

**POSITIVE ACCULTURATION CONTEXT VARIABLES AS
PREDICTORS OF ACCULTURATION OUTCOMES IN A MINE
IN THE NORTH-WEST PROVINCE**

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ABSTRACT

Topic: Positive acculturation context variables as predictors of acculturation outcomes in a mine in the North West Province.

Key words: Acculturation, Acculturation Strategies, Dominant and Non-Dominant Groups, Multiculturalism, Integration, Psychological Adaptation, Sociocultural Adaptation, Work Success, Physical and Psychological Health

This project analyses the acculturation process in a specific context, in order to predict the perceived work success and health (both psychological and physical) of mineworkers in a mine in the North-West Province.¹ Success is evaluated in terms of meeting deadlines at work, reputation and respect at work, and training and development opportunities at work. Employees' success and health is considered from an acculturation perspective and thus viewed as a result of the acculturation process. This hypothesis was investigated by examining the affect of the acculturation context and individual intervening factors, which are translated into variables, on perceived work success and health (acculturation outcomes).

A random convenience sample of participants from the mine under investigated was taken ($n = 288$, the majority of the participants are male, married, Black, and Afrikaans-speaking). English questionnaires using a cross-sectional survey design were administered to these participants. The questions were derived from adapted measuring scales and scales developed for the project, which follow a five-point Likert format ('strongly agree' to 'strongly disagree'). Four categories of instruments were used: those examining the mainstream domain (multiculturalism, tolerance of other cultures by the mainstream, multicultural practices, relationships with host culture members at work), individual intervening factors (individual integration acculturation strategy and perceived self-efficacy), acculturation outcomes (health and work success), and the ethnocultural domain (ethnic integration demands, ethnic solidarity and social support, relationship with co-ethnics, and ethnic vitality at work).

¹ The research project formed part of a larger project on acculturation in the Industrial Psychology Department of the North-West University.

The data was captured in a spreadsheet, quality controlled, and statistically analysed using multivariate analysis of variance, one-way analysis of variance, and T-tests in SAS, SPSS, and AMOS (regression using structural equation modelling). Descriptive statistics, Cronbach alpha coefficients, and Pearson product-moment correlation coefficients were examined. Effect sizes were used to determine the practical significance of the findings.

Perceived self-efficacy is a statistically significant predictor of work success in terms of meeting deadlines. Multicultural practices, ethnic integration demands at work, relationship with co-ethnics individual integration acculturation strategy, and perceived self-efficacy statistically significant predictors of work success in terms of reputation and respect at work. Multicultural practices and ethnic solidarity and social support are statistically significant predictors of work success in terms of training and development opportunities at work.

Relationships with host culture members at work, ethnic solidarity and social support, ethnic vitality at work, and individual integration acculturation strategy are statistically significant predictors of psychological health. Multiculturalism, multicultural practices, and tolerance of other cultures by the mainstream are statistically significant predictors of physical health.

This project concludes that success and health can be considered from an acculturation perspective and these acculturation outcomes can be predicted based on the acculturation context and individual intervening factors.

OPSOMMING

Titel: Positiewe akkulturasie konteks veranderlikes as voorspellers van akkulturasie uitkomst in 'n myn in die Noordwes Provinsie.

Sleutel woorde: Akkulturasie, Akkulturasie strategie, dominante groepe, nie-dominante groepe, multi-kulturalisme, integrasie, psigologiese aanpassing, sosio – kulturele aanpassing, werk sukses, fisiese en psigiese gesondheid.

Hierdie projek analiseer die akkulturasie proses in 'n spesifieke konteks, met die doel om waarneembare werksukses en gesondheid (beide sielkundig en fisies) van mynwerkers in 'n myn in Noordwes-Provinsie te kan voorspel. Sukses word geëvalueer in terme van spertye ten opsigte van werk wat bereik word, reputasie en respek by die werk, en opleiding en ontwikkelings geleenthede by die werk. Werknemers se sukses en gesondheid word oorweeg vanuit 'n akkulturasie perspektief en word dus gesien as 'n gevolg van die akkulturasie proses. Hierdie hipotese is ondersoek deur die effek van die akkulturasie konteks en individuele ingrypingsfaktore (omskep in veranderlikes) op waarneembare werksukses en gesondheid te toets (akkulturasie uitkomstes).

'n Geskiktheidsteekproef van deelnemers van die myn was gebruik ($n = 288$, die meerderheid van hulle is manlik, getroud, swart, en Afrikaanssprekend). Engelse vraestelle wat op 'n kruisseksie-ondersoek ontwerp gebaseer is, is gebruik. Die vrae was afgelei van aangepaste maatstawwe en maatstawwe ontwerp vir hierdie projek. Die maatstawwe volg 'n vyf-punt 'Likert' formaat ('stem heeltemal saam' tot 'stem glad nie saam nie'). Vier kategorieë van instrumente is gebruik: die wat die hoofstroom gebied (multikulturalisme, verdraagsaamheid van ander kulture, multikulturele praktyke, verhouding met gasheerkultuur lede by die werk), individuele ingrypingsfaktore (individuele integrasie akkulturasie strategie en waarneembare selfbekwaamheid), akkulturasie uitkomste (gesondheid en werksukses), en die etnies-kulturele gebied (etniese integrasie vereistes, etniese solidariteit en sosiale ondersteuning, verhouding met mede-etniese lede en etniese lewenskragtigheid) ondersoek.

Die data is in werkblad formaat opgeneem, kwaliteitsbeheer is toegepas, en dit is toe statisties ontleed deur middel van meervoudig-variasie analise, eensydig-variasie analise, en T-toetse in SAS, SPSS, en AMOS (regressie deur gebruik van strukturele vergelyking modelle). Beskrywende statistieke, Cronbach alpha koëffisiënte, en Pearson produk-oomblik korrelasie-koëffisiënte is ondersoek. Effek grotes is gebruik om die praktiese betekenis van die bevindinge vas te stel.

Waarneembare selfbekwaamheid is 'n statisties beduidende voorspeller van werksukses in terme van spertye wat bereik word. Multikulturele praktyke, etniese integrasie vereistes by die werk, verhoudings met mede-etniese lede, individuele integrasie akkulturasie strategie, en waarneembare selfbekwaamheid is statisties beduidende voorspellers van werksukses in terme van reputasie en respek by die werk. Multikulturele praktyke en etniese solidariteit en sosiale ondersteuning is statisties beduidende voorspellers van werksukses in terme van opleiding en ontwikkelings geleenthede by die werk.

Verhoudings met gasheerkultuur lede by die werk, etniese solidariteit en sosiale ondersteuning, etniese lewenskragtigheid by die werk, en individuele integrasie akkulturasie strategie is statisties beduidende voorspellers van sielkundige gesondheid. Multikulturalisme, multikulturele praktyke, en verdraagsaamheid van ander kulture deur die hoofstroom is statisties beduidende voorspellers van fisiese gesondheid.

Die gevolgtrekking van hierdie projek is dat sukses en gesondheid wel vanuit 'n akkulturasie perspektief oorweeg kan word en dat hierdie akkulturasie uitkomstes voorspelbaar is, gebaseer op die akkulturasie konteks en individuele ingrypingsfaktore.

REMARKS

The reader is reminded of the following:

- The references and the editorial style comply with the requirements prescribed by the *Publication Manual* (5th edition) of the American Psychological Association (APA). This practice is in line with the policy of the Programme in Industrial Psychology of the North-West University (Potchefstroom Campus) namely to make use of the APA style in all scientific documents as from January 1999.
- The dissertation is submitted in the form of research articles. The editorial style specified by the *South African Journal of Industrial Psychology* (which agrees largely with the APA style) was used, but the APA style was followed in constructing tables. The name of the supervisor appears on the research articles, as they will be submitted for publication in a national journal.

CHAPTER 1

1.1 INTRODUCTION

This thesis deals with miners in the North West province's perception of the levels of acculturation context variables, and also trying to determine the relationships between context, individual and outcomes variables in the acculturation process that seeks to underpin the impact of the acculturation context and individual differences on perceived outcomes in the acculturation process.

Chapter 1 presents the problem statement, research objectives, and research methodology. The chapter begins with a problem statement and is followed by an overview of previous related research on acculturation and the influences of context variables on psychological and sociocultural adaptation, linking it with this research project and its research objectives. A discussion of the research method follows, with details regarding the research procedure, participants, measuring instruments, and statistical analysis.

1.2 PROBLEM STATEMENT

The global economy has brought many occasions for the development of interpersonal relationships among individuals who come from different origins and cultures. (Brislin & Kim, 2003) is a study in the field of Acculturation Psychology. Organisations around the world are beginning to acknowledge that managing the increasing diversity of the workforce is necessary to achieve high performance and the breakthrough results needed to remain competitive. No longer is there the push to integrate or assimilate everyone into some homogenous corporate type, a person that has the same background, culture, values, thinking patterns, aspirations, experience, education, religion, and behaviour. At various companies that are successfully managing diversity, many different cultures and styles are embraced. Once adopted by organisations, diversity management can impact positively on labour relations, job satisfaction, and performance levels (Brislin & Kim, 2003).

The components of diversity approaches usually emphasise the advantages in valuing diversity. The discussion mentions five main areas: taking advantage of diversity in the labour market, maximising employee potential, managing across borders and cultures, creating business opportunities, and enhancing creativity (Cornelius, Gooch, & Todd, 2001). The first area concerns the changing demographics of the labour market. The second emphasises discrimination within organisations create low morale and disaffection, which in turn can lead to an individual not performing well in an organisation. The third area is concerned with the globalisation of world markets and product markets that many organisations operate within. The fourth area concerns consumer markets, and hence the assumption is that organisations could gain access to new markets by tapping the cultural specific experiences and insights that a diverse workforce possesses (Cornelius, Gooch, & Todd, 2001).

At present in the UK, 'equal opportunities' is the dominant term used by organisations to frame their approach to managing difference, discrimination, and disadvantage. A question that can be asked is whether the aim of equal opportunities should be equal access, equal treatment, or equal outcomes (or all three; Kirton & Greene, 2000; Miller, 1996; Webb, 1997); although, equal opportunity seems to be associated with equal treatment (Skinner, 1999). In order to value diversity, differences between different cultures should be embraced. At times, situations may become difficult to treat all people in the organisation (Kirton, 2003).

In contrast, affirmative action (AA) programmes, an initiative introduced in the US, Europe, South Africa, Australia and elsewhere are aimed at increasing the representation of previously disadvantaged groups. Affirmative action is still a very sensitive topic and many people around the world are still opposing affirmative action. A court judgement was made against an employer who showed preference for women amongst all candidates suitable for the position (Hodges-Aeberhard, 1999). A decision was made that it was acceptable for employers to consider whether a non-white candidate was historically disadvantaged in hiring decisions (Hodges-Aeberhard, 1999). People for Affirmative action argue that discrimination justifies the need for AA (Hudson, 1999; Rosado, 1997), while opponents label AA as reverse discrimination against members of the previously advantaged group (Steeh & Krysan, 1996).

Despite the many political changes that have occurred in South Africa over the past decade, racism continues to be central features of the South African human landscape. No doubt, prejudice persists owing to the power struggle that were firmly entrenched by previous generations (Moller & Schlemmer, 1989). The intensity of group conflict based on perceived racial differences has diminished markedly since the take over in 1994. The vision of a united 'rainbow nation' is an inspiration among increasing numbers of citizens of all colours (Moller, Dickow & Harris, 1999).

The hypothesis of improved racial attitudes among young people is best supported by the multiple social changes since the first democratic elections. Since that time, South Africans have been exposed to attitudes that are more liberal, with greater social consciousness reflected in the organisation, including the Truth and Reconciliation Commission (TRC). Commentators have interrupted the corresponding call for a 'rainbow nation' as a positive influence in changing intergroup perceptions and attitudes by which South Africans may discover a common national identity that will override racial categorisation as previously reinforced by apartheid (Duckitt & Mphuthing, 1998).

As South Africa emerged from isolation into the global economy and began a process of socio-economic transformation, different drivers for effective management of human resources became evident. Democratic elections have brought a new order that encapsulates the protection of human rights. The Bill of Rights ensures that no discrimination is allowed on the grounds of race, sex, gender, sexual orientation, ethnic or social origin, colour, age, disability, pregnancy, religion, conscience, belief, language, marital status, birth, or culture. Increasingly, South African organisations are implementing employment equity and affirmative action programmes throughout the country (FSA-Contact, 1997). The year 1997 has seen substantial growth in this area, and this trend is due to organisations committing themselves to a process of redressing previous imbalances as a result of discriminatory legislation, systems, and policies (FSA-Contact, 1997). All these developments and initiatives, such as Black economic empowerment, a government intervention to increase Black ownership of corporate South Africa, give rise to an increase in social contact between individuals from different cultural backgrounds in the South African workplace, and in order to understand the dynamics associated with diversity

management, research in this regard becomes a necessity in the South African environment (Duckitt & Mphuthing, 1998).

What an individual does when he or she encounters a second culture is assumed to have an effect on his or her sense of emotional well-being (LaFramboise, Coleman, & Gerton, 1993; Padila, 1980). It has been hypothesised that the manner in which an individual copes with that contact will affect such socio-emotional factors as self-esteem (Phinney, 1991), social adjustment, academic performance (Gomez & Fassinger, 1994; Oliver, Rodrigues, & Mickelson, 1985), and mental health (Rogler, Cortes, & Malgady, 1991). Furthermore, Coleman (1995a; 1995b) has hypothesised that the strategies an individual uses to cope with second culture contact will have an effect on that individual's academic or job performance, sense of social competence, and psychological well-being.

Should the above-mentioned situation prevail in the majority of South African organisations, then the following questions will arise:

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

These and similar questions represent the core of what is typically addressed in acculturation research. The present research project addresses the acculturation experience of South Africans at work and taps into the potential assets and liabilities in their acculturation process.

The acculturation context: Mainstream characteristics

Various elements from both the mainstream and minority context have been related to acculturation outcomes. Some societies seek diversity and are accepting of the cultural pluralism resulting, taking steps to support the continuation of cultural diversity as a shared communal resource (Berry & Kalin, 1995). Others seek to reduce diversity through programmes of assimilation, while yet others attempt to segregate or marginalise diverse populations in their societies (Berry, Poortinga, Segall, & Dasen, 1992). Societies supportive of cultural pluralism

provide a positive settlement context because they are less likely to enforce cultural change (assimilation) and are more likely to provide social support both from the institutions of the larger society and from continuing and evolving ethno cultural communities that usually make up plural societies (Murphy, 1965). Even when pluralism is accepted, some people in the organisation will be less readily accepted by workers in the organisation and will experience rejection, and discrimination; a factor that is predictive of poor long-term adaptation (Liebkind & Jasinskaja-Lahti, 2000; Noh, Beiser, Kaspar, Hau, & Rummens, 1999).

Multiculturalism

Multiculturalism is an ideology designed for dealing with cultural diversity, entailing the quality and positive evaluation of different (cultural) groups within a society (Berry, 2001). Policies of multiculturalism were adopted in the 1970s, mainly in Western countries, to handle the growing cultural and ethnic diversity in ways different to the segregation policies that had been previously applied (since the early 1940s in South Africa). However, headlines such as “We are born with this stamp on our forehead that says ‘foreigner’ that will never go away”; “Islamization is Europe’s biggest problem right now. If we don’t do something fast, it will be too late”; “Identity Crisis—what does it mean to be European? This used to be a simple question.” (Anon, 2005) highlight the problems experienced by Western countries with regard to diversity management. Judging from newspaper headlines, “Ten years after the end of Apartheid, Black and White South Africans are still learning to live together”; “Racism is alive and well in SA”; Apartheid is gone, but government policies are widening the racial gap more than ever”; “Adults responsible for racism in children.” (Desai, 1998; Mamaila, 2001), the South African situation seems similar to that in Europe and elsewhere in the world.

Multicultural ideologies of the dominant group of the society constitute a fundamental element in intergroup relations; the ideologies will underlie policy options for managing cultural diversity within a society and define the constraints of the acculturation process for minorities. Multicultural ideology refers to the overall evaluation of the majority group, addressing the degree to which they possess positive attitudes toward majority groups and cultural diversity (Berry, 2001). A positive overall evaluation implies a combination of a positive view on cultural

maintenance of ethnic groups and an appreciation of the need to accommodate diversity in an equitable way. This ideology attempts to strike a balance between unity and diversity within a society; is a precondition for multiculturalism (Citrin, Sears, Muste, & Wong, 2001).

The term 'multiculturalism' was introduced in Canada as a policy goal, in rejection of the idea of cultural assimilation in which new citizens were expected to give up their original ethnic identity in favour of the adoption of a new identity (Berry, 1984). Multiculturalism refers to an attitude to a culturally plural society; more specifically, it refers to the attitude in which the group values and actively supports mutual cultural differences and equal chances and opportunities. This means that cultural diversity is not only recognised as a demographic characteristic of the society, but also evaluated by its citizens as important for the functioning of the society as a whole (Berry, 1984; Berry & Kalin, 1995).

Tolerance

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

The importance of tolerance, acceptance, being open, understanding, and respect was identified as the second largest category besides demographic meaning, after the analyses of 1110 sentences provided by native Dutch respondents to the question: "What does multiculturalism mean?" (Van der Vijver, 2005). European and South African empirical findings across different

samples ranging from students and mineworkers to law practitioners confirm positive relations with a medium to large practical significance between tolerance of the mainstream (in the workplace) and work success, multicultural practices, positive relationships with hosts at work in general, and satisfaction with life.

Relationship with host in the workplace

It has been pointed out that the host society's attitudes are important for the outcome of the acculturation process (Bourhis et al., 1997a; Van Oudenhoven, Prins, & Buunk, 1998). Bourhis et al. (1997a) argue that the host society, akin to immigrants, will typically display a preference for one of the four acculturation strategies, that is, integration, assimilation, segregation, or exclusion. In other words, the host society has specific ideas regarding their response to immigrants and their expectations and desires regarding immigrants' behaviour.

The IAM further predicts that the acculturation combinations are most likely to produce consensual, problematic, and conflictual relational outcomes between immigrants and members of the host society. Bourhis et al. (1997a) note that positive relational outcomes are likely to result when immigrants and members of the receiving community share similar attitudes toward acculturation. Problematic outcomes are the product of the partial agreement on acculturation options. More extreme conflictual outcomes are likely to occur in situations in which there is no substantial overlap between the acculturation preferences of host immigrants.

