to impress people, employees have a different desires and motivation to impress their colleagues and superiors at work. Similar themes were emphasised in the findings when Afrikaans Coloured employees want to impress colleagues and their superiors, such features included *being hardworking*, *display your uniqueness* and *displaying good work ethics*. While engaging with the cultural group, it became clear to the researcher that the Afrikaans Coloured individuals always felt the need to prove their abilities much more than required. As Cupido (2018) stated that Coloured South African artists who portrayed their experiences through visual arts in the previous era, always worked harder in order to get their voices heard. Such perceptions and stigmas from the previous era, resulted in parents teaching the principle of hard work to their children. This created the drive of hard work and determination amongst the Afrikaans Coloured employees. Because of the misperceptions formed around the Afrikaans Coloured culture over the decades, it became important for Afrikaans Coloured individuals to display their uniqueness toward their colleagues and superiors. For instance contributing ideas and solutions on a specific project in the organisation, display one's strengths, the other employees were not even aware of. This contributes to the good work ethics Afrikaans Coloured employees' value and display. Furthermore, Vashanti (2012) describes that management observes high work ethics as a mechanism to recognise employees' differences,

but still uses the same organisational values to reach the organisational goal. The findings can conclude that the different needs identified in each environment also influences and determine the impression management tactics used accordingly to fulfil these needs.

The last objective of both Article 1 and 2, was to formulate recommendations for future research and for practice, regarding social desirability and impression management that will be discussed in the next section.

4.2. Limitations

Like any research study, different limitations emerged in this study, which could have had a different result and outcome done from another perspective for the research objective. As several research studies have been conducted on diversity management and cultural differences in the workforce, the qualitative approach to the present study limited the reporting of statistical findings in research on managing cultural differences in the workforce. As a qualitative approach was followed, the research may be difficult to reproduce data in future studies. The sample size included few participants (11) and was limited to specific requirements, thus the data cannot be used to generalise the outcomes to the entire Afrikaans Coloured culture in South Africa. Other limitations were identified regarding the sampling, namely that only the provinces with the largest Afrikaans Coloured population, and Coloured employees in organisations with a workforce of 50 or more employees from the chosen provinces could be included in the study. This too has limited a general outcome for the present study. The participants included were employees from the Western Cape and the Northern Cape. The selective focus on perspectives from these two provinces limited the researcher to collect data from Afrikaans Coloured individuals that works in other provinces, sharing their experiences and perspectives. The requirements to participate in this research study were also limited, as only Afrikaans speaking individuals could take part. As the research study was not age limited, the participants was selected based on the requirement to hold a tertiary qualification.

Another limitation was to specifically mention the language, Afrikaans, in the research title, creating a perception with the readers to raise the question as to why the sample only focuses on Afrikaans Coloured individuals and not English Coloured individuals in South Africa. Where the present study focused on social desirability and impression management amongst the Afrikaans Coloured culture in different settings, the researcher could not explore other

findings which possibly could have included other challenging issues in this South African culture.

4.3. Recommendations

Recommendations can be made for future research, the organisation, the individuals and the Afrikaans Coloured culture.

4.3.1 Recommendations for future research

For future research, the researcher can make use of fieldworkers in different settings to assist with the data collection process and build awareness and understanding of the research study amongst possible participants. The sampling population can be larger if a either qualitative or quantitative approach will be utilised, which can include participants from all provinces in South Africa. The criteria of being Afrikaans speaking can be broaden to include English speaking participants. The sample can include different professions and not just participants holding tertiary qualifications. A mixed method research design can be followed, creating a broader research aim, capturing quantitative perspectives too. If this information can be incorporated for future research the findings of the present study can be used to utilise an in depth research study, including all South African people.

4.3.2 Recommendations for the organisation

To enhance the organisations problem solving skills and to assist management with diverse management amongst employees, the current research that was conducted, can be recommended. Contributing to the organisation, management will be able to implement realistic decisions and solve existing problems knowing the background of the perceptions of employees. In order for organisations to implement more robust diverse impression management, information should be gathered that motivates for impression management tactics of all employees, from different cultures. If management is not updated with the latest impression management trends, employees can mislead them when they use impression management tactics to set a positive image of themselves (Jackson *et al.*, 2011).

Management can use the results and findings of the study to draft guidelines and policies in order to create awareness of different impression management tactics that employees from different cultures apply. These drafts can be used to measure outcomes in performance evaluations and intervention and not only relying on the employees' impression management tactics. When employees gain knowledge about another cultures perceptions and preferences, intercultural issues among employees might be easier resolved and communication improved resulting in a better understanding of the matter. Thus, it can result in better understanding, easier resolving of issues and managing in a collaborative atmosphere. As exploring different cultures in an organisation creates value amongst employees, this also develops creative thinking and combine information in innovative ways to reach the organisational goal (Chang-Yan *et al.*, 2015). Organisations can ultimately use this research to gather valued information and build understanding of behaviour, attitudes and emotions that Afrikaans Coloured individuals display, as well as the perspectives attached to the different features.

4.3.3 Recommendations for the individual and the Afrikaans Coloured culture

People have a tendency to judge others based on their perceptions, what they perceive as socially desirable or socially undesirable and the motives when displaying different impression management tactics towards others. Therefore the Afrikaans Coloured individuals should be more aware of the tactics they display in a relaxed environment and in a formal work environment; ensuring individuals from other cultures understand their intentions correctly. The familiarisation of these cultures' social desirability and impression management features, other individuals from the Afrikaans Coloured culture in South African will experience a clearer purpose and be able to identify the uniqueness stipulated in their own culture. The supporting of awareness, will result in the culture gaining knowledge of the meanings attached to certain behaviours or features that are displayed in the Coloured culture.

It is also recommended that individuals use this research to help other individuals in the formal setting and the rest of the cultural group in the informal setting realise that perceptions are also based on cultural features. Furthermore, to inform that the way in which other individuals from another culture perceives a situation or behaviour is not always correct and justified. Building this knowledge will motivate individuals from other cultural groups to get to know the Afrikaans Coloured culture and all other cultures' individuals, before conceptualising their own perceptions based on others' views.

Current literature are limited on social desirability in South Africa and even more so regarding the Afrikaans Coloured culture. Therefore, the present study can provide individuals from other cultures with some insight into the Coloured culture, behaviours and attitudes that Coloured individuals display within a formal and/or informal setting. The findings of the research study can also guide the South African workforce to change their rationale on how they currently manage their employees' differences, needs and expectations within their company.

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