The acculturation context: Co-Ethnic characteristics

Characteristics of Co-ethnics (Society of origin) at Work. The elements from the minority context that have been reported to bear on acculturation outcome are ethnic vitality and ethnic support (e.g. Adelman, 1988; Ait Quarasse & Van de Vijver, 2004; Berno & Ward, 2000; Malewska-Peyre, 1982; McDermott, 1974, Ong, 2000). Ethnic group variables covered in this study are Ethnic integration demand at Work, Ethnic social solidarity in the workplace, Ethnic Vitality at work and Relationships with co-ethnics at Work.

Ethnic integration demands at work

Ethnic groups have different attitudes towards cultural maintenance and toward having contact with the host society. Social identity theory can help to explain these differences. Individuals are assumed to strive for and enhance a positive identity that is represented by the group to which they belong (Taylor & Moghaddam, 1984). According to this theory, more disadvantaged groups will adopt either an assimilation strategy, attempting to be similar to the members of the dominant (positively regarded) group, or prefer a separation strategy (Ward, Bochner, & Furnham, 2001).

In an organisation, should individuals not be tolerant towards individuals of other ethnic groups, these groups will not choose to integrate whereas in tolerant situations, work will encourage integration amongst all groups. Individuals opting to integrate will achieve greater results in the work environment relating to meeting deadlines and respect earned from colleagues.

Ethnic social support and solidarity at work

Mallinckrodt and Leong (1992) state that “not only is social support crucial in itself for positive well-being, but social support also provides a powerful coping resource for persons experiencing stressful life changes, including the stress of adjusting to an unfamiliar culture” (p. 71).

The positive role of social support in adaptation to acculturation has been firmly empirically established (Furnham & Alibhai, 1985; Furnham & Sheikh, 1993). For some, links to an individual's heritage culture are associated with lower stress (Vega, Kolody, Valle, & Weir, 1987; Ward & Kennedy, 1992) and for others; links to members of the society of settlement are more helpful, particularly in cases in which relationships match an individual's expectations (Berry & Kostovcik, 1990). Yet in most studies, supportive relationships with both cultures are most predictive of successful adaptation (Berry, Kim, & Kealy, 1989).

Despite the theoretical centrality of social support to the acculturation process and the long track record of research on the direct and buffering effects of social support generally, relatively little research has been done on social support in relation to acculturative stress.

The more individuals identify with their own ethnic group, the more likely they will consider it important to preserve their own culture. For minorities, this means a positive association between culture maintenance and ethnic identification. However, the relationship between ethnic identification and cultural adaptation is less clear. Empirical evidence shows that the associations between adaptation to the majority group culture and ethnic identification is non-existent or even positive. For example, several studies among ethnic minorities in the Netherlands found that a preference for one ethnic group is not associated with a rejection of other groups (Verkuyten, 1998). Among several ethnic minority groups in the US, ethnic identification appears to influence the attitudes toward the in-group positively, which consequently affects the attitudes towards the majority group in a positive way (Berry & Sam, 1997).

Ethnic vitality at work

Ethnic vitality refers to ethnic institutions that can support the acculturation process, such as the availability of places of worship, shops, recreational opportunities, and educational resources (see for example, Adelman, Ait Ouarasse & Van de Vivjer, 2004; Berno & Ward, 2000; Malewska-Peyre, 1982). Being psychologically close and sharing basically the same acculturation experiences, members of the same minority could be very helpful in providing field expertise and the social networks for support. A minority that is vital and supportive acts as both a springboard from which minority individuals can cope with the mainstream culture, which is seen in the positive effects on relationships and work success, and a safety net that provides support for coping with negative acculturation experiences, which is done indirectly through relationships with co-ethnics (Ait Ouarasse & Van de Vivjer, 2004).

The relevance of ethnic vitality has been tested among Russian immigrants in France, Germany, and the Netherlands. France has the longest immigration history and policy, and the largest number of supportive organisations and communities from Russia. Emigration from Russia to

Germany and the Netherlands started in the 1990s. The results confirmed that Russians in France that reported to have more ethnic resources showed higher levels of psychological adjustment, while the opposite was found for those Russian immigrants in Germany and the Netherlands. (Galchenko, 2006).

Relationship with co-ethnics at the workplace

Attitudes towards other groups may interact with ethnic identity and contribute to overall well-being (Bhadha, Farver, Lieber, Narang, & Xu, 2007). An integrative adaptation style involves a positive attitude towards an individual's own ethnic group and towards other groups, all of which have been associated with positive psychological adjustment (Bhadha et al., 2007). Negative attitudes, in turn, are predicted to influence majority members' own preference for integration of the immigrants (Zagefka, Brown, Broquard, & Martin, 2007).

The attitudes that individuals within a community have towards another group can influence the well-being of the other group. Positive attitudes towards an individual's own community and another community will usually result in positive psychological adjustment (Bhadha et al., 2007); the more tolerant a society is towards another community, the better the level of multicultural coexistence (Abu-Rayya, 2006).

Intervening variable

Individuals enter into an acculturation process with a number of personal characteristics of a demographical, psychological, and social nature (Berry & Kalin, 2002). Berry (1997) distinguishes between moderating factors (such as age and gender) prior to the acculturation process and factors arising during the acculturation process. The Individual Intervening variables that are covered in this study is Individual Integration Acculturation Strategy/Orientation and Self-Efficacy.

Individual Integration Acculturation Strategy/Orientation

Integration refers to that form of acculturation that favours cultural maintenance and adaptation and contact. Individuals who adopt an integration strategy retain important aspects of their heritage, but they also adopt what their new culture has to offer. Integration appears to be the most effective acculturation strategy (Berry, 2003; Berry & Sam, 1997). “Evidence strongly supports a positive correlation between the use of this strategy and good psychological adaptation during acculturation” (Berry & Sam, 1997, p. 298). Applied to ethical acculturation, individuals choosing integration would adopt certain ethical values, while understanding and maintaining their own value tradition. They may be in a better position to do what Gardner, Csikszentmihalyi and Damon (2001) term “good work”; that is, combining technical expertise with a firm ethical sense. For example, they may look for areas of consistency between their personal notion of respect and the manner in which professionals show respect for clients and others. They may have a richer, more sophisticated appreciation for the underlying principles of both cultures.

Generalised perceived self-efficacy

Bandura (1991) argues that generalised self-efficacy, a person’s belief that he or she can execute a task at a certain level of performance, is one of the most important factors affecting personal activity toward goal attainment. There is extensive evidence that higher self-efficacy is associated with higher levels of motivation and performance. For instance, a meta-analysis conducted by Hysong and Quiñones (1997) finds a positive relationship between self-efficacy and performance, especially for complex tasks. Judge, Locke and Durham (1998) defined generalised self-efficacy as an individual’s estimates of his or her capabilities to mobilise the motivation, cognitive resources, and courses of action needed to exercise general control over events in his or her life.

The relationship of generalised self-efficacy to average efficacy ratings across a variety of task-specific situations is yet to be determined. Because generalised self-efficacy can be viewed as reflecting an individual’s perceptions in life based of his or her fundamental ability to cope with

life exigencies, it represents a core self-evaluation (Bandura, 1986). The overall thrust of self-efficacy research is to provide both a mechanism that mediates behaviour change of why and how different techniques affect change (Bandura, 1986). Other consequences of self-efficacy include the setting of personal goals and higher task performance (Bandura, 1986; Locke & Latham, 1990; Wood & Bandura, 1989).

Acculturation outcomes/adjustment: psychological and Socio-cultural Outcomes

Facing adjustment to a new culture can lead to extremely high levels of stress and anxiety which in turn affects physical as well as psychological health (Beck, 1988). Acculturation amongst minority groups has been proved to be a very difficult process with many psycho-social consequences (Padilla, Wagatsuma, & Lindholm, 1985) for example, general life satisfaction and overall well-being (Wong-Rieger & Quintana, 1987; Ying, 1983).

These outcomes indicate the degree of success of the acculturation process, which could be examined by measuring the nature and extent of interaction with host, feelings of acceptance and satisfaction, mood states, the acquisition of culturally appropriate behaviours and skills, academic performance, and job performance and psychological distress (Ait Ouarasse & Van de Vijver, 2004). Factor analysis has shown that acculturation outcomes can be divided into two major headings namely: psychological and socio-cultural outcomes (Berry, 2003; Ward, Bochner, Furnham, 2001; Ward & Kennedy, 1999). Psychological and socio-cultural adaptation are positively related. The strength of the association is related to the cultural distance as well as the degree of integration of cross cultural travelers in the social milieu (Berry, 2003; Ward & Kennedy, 1999.). The larger the cultural distance the weaker the association between psychological and socio-cultural adaptation. The more the orientation towards the host society (assimilation and integration) the stronger the association (Ward & Rana- Deuba, 1999).

Psychological outcomes have to do with mental health and general satisfaction with life (work) in the host milieu. The question that normally arises in this arena is: does the immigrant feel well in the new society. The socio-cultural outcomes have to do with the successful participation in the host milieu. The question that normally arises in this arena is: does the immigrant do well in

the new society? The psychological adaptation is mainly a function of ethnic group variables such as support network.

Psychological health: It has been widely reported that the experience of prejudice and discrimination has a significant negative effect on a person's well-being (Halpern, 1993; Nor et al, 1999). In groups experiencing acculturation, this can be an added risk factor. Murphy (1965) has argued that such prejudice is likely to be less prevalent in culturally plural societies, but it is by no means absent (Berry & Kalin, 1995). Indeed, Fernando (1993) has designated racism as the most serious problem and risk factor facing immigrants and their mental health.

Physical health: When focusing on psychosocial and health outcomes, it has been shown that integration is usually the best way for an individual of the minority group to achieve the most positive outcome. This result can be explained by the fact that the specific individuals will experience less stress associated with acculturation because they are psychologically better prepared for it (Liebkind & Jasinskaja-Lahti, 2000; Phinney, Chavira & Williamson, 1992). In contradiction to this, individuals who do not integrate with the host community would more likely show signs of persistent depressive episodes (Parker, Chan & Tully, 2006).

The socio-cultural outcomes have to do with the successful participation in the host milieu. The question that normally arises in this arena is: does the immigrant do well in the new society? Ward and Kennedy (1999) state that socio-cultural adaptation is mainly a function of contact variables such as education in the host country and length of stay of migrants. Research results findings suggest that ethnic group variables were better predictors of school success and mainstream variables were better predictors of work success (Ait Ouarasse & Van de Vijver, 2004). The perceived tolerance of the mainstream society towards the ethnic group was a significant predictor of **work success**. 34% of the variance of perceived efficiency at work was explained by mainstream context and individual variables in a study in the SAPS with Multicultural Practices and Approach Coping Style being the only statistically significant predictors while 15% of the variance in individual perceived Effectiveness and Status at Work was predicted by the acculturation context as well as individual variables with Approach-Coping

Style as the only statistically significant predictors of perceived Effectiveness and Status at Work (Jackson & Molokoane, 2008).

1.3 RESEARCH OBJECTIVES

1.3.1 General objectives

The general objective of this research project is to analyse the acculturation process and determine the impact of the acculturation context variables (mainstream as well as co-ethnic group) on the acculturation context and individual intervening variables on acculturation outcomes (employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health) in a mine in the North-West Province.

1.3.2 Specific objectives

The four specific objectives are:

- to determine the psychometric properties of the measuring instruments used in this research project;
- to determine the relationship between the acculturation context variables, individual intervening variables, and the acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health);
- to determine the impact of the acculturation context and individual intervening variables on the sociocultural acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, and training and development opportunities); and
- to determine the impact of the acculturation context and individual intervening variables on the psychological acculturation outcomes variables (representing employees' psychological and physical health).

In the following section the research methodology is detailed.

1.4 RESEARCH METHODOLOGY

The research was conducted by way of a literature review and an empirical study, which are discussed in the subsequent sections.

1.4.1 Literature review

The literature review examined previous research on acculturation and the influences of context variables on psychological and sociocultural adaptation.

1.4.2 Empirical Study

The empirical study comprised the research design, the sample population and then the measuring battery and statistical analysis.

1.4.2.1 Research design

The research project, which formed part of a larger project on acculturation of the Industrial Psychology Department of the North-West University, was initiated during 2005 after discussions with the human resource department of a major gold mine in the North-West Province of South Africa. The project was planned and questionnaires were duplicated and administered with funding that was obtained from the National Research Foundation, after permission was granted by mine management.

A cross-sectional survey design whereby a sample is drawn from a population at one time was used to obtain the desired research objectives. Schaufeli and Enzmann (1998) criticise the use of cross-sectional designs in research due to the fact that it limits the study and it focuses on specifics, and recommend that experiments and longitudinal studies should be used when possible as it is more vast and broader.

Study population

Participants were randomly selected from a mine in the North-West Province. This was done because random selection is important for drawing accurate conclusions regarding the entire group of interest (Spector, 2000).

1.4.2.2 Measuring battery

Instruments were adapted (Ait Ouarasse & Van de Vijver, 2004) and others were developed for the project to measure the following: the acculturation context (including the mainstream—society of settlement—and ethnocultural context—the society of origin) and sociocultural acculturation outcomes (work success). All scales follow a five-point Likert format ranging from ‘strongly agree (5)’ to ‘strongly disagree (1)’, where all scales are unifactorial.

A. Mainstream domain instruments

- **Multiculturalism** (developed for the research project). This is a thirteen-item measure of the participants’ attitudes towards multiculturalism and the prevalence of multiculturalism practices within an organisation. Eleven of the items were positively and two negatively phrased.
- **Tolerance by the mainstream** (adapted from Ait Ouarasse & Van de Vijver, 2004). This is an eight-item measure of the extent to which participants believe that mainstream members are open towards the ethnic minority (numerical majority) community in South Africa. All eight of the items are positively phrased. Tolerance is the desire on the part of the mainstream to see the minority members actively involved in public life without necessarily losing their original culture. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.64 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

- **Multicultural practices** (developed for the research project). This is a seven-item measure of the participant's experience of his or her co-workers' behaviour concerning multiculturalism within the organisation. The practice dimension of this scale refers to his or her perception and experience regarding the conduct of his or her co-workers when in interaction with individuals with different cultural backgrounds. All seven items of the scale are positively phrased.
- **Relationship with host members at work** (adapted from Ait Ouarasse and Van de Vijver, 2004). This is a thirteen-item measure of how well and easily participants get along with members from other cultural groups in the organisation, and how well and easily they cope in situations involving other cultural groups in the organisation. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.88 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

B. Personal or individual intervening factors

- **Individual integration acculturation strategy or orientation.** This is a ten-item measure, which was developed for this research project. This measure investigates the extent to which participants prefer certain acculturation strategies. Three items represent each acculturation strategy: integration, separation, and assimilation, with only one item representing marginalisation.
- **The General Self-Efficacy Questionnaire** (GSE; Tipton & Worthington, 1984) was used to determine in what manner the individual judges his or her own abilities and regulates the experience of personal efficacy with regard to incidents in his or her life. Tipton and Worthington (1984) based their scale on the concept of faith, particularly faith in oneself. Marais (1997), and Stanley and Murphy (1997) obtained Cronbach alpha coefficients of 0.71 and 0.83, respectively, for the GSE scale.

C. Sociocultural acculturation outcomes

- **The Physical Symptoms Inventory** (PSI; adapted from Spector & Jex, 1998) assesses employees' physical and somatic health symptoms. The PSI is a self-report measure in which participants are asked to indicate whether they had suffered any of the mentioned symptoms in the past three months. Some examples of symptoms included on the scale are headache, backache, fatigue, eyestrain, and trouble sleeping. Cronbach alpha coefficients of 0.91 and 0.90 were obtained for two factors extracted by exploratory and confirmatory factor analysis in a study of the acculturation context and outcomes of mineworkers in the North-West Province of South Africa (Jackson & Molokoane, 2008).
- **Work success** (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of how successful participants are at work. All fourteen of the items are positively phrased. It contains items pertaining to task completion, punctuality, relationships with supervisors and relationships with fellow workers. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.81 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

D. Ethnocultural domain instruments

- **Perceived ethnic integrationist demands: general and workplace** (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants believe their own community allows them to establish contact with the South Africans and participate in public life. All twelve of the items are positively phrased. The scale is divided into general and workplace ethnic integration demands. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.64 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

- **Perceived ethnic solidarity and social support: general and workplace** (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants believe their own community helps its members and the extent to which participants believe their own community is supportive of its members. Eleven of the items are positively and one negatively phrased. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.79 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).
- **Relationship with co-ethnics: general and workplace** (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of how well and easily participants get along with members of the ethnic minority (majority) community, and how well and easily they cope in situations involving South African community members. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.79 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).
- **Ethnic vitality at work.** (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a five-item measure of the extent to which participants believe their community has succeeded in establishing infrastructure for the provision of recreation and other amenities. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.69 was obtained (Ait Ouarasse & Van de Vijver, 2004).
- A **biographical questionnaire** was included in order to be able to describe the population. It includes basic biographical questions like age, race, sex etc.

1.4.2.3 Statistical analysis

The statistical analysis was carried out using SAS (SAS, 2000), SPSS (SPSS, 2003), and AMOS (Arbuckle, 1997). Descriptive statistics (means, standard deviations, skewness, and kurtosis) were used to analyse the data. Cronbach alpha coefficients and inter-item correlations were used to determine the internal consistency, homogeneity, and unidimensionality of the measuring instruments (Clark & Watson, 1995). The alpha coefficient contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by that particular scale. According to Clark and Watson (1995), the mean inter-item correlation (which is a straightforward measure of internal consistency) provides useful information in conjunction with the alpha coefficient of a scale, which is an indication of homogeneity of a scale, but as such cannot ensure unidimensionality of a scale.

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

Structural equation modelling (SEM) methods as implemented by AMOS (Arbuckle, 1997) are generally used to test the factorial model of the various measuring instruments, using the maximum likelihood method. Structural equation modelling is a statistical methodology that takes a confirmatory (that is, hypothesis testing) approach to the analysis of a structural theory bearing on some phenomenon (Byrne, 2001). The term 'structural equation modelling' conveys two important aspects of the procedure, namely that the causal processes under study can be represented by a series of structural (that is, regression) equations and that these structural relations can be modelled pictorially, to enable a clear conceptualisation of the theory under study. Several aspects of SEM set it apart from the older generation of multivariate procedures (Byrne, 2001). First, it takes a confirmatory rather than an exploratory approach to data analysis. Furthermore, by demanding that the pattern of inter-variable relations be specified a priori, SEM lends itself well to the analysis of data for inferential purposes. Second, although traditional

multivariate procedures are incapable of either assessing or correcting for measurement error, SEM provides explicit estimates of these error variance parameters. Third, SEM procedures can incorporate both unobserved (latent) and observed variables. Hypothesised relationships are tested empirically for goodness of fit with the sample data.

Multivariate analysis of variance (MANOVA) is used to determine the significance of differences between demographic groups. Multivariate analysis of variance tests whether mean differences among groups on a combination of dependent variables are likely to have occurred by chance (Tabachnick & Fidell, 2001). In MANOVA, a new dependent variable that maximises group differences is created from the set of dependent variables. Wilk's lambda was used to test the significance of the effects. Wilk's lambda is a likelihood ratio statistic that tests the likelihood of the data under the assumption of equal population mean vectors for all groups against the likelihood under the assumption that the population mean vectors are identical to those of the sample mean vectors for the different groups. When an effect was significant in MANOVA, one-way analysis of variance (ANOVA) was used to discover which dependent variables were affected.

T-tests were used to determine differences between the groups in the sample. Effect sizes (Cohen, 1988; Steyn, 1999) were used in addition to statistical significance to determine the significance of relationships. Effect sizes indicate whether obtained results are important (while statistical significance may often show results which are of little practical relevance). A cut-off point of 0.50 (medium effect; Cohen, 1988) was set for the practical significance of differences between means. The chapter outline is provided in the next section.

1.5 CHAPTER DIVISION

The chapters will be presented as follows in this dissertation:

Chapter 1: Introduction, problem statement

Chapter 2: Research article 1:

Chapter 3: Research article 2:

Chapter 3: Conclusions, limitations and recommendations

1.6 CHAPTER SUMMARY

Chapter 1 has focused on the problem statement, objectives, and research method in this research project. Chapter 2 will present the first research article.

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CHAPTER 2

RESEARCH ARTICLE 1

Multiculturalism, integration, and generalised self-efficacy as predictors of perceived work success in a mine in the North-West Province

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ABSTRACT

This article reports on the results of a project that analysed the acculturation process in a specific context, in order to predict the perceived work success and health (both psychological and physical) of mineworkers in a mine in the North-West Province.¹ Employees' success and health is considered from an acculturation perspective and thus viewed as a result of the acculturation process. This hypothesis was investigated by examining the affect of the acculturation context and individual intervening factors, which are translated into variables, on perceived work success and health (acculturation outcomes).

English questionnaires using a cross-sectional survey design were administered to a random convenience sample of participants ($n = 288$). The questions were derived from adapted measuring scales and scales developed for the project. Three categories of instruments were used: those examining the mainstream domain, individual intervening factors, and acculturation outcomes (health and work success).

¹ The research project formed part of a larger project on acculturation in the Industrial Psychology Department of the North-West University.

The data was statistically analysed using multivariate analysis of variance, one-way analysis of variance, and T-tests. Descriptive statistics, Cronbach alpha coefficients, and Pearson product-moment correlation coefficients were examined, and effect sizes determined the practical significance of the findings.

The results show that success and health can be considered from an acculturation perspective, and can be predicted based on the acculturation context and individual intervening factors.

OPSOMMING

Hierdie artikel doen verslag oor die resultate van 'n projek wat die akkulturasie proses in 'n spesifieke konteks analiseer, met die doel om waarneembare werksukses en gesondheid (beide sielkundig en fisies) van mynwerkers in 'n myn in Noordwes-Provinsie te kan voorspel. Werknemers se sukses en gesondheid word oorweeg vanuit 'n akkulturasie perspektief en word dus gesien as 'n gevolg van die akkulturasie proses. Hierdie hipotese is ondersoek deur die effek van die akkulturasie konteks en individuele ingrypingsfaktore (omskep in veranderlikes) op waarneembare werksukses en gesondheid te toets (akkulturasie uitkomstes).

Engelse vraestelle, gebaseer op 'n kruisseksie-ondersoek ontwerp, is toegepas op 'n geskiktheidsteekproef van deelnemers van die myn was gebruik ($n = 288$). Die vrae was afgelei van aangepaste maatstawwe en maatstawwe ontwerp vir hierdie projek. Drie kategorieë van instrumente is gebruik: die wat die hoofstroom gebied, individuele ingrypingsfaktore, en akkulturasie uitkomste (gesondheid en werksukses) ondersoek.

Die data is statisties ontleed deur die gebruik van meervoudig-variasie analise, eensydig-variasie analise, en T-toetse. Beskrywende statistieke, Cronbach alpha koëffisiënte, en Pearson produk-oomblik korrelasie-koëffisiënte is ondersoek. Effek grotes is gebruik om die praktiese betekenis van die bevindinge vas te stel.

Die resultate toon dat sukses en gesondheid vanuit 'n akkulturasie perspektief oorweeg kan word en dat hierdie akkulturasie uitkomstes voorspelbaar is, gebaseer op die akkulturasie konteks en individuele ingrypingsfaktore.

Gold mining has long been the backbone of South Africa's economy and the mainstay of the migrant labour system. Rising costs, falling gold prices, and a stagnant gold price, however, are steadily eroding the economic viability of the industry. Retrenchments since 1987 are likewise raising doubts about the long-term demand for labour in gold mining. This in turn has serious implications for the migrant labour-sending areas of South Africa, which rely so heavily on remittances for survival.

The global economy has brought many occasions for the development of interpersonal relationships among individuals who come from different origins and cultures, (Brislin & Kim, 2003) (is a study in the field of Acculturation Psychology). Organisations around the world are beginning to acknowledge that managing the increasing diversity of the workforce is necessary to achieve high performance and the breakthrough results needed to remain competitive. No longer is there the push to integrate or assimilate everyone into some homogenous corporate type, a person that has the same background, culture, values, thinking patterns, aspirations, experience, education, religion, and behaviour. At various companies that are successfully managing diversity, many different cultures and styles are embraced. Once adopted by organisations, diversity management can impact positively on labour relations, job satisfaction, and performance levels (Brislin & Kim, 2003).

The components of diversity approaches usually emphasise the advantages in valuing diversity. The discussion mentions five main areas: taking advantage of diversity in the labour market, maximising employee potential, managing across borders and cultures, creating business opportunities, and enhancing creativity. The first area concerns the changing demographics of the labour market. The second emphasises discrimination within organisations create low morale and disaffection, which in turn can lead to an individual not performing well in an organisation. The third area is concerned with the globalisation of world markets and product markets that many organisations operate within. The fourth area concerns consumer markets, and hence the assumption is that organisations could gain access to new markets by tapping the cultural specific experiences and insights that a diverse workforce possesses (Cornelius, Gooch & Todd, 2001).

What an individual does when he or she encounters a second culture is assumed to have an effect on his or her sense of emotional well-being (LaFramboise, Coleman & Gerton, 1993; Padila, 1980). It has been hypothesised that the manner in which an individual copes with that contact will affect such socioemotional factors as self-esteem (Phinney, 1991), social adjustment, academic performance (Gomez & Fassinger, 1994; Oliver, Rodrigues & Mickelson, 1985), and mental health (Rogler, Cortes & Malgady, 1991). Furthermore, Coleman (1995a; 1995b) has hypothesised that the strategies an individual uses to cope with second culture contact will have an effect on that individual's academic or job performance, sense of social competence, and psychological well-being.

Should the above-mentioned situation prevail in the majority of South African organisations, then the following questions will arise:

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

These and similar questions represent the core of what is typically addressed in acculturation research. The present research project addresses the acculturation experience of South Africans at work and taps into the potential assets and liabilities in their acculturation process.

Acculturation

Acculturation is a term used to describe the process of bidirectional change that takes place when two ethnocultural groups come in sustained contact with each other (Graves, 1967). This definition of acculturation implies that dominant and non-dominant cultural groups are influenced and transformed by their intercultural contacts and are expected to modify some aspects of their respective culture as a mean of adaptation to ethnocultural diversity (Berry, 1997).

Acculturation models

Various models have been developed to measure the relationships between different acculturation attitudes. The theoretical conceptualisation has shifted from a unidimensional assimilation model to the recognition that acculturation as a complex, multifaceted process (Berry, 1997; Flannery, Reise & Yu, 2001; Ryder, Alden, & Paulhus, 2000; Ward, 1996). Two of these models play an important role in this research project. The unidimensional model implies a process of change along a single dimension, a shift from cultural maintenance to full adaptation of the culture of the majority (Gordon, 1964). In the bidimensional model, cultural maintenance and cultural adaptation constitute relatively independent dimensions; increasing identification with one culture does not necessarily require decreasing identification with the other culture (Berry, 1997; Hutnik, 1986; LaFramboise et al., 1993; Moghaddam, 1988; Sanchez & Fernandez, 1993; Szapocznik, Kurtines & Fernandez, 1980). Empirical studies comparing acculturation models have supported the bidimensional nature of acculturation (see for example, Flannery et al., 2001; Ryder et al., 2000).

Acculturation framework used in this research project

There are three groups of variables that are typically addressed in studies of psychological acculturation: acculturation conditions, acculturation orientation, and acculturation outcomes (Ward, 2001). At the **group level**, **acculturation conditions** consists of characteristics of the society of origin (that is, **ethnic vitality, integration demands, and social support**), as well as characteristics of settlement society (that is, social attachment—variables of the current research project). **Acculturation orientations** and an **individual intervening variable**, generalised self-efficacy in the current research project, link antecedent conditions to outcomes. Acculturation outcomes indicate the degree of success of acculturation process, which can be examined by measuring the nature and extent of interaction with hosts, feelings of acceptance and satisfaction, mood states, the acquisition of culturally appropriate behaviours and skills, academic performance, **job performance**, and **psychological distress** (Ward, 2001). Outcomes refer to the ways in which immigrants deal with the cultures involved (Berry, 1997; Ward, Bochner & Furnham, 2001).

Group-level variables (acculturation context or condition)

Characteristics of the mainstream (society of settlement) at work.

Various elements from both the mainstream and minority context have been related to acculturation outcomes. Some societies seek diversity and are accepting of the cultural pluralism resulting, taking steps to support the continuation of cultural diversity as a shared communal resource (Berry & Kalin, 1995). Others seek to reduce diversity through programmes of assimilation, while yet others attempt to segregate or marginalise diverse populations in their societies (Berry, Poortinga, Segall, & Dasen, 1992). Societies supportive of cultural pluralism provide a positive settlement context because they are less likely to enforce cultural change (assimilation) and are more likely to provide social support both from the institutions of the larger society and from continuing and evolving ethno cultural communities that usually make up plural societies (Murphy, 1965). Even when pluralism is accepted, some people in the organisation will be less readily accepted by workers in the organisation and will experience rejection, and discrimination; a factor that is predictive of poor long-term adaptation (Liebkind & Jasinskaja-Lahti, 2000; Noh, Beiser, Kaspar, Hau, & Rummens, 1999).

Multiculturalism

Multicultural ideologies of the dominant group of the society constitute a fundamental element in intergroup relations; the ideologies will underlie policy options for managing cultural diversity within a society and define the constraints of the acculturation process for minorities (Berry, 2001). Multicultural ideology refers to the overall evaluation of the majority group, addressing the degree to which they possess positive attitudes toward majority groups and cultural diversity. A positive overall evaluation implies a combination of a positive view on cultural maintenance of ethnic groups and an appreciation of the need to accommodate diversity in an equitable way. This ideology attempts to strike a balance between unity and diversity within a society; is a precondition for multiculturalism (Citrin, Sears, Muste, & Wong, 2001).

The term 'multiculturalism' was introduced in Canada as a policy goal, in rejection of the idea of cultural assimilation in which new citizens were expected to give up their original ethnic identity in favour of the adoption of a new identity. Multiculturalism refers to an attitude to a culturally plural society; more specifically, it refers to the attitude in which the group values and actively supports mutual cultural differences and equal chances and opportunities (Berry, 1984). This means that cultural diversity is not only recognised as a demographic characteristic of the society, but also evaluated by its citizens as important for the functioning of the society as a whole (Berry, 1984; Berry & Kalin, 1995).

As a "social-intellectual movement that promotes the value of diversity as a core principle and insists that all cultural groups be treated with respect and as equals" (Fowers & Richardson, 1996, p. 609), multiculturalism is influential in many Western countries. It is defined differently and takes various forms in, for example, schools, organisations, and countries. In general, multiculturalism tries to foster understanding and appreciation of ethnic diversity by acknowledging and respecting minority group identities and cultures. Berry (1984; 2001) argues that multicultural ideology is society's counterpart to individual-level acculturation strategies of integration. As an ideology, multiculturalism offers a positive view of cultural maintenance by ethnic minority groups and, as such, a concomitant need to accommodate diversity in an equitable way.

Multiculturalism has been criticised on several grounds. Brewer (1997), for example, has suggested that multiculturalism can lead to reified group distinctions that become "fault lines for conflict and separatism" (p.208). Similarly others have argued that multiculturalism endangers social unity and cohesion, and it contradicts individualism and the ideal of meritocracy (see for example, Barry, 2001; Bissoondath, 1994; Schlesinger, 1992). Thus, multiculturalism is offered by some as the solution to managing cultural diversity; whereas for others, it is in itself an exacerbating cause of conflict.

Tolerance

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

The importance of tolerance, acceptance, being open, understanding, and respect was identified as the second largest category besides demographic meaning, after the analyses of 1110 sentences provided by native Dutch respondents to the question: “What does multiculturalism mean?” (Van der Vijver, 2005). European and South African empirical findings across different samples ranging from students and mineworkers to law practitioners confirm positive relations with a medium to large practical significance between tolerance of the mainstream (in the workplace) and work success, multicultural practices, positive relationships with hosts at work in general, and satisfaction with life.

(Maisonneuve & Teste, 2007) results suggest the existence of a general norm in French society favouring tolerance and acceptance by the host population that immigrants may wish to conserve elements of their original culture, in addition to adopting the host culture.

Relationship with host in the workplace

It has been pointed out that the host society’s attitudes are important for the outcome of the acculturation process (Bourhis et al., 1997a; Van Oudenhoven, Prins, & Buunk, 1998). Bourhis

et al. (1997a) argue that the host society, akin to immigrants, will typically display a preference for one of the four acculturation strategies, that is, integration, assimilation, segregation, or exclusion. In other words, the host society has specific ideas regarding their response to immigrants and their expectations and desires regarding immigrants' behaviour.

The IAM further predicts that the acculturation combinations are most likely to produce consensual, problematic, and conflictual relational outcomes between immigrants and members of the host society. Bourhis et al. (1997a) note that positive relational outcomes are likely to result when immigrants and members of the receiving community share similar attitudes toward acculturation. Problematic outcomes are the product of the partial agreement on acculturation options. More extreme conflictual outcomes are likely to occur in situations in which there is no substantial overlap between the acculturation preferences of host immigrants.

As South Africa is a multicultural community, consisting of several large ethnic groups (Holtzhausen, 2005), the relationship of hosts at the workplace is a very important aspect to consider. Individuals have certain prestige and social power because they form part of a particular social group. This would typically lead to a group-based social hierarchy. All individuals have a basic predisposition to form and maintain these hierarchical and group-based systems of social groups (Schalk-Soekar, Van de Vijver & Hoogsteder, 2004). For instance, individuals in the workplace retain this group-based inequality because it legitimises their beliefs, attitudes, and stereotypes of others. They tend to be attracted to each other because there would be no reason to be insecure around each other (Byrne, 2001). Similarity may also seem rewarding to the individual in question because it affirms his or her ideas and attitudes, thus giving them a sense of belonging (Van Oudenhoven & Hofstra, 2006).

Employee's relationships with host members showed positive relations with mainstream integration, mainstream tolerance, perceived minority vitality, perceived work success (Ait Ouarrasse & Van Der Vijver, 2004), and extrinsic job satisfaction (Jackson, 2006).

Individual or personal intervening factors

Individuals enter into an acculturation process with a number of personal characteristics of a demographical, psychological, and social nature (Berry & Kalin, 2002). Berry (1997) distinguishes between moderating factors (such as age and gender) prior to the acculturation process and factors arising during the acculturation process (such as acculturation strategies and integration). Based on these factors, individuals in the workplace would choose to work together rather than work in isolation.

Integration

Integration refers to that form of acculturation that favours cultural maintenance and adaptation and contact. Individuals who adopt an integration strategy retain important aspects of their heritage, but they also adopt what their new culture has to offer. Integration appears to be the most effective acculturation strategy (Berry, 2003; Berry & Sam, 1997). “Evidence strongly supports a positive correlation between the use of this strategy and good psychological adaptation during acculturation” (Berry & Sam, 1997, p. 298). Applied to ethical acculturation, individuals choosing integration would adopt certain ethical values, while understanding and maintaining their own value tradition. They may be in a better position to do what Gardner, Csikszentmihalyi and Damon (2001) term “good work”; that is, combining technical expertise with a firm ethical sense. For example, they may look for areas of consistency between their personal notion of respect and the manner in which professionals show respect for clients and others. They may have a richer, more sophisticated appreciation for the underlying principles of both cultures.

Generalised self-efficacy

Generalised self-efficacy can be defined as the levels of confidence individuals have in their ability to execute certain courses of action or to achieve specific outcomes (Bandura, 1977; 1982; 1997). Efficacy expectations are said to influence initiating behaviours and the degree of persistence applied in overcoming difficulties encountered in the pursuit of accomplishing a task

or tasks (Bandura, 1997). Although it seems reasonable to view self-efficacy in both specific and generalised forms, the relationship of generalised self-efficacy to an individual's average efficacy ratings across a variety of task-specific situations is yet to be determined. Because generalised self-efficacy can be viewed as reflecting an individual's perception's of his or her fundamental ability to cope with life's exigencies, it represents a core self-evaluation. Furthermore, general efficacy is typically viewed as being one of the two core components of self-esteem (the other is self-worth; Locke, McClear, & Knight, 1996). Thus, it would be expected that generalised self-efficacy would load onto the same factor as self-esteem.

Bandura (1977) postulates that individuals' expectations of their self-efficacy determines whether they will initiate coping behaviour, the amount of effort they will exert, and the amount of time that coping behaviour will be sustained for despite obstacles and adverse experiences. According to Bandura (1997), efficacy expectations affect individuals' choices of settings and behaviours. Individuals with low efficacy expectations are likely to avoid situations and environments that exceed their perceptions of their own coping skills. Additionally, efficacy expectations can affect the extent and persistence of effort in executing activities. Individuals with greater self-efficacy tend to persist longer in the face of obstacles and, by demonstrating mastery in a situation; their efficacy expectations tend to increase further.

Individuals with lower self-efficacy expectations tend to be more likely to cease their efforts prematurely, thereby reinforcing their beliefs that they do not possess the skills needed to perform successfully in the given situation. It should be noted, however, that efficacy expectations alone do not produce the desired performance. There must also be adequate incentives for individuals to perform desired behaviours. Given adequate incentives, efficacy expectations are a major determinant of an individual's behaviour, the extent of effort that will be put forth, and the extent to which effort will be sustained when difficulties arise (Bandura, 1977).

Acculturation outcomes or adjustment

Berry (1997a) proposes a definition of adjustment as a state whereby change occurs in the individual in a direction of increased fit and reduced conflict between the environmental demands and the individual attitudinal and behavioural inclinations. Successful adjustment, therefore, can be characterised as a state of 'homeostasis', whereby an individual maintains a balanced psychological state that results in effective functioning (Torbiorn, 1982). The multidimensionality of the adjustment process has been discussed in both acculturation and expatriation literatures. In the acculturation framework, three facets of adjustment are identified: psychological adjustment, sociocultural adjustment (Searle & Ward, 1999), and work adjustment (task effectiveness; Ayman & Berry, 1996; Hawes & Kealy, 1981). Acculturation outcomes indicate the degree of success of acculturation process, which can be examined by measuring the nature and extent on interaction with host, feelings of acceptance and satisfaction, mood states, the acquisition of culturally appropriate behaviours and skills, academic performance, job performance, and psychological distress (Ait Ouassane & Van de Vijver, 2004).

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

In adaptation viewed according to gender, boys had slightly better psychological adaptation than girls, but had poorer sociocultural adaptation (Berry, Phinney, Sam, & Vedder, 2006). These findings support earlier findings that females may be more at psychological risk for acculturation than males (Carballo, 1994). Women also exhibit more symptoms of psychological distress and

anxiety, while men are more prone to behavioural and personality disorders; these gender differences have been observed across cultures (Tanaka-Matsumi & Draguns, 1997).

Acculturation outcomes indicate the degree of success of the acculturation process, which can be examined by measuring the nature and extent of interaction with hosts, feelings of acceptance and satisfaction, the acquisition of culturally appropriate behaviours and skills, psychological and physiological health, and work success.

Psychological acculturation outcomes or adjustment

In 1948, when the World Health Organization was founded, it gave the following definition of health: “a complete state of physical, mental and social well-being and not merely the absence of disease or infirmity” (WHO, 1948). Although the definition of health rejected the idea that health is an absence of illness, and that it is one (physical) dimensional, it has been criticised for the inclusion of the word ‘complete’. Health is a multidimensional state. It can be broken down not only into physical, mental, and social domains, but also into further subdivisions within each of these. Individuals can at once be relatively healthy in some aspects of life and relatively unhealthy in other aspects of it. There is no clear line that can be crossed from an unhealthy category into a healthy category. Individuals and their health are more complicated than that.

Psychological adaptation is mainly used within the stress and coping perspective and is measured by such indicators as life satisfaction (Kealy, 1989), acculturation stress (Berry, 1999), depression, and mental health. Few studies have attempted to test overall health of immigrants in relation to acculturation status. In Hispanic Americans, higher acculturation was associated with higher ranking of self-reporting health (Shetterly, Baxter, Mason, & Hammon, 1996). In a study of Japanese Americans in Hawaii (Reed, McGee, Cohen, Yano, Syme, & Feinleib, 1982), total acculturation and social assimilation were positively associated with coronary heart disease prevalence.

Berry et al. (2006) found that being involved in both cultures (integration acculturation strategy) serves to promote better psychological and sociocultural adaptation, while being involved in

neither culture or being confused about one's situation (diffuse) undermines both forms of adaptation. Ethnic involvement promotes psychological well-being. Belonging to the ethnic profile was associated with poorer sociocultural adaptation, while belonging to the national profile was associated with moderately poorer psychological and sociocultural adaptation (Berry et al., 2006).

Sociocultural acculturation outcomes or adjustment

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

Work success

Socio-cultural outcomes relate to successful participation in the host milieu. The question that normally arises in this arena is: "Does the immigrant *do well* in the new society?" Ward and Kennedy (1999) argued that socio-cultural adaptation is mainly a function of contact variables such as education in the host country and length of stay of migrants, while psychological adaptation is mainly a function of ethnic group variables such as support networks. Other findings points to a slightly different role of host and ethnic culture in adaptation. Research results (Ait Ouarasse & Van de Vijver, 2004) suggest that ethnic group variables were better predictors of school success and mainstream variables were better predictors of work success. The perceived tolerance of the mainstream society towards the ethnic group was a significant predictor of work success. Work success is significantly related to the level of company support (Galchenko, 2006).

No quantitative research has been published on the acculturation process in the Mining environment; therefore the objective of this research was to analyse the acculturation process and to determine the impact of acculturation context and individual variables on acculturation outcomes of mine workers.

Respect and dignity from colleagues (IPWS2)

Previous human resource research has shown the importance of respect for employees as recognition of their humanity. As in most social settings, mutual respect between individuals is crucial to cooperative relations (Hodson & Roscigno, 2004).

Opportunities for training and development (IPWS3)

Continued training within the workplace will improve the productivity of an employee and also prepare them for possible promotion in the future, thus it has become a general practice within companies (Hodson & Roscigno, 2004).

RESEARCH OBJECTIVES

General objectives

The general objective of this research project is to analyse the acculturation process and determine the impact of the acculturation context variables (mainstream) on the acculturation context and individual intervening variable (*individual integration acculturation strategy*) on acculturation outcomes (employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health) in a mine in the North-West Province.

Specific objectives

The four specific objectives are:

- to determine the psychometric properties of the measuring instruments used in this research project;
- to determine the relationship between the acculturation context variables, individual intervening variables, and the acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health);
- to determine the impact of the acculturation context and individual intervening variables on the sociocultural acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, and training and development opportunities); and
- to determine the impact of the acculturation context and individual intervening variables on the psychological acculturation outcomes variables (representing employees' psychological and physical health).

RESEARCH METHOD

The research was conducted by way of a literature review and an empirical study, which are discussed in the subsequent sections.

Research design

A cross-sectional survey design whereby a sample is drawn from a population at one time was used to obtain the desired research objectives. Schaufeli and Enzmann (1998) criticise the use of cross-sectional designs in research due to the fact that it limits the study and it focuses on specifics, and recommend that experiments and longitudinal studies should be used when possible as it is more valid and broader.

Research procedure

The research project, which formed part of a larger project on acculturation of the Industrial Psychology Department of the North-West University, was initiated during 2005 after discussions with the human resource department of a major gold mine in the North-West Province of South Africa. The project was planned and questionnaires were duplicated and administered with funding that was obtained from the National Research Foundation, after permission was granted by mine management.

English questionnaires that were used in previous studies to measure acculturation context, as well as personal, psychological, and sociocultural acculturation outcomes were administered. The data from the 288 completed questionnaires were captured on an Excel spreadsheet, controlled for errors, and statistically analysed with SPSS (SPSS, 2003).

Sample

Participants were randomly selected from a mine in the North-West Province. This was done because random selection is important for drawing accurate conclusions regarding the entire group of interest (Spector, 2000).

Table 1

Sample characteristics

Item	Category	Percentage
Gender	Male	85,10
	Female	14,60
Marital status	Single/widow/widower	21,20
	Engaged/in a relationship	04,50
	Married	46,20
	Divorced	03,10
	Separated	00,70
Race	Black	59,00
	White	24,70
	Indian	12,80
	Coloured	02,40
	Other	00,30
Language	Afrikaans	44,10
	English	04,50
	SePedi	00,70
	SeSotho	17,70
	SeTswana	11,80
	SiSwati	03,50
	Tshivenda	00,30
	IsiZulu	03,50
	IsiXhosa	10,80
	XiTsonga	01,70

Table 1 shows that the majority of the participants are male (85,10%), married (46,20%), Black (59,00%), and Afrikaans-speaking (44,10%).

Measuring battery

Instruments were adapted (Ait Ouarasse & Van de Vijver, 2004) and others developed for the project to measure the following: acculturation context (including the mainstream—society of settlement—and ethnocultural context—the society of origin) and sociocultural acculturation outcomes (work success). All scales follow a five-point Likert format ranging from ‘strongly agree (5)’ to ‘strongly disagree (1)’, where all scales are unifactorial.

1. Mainstream domain instruments

Multicultural norms (developed for the research project). This is a thirteen-item measure of the participants’ attitudes towards multiculturalism and the prevalence of multiculturalism practices within an organisation. Eleven of the items were positively and two negatively phrased.

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

Multicultural practices (developed for the research project). This is a seven-item measure of the participant’s experience of his or her co-workers’ behaviour concerning multiculturalism within the organisation. The practice dimension of this scale refers to his or her perception and experience regarding the conduct of his or her co-workers when in interaction with individuals with different cultural backgrounds. All seven items of the scale are positively phrased.

Relationship with host members at work (adapted from Ait Ouarasse and Van de Vijver, 2004). This is a thirteen-item measure of how well and easily participants get along with

members from other cultural groups in the organisation, and how well and easily they cope in situations involving other cultural groups in the organisation. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.88 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse and Van de Vijver, 2004).

2. Personal or individual intervening factors

Individual integration acculturation strategy or orientation. This is a ten-item measure, which was developed for this research project. This measure investigates the extent to which participants prefer certain acculturation strategies. Three items represent each acculturation strategy: integration, separation, and assimilation, with only one item representing marginalisation.

The General Self-Efficacy Questionnaire (GSE; Tipton & Worthington, 1984) was used to determine in what manner the individual judges his or her own abilities and regulates the experience of personal efficacy with regard to incidents in his or her life. Tipton and Worthington (1984) based their scale on the concept of faith, particularly faith in oneself. Marais (1997), and Stanley and Murphy (1997) obtained Cronbach alpha coefficients of 0.71 and 0.83, respectively, for the GSE scale.

3. Sociocultural acculturation outcomes

The Physical Symptoms Inventory (PSI; adapted from Spector & Jex, 1998) assesses employees' physical and somatic health symptoms. The PSI is a self-report measure in which participants are asked to indicate whether they had suffered any of the mentioned symptoms in the past three months. Some examples of symptoms included on the scale are headache, backache, fatigue, eyestrain, and trouble sleeping. Cronbach alpha coefficients of 0.91 and 0.90 were obtained for two factors extracted by exploratory and confirmatory factor analysis in a study of the acculturation context and outcomes of mineworkers in the North-West Province of South Africa (Jackson & Molokoane, 2008).

Work success (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of how successful participants are at work. All fourteen of the items are positively phrased. It contains items pertaining to task completion, punctuality, relationships with supervisors and relationships with fellow workers. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.81 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

Ethnic vitality at work (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a five-item measure of the extent to which participants believe their community has succeeded in establishing infrastructure for the provision of recreation and other amenities. In the study upon which this scale is based, a Cronbach alpha coefficient of 0.69 was obtained (Ait Ouarasse & Van de Vijver, 2004).

A **biographical questionnaire** was included in order to be able to describe the population. It includes basic biographical questions like age, race, sex etc.

Statistical analysis

The statistical analysis was carried out using SAS (SAS, 2000), SPSS (SPSS, 2003), and AMOS (Arbuckle, 1997). Descriptive statistics (means, standard deviations, skewness, and kurtosis) were used to analyse the data. Cronbach alpha coefficients and inter-item correlations were used to determine the internal consistency, homogeneity, and unidimensionality of the measuring instruments (Clark & Watson, 1995). The alpha coefficient contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by that particular scale. According to Clark and Watson (1995), the mean inter-item correlation (which is a straightforward measure of internal consistency) provides useful information in conjunction with the alpha coefficient of a scale, which is an indication of homogeneity of a scale, but as such cannot ensure unidimensionality of a scale

In terms of statistical significance, the value was set at a 95% confidence interval level ($p \leq 0.05$). Effect sizes (Steyn, 1999) were used to decide on the practical significance of the findings. Pearson product-moment correlation coefficients are used to specify the relationship between the

variables. A cut-off point of 0.30 (medium effect; Cohen, 1988) was set for the practical significance of correlation coefficients.

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

RESULTS

The results section has three parts. The first part presents the descriptive measures and psychometric characteristics of the measures, while the relations of the variables are examined in the second part. The third part covers the impact of acculturation context and individual variables on acculturation outcomes.

Descriptive and psychometric characteristics

The results obtained from exploratory and confirmatory factor analysis, using a direct oblimin rotation to confirm the factor structure and considering the scree plot, the rotated component matrix, and the descriptive statistics indicated that most of the sub-scales used in this research project were unifactorial, explaining **43%** of the variance in *Multicultural practices*, **39,58%** of the variance in *Multicultural norms*, **40,39%** of the variance in *Tolerance of mainstreamers*, **48,61%** of the variance in *Relationship with hosts at work*, **47,3%** of the variance in *Individual integration acculturation strategy* and **53,2%** of the variance in *Generalised perceived self-efficacy*.

A factor was extracted from a confirmatory factor analysis conducted (as indicated by the scree plot and the rotated component matrix) on the nine-item sub-scale measuring *Psychological*

health, explaining 59,7% of the construct from an adapted version of the PSI. One factor was extracted with a confirmatory factor analysis (as indicated by the screen plot and the rotated component matrix) from a twenty-one item sub-scale measuring *Physical health*, explaining 42,03% of the variance of *Physical health*.

Three factors were extracted from the fourteen-item Work Success Scale, which explains 57,85% of the variance. The factors are labelled *Meeting deadlines at work*, *Perceived reputation and respect at work* and *Opportunities for development and training at work*. The *Meeting deadlines at work* factor deals with aspects of punctuality, meeting deadlines, following instructions, and successfully completing work (well enough to be complimented on it by supervisors). The *Perceived reputation and respect at work* factor contained items regarding a good reputation among co-workers for the work, effective handling of problems, success with the handling of problems, respect shown by co-workers for work done and being proud about work. The *Opportunities for development and training at work* factor is comprised of items referring to the experience of personal and professional growth and development in the organisation, as well as productivity.

The descriptive statistics and internal consistency of the measuring instruments used in this research project are reported in Table 2 on the following page. Table 2 shows that the principal analysis with an oblimin rotation resulted in three factors.

Table 2

Descriptive statistics and alpha coefficients and of the constructs measured (n = 288)

Variable	Mean	SD	Skewness	Kurtosis	α
1. <i>Multicultural norms</i>	3,13	0,65	0,26	-0,05	0,67
2. <i>Multicultural practices</i>	3,69	0,68	-0,62	0,89	0,77
3. <i>Tolerance of mainstreamers</i>	3,46	0,61	-0,38	0,17	0,75
4. <i>Relationship with hosts at work</i>	3,32	0,69	-0,26	0,26	0,75
5. <i>Generalised perceived self-efficacy</i>	3,65	0,78	-0,31	1,41	0,85
6. <i>Physical health</i>	1,98	0,80	-0,87	0,91	0,94
7. <i>Psychological health</i>	1,97	0,85	1,13	0,06	0,87
8. <i>Individual integration acculturation strategy</i>	3,61	0,69	-0,47	0,90	0,53
9. <i>Meeting deadlines (IPWS 1)</i>	3,89	0,81	-1,11	1,89	0,77
10. <i>Reputation and respect (IPWS 2)</i>	3,87	0,68	-0,86	0,85	0,82
11. <i>Development opportunities (IPWS 3)</i>	3,57	0,85	-0,70	0,33	0,74

Table 2 indicates that the Cronbach alpha coefficients of all the measuring instruments are considered to be acceptable compared to the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994) except for the alpha coefficient of *Multicultural norms* and *Individual integration acculturation strategy*.

Table 3

Product-moment correlation coefficients of the acculturation context, individual, and outcomes variables

Variable	1	2	3	4	5	6	7	8	9	10
1. <i>Multicultural norms</i>	1									
2. <i>Tolerance of mainstreamers</i>	0,15	1								
3. <i>Multicultural practices</i>	0,64 ^{**}	0,53 ^{**+}	1							
4. <i>Relationship with hosts at work</i>	0,19 ⁺	0,52 ^{**+}	0,48 ^{*+}	1						
5. <i>Individual integration acculturation strategy</i>	0,11	0,28 ⁺	0,31 ^{*+}	0,13 ⁺	1					
6. <i>Generalised perceived self-efficacy</i>	0,05	0,13	0,23 ⁺	0,07	0,35 ^{*+}	1				
7. <i>Physical health</i>	-0,20 ⁺	0,12	-0,06	0,08 ⁺	-0,11	-0,02	1			
8. <i>Psychological health</i>	-0,25 ⁺	0,09	-0,01	0,10 ⁺	-0,16 ⁺	-0,05	0,79 ^{**+}	1		
9. <i>Meeting deadlines (IPWS 1)</i>	-0,00	0,17 ⁺	0,23 ⁺	0,21 ⁺	0,27 ⁺	0,59 ^{**+}	-0,11	-0,06	1	
10. <i>Reputation and respect (IPWS 2)</i>	0,03	0,24 ⁺	0,36 ^{*+}	0,15	0,41 ^{*+}	0,41 ^{*+}	-0,15 [*]	-0,21 ⁺	0,52 ^{**+}	1
11. <i>Development opportunities (IPWS 3)</i>	0,07	0,26 ⁺	0,34 ^{*+}	0,28 ⁺	0,21 ⁺	0,11	-0,05	-0,07	0,19 ⁺	0,49 ^{*+}

⁺ Statistically significant;

^{*} Correlation is practically significant $r \geq 0.30$ (medium effect);

^{**} Correlation is practically significant $r \geq 0.50$ (large effect).

Table 3 indicates that *Multicultural norms* is practically statistically and significantly correlated with *Multicultural practices* (with large effect). *Tolerance of mainstreamers* is practically statistically and significantly correlated with *Multicultural practices* and *Relationship with hosts at work* (with large effect). *Multicultural practices* is practically significantly correlated with *Relationship with hosts at work*, *Individual integration acculturation strategy*, *IPWS 2*, *IPWS 1*, and *IPWS 3* (with medium effect).

Individual integration acculturation strategy is practically statistically and significantly correlated with *Generalised perceived self-efficacy* and *IPWS 1* (with medium effect). *Generalised perceived self-efficacy* is practically statistically and significantly correlated with *IPWS 1* (with large effect) and *IPWS 2* (with medium effect).

Psychological health is statistically significantly correlated with *Physical health* (with large effect). *IPWS 1* is practically significantly correlated with *IPWS 2* (with medium effect). *IPWS 2* is statistically and practically significantly correlated with *IPWS 1* (with medium effect).

The results of the multiple regression analysis with *Psychological health* as dependent variable and *Characteristics of the (society of settlement) workplace* and *Personal characteristics of the individual* as predictors or independent variables is demonstrated in Table 4 on the next page.

Table 4

Beta weights of stepwise multiple regression analysis with Psychological health and Physical health (acculturation stress) as dependent variables

Psychological adjustment				
	<i>Psychological health</i>		<i>Physical health</i>	
	Context	All	Context	All
<i>First step</i>				
1.1 <i>Multicultural norms</i>	-0,27*	-0,26*	-0,21*	-0,21*
1.2 <i>Multicultural practices</i>	-0,11	-0,09	-0,18*	-0,17*
1.3 <i>Tolerance of mainstreamers</i>	0,12	0,13	0,19*	0,19*
1.4 <i>Relationship with hosts at work</i>	0,11	0,16*	0,09	0,12
<i>Second step</i>				
2.1 <i>Individual integration acculturation strategy</i>		-0,17*		-0,11
2.2 <i>Generalised perceived self-efficacy</i>		-0,02		0,01
ΔR^2	0,08*	0,03*	0,08*	0,01
R^2	0,08*	0,11	0,08	0,09
R	0,29	0,33	0,28	0,30

* $p < 0.05$

Table 4 shows that *Multicultural norms* ($\beta = -0,27$; $t = -4,64$) and *Tolerance of mainstreamers* ($\beta = 0,12$; $t = 1,67$) (which explain 8% of the variance) were statistically significant predictors of *Psychological health*. However, adding the intervening individual variables led to a significant increase in the squared multiple correlation ($\Delta R^2 = 0,03$) to 0,11 with *Relationship with hosts at work* ($\beta = 0,16$; $t = 2,25$) and *Individual integration acculturation strategy* ($\beta = -0,17$; $t = -2,73$) as the statistically significant predictors.

Antecedent variables (Society of origin) explained 8% of the variance in *Physical health* with *Multicultural norms* ($\beta = -0,21$; $t = -3,73$), *Multicultural practices* ($\beta = -0,18$; $t = -2,59$), and

Tolerance of mainstreamers ($\beta = 0,19$ $t = 2,57$) as the only statistically significant predictors in the mainstream variable. However, the inclusion of the intervening variables resulted in a significant increase in the squared multiple correlation ($\Delta R^2 = 0,01$) to 0,09 with *Multicultural norms* ($\beta = -0,21$; $t = -3,68$), *Multicultural practices* ($\beta = -0,17$; $t = -2,41$), and *Tolerance of mainstreamers* ($\beta = 0,19$; $t = 2,65$) as significant.

Table 5

Beta weights of stepwise multiple regression analysis with Individual perceived work success (meeting deadlines, reputation/respect, and development opportunities) as dependent variable

	Sociocultural adjustment					
	Perceived work success					
	IPWS 1		IPWS 2		IPWS 3	
	Context	All	Context	All	Context	All
First step						
1.1 <i>Multicultural norms</i>	-0,02	-0,04	0,00	-0,01	0,02	0,01
1.2 <i>Multicultural practices</i>	0,19*	0,09	0,31*	0,24*	0,22*	0,21*
1.3 <i>Tolerance of mainstreamers</i>	0,08	0,07	0,09	0,08	0,06	0,06
1.4 <i>Relationship with hosts at work</i>	-0,03	-0,06	-0,05	-0,11	0,14*	0,12
Second step						
2.1 <i>Individual integration acculturation strategy</i>		0,06		0,21*		0,07
2.2 <i>Generalised perceived self-efficacy</i>		0,55*		0,31*		0,03
ΔR^2	0,05*	0,30*	0,12*	0,14*	0,13*	0,01
R^2	0,05	0,35	0,12	0,27	0,13	0,13
R	0,23	0,59	0,35	0,52	0,36	0,36

* $p < 0.05$

Table 5 demonstrates that *Multicultural practices* ($\beta = 0,19$; $t = 2,70$) is the only statistically significant predictor (which explains 5% of the variance). However, adding the intervening

individual variable led to a significant increase in the multiple correlation ($\Delta R^2 = 0,30$) to 0,35 with *Generalised perceived self-efficacy* ($\beta = 0,55$; $t = 11,00$) as the only statistically significant variable.

Antecedent variables explained 12% of the variance in *IPWS 2* with only *Multicultural practices* ($\beta = 0,31$; $t = 4,62$) statistically significant. However, with the inclusion of intervening individual variables, increased correlation ($\Delta R^2 = 0,14$) to 0,27 with *Multicultural practices* ($\beta = 0,24$; $t = 3,74$), *Individual integration acculturation strategy* ($\beta = 0,21$; $t = 3,71$), and *Generalised perceived self-efficacy* ($\beta = 0,31$; $t = 5,82$) statistically significant predictors.

The results explained 13% of the variance in *IPWS 3* with *Multicultural practices* ($\beta = 0,22$; $t = 3,23$) and *Relationship with hosts at work* ($\beta = 0,14$; $t = 2,10$) statistically significant. However, the inclusion of the intervening individual variables resulted in a stable results in the squared multiple correlation ($\Delta R^2 = 0,13$) to 0,13 with *Multicultural practices* ($\beta = 0,21$; $t = 3,02$) the only statistically significant predictor.

DISCUSSION

The first general objective of this research project was to determine the feasibility of the acculturation this approach and to evaluate the impact of acculturation context and individual variables on acculturation outcomes of mineworkers in the North-West Province. The first secondary objective of this project was to determine the psychometric properties of the measuring instruments used in this research project. The results from factor analysis, using a direct oblimin rotation to confirm the factor structure and considering the scree plot, the rotated component matrix, and descriptive statistics indicated that most of the sub-scales used in this research project are unifactorial.

As far as the measures for the acculturation outcomes are concerned, one factor was extracted with a confirmatory factor analysis from a twenty-one-item sub-scale measuring *Physical health* and one factor was extracted from a confirmatory factor analysis done on the nine-item sub-scale measuring *Psychological health* from an adapted version of the PSI. Three factors were extracted from the fourteen-item Work Success Scale. The factors are labelled *Meeting*

deadlines at work, *Perceived reputation and respect at work* and *Opportunities for development and training at work*. The Cronbach alpha coefficients of most of the measuring instruments and skewness statistics obtained indicated internal consistency of the measures and normal distribution of the data. The scales can therefore be recommended to measure the acculturation context, individual intervening, and outcomes variable in mines.

The second general objective of this project was to determine the impact of the acculturation context variables on the acculturation context and individual intervening variables on acculturation outcomes of mineworkers in the North-West Province. *Multicultural Norms* shows statistically significant positive correlations (practically significant, with large effect) with Multicultural Practice, meaning that if when individual belief in the idea of a multicultural society that his actions will speak to achieving those desired goals.

Tolerance at work shows statistically significant positive correlations with Multicultural Practice and *Relationship with hosts at work*, (practically significant, with large effect). Implications of these findings are that there will be better relationships with hosts at work, which will lead to workers tolerating each other, thus achieving success in the organisation.

Generalised Perceived self-efficacy is statistically significantly related to *meeting deadlines* (practically significant, with large effect) implying that an individual who has belief in his own capability will excel and exceed expectations. Such an individual will be equipped to meet deadlines. Physical health is statistically significantly correlated to Psychological health (practically significant, with large effect) implying that if an individuals health is good, it would effect there mental state positively, thus allowing them to perform better in the organisation.

Meeting deadlines is statistically significantly correlated with *IPWS 2* (practically significant, with large effect) with *Physical health*. It can therefore be deduced that if mineworkers' obtain respect from colleagues, it will encourage them to meet deadlines, which will further encourage them to prefer an integration acculturation strategy.

The second secondary objective of this project was to determine the relationship between acculturation context variables, individual intervening variables, and the acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health) of mineworkers in the North-West Province. Results indicate that that 8% of the variance of *Psychological health* was predicted by the independent variables in the model, with *Relationship with hosts at work* as being the only statistically significant predictor of *Psychological health*. Eight percent of the variance of *Physical health* was predicted by the model, with *Tolerance* as the only statistically significant predictor of *Physical health*.

The third objective of this project was to determine the impact of the acculturation context and individual intervening variables on the sociocultural acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities) of mineworkers in the North-West Province. The results obtained indicated that 5% of the variance in the *IPWS 1* was explained by the model, with *Multicultural Practices and Generalised perceived self-efficacy* the only statistically significant predictor of *IPWS 1* in the regression model.

Twelve percent of the variance in *IPWS 2* was explained with the model including acculturation context and individual variables, with *Multicultural Practices, Individual integration acculturation strategy and Generalised Perceived Self-Efficacy* as statistically significant predictors of *IPWS 2* in the regression model.

Thirteen percent of the variance in *IPWS 3* was explained with the model including acculturation context and individual variables, with *Multicultural Practices and Relationship with hosts at work* as the only statistically significant predictors of *IPWS 3* in the regression model.

Nchabeleng (2008) study confirms that the alpha coefficient of *Multicultural norms* was not obtained.

Jackson (2008a) showed that *Tolerance of mainstreamers* is also statistically significant to *Relationship with hosts at work*. Jackson (2008b) confirmed that *Relationship with hosts at work* is also statistically significant with *IPWS 3*, confirming the findings of this project. Nchabaleng's (2008) study also confirms that *Multicultural practice* is statistically significantly correlated to *Tolerance of mainstreamers* (with large effect).

A study found that *Physical health* (context) is statistically significant to *Multicultural practices* (Jackson & Molokoane, 2008). Nchabaleng (2008) found that *Multicultural norms* are not statistically significantly correlated to *Physical health*, whereas Jackson (2008a) found that *IPWS 1* is statistically significant to *Multicultural practices*.

LIMITATIONS

The research design used in this research project was a limitation. A cross-sectional design was used and a result of this was that no causal influences could be drawn. A second limitation was the language of the questionnaire, which was only in English, while the first language of the majority of the participants' was SeTswana. A third limitation could be that the alpha's (α) were low in the study. This could have influenced the results of the research project.

RECOMMENDATIONS

Future research could make use of longitudinal studies or quasi-experimental research designs in order to deal with the limitations of a cross-sectional design. The questionnaire could be translated into more than one language, to ensure that there are no language inefficiencies. Another recommendation could be to develop the instruments to give a better internal consistency.

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CHAPTER 3

RESEARCH ARTICLE 2

Multiculturalism, integration, and generalised self-efficacy as predictors of perceived work success in a mine in the North-West Province

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ABSTRACT

This article reports on the results of a project that analysed the acculturation process in a specific context, in order to predict the perceived work success and health (both psychological and physical) of mineworkers in a mine in the North-West Province.² Employees' success and health is considered from an acculturation perspective and thus viewed as a result of the acculturation process. This hypothesis was investigated by examining the affect of the acculturation context and individual intervening factors, which are translated into variables, on perceived work success and health (acculturation outcomes).

English questionnaires using a cross-sectional survey design were administered to a random convenience sample of participants ($n = 288$). The questions were derived from adapted measuring scales and scales developed for the project. Three categories of instruments were used: those examining the ethnocultural domain, individual intervening factors, and acculturation outcomes (health and work success).

The data was statistically analysed using multivariate analysis of variance, one-way analysis of variance, and T-tests. Descriptive statistics, Cronbach alpha coefficients, and Pearson product-

² The research project formed part of a larger project on acculturation in the Industrial Psychology Department of the North-West University.

moment correlation coefficients were examined, and effect sizes determined the practical significance of the findings.

The results show that success and health can be considered from an acculturation perspective, and can be predicted based on the acculturation context and individual intervening factors.

OPSOMMING

Hierdie artikel doen verslag oor die resultate van 'n projek wat die akkulturasie proses in 'n spesifieke konteks analiseer, met die doel om waarneembare werksukses en gesondheid (beide sielkundig en fisies) van mynwerkers in 'n myn in Noordwes-Provinsie te kan voorspel. Werknemers se sukses en gesondheid word oorweeg vanuit 'n akkulturasie perspektief en word dus gesien as 'n gevolg van die akkulturasie proses. Hierdie hipotese is ondersoek deur die effek van die akkulturasie konteks en individuele ingrypingsfaktore (omskep in veranderlikes) op waarneembare werksukses en gesondheid te toets (akkulturasie uitkomstes).

Engelse vraestelle, gebaseer op 'n kruisseksie-ondersoek ontwerp, is toegepas op 'n geskiktheidsteekproef van deelnemers van die myn was gebruik ($n = 288$). Die vrae was afgelei van aangepaste maatstawwe en maatstawwe ontwerp vir hierdie projek. Drie kategorieë van instrumente is gebruik: die wat die hoofstroom gebied, individuele ingrypingsfaktore, en akkulturasie uitkomste (gesondheid en werksukses) ondersoek.

Die data is statisties ontleed deur die gebruik van meervoudig-variasie analise, eensydig-variasie analise, en T-toetse. Beskrywende statistieke, Cronbach alpha koëffisiënte, en Pearson produk-oomblik korrelasie-koëffisiënte is ondersoek. Effek grotes is gebruik om die praktiese betekenis van die bevindinge vas te stel.

Die resultate toon dat sukses en gesondheid vanuit 'n akkulturasie perspektief oorweeg kan word en dat hierdie akkulturasie uitkomstes voorspelbaar is, gebaseer op die akkulturasie konteks en individuele ingrypingsfaktore.

The implementation of fully-fledged multiculturalism raises fundamental questions about the nature of social relationships and society itself. Mitchell and Russell observe that “the right to be different can never be unconditional... No society can maintain a position in which ‘anything goes’ at the cultural level within its various communities” (p. 153). To agree with this statement is not to slip into ethnocentrism or racism. It is, however, to state the sociologically obvious: that there are limits to the amount of diversity that any society can tolerate without fragmentation, if not total disintegration. In Britain, for instance, calls for the application of Islamic Law to Muslim British citizens have thus far been rejected, as have demands for female genital mutilation on the National Health Service (Macey, 1995).

Human social existence implies at least a minimum level of consensus or commitment to shared norms (Macey, 1995) and in democracies there is a need to balance the rights conferred by citizenship of society with the responsibilities according to his or her demands (Marshall & Bottomore, 1992). When populations are very diverse in ethnic, cultural, and/or religious terms, there is no doubt that reaching a balance or consensus is extremely difficult, as is demonstrated by the different approaches to multicultural populations taken by Western European States.

Conceptualisation of acculturation

Acculturation compounds that phenomenon that “results when groups of individuals having different cultures come into continuous first-hand contact, with subsequent changes in the original culture patterns of either or both groups” (Redfield, Linton, & Herskovits, 1936). Social scientists working under the auspices of the Social Science Research Council have expanded on the Redfield et al.’s (1936) model of acculturation, which includes value systems, development sequences, roles, and personality factors as contributing factors to individual’s adjustment when they are exposed to each other. This model was advanced because it specified important culture-related information that changes with intergroup contact and examines which aspects of culture might be more resistant to change. Acculturation is a process of interaction of cultures (Redfield et al, 1936).

Berry, Poortinga, Segall and Dasen (1992), Coleman (1995a), and LaFramboise, Coleman and Gerton. (1993) note that the process of coping with second culture contact has generally been called 'acculturation'. LaFramboise et al. (1993) point out that the term 'acculturation' has been used to describe both a particular strategy for coping with second culture contact and the process for coping with second culture contact, and suggest the phrase 'second culture acquisition' be used to describe the process of coping with second culture contact and the term 'acculturation' be reserved for explaining the process (Coleman, Wampold, & Casali, 1995).

Acculturation models

As empirical studies of majority acculturation orientation are relatively scarce (Ward, 1996), models of majority acculturation have been largely derived from those of minority acculturation (Bourhis, Piontkowski, Florack, Hölker, Lintemeier, Schulze Eckel, & Suhl, 1993; Pettigrew, 1988; Triandis, Kashima, Shimada, & Villareal, 1986). There are two major acculturation models: the unidimensional model and the bidimensional model. The unidimensional model postulates that the ethnic and the host culture counterbalance one another, where adherence to one limits adherence possibilities to the other (Berry, 1997). This model has two variants: the assimilationist variant (Kovacs, 1955) and the bicultural variant (Mendoza, 1984). Cross-cultural travellers invariably end up losing their cultural heritage and embrace the host culture, according to the assimilationist variant. According to the bicultural variant, the loss of the culture of origin is not a necessary outcome, and adherence to both cultures, even after prolonged immigration, is a possible, or even likely, outcome. The bidimensional model postulates that ethnic and host cultures constitute two independent dimensions, where adherence to the one may not affect adherence possibilities to the other (Berry, 1997). When considered together, the independent dimensions yield four acculturation strategies: **assimilation**, **integration**, **separation**, and **marginalisation**.

The Interactive Acculturation Model (Bourhis, Moïse, Perreault, & Senécal, 1997) integrates the acculturation strategies (from the bidimensional model) of the mainstream and those used by the minority culture. The conjunction of both parties' acculturation strategies gives rise to an acculturation situation that is either conflicting (mainstream favours assimilation and the ethnic

culture favours integration) or consensual (where both mainstream and ethnical culture favour assimilation), and it can be expected to have an impact on the acculturation outcomes (Zagefka & Brown, 2002). The current research project makes use of the above frameworks and conceptualise the acculturation process as consisting of background group-level factors (mainstream and ethnic), intervening factors (such as personality, coping, and acculturation strategies) and outcome factors (sociocultural and psychological adaptation); and the models hypothesised allow for the simultaneous testing of moderating, mediating, and independent effects.

Acculturation framework used in this research project

There are three groups of variables that are typically addressed in studies of psychological acculturation: acculturation conditions, acculturation orientation, and acculturation outcomes (Ward, 2001). At the **group level**, **acculturation conditions** consists of characteristics of the society of origin (that is, **ethnic vitality, integration demands, and social support**), as well as characteristics of settlement society (that is, social attachment—variables of the current research project). **Acculturation orientations** and an **individual intervening variable**, generalised self-efficacy in the current research project, link antecedent conditions to outcomes. Acculturation outcomes indicate the degree of success of acculturation process, which can be examined by measuring the nature and extent of interaction with hosts, feelings of acceptance and satisfaction, mood states, the acquisition of culturally appropriate behaviours and skills, academic performance, **job performance**, and **psychological distress** (Ward, 2001). Outcomes refer to the ways in which immigrants deal with the cultures involved (Berry, 1997; Ward, Bochner, & Furnham, 2001).

Group level variables (acculturation context or condition)

Various elements from both the mainstream and minority context have been related to acculturation outcomes.

Characteristics of the mainstream (society of settlement) at work. Various elements from both the mainstream and minority context have been related to acculturation outcomes. Some societies seek diversity and are accepting of the cultural pluralism resulting, taking steps to support to continuation of cultural diversity as a shared communal resource (Berry & Kalin, 1995). Others seek to reduce diversity through policies and programmes of assimilation, while yet others attempt to segregate or marginalise diverse populations in their societies (Berry, Poortinga, Segall, & Dasen, 1992). Societies supportive of cultural pluralism provide a positive settlement context because they are less likely to enforce cultural change (assimilation) or exclusion and are more likely to provide social support both from the institutions of the larger society and from continuing and evolving ethnocultural communities that usually make up plural societies (Murphy, 1965). Even when pluralism is accepted, some groups will be less readily accepted by the organisation and will experience hostility, rejection, and discrimination. (Clark, Anderson, Clark, & Williams, 1999; Liebkind & Jasinskaja-Lahti, 2000; Noh, Beiser, Kaspar, Hau, & Rummens, 1999).

Characteristics of co-ethnics (society of origin) at work. The elements from the mainstream context with presumably the most influence on acculturation outcomes are the major socialisation and enculturation agencies such as work (see for example, Ait Ouarasse & Van de Vijver, 2003; Berry, 1997; Bourhis et al., 1997; McDermott, 1974; Verkuyten, 1998). Similarly, ethnic vitality and ethnic support are acculturation outcomes from the minority context (see for example, Adelman, 1988; Ait Ouarasse & Van de Vijver, 2003; Berno & Ward, 2000; Malewska-Peyre, 1982; McDermott, 1974, Ong, 2000). These factors from both the mainstream and context studied can be broadly categorised as ranging from more subjective and internal, such as mainstream assimilation, minority separation or integration demands, and minority support, to more objective and external, such as the minority's secular and recreational vitality, religious vitality, relationship with mainstreamers or co-ethnics, and information and health care services.

Ethnic integration demands at work

Ethnic groups have different attitudes towards cultural maintenance and toward having contact with the host society. Social identity theory can help to explain these differences. Individuals are assumed to strive for and enhance a positive identity that is represented by the group to which they belong (Taylor & Moghaddam, 1984). According to this theory, more disadvantaged groups will adopt either an assimilation strategy, attempting to be similar to the members of the dominant (positively regarded) group, or prefer a separation strategy (Ward, Bochner & Furnham, 2001).

In an organisation, should individuals not be tolerant towards individuals of other ethnic groups, these groups will not choose to integrate whereas in tolerant situations, work will encourage integration amongst all groups.

Individuals opting to integrate will achieve greater results in the work environment relating to meeting deadlines and respect earned from colleagues.

Ethnic social support and solidarity at work

Mallinckrodt and Leong (1992) state that “not only is social support crucial in itself for positive well-being, but social support also provides a powerful coping resource for persons experiencing stressful life changes, including the stress of adjusting to an unfamiliar culture” (p. 71).

The positive role of social support in adaptation to acculturation has been firmly empirically established (Furnham & Alibhai, 1985; Furnham & Sheikh, 1993). For some, links to an individual's heritage culture are associated with lower stress (Vega, Kolody, Valle, & Weir, 1987; Ward & Kennedy, 1992) and for others; links to members of the society of settlement are more helpful, particularly in cases in which relationships match an individual's expectations (Berry & Kostovcik, 1990). Yet in most studies, supportive relationships with both cultures are most predictive of successful adaptation (Berry, Kim, Minde, & Mok, 1987; Kealy, 1989).

Despite the theoretical centrality of social support to the acculturation process and the long track record of research on the direct and buffering effects of social support generally, relatively little research has been done on social support in relation to acculturative stress.

Mallinckrodt and Leong (1992) studied eight factors of social support among international students and found that most of them related to physical health symptoms.

In an acculturation framework, ethnic identification is often considered to be an aspect of psychological acculturation (Berry & Sam, 1997). However, ethnic identification is also examined and found to be independent of other aspects of acculturation. (Hutnik, 1986; Phinney, 1991; Ward & Rana-Deuba, 1999). Individuals from ethnic groups may become largely culturally assimilated, while maintaining a strong sense of ethnic belonging. Thus the process of self-identification need not necessarily undergo a similar change. An individual can still strongly identify with his or her ethnic minority group although he or she has made important cultural adaptations for effective living.

The more individuals identify with their own ethnic group, the more likely they will consider it important to preserve their own culture. For minorities, this means a positive association between culture maintenance and ethnic identification. However, the relationship between ethnic identification and cultural adaptation is less clear. An article from (Verkuyten, 1999) shows that the associations between adaptation to the majority group culture and ethnic identification is non-existent or even positive. For example, several studies among ethnic minorities in the Netherlands found that a preference for one ethnics group is not associated with a rejection of other groups (Verkuyten, 1999). Among several ethnic minority groups in the US, ethnic identification appears to influence the attitudes toward the in-group positively, which consequently affects the attitudes towards the majority group in a positive way.

Ethnic vitality at work

Ethnic vitality refers to ethnic institutions that can support the acculturation process, such as the availability of places of worship, shops, recreational opportunities, and educational resources

(see for example, Adelman, 1988; Ait Ouarasse & Van de Vivjer, 2004; Berno & Ward, 2000; Malewska-Peyre, 1982). Being psychologically close and sharing basically the same acculturation experiences, members of the same minority could be very helpful in providing field expertise and the social networks for support. A minority that is vital and supportive acts as both a springboard from which minority individuals can cope with the mainstream culture, which is seen in the positive effects on relationships and work success, and a safety net that provides support for coping with negative acculturation experiences, which is done indirectly through relationships with co-ethnics (Ait Ouarasse & Van de Vivjer, 2004).

The relevance of ethnic vitality has been tested among Russian immigrants in France, Germany, and the Netherlands. France has the longest immigration history and policy, and the largest number of supportive organisations and communities from Russia. Emigration from Russia to Germany and the Netherlands started in the 1990s. The results confirmed that Russians in France that reported to have more ethnic resources showed higher levels of psychological adjustment, while the opposite was found for those Russian immigrants in Germany and the Netherlands. (Galchenko, 2006).

South African empirical findings confirm that ethnic vitality is positively related with multicultural norms and practices, tolerance of the mainstream, the relationship with mainstream, perceived social support from co-ethnics and relationships with mainstreamers (Jackson, 2008b).

A study conducted by Jackson (2008a) shows that the relationship with hosts is statistically significant to ethnic vitality at work.

Relationship with co-ethnics at the workplace

Attitudes towards other groups may interact with ethnic identity and contribute to overall well-being (Bhadha, Farver, Lieber, Narang, & Xu, 2007). An integrative adaptation style involves a positive attitude towards an individual's own ethnic group and towards other groups, all of which have been associated with positive psychological adjustment (Bhadha et al., 2007). Negative

attitudes, in turn, are predicted to influence majority members' own preference for integration of the immigrants (Zagefka, Brown, Broquard, & Martin, 2007).

The attitudes that individuals within a community have towards another group can influence the well-being of the other group. Positive attitudes towards an individual's own community and another community will usually result in positive psychological adjustment (Bhadha et al., 2007); the more tolerant a society is towards another community, the better the level of multicultural coexistence (Abu-Rayya, 2006).

Burckard (2008) shows that the relationship with co-ethnics at work is statistically significant to individual's perceived work success in terms of respect and dignity from colleagues.

Although it has been demonstrated that co-ethnics and hosts network are linked to better mental health (Chataway & Berry, 1989; Yang & Clam, 1995), there is still an unresolved controversy as to their comparative effects (Ward & Rana-Deuba, 1999). The findings of Ait Ouarasse and Van de Vijver (2004) are relevant to debate and are clearly on the side of the co-ethnics comparative advantage in alleviating stress.

Individual intervening variables (*Individual integration acculturation strategy and Generalised perceived self-efficacy*)

Individuals enter into an acculturation process with a number of personal characteristics of a demographical, psychological, and social nature (Berry & Kalin, 2002). Berry (1997) distinguishes between moderating factors (such as age and gender) prior to the acculturation process and factors arising during the acculturation process (such as generalised self-efficacy, health, and work success).

Perceived generalised perceived self-efficacy

Bandura (1991) argues that generalised self-efficacy, a person's belief that he or she can execute a task at a certain level of performance, is one of the most important factors affecting personal

activity toward goal attainment. There is extensive evidence that higher self-efficacy is associated with higher levels of motivation and performance. For instance, a meta-analysis conducted by Hysong and Quiñones (1997) finds a positive relationship between self-efficacy and performance, especially for complex tasks. Judge, Locke, Durham, & Kluger (1998) defined generalised self-efficacy as an individual's estimates of his or her capabilities to mobilise the motivation, cognitive resources, and courses of action needed to exercise general control over events in his or her life.

The relationship of generalised self-efficacy to average efficacy ratings across a variety of task-specific situations is yet to be determined. Because generalised self-efficacy can be viewed as reflecting an individual's perceptions in life based on his or her fundamental ability to cope with life exigencies, it represents a core self-evaluation. The overall thrust of self-efficacy research is to provide both a mechanism that mediates behaviour change of why and how different techniques affect change (Bandura, 1986). Other consequences of self-efficacy include the setting of personal goals and higher task performance (Bandura, 1986; Locke & Latham, 1990; Wood & Bandura, 1989).

Acculturation outcomes (adjustment)

Berry (1992) proposed a definition of adjustment as a state whereby change occurs in the individual in a direction of increased fit and reduced conflict between the environmental demands and the individual attitudinal and behavioural inclinations. Successful adjustment, therefore, can be characterised as a state of 'homeostasis' whereby an individual maintains a balanced psychological state which results in effective functioning (Torbiorn, 1982). The multidimensionality of the adjustment process has been discussed in acculturation literature. In the acculturation framework, three facets of adjustment are identified: psychological adjustment, sociocultural adjustment (Searle & Ward, 1990), and work adjustment (task effectiveness) (Ayman & Berry, 1996; Hawes & Kealy, 1981). Acculturation outcomes indicate the degree of success of acculturation process, which could be examined by measuring the nature and extent of interaction with host, feelings of acceptance and satisfaction, mood states, the acquisition of

culturally appropriate behaviours and skills, academic performance, and job performance as well as psychological distress (Ait Ouarrasse & Van de Vijver, 2004).

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

Psychological adaptation or outcomes is mainly used within the stress and coping perspective and is measured by such indicators as life satisfaction (Kealey, 1989), acculturation stress (Berry, 1999), depression, and mental health. Few studies have attempted to test overall health of immigrants in relation to acculturation status. In Hispanic Americans, higher acculturation was associated with higher ranking of self-reporting health (Shetterly, Baxter, Mason, & Hammon, 1996). In a study of Japanese Americans in Hawaii (Reed, et. al., 1982), total acculturation and social assimilation were positively associated with coronary heart disease prevalence.

Berry et al. (2006) found that being involved in both cultures (integration acculturation strategy) serves to promote better psychological and sociocultural adaptation, while being involved in neither culture or being confused about one's situation (diffuse) undermines both forms of adaptation. Ethnic involvement promotes psychological well-being. Belonging to the ethnic profile was associated with poorer sociocultural adaptation, while belonging to the national profile was associated with moderately poorer psychological and sociocultural adaptation.

Physical and psychological health

Health is defined as a state of complete physical, mental, and social well-being (Bennett & Murphy, 1997). Health is therefore about wholeness, happiness, and well-being (Beattie, Gott, Jones, & Sidell, 1993) on a physical, cultural, psychosocial, economic, spiritual, and mental level (Du Toit, 1986; Marks, Murray, Evans, & Willig, 2000).

The literature reports many contradicting findings on the influence of acculturation on health, because there are complex interactions between the variables under study. Zambrana, Scrimshaw, Collins and Dunkel-Schetter (1997) who investigate Mexican American women undergoing the process of immersion in the mainstream culture, find that acculturation is harmful to health. These women experience a decrease in culture-specific protective factors that are integrally related to the quality of the community environment in which they live (Zambrana et al., 1997). According to Zambrana et al. (1997), risky health behaviours, stress levels, and medical risks all seem to increase with greater acculturation and decrease when receiving social support of the Hispanic community. Acculturation is therefore conceptualised as a potential stressor.

In terms of the contradictory pattern of evidence to the effects of acculturation on health, Tran, Fitzpatrick, Berg and Wright (1996) find that the level of acculturation has a significant effect on health status. Participants less involved in acculturation processes experience higher rates of self-reported health problems than those more involved in the process of acculturation. Language skills and lower education are indicated as factors in avoiding health care and a tendency to see themselves as susceptible to certain problems related to health (Tran et al., 1996).

It is clear that health cannot be studied on a physical level only, but the effects of acculturation should be considered on all different elements of health (Bennett & Murphy, 1997). Many studies have indicated that certain changes are required when entering into an unfamiliar environment, as well as when adjusting to a new environment. This can lead to anxiety, confusion, and depression (Choi, 1997; Lin & Yi, 1997). Berry (1997) claims, that those individuals who adopt a strategy of integration have a more positive outlook on mental health

than those who attempt to assimilate or those who isolate themselves. Those who choose isolation are also more at risk than those who choose to assimilate.

Jackson (2008a) finds that psychological health is statistically significant to ethnic social solidarity in the workplace.

Sociocultural outcomes relate to successful participation in the host milieu. The question that normally arises in this arena is: “Does the immigrant do well in the new society?” Ward and Kennedy (1992) argue that sociocultural adaptation is mainly a function of contact variables, such as education in the host country and the length of stay of migrants, while psychological adaptation is mainly a function of ethnic group variables, such as support networks. Other findings points to a somewhat different role of host and ethnic culture in adaptation. Research results (Ait Ouarasse & Van de Vijver, 2004) suggest that ethnic group variables are better predictors of work success. The perceived tolerance of the mainstream society towards the ethnic group is a significant predictor of work success.

Work success

The fact that work success remains by far the best predictor of acculturative stress followed by relationship with co-ethnics and perceived mainstream tolerance is an indication of the relative importance of work in the life of young Moroccans. For a young Moroccan to have secured success in a satisfying job is maybe the peak of professional integration and is likely to be a significant stress saver. (Ait Ouarasse & Van de Vijver, 2004).

Within the sociocultural component of adaptation, relationship amongst workers precedes work success. It is also noted that both perceived mainstream context and perceived minority context are crucial for work success. (Ait Ouarasse & Van de Vijver, 2004).

In an organisation, where there are good relationships amongst workers, it increases their level of work success. Such relationships with other workers suggest a more tolerant working situation, which enhances workers' level of success in the working environment. Individuals who show

respect and are tolerant of colleagues will achieve a higher level of work success in their jobs. (Ait Ouarasse & Van de Vijver, 2004).

Jackson and Molokoane (2008) find that *Generalised perceived self-efficacy* is statistically significant to *Ethnic integration demands at work*.

RESEARCH OBJECTIVES

General objectives

The general objective of this research project is to analyse the acculturation process and determine the impact of the acculturation context variables (co-ethnics) on the acculturation context and individual intervening variable (individual integration acculturation strategy) on acculturation outcomes (employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health) in a mine in the North-West Province.

Specific objectives

The four specific objectives are:

- to determine the psychometric properties of the measuring instruments used in this research project;
- to determine the relationship between the acculturation context variables, individual intervening variables, and the acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health);
- to determine the impact of the acculturation context and individual intervening variables on the sociocultural acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, and training and development opportunities); and

- to determine the impact of the acculturation context and individual intervening variables on the psychological acculturation outcomes variables (representing employees' psychological and physical health).

RESEARCH METHOD

The research was conducted by way of a literature review and an empirical study, which are discussed in the subsequent sections.

Research design

A cross-sectional survey design whereby a sample is drawn from a population at one time was used to obtain the desired research objectives. Schaufeli and Enzmann (1998) criticise the use of cross-sectional designs in research due to the fact that it limits the study and it focuses on specifics, and recommend that experiments and longitudinal studies should be used when possible as it is more valid and broader.

Research procedure

Permission was obtained from the human resources manager who assisted in the conducting and handing out of the questionnaires. Seven-hundred-and-fifty questionnaires were distributed across all the mines where at times the researchers facilitated the completion of the questionnaires. The research project, which formed part of a larger project on acculturation of the Industrial Psychology Department of the North-West University, was initiated during 2005 after discussions with the human resources department of a major gold mine in the North-West Province of South Africa. The project was planned and questionnaires were duplicated and administered with funding that was obtained from the National Research Foundation, after permission was granted by mine management.

English questionnaires that were used in previous research to measure acculturation context, as well as personal, psychological and acculturation outcomes were administered. The data from the

288 completed questionnaires were captured on an Excel spreadsheet, controlled for errors, and statistically analysed with SPSS (SPSS, 2003).

Sample

Participants were randomly selected from a mine in the North-West Province. This was done because random selection is important for drawing accurate conclusions regarding the entire group of interest (Spector, 2000).

Table 1

Sample characteristics

Item	Category	Percentage
Gender	Male	85,10
	Female	14,60
Marital status	Single/widow/widower	21,20
	Engaged/in a relationship	04,50
	Married	46,20
	Divorced	03,10
	Separated	00,70
Race	Black	59,00
	White	24,70
	Indian	12,80
	Coloured	02,40
	Other	00,30
Language	Afrikaans	44,10
	English	04,50
	SePedi	00,70
	SeSotho	17,70
	SeTswana	11,80
	SiSwati	03,50
	Tshivenda	00,30
	IsiZulu	03,50
	IsiXhosa	10,80
	XiTsonga	01,70

Table 1 demonstrates that most of the participants are male (85,10%), married (46,20%), Black (59,00%), and Afrikaans-speaking (44,10%).

Measuring battery

Instruments were adapted (Ait Ouarasse & Van de Vijver, 2004) and others developed for the project to measure the following: acculturation context (including the mainstream—society of settlement—and ethnocultural context—the society of origin) and sociocultural acculturation outcomes (work success). All scales follow a five-point Likert format ranging from ‘strongly agree (1)’ to ‘strongly disagree (5)’, where all scales are unifactorial.

1. Ethnocultural domain instruments

Perceived ethnic integrationist demands at work (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a twelve-item measure of the extent to which participants believe their own community allows them to establish contact with the South Africans and participate in public life. All twelve of the items are positively phrased. The scale is divided into general and workplace ethnic integration demands. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.64 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

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

Ethnic vitality at work (adapted from Ait **Relationship with co-ethnics at work** (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of how well and easily participants get along with members of the ethnic minority (majority) community, and how well and easily they cope in situations involving South African community members. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.79 was obtained in a study

of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of how well and easily participants get along with members of the ethnic minority (majority) community, and how well and easily they cope in situations involving South African community members. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.79 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

2. Personal or individual intervening factors

Individual integration acculturation strategy or orientation. This is a ten-item measure, which was developed for this research project. This measure investigates the extent to which participants prefer certain acculturation strategies. Three items represent each acculturation strategy: integration, separation, and assimilation, with only one item representing marginalisation.

The General Self-Efficacy Questionnaire (GSE; Tipton & Worthington, 1984) was used to determine in what manner the individual judges his or her own abilities and regulates the experience of personal efficacy with regard to incidents in his or her life. Tipton and Worthington (1984) based their scale on the concept of faith, particularly faith in oneself. Marais (1997), and Stanley and Murphy (1997) obtained Cronbach alpha coefficients of 0.71 and 0.83, respectively, for the GSE scale.

3. Sociocultural acculturation outcomes

The Physical Symptoms Inventory (PSI; adapted from Spector & Jex, 1998) assesses employees' physical and somatic health symptoms. The PSI is a self-report measure in which participants are asked to indicate whether they had suffered any of the mentioned symptoms in the past three months. Some examples of symptoms included on the scale are headache,

backache, fatigue, eyestrain, and trouble sleeping. Cronbach alpha coefficients of 0.91 and 0.90 were obtained for two factors extracted by exploratory and confirmatory factor analysis in a study of the acculturation context and outcomes of mineworkers in the North-West Province of South Africa (Jackson & Molokoane, 2008).

Work success (adapted from Ait Ouarasse & Van de Vijver, 2004). This is a fourteen-item measure of how successful participants are at work. All fourteen of the items are positively phrased. It contains items pertaining to task completion, punctuality, relationships with supervisors and relationships with fellow workers. In the study from which this scale was derived, a Cronbach alpha coefficient of 0.81 was obtained in a study of the acculturation context of Moroccans in the Netherlands (Ait Ouarasse & Van de Vijver, 2004).

A **biographical questionnaire** was included in order to be able to describe the population. It includes basic biographical questions like age, race, sex etc.

Statistical analysis

The statistical analysis was carried out using SAS (SAS, 2000), SPSS (SPSS, 2003), and AMOS (Arbuckle, 1997). Descriptive statistics (means, standard deviations, skewness, and kurtosis) were used to analyse the data. Cronbach alpha coefficients and inter-item correlations were used to determine the internal consistency, homogeneity, and unidimensionality of the measuring instruments (Clark & Watson, 1995). The alpha coefficient contains important information regarding the proportion of variance of the items of a scale in terms of the total variance explained by that particular scale. According to Clark and Watson (1995), the mean inter-item correlation (which is a straightforward measure of internal consistency) provides useful information in conjunction with the alpha coefficient of a scale, which is an indication of homogeneity of a scale, but as such cannot ensure unidimensionality of a scale

In terms of statistical significance, the value was set at a 95% confidence interval level ($p \leq 0.05$). Effect sizes (Stein, 1999) were used to decide on the practical significance of the findings. Pearson product-moment correlation coefficients are used to specify the relationship between the

variables. A cut-off point of 0.30 (medium effect; Cohen, 1988) was set for the practical significance of correlation coefficients.

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

RESULTS

The results section has two parts. The first part presents the descriptive measures and psychometric characteristics of the measures, while the relations of the variables are examined in the second part.

Descriptive and psychometric characteristics

The results obtained from exploratory and confirmatory factor analysis, using a direct oblimin rotation to confirm the factor structure and considering the scree plot, the rotated component matrix, and descriptive statistics indicated that most of the sub-scales used in this research project are unifactorial, explaining **37,61%** of the variance in ***Ethnic integration demands at work***, **36,65%** of the variance in ***Ethnic social support at work***, **36,46%** of the variance in ***Ethnic vitality at work***, **38,5%** of the variance in ***Relationship with co-ethnics at work***, **40,2%** of the variance in ***Individual integration acculturation strategy*** and **47,3%** of the variance in ***Generalised perceived self-efficacy***.

A factor was extracted from a confirmatory factor analysis conducted (as indicated by the scree plot and the rotated component matrix) on the nine-item sub-scale measuring ***Psychological***

health, explaining 59,7% of the construct from an adapted version of the PSI. One factor was extracted with a confirmatory factor analysis (as indicated by the scree plot and the rotated component matrix) from a twenty-one-item sub-scale measuring *Physical health*, explaining 42,03% of the variance of *Physical health*.

Three factors were extracted from the fourteen-item Work Success Scale, which explains 57,85% of the variance. The factors are labelled *Meeting deadlines at work*, *Perceived reputation and respect at work* and *Opportunities for development and training at work*. The *Meeting deadlines at work* factor deals with aspects of punctuality, meeting deadlines, following instructions, and successfully completing work (well enough to be complimented on it by supervisors). The *Perceived reputation and respect at work* factor contained items regarding a good reputation among co-workers for the work, effective handling of problems, success with the handling of problems, respect shown by co-workers for work done and being proud about work. The *Opportunities for development and training at work* factor is comprised of items referring to the experience of personal and professional growth and development in the organisation, as well as productivity.

The descriptive statistics and internal consistency of the measuring instruments used in this research project are reported in Table 2 on the next page.

Table 2

Descriptive statistics, alpha coefficients, and inter-item correlation coefficients of the South African acculturation scale (n = 288)

Variable	Mean	SD	Skewness	Kurtosis	α
1. <i>Ethnic integration demands at work</i>	3,58	0,59	-0,19	0,55	0,70
2. <i>Ethnic vitality at work</i>	3,36	0,67	-0,26	0,23	0,67
3. <i>Ethnic social support at work</i>	3,43	0,60	-0,39	0,48	0,73
4. <i>Relationship with co-ethnics at work</i>	3,29	0,45	0,12	0,77	0,30
5. <i>Generalised perceived self-efficacy</i>	3,65	0,78	-0,31	1,41	0,85
6. <i>Physical health</i>	1,98	0,80	-0,87	0,91	0,94
7. <i>Psychological health</i>	1,97	0,85	1,13*	0,06	0,87
8. <i>Individual integration acculturation strategy</i>	3,61	0,69	-0,47	0,90	0,53
9. <i>Meeting deadlines (IPWS 1)</i>	3,89	0,81	-1,11*	1,89	0,77
10. <i>Reputation and respect (IPWS 2)</i>	3,87	0,68	-0,86	0,85	0,82
11. <i>Development opportunities (IPWS 3)</i>	3,57	0,85	-0,70	0,33	0,74

*High skewness and kurtosis

Table 2 shows that *Psychological health* and *IPWS 1* is skewed, thus Spearman was used in determining the correlations, while the correlations of the normally distributed variables were determined using Pearson.

The scores of the South African Acculturation Scale are normally distributed. The Cronbach alpha coefficients of all the measuring instruments are considered to be acceptable compared to the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994) except for the alpha coefficients of *Ethnic vitality at work*, *Relationship with co-ethnics at work*, and *Individual integration acculturation strategy*, which are below the accepted 0,70 guideline. Because the alpha value of *Relationship with co-ethnics at work* is the lowest, it was discarded. Furthermore, with few exceptions, the inter-item correlations of the South African Acculturation Scale are considered acceptable compared to the guideline of $0,15 < r < 0,50$ (Clark & Watson, 1995).

Table 3

Product-moment correlation coefficients of the acculturation context, individual, and outcomes variables (n = 288)

Variable	1	2	3	4	5	6	7	8	9	10
1. <i>Ethnic integration demands at work</i>	1									
2. <i>Ethnic social support at work</i>	0,26 ⁺	1								
3. <i>Relationship with co-ethnics at work</i>	0,22 ⁺	0,37 ^{*+}	1							
4. <i>Ethnic vitality at work</i>	0,43 ^{*+}	0,28 ⁺	0,19 ⁺	1						
5. <i>Individual integration acculturation strategy</i>	0,33 ^{*+}	0,27 ⁺	0,13	0,00	1					
6. <i>Generalised perceived self-efficacy</i>	0,35 ^{*+}	0,33 ^{*+}	0,28 ⁺	0,12	0,35 ^{*+}	1				
7. <i>Physical health</i>	-0,04	0,11	0,02	0,12	-0,11	-0,12	1			
8. <i>Psychological health</i>	-0,06	0,15	-0,02	0,16 ⁺	-0,16 ⁺	-0,05	0,79 ^{**+}	1		
9. <i>Meeting deadlines (IPWS 1)</i>	0,34 ^{*+}	0,29 ⁺	0,24 ⁺	0,19 ⁺	0,27	0,59 ^{**+}	-0,11	0,31 ^{*+}	1	
10. <i>Reputation and respect (IPWS 2)</i>	0,37 ^{*+}	0,34 ^{*+}	0,32 ^{*+}	0,21 ⁺	0,41 ^{*+}	0,41 ^{*+}	-0,15 ⁺	0,34 ^{*+}	0,52 ^{**+}	1
11. <i>Development opportunities (IPWS 3)</i>	0,26 ⁺	0,26 ⁺	0,07	0,20 ⁺	0,21 ⁺	0,11	-0,05	0,43 [*]	0,19 ⁺	0,49 ^{**+}

+ Statistically significant;

* Correlation is practically significant $r > 0.30$ (medium effect);

** Correlation is practically significant $r > 0.50$ (large effect).

Table 3 indicates that *Ethnic integration demands at work* is practically statistically and significantly correlated with *Ethnic vitality at work*, *Individual integration acculturation strategy*, *Generalised perceived self-efficacy*, *IPWS 1*, and *IPWS 2* (with medium effect).

It also demonstrates that *Ethnic social support at work* is practically statistically and significantly correlated with *Relationship with co-ethnics at work*, *Generalised perceived self-efficacy*, and *IPWS 2* (with medium effect). *Relationship with co-ethnics at work* is practically statistically significant to *IPWS 2* (with medium effect).

Further, Table 3 indicates that *Individual integration acculturation strategy* is practically statistically and significantly correlated with *Generalised perceived self-efficacy* (with medium effect) and *IPWS 2* (with medium effect). *Generalised perceived self-efficacy* is practically statistically and significantly correlated with *IPWS 2* (with medium effect) and *IPWS 1* (with large effect).

Psychological health is practically statistically and significantly correlated with *Physical health* (large effect). *Psychological health* is practically statistically and significantly correlated with *IPWS 1*, *IPWS 2*, and *IPWS 3* (with medium effect). *IPWS 1* is practically statistically and significantly correlated with *IPWS 2* (with large effect). *IPWS 2* is practically statistically and significantly correlated with *IPWS 3* (with medium effect).

Table 4

Beta weights of stepwise multiple regression analysis with Psychological health and Physical health as dependent variables

Psychological adjustment (ill health)				
	<i>Psychological health</i>		<i>Physical health</i>	
	Context	All	Context	All
<i>First step</i>				
1.1 <i>Ethnic integration demands at work</i>	-0,16*	-0,11	-0,11	-0,08
1.2 <i>Ethnic social support at work</i>	0,15*	0,19*	0,10	0,12
1.3 <i>Ethnic vitality at work</i>	0,19*	0,16*	0,13*	0,12
1.4 <i>Relationship with co-ethnics at work</i>	-0,07	-0,06	-0,01	-0,01
<i>Second step</i>				
1.1 <i>Individual integration acculturation strategy</i>		-0,13*		-0,09
1.2 <i>Generalised perceived self-efficacy</i>		-0,04		-0,02
ΔR^2	0,06*	0,02	0,03	0,01
R^2	0,06	0,08	0,03	0,04
R	0,24	0,28	0,17	0,19

* $p < 0.05$

Table 4 demonstrates that *Ethnic integration demands at work* ($\beta = -0,16$; $t = -2,44$), *Ethnic social support at work* ($\beta = 0,15$; $t = 2,42$), and *Ethnic vitality at work* ($\beta = 0,19$; $t = 2,92$) (which explain 6% of the variance) are statistically significant predictors of *Psychological health*. However, adding the intervening individual variables led to a significant increase in the squared multiple correlation ($\Delta R^2 = 0,02$) to 0,08 with *Ethnic social support at work* ($\beta = 0,19$; $t = 2,86$), *Ethnic vitality at work* ($\beta = 0,16$; $t = 2,47$), and *Individual integration acculturation strategy* ($\beta = 0,13$; $t = -2,10$) the statistically significant predictors.

Antecedent variables explain 3% of the variance in *Physical health*, with *Ethnic vitality at work* ($\beta = 0,13$; $t = 2,02$) statistically significant. However, the inclusion of the intervening individual

variables resulted in a significant increase score in the squared multiple correlation ($\Delta R^2 = 0,01$) to 0,04, with none of the variables statistically significant.

Table 5

Beta weights of stepwise multiple regression analysis with Individual perceived work success (meeting deadlines, reputation/respect, and development opportunities) as dependent variables

	Sociocultural adjustment					
	Perceived Work Success					
	IPWS 1		IPWS 2		IPWS 3	
	Context	All	Context	All	Context	All
First Step						
1.1 <i>Ethnic integration demands at work</i>	0,26*	0,11	0,27*	0,16*	0,18*	0,15
1.2 <i>Ethnic social support at work</i>	0,18*	0,06	0,21*	0,12	0,21*	0,19*
1.3 <i>Ethnic vitality at work</i>	0,01	0,07	-0,04	0,05	0,07	0,09
1.4 <i>Relationship with co-ethnics at work</i>	0,11*	0,04	0,18*	0,15*	-0,06	-0,05
Second Step						
2.1 <i>Individual integration acculturation strategy</i>		0,03		0,17*		0,11
2.2 <i>Generalised perceived self-efficacy</i>		0,50*		0,22*		-0,03
ΔR^2	0,16*	0,20*	0,23	0,07*	0,11*	0,01
R^2	0,16	0,36	0,23	0,30	0,11	0,13
R	0,40	0,60	0,48	0,54	0,33	0,34

* $p < 0,05$

Table 5 shows that *Ethnic integration demands at work* ($\beta = 0,23$; $t = 4,21$), *Ethnic social support at work* ($\beta = 0,18$; $t = 2,94$), and *Relationship with co-ethnics at work* ($\beta = 0,11$; $t = 1,91$), (which explain 16% of the variance of the antecedent variables) are statistically significant predictors of IPWS 1. However, adding the intervening individual variables led to a significant increase in the squared multiple correlation ($\Delta R^2 = 0,20$) to 0,36 with *Generalised perceived self-efficacy* ($\beta = 0,50$; $t = 9,36$) the only statistically significant predictor.

Antecedent variables explain 23% of the variance in IPWS 2, with *Ethnic integration demands at work* ($\beta = 0,28$; $t = 4,75$), *Ethnic social support at work* ($\beta = 0,21$; $t = 3,56$), and *Relationship with co-ethnics at work* ($\beta = 0,18$; $t = 3,22$) as statistically significant. However, the inclusion of the intervening individual variables resulted in a significant increase in the squared multiple correlation ($\Delta R^2 = 0,07$) to 0,30 with *Ethnic integration demands at work* ($\beta = 0,16$; $t = 2,71$), *Relationship with co-ethnics at work* ($\beta = 0,15$; $t = 2,70$), *Individual integration acculturation strategy* ($\beta = 0,17$; $t = 3,23$), and *Generalised perceived self-efficacy* ($\beta = 0,22$; $t = 3,91$) the statistically significant predictors.

The results explain 11% of the variance in IPWS 3 with *Ethnic integration demands at work* ($\beta = 0,18$; $t = 2,79$) and *Ethnic social support at work* ($\beta = 0,21$; $t = 3,37$) statistically significant. However, the inclusion of the intervening individual variables resulted in a significant increase in the squared multiple correlation ($\Delta R^2 = 0,01$) to 0,13 with *Ethnic social support at work* ($\beta = 0,19$; $t = 3,00$) the only statistically significant predictor.

DISCUSSION

The first general objective of this research project was to determine the feasibility of acculturation approach and to evaluate the impact of acculturation context and individual variables on acculturation outcomes of mineworkers in the North-West Province. The first secondary objective of this project was to determine the psychometric properties of the measuring instruments used in this research project. The results from factor analysis, using a direct oblimin rotation to confirm the factor structure and considering the scree plot, the rotated component matrix, and descriptive statistics indicated that most of the sub-scales used in this research project are unifactorial.

As far as the measures for the acculturation outcomes are concerned, one factor was extracted with a confirmatory factor analysis from a twenty-one-item sub-scale measuring **Physical health** and one factor was extracted from a confirmatory factor analysis done on the nine-item sub-scale measuring **Psychological health** from an adapted version of the PSI. Three factors were extracted from the fourteen-item Work Success Scale. The factors are labelled **Meeting**

deadlines at work, *Perceived reputation and respect at work* and *Opportunities for development and training at work*. The Cronbach alpha coefficients of all the measuring instruments and skewness statistics obtained indicated internal consistency of the measures and normal distribution of the data. The scales can therefore be recommended to measure the acculturation context, individual intervening, and outcomes variable in mines.

The second general objective of this project was to determine the impact of the acculturation context variables on the acculturation context and individual intervening variables on acculturation outcomes of mineworkers in the North-West Province. *Ethnic integration demands at work* shows statistically significant positive correlations (practically significant, with medium effect) with *Ethnic vitality at work*, *Individual integration acculturation strategy*, *Generalised perceived self-efficacy*, *IPWS 1*, and *IPWS 2*. The implications of the results are that the ethnic integration orientation is likely to promote respect and success in meeting deadlines and encourage an individual integration acculturation orientation.

Ethnic social support at work shows statistically significant positive correlations with *Relationship with co-ethnics at work*, *Generalised perceived self-efficacy*, and *IPWS 2*. Implications of these findings are that there will be better relationships with co-ethnics at work and an increased chance of experiencing perceived success at work—creating the impression of a organisation culture characterised as “do as I tell you ... and you will survive” and “you are paid to follow instruction, and not to question” as commonly experienced by low-level workers in the mining industry, where very little initiative is required.

Relationship with co-ethnics at work shows statistically significant positive correlations with *Ethnic vitality at work*, *Generalised perceived self-efficacy*, and *IPWS 1*, implying that an increase in one is likely to lead to an increase in the other. *Relationship with co-ethnics at work* shows a statistically significant positive correlation (practically significant, with medium effect) with *IPWS 2*. *Ethnic vitality at work* shows statistically significant positive correlations with *Physical health*, *IPWS 1*, *IPWS 2*, and *IPWS 3*, meaning that those that experience a good relationship at work tend to prefer an integration acculturation orientation and are more likely to not to suffer from ill health.

Generalised perceived self-efficacy showed a statistically significant positive correlation (practically significant, with medium effect) with *IPWS 2* and a statistically significant positive correlation (practically significant, with large effect) with *IPWS 1*, meaning that those at work would be committed to working together as a team to achieve positive results and if they do not work together they will not achieve what it is they would like to have achieved..

Psychological health showed a statistically significant negative correlation with *IPWS 1*, *IPWS 2*, and *IPWS 3*, and a statistically significant positive correlation (practically significant, with large effect) with *Physical health*. It can therefore be deduced that mineworkers' health status positively influences their experience of respect from colleagues and meeting deadlines encourages them to prefer an integration acculturation strategy. *Physical health* showed a statistically significant positive correlation (practically significant, with medium effect) with *IPWS 1* and *IPWS 2*, meaning that the individuals working in the mines who have good health are more active at meeting deadlines and in this manner obtain the respect from colleagues and supervisors.

IPWS 1 shows a statistically significant positive correlation with *IPWS 3*. *IPWS 1* shows a statistically significant positive correlation (practically significant, with large effect) with *IPWS 2*. *IPWS 2* shows a statistically significant positive correlation (practically significant, with medium effect) with *IPWS 3*. Should mineworkers therefore experience opportunities for development, their chances of meeting deadlines and acquiring status at work would be increased.

The second secondary objective of this project was to determine the relationship between acculturation context variables, individual intervening variables, and the acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health) of mineworkers in the North-West Province. Results indicate that that 6% of the variance of *Psychological health* was predicted by the independent variables in the model, with *Ethnic social support at work* and *Ethnic Vitality at work* being

statistically significant predictors of *Psychological health*. Three percent of the variance of *Physical health* was predicted by the model, with *Ethnic vitality at work* the only statistically significant predictor of *Physical health*.

The third objective of this project was to determine the impact of the acculturation context and individual intervening variables on the sociocultural acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities) of mineworkers in the North-West Province. The results obtained indicated that 16% of the variance in the *IPWS 1* was explained by the model, with *Generalised perceived self-efficacy* the only statistically significant predictor of *IPWS 1* in the regression model.

Twenty-three percent of the variance in *IPWS 2* was explained with the model including acculturation context and individual variables, with *Ethnic integration demands at work*, *Ethnic social support at work*, *Relationship with co-ethnics at work*, and *Individual integration acculturation strategy* the statistically significant predictors of *IPWS 1* in the regression model.

Eleven percent of the variance in *IPWS 3* was explained with the model including acculturation context and individual variables, with *Ethnic integration demands at work* and *Ethnic social support at work* the only statistically significant predictors of *IPWS 3* in the regression model.

Jackson (2008a) finds that the *relationship with hosts* is statistically significant correlated to ethnic vitality at work. Other studies show that the *relationship with co-ethnics at work* is statistically significant to individuals' perceived work success in terms of *respect and dignity from colleagues* (Burckard, 2008). Nchabeleng (2008) confirms that *Psychological health* is statistically and significantly correlated with *Physical health*.

Jackson (2008a) finds that *psychological health* is statistically significant correlated to *ethnic social solidarity in the workplace*. Burckard (2008) finds that individuals' perceived work success in terms of *meeting deadlines* is statistically significant to their *relationship with co-ethnics at work*. Jackson and Molokoane (2008) find that *Generalised perceived self-efficacy* is

statistically significant to *Ethnic integration demands at work*. Jackson (2008b) finds that *Generalised perceived self-efficacy* is statistically significant to *Ethnic integration demands at work*.

LIMITATIONS

The size of the sample and the fact that it was homogenous, consisting of individuals from a specific mine, can be seen as a limitation. It is important to take note of the fact that each mine or shaft most likely has its own unique culture, which may have influenced the participants' responses.

Another limitation could be the fact that the questionnaire was long, which might have caused incomplete questionnaires.

RECOMMENDATIONS

The process of adaptation to an unfamiliar environment can be very difficult and stressful (Choi, 1997; Mori, 2000; Sandhu & Asrabadi, 1994), and the process of coping with the new culture in the new environment has generally been termed 'acculturation' (Berry et al., 1992; LaFramboise, et al., 1993). Because the level of acculturation has a significant effect upon the health status of individuals (Tran et al., 1996), it is suggested that the acculturation strategies amongst South African individuals should be further investigated.

Additional research in terms of acculturation strategies and their effect on health needs to be further investigated in South African mines. This is important in order to be able to generalise the results in terms of the broader population of South African mineworkers or other South African employees.

A final recommendation is to review the questionnaire in terms of the number of questions. It would be advisable to remove the questions that are not deemed appropriate for the particular study. This will allow for participants to be honest and will also limit errors while completing the questionnaire.

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CHAPTER 4

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

The purpose of this chapter is to provide conclusions regarding the results of the research project in relation to the research objectives. Thereafter limitations of the research project are discussed. Finally, recommendations are made for the organisation and recommendations for future research based on the findings of this research project are suggested.

4.2 CONCLUSIONS

The general objective of this research project was to analyse the acculturation process and determine the impact of the acculturation context variables (mainstream as well as co-ethnic group) on the acculturation context and individual intervening variables on acculturation outcomes (employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health) in a mine in the North-West Province.

- The first specific objective was to determine the psychometric properties of the measuring instruments used in this research project.

Mainstream Variables

Table 2 (in Chapter 2) indicated that the Cronbach alpha coefficients of all the measuring instruments are considered to be acceptable compared to the guideline of $\alpha > 0,70$ (Nunnally & Bernstein, 1994) except for the alpha coefficient of *Multicultural norms* and *Individual integration acculturation strategy*.

Co-ethnic groups

Table 2 (in Chapter 3) showed that *Psychological health* and *IPWS 1* are skewed, thus Spearman was used in determining the correlations, while the correlations of the normally distributed variables were determined using Pearson.

The first acculturation strategy, **integration**, refers to individuals of the minority group accepting both their own cultural values and the cultural values of the host; when this process is determined by the larger society it is termed **multiculturalism** (Berry, 2001). The second strategy is **assimilation**, which is used by individuals who reject their own cultural values and identity with and accept the host cultural values; should this process be determined by the larger society, it is termed a **melting pot** (Berry, 2001). The third strategy, **separation**, refers to the minority individuals accepting their own cultural values and identity and rejecting the host culture's values; should this be employed by the larger society it is termed **segregation** (Berry, 2001). The fourth acculturation strategy is **marginalisation**, which refers to individuals who reject both cultures' values and identities; when this process is chosen by the larger society it is termed **exclusion** (Berry, 2001). Within this research project, the main focus has been on psychological outcomes such as psychosomatic complaints, and physical and psychological health, where health is defined as a state of complete physical, mental, and social well-being (Bennett & Murphy, 1997).

- The second objective was to determine the relationship between the acculturation context variables, individual intervening variables, and the acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health).

Mainstream Variables

Table 3 (in Chapter 2) indicated that *Multicultural norms* are practically statistically and significantly correlated with *Multicultural practices* (with large effect). *Tolerance of mainstreamers* is practically statistically and significantly correlated with *Multicultural practices*

and *Relationship with hosts at work* (with large effect). *Generalised perceived self-efficacy* is practically statistically and significantly correlated with *IPWS 1* (with large effect). *Psychological health* is statistically significantly correlated with *Physical health* (with large effect).

The multiple regression analysis with *Psychological health* as dependent variable and *Characteristics of the (society of settlement) workplace* and *Personal characteristics of the individual* as predictors or independent variables was shown in Table 4 (in Chapter 2). Workers within the organisation who tolerate and respect each other will have a better working relationship as they will understand each other better.

Jackson (2008a) confirmed that *Tolerance of mainstreamers* is also statistically significant to *Relationship with hosts at work*. Nchabaleng (2008) indicates that *Multicultural practice* is statistically significantly correlated to *Tolerance of mainstreamers* (with large effect) in her study of the South African Police Service. This confirms the findings of the current research project. A study conducted by the Police authority in Potchefstroom (Jackson, 2008b) confirms the findings of the current research project: *Relationship with host at work* is also statistically significant with *IPWS 3*. A study conducted by the Municipality (Jackson, 2008c) indicates that *Tolerance of mainstreamers* is statistically significant to *IPWS 2*. This confirms the findings of the current research project.

Co-ethnic groups

Generalised perceived self-efficacy is practically statistically and significantly correlated with *IPWS 1* (with large effect), meaning that those at work would be committed to working together as a team to achieve positive results and if they did not work together then negative results would be achieved. *IPWS 1* is practically statistically significantly correlated to *IPWS 2* (large effect). Should mineworkers therefore experience an elevated status at work, it increases their chances of meeting deadlines. *Psychological health* is practically statistically and significantly correlated with *Physical health* (with large effect). It can therefore be deduced that mineworkers' health status positively influences their experience of respect from colleagues and meeting deadlines encourages them to prefer an integration acculturation strategy.

Jackson (2008b) finds that *Relationship with hosts at work* is statistically significant to *Ethnic vitality at work*, which confirms the findings of this research project. Burckard (2008) finds that *Relationship with co-ethnics at work* is statistically significant to *IPWS 2*. This confirms the findings of Chapter 3. Nchabeleng (2008), in her study of the South African Police Service, confirms that *Psychological health* is statistically significantly correlated with *Physical health*.

- The third objective was to determine the impact of acculturation context and individual intervening variables on the acculturation outcomes variables (representing employees' perceived work success in terms of meeting deadlines, reputation and respect, training and development opportunities; and health in terms of psychological health and physical health).

Mainstream Variables

Multicultural practice is the only statistically significant predictor. However, adding the intervening individual variable led to a significant increase in the multiple correlations with *Generalised perceived self-efficacy* the only statistically significant variable.

Antecedent's variables explained 12% of the variance in *IPWS 2*, with *Multicultural practices* the only statistically significant predictor. However, the inclusion of intervening individual variables resulted in *Multicultural practices*, *Individual integration acculturation strategy*, and *Generalised perceived self-efficacy* as the statistically significant predictors. This implies that individuals who respect other cultural groups will have more success in their working environment.

The results explain 13% of the variance in *IPWS 3* with *Multicultural practices* and *Relationship with hosts at work* statistically significant, meaning that should workers be allowed training in the organisation to further develop themselves, they will have better relationships with host members at work. However, the inclusion of the intervening individual variables resulted in stable results in the squared multiple correlations with *Multicultural practices* the only statistically significant predictor.

A study conducted by Jackson (2008a) finds that *IPWS 1* is statistically significant to *Multicultural practices* (context), confirming the findings of the current research project.

Jackson (2008b) contradicts the findings of the current research project: *IPWS 3* is not statistically significantly related to *Relationship with hosts at work*. Nchabeleng (2008) contradicts the findings of the current research project: *Tolerance of mainstreamers* is statistically significant to *IPWS 1* and *IPWS 2*.

Co-ethnic groups

Ethnic integration demands at work, *Ethnic social support at work*, and *Relationship with co-ethnics at work* (which explain 16% of the variance) are statistically significant predictors of *IPWS 1*. The implications of the results are that the ethnic integration orientation is likely to promote respect and meeting deadlines and encourage an individual integration acculturation orientation. However, adding the intervening individual variables led to a significant increase in the squared multiple correlations with *Generalised perceived self-efficacy* the only statistically significant predictor.

Antecedent variables explain 23% of the variance in *IPWS 2*, with *Ethnic integration demands at work*, *Ethnic social support at work*, and *Relationship with co-ethnics at work* statistically significant. Implications of this finding are that there will be better relations with co-ethnics at work and increased chances of experiencing perceived success and respect at work. However, the inclusion of the intervening individual variables resulted in a significant increase in the squared multiple correlations with *Ethnic integration demands at work*, *Relationship with co-ethnics at work*, *Individual integration acculturation strategy*, and *Generalised perceived self-efficacy* the statistically significant predictors.

The results explain 11% of the variance in *IPWS 3*, with *Ethnic integration demands at work* and *Ethnic social support at work* statistically significant. However, the inclusion of the intervening individual variables resulted in a significant increase in the squared multiple correlations with *Ethnic social support at work* the only statistically significant predictor.

Jackson (2008c) finds that *Generalised perceived self-efficacy* is statistically significant to *Ethnic integration demands at work*, confirming the findings of the current research project. Davies (2008) confirms that *Ethnic integration demand at work* is statistically significant to *IPWS 2*.

Burckard (2008) finds that *IPWS 1* is statistically significant to *Relationship with co-ethnics at work* (context), confirming the findings of the current research project. Nchabeleng (2008) contradicts the findings of the current research project: *Ethnic integration demand at work* is not statistically significant to *Generalised perceived self-efficacy*. Jackson and Molokoane (2008) find that *Generalised perceived self-efficacy* is statistically significant to *Ethnic integration demands at work*, confirming the findings of the current research project.

- The fourth objective was to determine the impact of the acculturation context and individual intervening variables on the psychological acculturation outcomes variables (representing employees' psychological and physical health).

Mainstream Variables

Multicultural norms and *Tolerance of mainstreamers* (which explain 8% of the variance) are statistically significant predictors of *Psychological health*, meaning that individuals who tolerate each other will have better health. However, adding the intervening individual variables led to a significant increase in the squared multiple correlations with *Relationship with hosts at work* and *Individual integration acculturation strategy* the statistically significant predictors.

Antecedence variables explain 8% of the variance in *Physical health* with *Multicultural norms*, *Multicultural practices*, and *Tolerance of mainstreamers* as the only statistically significant predictors in the mainstream. However, the inclusion of the intervening variables resulted in a significant increase in the squared multiple correlations with *Multicultural norms*, *Multicultural practices*, and *Tolerance of mainstreamer's* significant predictors. These findings suggest that integration plays a crucial role in the understanding of the causes of ill health as a result of the acculturation process.

Jackson & Molokoane (2008) contradicts the findings of this research project: *Multicultural norms* are statistically significant to *Psychological health*. Nchabeleng (2008) contradicts the findings of the current research project: *Multicultural norms* are statistically significantly correlated with *Physical health*.

Co-ethnic groups

Ethnic integration demands at work, *Ethnic social support at work*, and *Ethnic vitality at work* (which explain 6% of the variance) are statistically significant predictors of *Psychological health*. This means that individuals who work across ethnic groups are likely to experience better psychological health, as they would have better understanding and working relationships. However, adding the intervening individual variables led to a significant increase in the squared multiple correlations with *Ethnic social support at work*, *Ethnic vitality at work*, and *Individual integration acculturation strategy* the statistically significant predictors.

Antecedent variables explain 3% of the variance in *Physical health*, with *Ethnic vitality at work* statistically significant.

Jackson (2008a) finds that *Psychological health* is statistically significant to *Ethnic social support at work*. This confirms the findings of the current research project. Nchabeleng (2008) contradicts the findings of the current research project: *Ethnic social support at work* is not statistically significant to *Psychological health*. Davies (2008) indicates that *Relationship with co-ethnics at work* is not statistically significant to *Physical health* and *Psychological health*. This confirms the findings of the current research project. Jackson (2008b) contradicts the findings of the current research project: *IPWS 3* is not statistically significantly correlated with *Relationship with co-ethnics at work*.

The next section discusses the limitations of the project.

4.3 LIMITATIONS OF THIS RESEARCH PROJECT

Although the research project showed some very promising results, it had various limitations. The first limitation of this project was the use of a cross-sectional survey design, which implies that no causal relationship inferences could be drawn. Unfortunately, more complex forms of non-recursive linkages could not be examined. In order to deal with the limitation of the use of a cross-sectional design, prospective longitudinal and quasi-experimental research designs are needed to validate the hypothesised causal relationships within the research project.

A second limitation was the size of the sample, specifically in terms of the distribution of language and racial groups. The sample did not include sufficient White participants, implying that the full impact on different racial groups could not be validated.

A third limitation was that the population used in this research project was only from mineworkers in the North-West Province. Each mine has its own unique culture, which could have influenced the participants' experiences.

A fourth limitation is the questionnaire was only available in English. The possibility exists that participants' level of English language skills (with English as a second or third language) could have influenced the results.

The final limitation was that the questionnaire was too long, which might have caused incomplete questionnaires.

Recommendations for the organisation and future research are made in the following section.

4.4 RECOMMENDATIONS

Recommendations pertaining to the specific organisations used in this research project and recommendations for further research are made in this section.

4.4.1 Recommendations for the mining or similar organisations

The current research project has important implications for the mining industry and organisations in general. Recommendations can be made to the organisations and mines regarding the effect of acculturation strategies on the health of individuals. However, not only integration, but also tolerance is needed for healthy and lasting relationships between mainstream and minority cultural groups (Ait Ouarasse & Van de Vijver, 2005). Tolerance refers the mainstream's desire to see the minority members actively involved in public life without necessarily rejecting their original culture (Ait Ouarasse & Van de Vijver, 2004). Integration as a broad term can refer to any (positive) combination of adaptation and cultural maintenance, meaning that migrants have some aspects of both cultures.

A clear understanding of context and personal factors impacting on the acculturation process and diversity management is important to help with the development and implementation of effective intervention strategies that address the effect of the acculturation process. Possible intervention strategies may include:

- conducting annual diversity audits as part of the legal requirements associated with the Employment Equity Act;
- training and development programmes which focuses on self-development courses; and
- team building sessions comprising of various ethnic groups.

Companies should also have functions that facilitate co-ethnic interactions. The respective organisations should focus on developing healthy relationships between the majority and the minorities, in order to develop a multicultural ideology, which implies that both the majority and the minorities should promote the integration strategy (Bourhis et al, 1997).

Results obtained using the different acculturation models showed that migrants in general tend to prefer integration, a combination of adaptation and cultural maintenance (Berry, Kim, Power, & Bujaki, 1989). This is vital as literature indicates that acculturation strategies have an effect on health, which implies that they should be managed and controlled. Further investigations should be done on the role of social support on the acculturation process and health.

4.4.2 Recommendations for future research

The most important recommendation for future research is the use of longitudinal designs. With longitudinal designs, the hypothesised causalities of the relationships can be further validated. It is also recommended that other mines should be explored in terms of their acculturation processes, as each mine is unique and has different demographic variables in terms of race, gender, and language. This would result in a better indication of acculturation strategy preferences amongst mineworkers in South Africa. It will also assist in developing a comprehensive conceptual model that can be applied to a variety of mines and mineworkers in terms of acculturation strategies.

The questionnaire also needs to be translated into languages other than English, in order to ensure no misreporting due to language inefficiencies. A larger heterogeneous sample also needs to be used. A further recommendation would be to shorten the questionnaire used in this research project, as this may result in better response rates by the mineworkers. This will prevent unnecessary expenditure in terms of re-administrating more questionnaires due to inefficient sample sizes.

Another recommendation is to interview mineworkers who cannot read or write, in order to gain an understanding of the constraints and frustrations that they are faced with.

The structured equation modelling could also be used for future studies.

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